

**PREDICTORS OF WORK-LIFE BALANCE ON THREE SELECTED
NON-GOVERNMENT ORGANIZATIONS IN ETHIOPIA**



**A THESIS SUBMITTED TO THE OFFICE OF GRADUATE STUDIES OF ADDIS
ABABA UNIVERSIT SCHOOL OF COMMERCE FOR THE PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THR DEGREE OF MASTER OFARTS IN HUMAN
RESOURCE MANAGEMENT**

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December, 2018
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STATEMENT OF DECLARATION

I, the undersigned, hereby declare that this thesis is my original work of and has not been accepted for the award of any other degree in any institution to the best of my knowledge. Due acknowledgement is made for any material previously published and used as a reference.

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CERTIFICATE

This is to certify that this study, ‘Predictors of Work Life Balance in Selected Non Government Organizations in Ethiopia’, undertaken by Mahlet Adugna for the partial fulfillment of the requirements for the degree of Master of Arts in Human Resources Management at Addis Ababa University College of Business and Economics School of Commerce, is an original work and not submitted earlier for any degree either at this university or any other University.

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Predictors of Work Life Balance in Selected Non Government Organizations in
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Acknowledgments

This paper was accomplished through the invaluable support and dedication of different people.

My special thanks go to Dr Abebe Beyene, my advisor, for her constructive comments, professional advice and strong guidance throughout the whole process.

I would also like to deeply appreciate my supervisor and friend Rediet Aklilu, for his consistent encouragement and advice from the beginning of selecting my title to the end; his inspiring ideas were invaluable.

I am grateful to my wonderful husband, Mesfin Taye, who gave me a strong support, totally understanding my absence from home while I was spending my weekends and evenings away working on my research.

I would also like to deeply thank my children, my parents and friends for their prayers and encouragement.

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List of Abbreviations

CRS	Catholic Relief Services
NGO	Non –Government Organization
HR	Human Resources
WLB	Work-Life Balance
WOL	Work Overload
LOL	Life/Family Role Overload
SS	Social Support
WPS	Workplace Support
WLBP	Work-Life Balance Policies
OWLB	Overall Work-Life Balance

ABSTRACT

The purpose of this research was to investigate the factors that affect work life balance in selected NGO's in Ethiopia. To achieve this aim both descriptive and explanatory research were adopted. The population of the study was 194 employees selected from three organizations, namely; FH Ethiopia, Catholic Relief Services(CRS) Ethiopia and Cure Ethiopia out of which the responses of 163 (84%) were collected. Participants of the study comprised of managerial and professional employees who were working in Addis Ababa and project sites. A primary data collection method was implemented using a structured questionnaire to solicit information from the respondents. The data was analyzed using SPSS version 20 using descriptive, correlation and regression analysis. The descriptive statistics results showed that the employees in selected organizations exhibited low level of work life balance. The regression analysis result showed that among the five predictors of WLB, the variables Work Overload, Life role Overload, Social Support, and Work Life Balance Policies predicted the dependent variable, Overall Work-Life Balance, significantly. Workplace Support was not a significant predictor of OWLP. When the standardized beta coefficient of the four significant predictor variables was compared, Work-Life Balance Policies predicted the Overall Work Life Balance the most. Based on the findings, the researcher recommended that sample organizations should assess their practices and the current trend with other similar organizations to create employee work-life balance for better productivity, to intentionally enforce consistent use of policies to help employees know and practice current provisions and design trainings to create awareness on importance of WLB.

Key Words: Work-life balance, Predictors of Work-life balance, Non-government organizations

CHAPTER I

INTRODUCTION

This chapter introduces the research problems and the associated research questions to be addressed and objectives to be achieved. Background of the study, background of the organizations under study, statement of the problem, research objectives, significance, scope and limitations of the study, as well as definition of terms and organization of the study are included.

1.1. Background of the Study

Work-life balance is defined as the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities (Kalliath and Brough, 2008). Work-life balance has always been a concern of those interested in the quality of working life and its relation to broader quality of life (Guest, 2002). Work-life conflicts grabbed management's attention in the 1980s, largely as a result of the increased entry into the workforce of women with dependent children (Robbins & Judge, 2013). In the developed world, advances in technology and the attached requirements in speed and quality of service in recent decades have created too much pressure on employees that began to dominate life resulting in work-life imbalance (Wambui, Cherotich, Emily and Dave, 2017).

Concern about family can interfere with work to a great extent and worries about work issues can also be exhibited in the family front. According to Brough and Kalliath (2009) many of people would recognize that the emotional fallout from both positive and negative workplace experiences can be transferred to spouses and other family members. Friedman and Greenhaus (2000) argue that conflict between work and family has real consequences. The pursuit of work-life balance reduces the stress employees experience. When they spend the majority of their days on work-related activities and feel as if they are neglecting the other important components of

their lives, stress and unhappiness result. An employee who doesn't make time for self-care eventually damages his/her output and productivity. In the community, there is growing concern that the quality of home and community life is deteriorating. There are various explanations for this associated with affluence, the growth of single parent families, the privatization of family life and lack of local resources and facilities (Guest, 2002).

Studies repeatedly show that conflicts between work life and non-work life, especially conflicts between work and family responsibilities, are significant stressors. Examples of work-life conflicts include nights and weekends spent at work rather than with family, work schedules so full that vacations cannot happen, and work obligations that require arranging for child care at the last minute (Robbins, 2013).

Work-life balance enables employees to feel as if they are paying attention to all of the important aspects of their lives. It occurs when employees experience the flexibility of a workplace that allows them to pursue all components of a healthy life. Because many employees experience a personal, professional, and monetary need to achieve, work-life balance is challenging. Employers can assist employees to experience work-life balance by offering such opportunities as flexible work schedules, paid time off (PTO) policies, responsible time and communication expectations, and company-sponsored family events and activities that create a work environment in which work-life balance is expected, enabled, and supported, thereby retaining outstanding employees to whom work-life balance is important-like parents (Heathfield, 2018)

If Work-Life Balance is assisted by employers through instituting policies, procedures, actions, and expectations they will enable employees to easily pursue more balanced lives.

This paper is, therefore, concerned with assessing the predictors of work life balance on employees in the study organizations and analyzes the strength and weaknesses of these organizations in terms of the study area.

1.2. Background of the Organizations

There are more than 1701 non-government organizations in Ethiopia. This research will be conducted in three Non-Governmental Organizations namely, FH Ethiopia, Catholic Relief Services (CRS) Ethiopia and Cure Ethiopia. These three were selected for this study because they were believed to represent other Ethiopian NGO's in terms of their program interventions and also the researcher's familiarity with the organizations. Short description of the organizations is presented below:

FH Ethiopia was established in December 1984 in response to draught and famine hat Ethiopia faced in 1984/1985. Currently, it is running its programs based in Addis Ababa. It has 14 projects running in Amhara Regional State, Southern Nations & Nationalities Peoples Regional state, Benishangul Regional State and, Oromiya Regional State. FH Ethiopia is currently running its operations with 781 staff, mainly focusing on Food Security, Health & HIV& AIDS response, Child Development, Relief & emergency response. FH's vision is to see all forms of human poverty ended worldwide (physical, spiritual, cognitive and social). Its mission is to follow God's call in responding to human suffering and graduating communities from extreme poverty.

Catholic Relief Services (CRS) has worked in Ethiopia since 1958 and has taken the lead in responding to natural and man-made disasters affecting Ethiopia's most vulnerable communities. At present, CRS Ethiopia implements multiple projects through different partner organizations with 267 employees in Addis Ababa and projects sites. CRS/Ethiopia has a highly diverse portfolio ranging from very large food-supported emergency response to cutting edge

development programs. The mission statement of the organization is stated as; “Catholic Relief Services carries out the commitment of the Bishops of the United States to assist the poor and vulnerable overseas. We are motivated by the Gospel of Jesus Christ to cherish, preserve and uphold the sacredness and dignity of all human life, foster charity and justice, and embody Catholic social and moral teaching as we act to promote human development by responding to major emergencies, fighting disease and poverty, and nurturing peaceful and just societies”.

CURE International Inc. was established in 1996 and CURE Ethiopia is a pediatric orthopedic teaching hospital located in Ethiopia’s capital city, Addis Ababa with a total of 163 employees. Opened in 2008, the hospital is a state-of-the-art complex that provides modern medical and surgical care to physically disabled children. Through a combination of in-hospital care, mobile clinics, and clubfoot clinics, CURE Ethiopia is providing care for the children of Ethiopia. The mission statement of the organization is stated as; “Heal the sick and proclaim the kingdom of God. Since 1996, that’s been our aim. Starting with the first hospital in Kijabe, Kenya, we’ve focused on meeting the immediate needs of children with treatable disabilities while addressing long-term needs by creating sustainable programs to train local medical professionals in-country. All of this is done in an environment where our patients, many of whom have been rejected by family and friends, are treated with love and dignity, often for the first time. By meeting physical and emotional needs and demonstrating the love of God, we bear witness to holistic healing”.

These organizations are operating in different areas of the country with a number of staff and with different activities that are engaged in saving lives and development of communities. These organizations’ staffs are expected to highly engage in the achievement of the organizations’ objectives which often times require the employees’ time beyond the normal working hours or even travel to and live in remote locations away from their families. Therefore,

it is expected that many of the staff members may face the challenges of balancing their work and life. Thus, this research aims to evaluate the factors that affect their effort in balancing their work with that of their personal life and how each of these organizations have managed to increase employee engagement despite the affecting factors.

1.3. Statement of the Problem

Work-life balance research has generated substantial interest for researchers and applied business professionals over the past two decades. Work-life balance can no longer be considered a personal choice for individuals; it is also human resource management tool used to attract, motivate and retain highly skilled employees (Shiels, 2015).

Most Non-Governmental Organizations in Ethiopia are characterized by operating in different areas of the country in order to deliver different humanitarian services to the needy local communities. These local communities in many cases are characterized by areas with remote locations to major towns of the country and low access to basic amenities. This service need requires recruitment of different professional and non professional staff from local communities and also from Addis Ababa and other towns and deploy them to the operational areas. These staffs are required to either frequently travel to the operational communities or live among the needy communities which require the majority of the staff's life away from the individual's family.

The nature of operation of these organizations is also characterized by time consuming tasks which require their staff members' attention and energy in most occasions more than the working hours of the day. Employees are, therefore, expected to spend their time beyond the working hours and in many occasions take their work to their home to meet with the high demands of their working nature. These staffs, on the other hand, are also expected to meet the

demands of their family which may include taking care of the house's daily tasks, caring for children, helping them on their daily studies and also caring for other needy family members.

Other issues related to lack of transportation forcing employees to spend long hours on commuting to and from work, lack of availability of assistance at home either from a family member or hired housemaid forcing employees to stretch between their work and house chores are becoming challenges of many employees.

As a previous employee of CRS Ethiopia and currently working in FH Ethiopia in the HR departments, and as someone closely working with Cure Ethiopia, the researcher has an opportunity to constantly be in contact with the employees and supervisors to observe some challenges of employees in these organizations in relation to the situation stated above that can be identified as;

- Late arrival of employees to office due to different demands of family responsibilities at home. This affects the employees' ability to timely meet the requirement of their job which forces to spend extra hours after working hours.
- Late arrival and early departure of employees to and from work places especially when they have to travel to long distances to join their family during weekends. This usually affects their relationship with their supervisors and lead to performance related conflict.
- Employees' dissatisfaction caused by continuous demands of traveling outside their residential locations cause them not to be able to respond to different demands of the family which in turn affects the employee's concentration on assigned job.

This study is, therefore, concerned with studying what individual and organizational factors determine the work-life balance of employees and how the sample organizations address

the work and personal life needs of their employees. Besides, to the best of my knowledge, no research has been done on the predictors of work-life balance in the Ethiopian NGO context.

1.4. Research Question

The main research question that this research is intended to answer is “What are the predictors of work-life balance on employees in Non-Government Organizations in Ethiopia?”

The specific research questions are:

- What is the effect of Work Overload on the work-life balance in the study organizations?
- What is the effect of Family/Life Role Overload on the work-life balance in the study organizations?
- What is the effect of Social Support on the work-life balance in the study organizations?
- What is the effect of Workplace Support on the work-life balance in the study organizations?
- What is the effect of Organizational Work-Life Balance Policies on the work-life balance in the study organizations?

1.5. Objective of the study

1.5.1. General Objective

The general objective of this study is to assess the antecedents of work life balance on employees taking three selected non-governmental organizations.

1.5.2. Specific Objectives

- To study the effect of Work Overload on the work-life balance of employees in the study organizations.

- To examine the effect of Family/Life Overload on the work-life balance of employees in the study organizations.
- To study the effect of Social Support on the work-life balance of employees in the study organizations.
- To determine the effect of Workplace Support on the work-life balance of employees in the study organizations.
- To examine effect of Organizational Work-Life Policies on the work-life balance of employees in the study organizations.

1.6. Significance of the Study

This study benefits the organizations under study because it focused on the factors that affect the work–life balance of employees where understanding this issue gives the organizations how much work-life balance requires the attention of the management. In addition, HR practitioners in the selected organizations benefit from the research in surveying employees’ personal life management and the factors influencing it. This research also helps employees of the sample organizations to realize the importance of work-life balance by way of evaluating themselves on what opportunities they have personally and those provisions from their respective organizations. It also helps to evaluate themselves on what opportunities they have both personally and as a provision from their respective organizations as to how their work environment is suitable for creating a work life balance, and their expectations from their respective organizations on improvements of policies and procedure for the betterment of their work life balance. On the other hand, it also helps the sample organizations to evaluate the list of their policies and procedures for maintaining the work life balance of their respective employees.

This research also helps similar non-government organizations in Ethiopia to inculcate the importance of work life balance and how individuals and organizations can apply this

concept on their personal life and also for organizations to apply the principles on their work environment to help improve the performance of their employees to create a suitable work environment.

The result of this research is expected to serve as a means for the sample organizations to evaluate and capitalize on their existing good practices.

1.7. Scope of the study

This research mainly addressed the factors that affect work-life balance of employees in the selected organizations. Although there are several factors that determine work-life balance of employees, this research is delimited to such variables as Work Overload, Family/Life Role Overload, Social Support, Workplace Support and Organizational Work-life policies. This research was conducted on employees with adequate educational background and good understanding of their respective organizations. Managerial and professional employees, irrespective of their age, marital status, gender, and length of stay in organization are included in this research.

Geographically, the study was conducted on the selected employees that are working in the sample organizations residing in Addis Ababa and other project staff working outside Addis Ababa that can easily be communicated through email correspondences.

This study was methodologically delimited to quantitative approach whereby questionnaire with closed ended questions were used for collecting data from the participants. The quantitative approach was preferred because data analysis is less time consuming which can be done using statistical software like SPSS. And the quantitative findings could be generalized to the sub-population of professional and managerial staff of the selected organizations.

Time wise the study was conducted from April to October 2018 which was subjected to the academic calendar of the university.

1.8. Limitation of the Study

This research was limited to the sample organizations due to time and resource limitations. This affected the universality of the findings and possible applications of the recommendations to other organizations in the general public.

The resource and time limitation affected the researcher's ability to limit the sample size and use other qualitative research techniques such as individual interviews, focus group discussions and observations to find out unique challenges and interventions that could be used as a finding to the research question.

The use of non-probability sampling design may limit the generalizability of the findings in this research.

The researcher faced some challenges when distributing and collecting the data instrument. Some employees were on leave or in the field and couldn't be reached through the email. Some respondents didn't return back the questionnaires on time or not at all that caused delay in collecting and analyzing the data, and also reduced the rate of questionnaire return.

1.9. Definition of Terms

Work-life balance: is defined as satisfaction and good functioning at work and at home with a minimum of role conflict (Clark, 2000).

Work is defined as paid employment (Guest, 2002)

Life: is defined as activities that employees perform outside work (Guest, 2002)

Work Overload: is mental and physical effort required by the job task that is concerned with the amount of work required to be done (Halfer and Graf, 2006) as stated by Njeri (2014)

Life/family Role Overload: the level and intensity of responsibility within the family domain and societal responsibilities (Boyar and Moseley, 2007) as stated by Shiels (2015)

Social Support: means having friends and other people including family, to turn to in times of need or crisis to give you a broader focus and positive self-image (Towey, 2016)

Workplace Support: the degree to which employees perceive that supervisors or employers care about their general well-being on the job through providing positive social interaction and resources (Kossek, Pichler, Bodner and Hammer, 2011)

Work-Life Balance policies: Strategies that contribute to creating balance between work and life (Moon and Jongho, 2010).

1.10. Organization of the Study

The research is organized in five chapters. Chapter one gives an introduction to the research work. It gives basic information about the organizations and the research being undertaken. The chapter consists of the background of the study, organizational profile, statement of the problem, objectives, research questions, significance of the study, scope of the study, and limitations encountered by the researcher. Chapter two consists of the literature review and the theoretical framework. Different concepts and theories explained by authors and researchers relevant to the study are referred and detail for further argument with the outcomes of this study. Chapter three gives details of the research methodology representing the various ways and methods which the researcher uses in order to gain information. The chapter consists of the study area, research approach, research design, population and sample, data type and source, measurement, data collection methods and analysis. Chapter four is about the analysis and interpretation of the information gathered by the researcher. In this chapter, detailed

interpretation of the findings from the questionnaires are interpreted and explained. Chapter five gives summary of the findings, suggestions and conclusion of the researcher that are drawn from the findings and their implications on the research organizations and also for other similar organizations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Literature Review

2.1.1 The concept of Work-Life Balance

The concept of work-life balance is based on the notion that paid work and personal life should be seen less as competing priorities than as complementary elements of a full life. It is important for employers to support work-life balance to comply with legal requirements that afford employees the right to request to work flexibly, to promote equality of opportunities by ensuring that staffs with caring responsibilities are not disadvantaged in the workplace, and to widen access to paid work and career opportunities (Manfredi and Holliday, 2004).

Different authors have given different definitions to Work-Life Balance, where some of them are presented below:

According to Bird (2003) work-life balance does not mean an equal balance between work and other aspects of life because trying to assign an equal number of hours for each of an individual's work and personal activities is usually unrewarding and unrealistic. He stresses that an individual's best work-life balance will vary over time, and this can happen on a daily basis. The right balance for someone today will probably be different tomorrow. For example, the right-balance for a person when he/she is single will be different when he/she gets married, or if one has children; when he/she starts a new career versus when he/she is nearing retirement. And since there is no perfect, one-size fits all, balance people should be striving for, the best work-life balance is different for each person because people have different priorities and different lives. However, according to Bird (2003), at the center of an effective work-life balance definition there are two key concepts that are relevant to each individual. They are daily Achievement and Enjoyment. Achievement and Enjoyment are the front and back of the coin in life. Trying to live

a one sided life is why so many seemingly successful people are not happy, or not happy as they should be. As a result, Bird's (2003) good working definition of Work-Life Balance is meaningful daily Achievement and Enjoyment in each of one's four life quadrants: Work, Family, Friends and Self.

According to Grzywacz and Carlson (2007) work/life balance is the accomplishment of role-related expectations that are negotiated and shared between an individual and his/her role-related partners in the work and family domains. Clark (2000) also defined work-life balance as the extent to which individuals are equally engaged in and equally satisfied with work and family roles.

Changes in the definition of 'normal working hours', the demographic make-up of the labour force (i.e. gender, ethnicity, dual career couples, and religion), and the very nature of the employment contract have necessitated an increased organizational concern for their employees' wellbeing (Greenhaus and Powell, 2006). Ideally, the WLB concept requires organizations to effectively integrate employees' work and non-work roles such that levels of multiple-role conflict, and the associated stress and job-dissatisfaction, are minimised or avoided (De Bruin and Dupuis, 2004; Greenblatt, 2002).

Work Life Balance supports the efforts of employees to split their time and energy between work and the other important aspects of their lives. Work-life balance is a daily effort to make time for family, friends, community participation, spirituality, personal growth, self-care, and other personal activities, in addition to the demands of the workplace (Greenhaus and Powell, 2006).

2.1.2 Importance of Work-Life Balance

Employees with work-life balance feel their lives are fulfilled both inside and outside of work (Byrne, 2005), and they experience minimal conflict between work and non-work roles. Those who achieve this balance tend to have higher levels of satisfaction with their jobs and life in general, as well as lower levels of stress and depression (Rife and Hall, 2015). Rife and Hall (2015) further discuss from an employer's viewpoint, encouraging work-life balance may attract new hires, help reduce turnover and absenteeism, and increase the chances of employees voluntarily engaging in "pro-social" behaviors that rise above and beyond their job requirements. The employee and the organization benefit most when workers experience greater balance between what they do on and off the clock.

Rife and Hall (2015) state after years of research and organizational policies, employees are still struggling to balance work and life demands because in some organizations the work-life balance has yet to become a genuine priority. Upper management needs to implement the policies, and front-line managers need to enforce them. Without generating a supportive work-life culture in which employees feel they should (or could) utilize work-life benefits, employees feel discouraged or even punished for taking time away from work to meet non-work needs. Organizations that establish a positive work-life culture will gain a favorable reputation among job applicants to target and retain higher quality individuals.

Although traditional thinking about work-life balance has tended to emphasize its relevance for women with children, there is increasing consideration of its importance for men, and for singles or couples without children (Rife and Hall, 2015).

A person's physical and mental health can be enhanced if one spends adequate time participating in non-work activities from which both the employee and employer benefit.

The achievement of better work-life balance can yield dividends for employers in terms of: having a more motivated, productive and less stressed workforce that feels valued; attracting a wider range of candidates; increased productivity and reduced absenteeism; gaining the reputation of being an employer of choice; retaining valued employees; achieving reduced costs; and maximizing available labor (Byrne, 2005).

According to Pocock (2005) workers who are satisfied with their work-life balance are likely to be happier social citizens, parents, carers and more productive workers. They may work longer and more productively over their lifetime, making a greater contribution, and their health- along with the health of their dependents and partners- may be better, reducing public health expenditure and generally increasing social well-being.

The use of WLB to provide and support the welfare of both the individuals and their families is expected to improve organizational outcomes by enabling company members to improve levels of job satisfaction and commitment to work (Navarro, 2016).

Not only does work-life imbalance relate to an individual's well-being, it also affects effective functioning as a parent and partner (O'Driscoll, Brough and Kalliath, 2006). Research has identified that long and intensive working patterns are associated with dysfunctional family environments, which lead to negative health outcomes, especially for parents, strained familiar relationships, dysfunctional parenting, and reduced child well-being. In other words, high work-life conflict negatively affects employees' abilities to enjoy and nurture their families (Duxbury and Higgins, 2003).

Marks and MacDermid's (1996) role balance theory suggests that perceived work-life balance may not be role specific, but rather acknowledges the individual across all roles. Therefore, negative work-life balance may indicate that an individual is struggling in multiple

roles, whereas positive work-life balance suggests that they are managing their work and non-work roles sufficiently or well.

2.1.3 Coping Mechanisms for Work-Life Balance

Modern organizations have been devising different mechanisms and introduce new policies that help balance the work and outside work life of employees so that employees exert their maximum potential to their organizations. For example, Indian companies have such policies as; work from home, plan in a way that you can take the weekend off, opting for split shift, making full use of the company's facilities, and optimization of time at work (Kharti and Behl, 2013). Most major organizations introduced on-site child care, summer day camps, flexitime, job sharing, leave for school functions, telecommuting, and part-time employment (Robbins and Judge, 2013).

Elloy and Smith (2003) suggest that an effective conceptualization of the WLB requires a holistic approach to human resource management, which implies a greater awareness of the total context of worker's daily lives, not just those hours they spend at work. Quick, Henley and Quick (2004) have suggested that employees need to take an active role in managing their own work responsibilities, family obligations and self-imposed expectations by understanding the source of the demands that lead to conflict, making appropriate choices and using a range of strategies.

The boundary management relates to how employees manage the boundary between home and work, lending support to the established research perspective focusing on integration versus segmentation for coping with work and family roles (Ashforth, Kreiner and Fugate, 2000). Segmentation is a strategy used by employees to separate work and non-work time and activities, whereas integration is a strategy whereby the person overlaps these role experiences

(Nippert-Eng, 1995) Haddon Examples of segmentation strategies could be making conscious decisions not to take work home or to work over weekends, so that there is a separation making sure that they focus on work during work hours and do not think about it when they go home. Leisure can also be an effective coping strategy helping to maintain employee health and wellness where planned participation in leisure activities help in successfully integrating work and life (Haworth and Lewis 2005). Support from others could also be an effective coping strategy (Carlson and Perrew, 1999; Wallace, 2004) particularly employees who report that their spouses provide support experience less difficulty in balancing work and home domains (Quick, Henley and Quick, 2004; Halbesleben and Rotondo, 2007).

According to Wickham and Parker (2006), 'Compartmentalization' refers to the attempts by employees to minimize the impact between their working-life and the enactment of their non-work roles. Specifically, employees reporting compartmentalization efforts indicated that they were doing so in order to reduce role-conflict in their working-life, and not to hide the fact they enacted multiple-roles. Compartmentalization tactics included both cognitive and behavioural components. Cognitively, employees' compartmentalization efforts are described as the selective non-disclosure of non-work roles to their colleagues. Behaviourally, employees' compartmentalization efforts include refusal to work overtime, refusal to take work home, refusal to allow family members to visit them at work, and refusal to socialise with their work colleagues. It was reported that where their attempts to compartmentalise were unsuccessful, and that this led to role-conflict, they indicated experiencing a greater level of stress and dissatisfaction (Wickham and Parker 2006).

2.1.4 Work Life Balance Measurement

Greenhaus, Collins and Shaw (2002) described a measure of work–family balance based on three specific components: time balance (equal time between work and family roles), involvement balance (equal psychological involvement in work and family roles) and satisfaction balance (equal satisfaction with work and family roles). This study was instrumental in distinguishing the concept of ‘balance’ from work–family conflict and/or facilitation: that individual can – and should – demonstrate equally positive commitments to different life roles; that is, they should hold a balanced orientation to multiple roles.

However, Greenhaus, Collins and Shaw’ (2002) definition of balance as consisting of objectively equal components of time, involvement and satisfaction between multiple roles has been questioned (Kalliath and Brough 2008). Developing and validating a measure of work life balance is a critical element for mapping of work environment prevailing in any organization has been recognized to be essential tool for researchers, management practitioners to facilitate advanced research in this area. Initially, work life balance was estimated in terms of work family conflict, in line with the model proposed by Greenhaus and Beutell (1985) that include different types of conflict such as time based conflict, strain based conflict and behaviour based conflict. The model hypothesised that any role attribute that influences individual’s time involvement, strain or behaviour within a role, can generate conflict between that role and the other roles played by the individuals.

Time based conflict occurs when time devoted to one role makes it difficult to fulfil the demands in another role. Strain based conflict exists when psychological strain produced within one role have an effect on the functioning of individual’s another role. The model also indicated that strain based work family conflict was likely to be the most intense for employees exposed particularly to extensive physical, emotional, or mental work demands. Behaviour based conflict

occurs when specific behaviours effective in one role are inappropriate with behavioural expectations in another role (Poulose and Sudarsan, 2014).

According to Marks and MacDermid (1996) there are two ways to engage multiple roles; as either positive or negative role balance. Positive role balance refers to the tendency to engage in every role with equally high effort, devotion, attention and care, whereas negative role balance refers to the tendency to engage in roles with apathy, cynicism, low effort and low attentiveness. Due to these behavioural and cognitive-affective tendencies, it is generalized that positive role balance will lead to role ease and that negative role balance will lead to role strain (Marks and MacDermid, 1996) – role ease and strain corresponding with role enhancement and conflict, respectively. In the case of positive role balance, role conflict is either prevented or solved before acute problems of role management become chronic; this is achieved by addressing the demands of each role on time, with effort and attention. For example, according to Marks and MacDermid (1996), avoiding unnecessary breaks, calls and e-mails while working, prioritising job responsibilities, and updating one's professional skills, may substantially facilitate managing job responsibilities more efficiently so that the employee's work time does not cut into his or her allocated family time. In contrast, for individuals of whom a negative role balance is typical, occasional incidents of role conflict are likely to accumulate due to their indifference towards role-related tasks and duties, creating an ongoing state of unfulfilled demands. For example, ignoring one's spouse's emotional concerns and avoiding private life responsibilities, such as taking care of one's children or household chores may, over time, escalate into constant and daily disagreements, which can also negatively affect job performance due to the consequential worsening of mood and concentration (Marks and MacDermid, 1996).

2.1.5 Predictors of Work-Life Balance

Predictors of work-life balance that were examined in this research can be grouped into: (a) Demands, such as Work Overload, Family/Life Overload and (b) Resources, such as Social Support, Workplace Support and Organizational Work-life Balance Policies. Each of these variables is discussed in the following section.

2.1.5.1 Work Overload

Elloy and Smith (2003) suggested that work overload tends to happen when employees receive several work demands that are beyond their capabilities. This includes qualitative or quantitative overload: Qualitative overload is a situation where the work load is too challenging to be completed, while quantitative overload occurs when there are too many tasks to be completed. Duxbury and Higgins (2003) stated that role overload occurs when the total demands on time and energy associated with the prescribed activities of multiple roles are too great to perform the roles adequately or comfortably.

According to McDowall (2009) workload generally refers to the quantity of physical and cognitive work that workers can perform without endangering their own health and safety or that of others, yet still remain efficient.

Boxall and Macky (2014) in an effort to define work intensity, measured hours worked, as well as whether employees experience overload in what is expected of them in their work and whether they feel pressure to take work home or work longer than they desire. This can happen when greater involvement in decision-making requires greater effort through exposure to problems that are more difficult, or take longer, to solve. It can also happen in lean-production environments that are accompanied by heightened production pressure (Boxall and Macky 2014).

Shiels (2015) argue that although individuals may find their job is demanding, they may love their job and enjoy the challenge. On the other hand, employees who experience high levels of work demand may blame their family responsibilities for interfering with their work, and this may create more family-work conflict (Boyar, Maerts, Pearson and Keough, 2003).

According to Bahiru and Mengistu (2018), the main reasons for the work overload can sometimes be the employees' inability to say no, the nature of their company and their work, the amount of trust and responsibility the company bestowed in them, and the imbalance of their responsibility and their working hour.

2.1.5.2 Life/Family Role Overload

Michel and Clark (2009) described family demands as consisting of a combination of number of children at home, number of hours spent on family activities, parental (time) demands, and time commitment to family.

Family demands are increased both by the volume of dependent responsibilities (caring for children, elderly parents, serious ill spouses and other family members) and by specific acute situations producing intense demands, such as the birth of a new baby or sudden serious illnesses of spouses/parents/other family members: 'the combination of reduced time available and increased work and family demands for many employed parents obviously creates additional role stress' (O'Driscoll et al. 2006).

In Ethiopia there are societal demands too that require the time of employees like attending weddings and funerals, as well as other indigenous social networks like 'edir' and 'equb' (Bahiru and Mengistu, 2018) that causes life/family role overload on employees.

2.1.5.3 Social Support

Social support can come from both work and non-work sources and that this support is primarily in the form of either emotional support (e.g., listening and providing empathy) or

instrumental support (e.g., tangible assistance aimed at solving problem) (Adams, King, and King, 1996). Non-work support is generally conceptualized as family support (Grawitch and Barber, 2010).

Family-based support creates an environment in which family members can coordinate their work and family responsibilities effectively, which assists the family manage their work-life balance Voydanoff (2005). Like supervisor and co-worker support, family support has two dimensions: instrumental support, such as the amount of practical assistance given in the home, and emotional support, such as emotional understanding and support (Shiels, 2015). The support from spouse, parents, children, supervisors, friends and peer group will help employees in gaining the balance between paid and unpaid responsibilities.

An employee who has a supportive partner at home is more able to recover from stressors in the workplace by being able to debrief and discuss difficult workplace issues (Kinnunen, Mauno, Geurts and Dikkers, 2005)

Having a supportive spouse or family member, who offers emotional support, assists with household tasks, and who may give work-related advice, leads to increased fulfilment in family life, which then facilitates work outcomes, such as becoming a better team player. These positive social exchanges that occur within the family unit spill over to the workplace (Shiels, 2015)

2.1.5.4 Workplace Support

Different researchers have identified different aspects of workplace support such as supportive work–family culture, organizational support, supportive supervisor or manager, and supportive co-workers (Thompson and Prottas, 2006).

Supervisors have been recognized as essential to enabling employees to manage work and family. Kossek, Pilcher, Bonder and Hammer (2011) distinguished between general

workplace support (e.g., perceived organizational support and supervisor support) and family-specific construct support, such as perceived organizational work-family support and supervisor work-family support. General workplace support can come from various sources, such as supervisor, colleagues, or the organization itself, and is defined as the degree to which employees perceive that supervisors or employers care about their general well-being on the job through providing positive social interaction and resources. Organizational work-family specific support involves the perception that the employer is concerned about their employees' ability to effectively manage their work and family roles and that the employer facilitates a helpful social environment by providing direct and indirect work-family resources. Furthermore, it has been argued that although having general organizational support is beneficial and can be viewed as a resource, work-family specific support will have a stronger relationship to work-life conflict than general support (Kossek, et al., 2011).

Hammer, et al., (2009) have conceptualized family-supportive supervision along four dimensions: emotional support, instrumental support, role modeling behaviors, and creative work-family management. *Emotional support* involves making employees feel comfortable discussing work-family issues and conveying empathy. *Instrumental support* involves effectively responding to employee work and family needs and requests. *Role modeling behaviors* refer to the supervisor's ability to demonstrate effective strategies for effective work-family management. *Creative work-family* management is defined as manager-initiated behaviors intended to restructure work in a way that facilitates employee effectiveness on and off the job (Allen, 2013)

Feeling supported could enrich the individual's experience at work, and this could lead to greater satisfaction in the family domain as well as the work domain (Shiels, 2015).

2.1.5.5 Work-Life Balance Policies

Policies that are supportive of employee's needs to manage work and family responsibilities have increasingly become a topic of discourse within the work–family literature. It is widely recognized that legislative policies or government-level supports for work and family vary enormously across the world (Heymann, Earle, and Hayes, 2007; Waldfogel, 2001).

Lockwood, (2003) stated that communication about work/life programs is essential. Although an organization may offer a rich menu of work/life benefits, the desired effect yielding positive business results, is unlikely to occur if employees do not know about the programs or understand them. Human resource professionals should consider four critical issues that include; if the company culture truly support work/life benefits; starting with senior management, if management philosophy sincerely endorse work/life benefits; managers' and supervisors' understanding of the impact work/life balance has on their workforce; and employees' awareness and understanding of the company's work/life programs.

One of the most important sources of flexibility is the ability of workers to have some control over when they work. Examples include flexibility in when a worker arrives at or leaves work, the scheduling of breaks and overtime, and compressed workweeks, such as when one works more hours four days a week and a partial day one day a week. Flexible work scheduling can also come in the form of telecommuting, or telework, which is an arrangement where an employee performs their official work duties at home or at more geographically convenient worksites (Ko, Hur and Walter, 2013).

Providing mothers with support to breastfeed when they return to work may also help new mothers to manage the demands from their work and family domains and, therefore, positively contribute to a decrease in work-life conflict (Cardenas and Major, 2005).

One strategy adopted by organizations is to enact policies and programs aimed at providing employees with resources to help them manage their lives (Thompson and Protas 2006). To be successful, management needs to understand the rationale behind the introduction of work-life balance programs and buy into it. It is, therefore, a good idea to include work-life balance training for managers and supervisors.

2.1.6 Work Life Balance Theories

Experts have been trying to propose several theories to explain the work family linkage and the different aspects of the relationship between work, personal and family life. The two fundamental theories that study role conflicts and its impact on work life balance are Boundary theory and Border theory. Other theories that have been built on the foundation laid by these two theories are briefly described below (Kumar and Janakiram, 2017)

Structural Functionalism Theory: The theory implies that every individual's life is concerned mainly with two separate spheres: productive life which according to this theory refers to that part of work life which helps one to produce a product or a service and emotional life which is at home that centers around spending time for oneself, spouse, parents, child care, leisure, health care, etc. Structural functionalism theory believes in the existence of fundamental parting between work and families. According to structural functionalism theory, work and life aspect will work at tandem with each other “when men and women specialize their activities in separate spheres, women at home doing expressive work and relieving men of household chorus and men in the workplace performing instrumental tasks not worrying about house hold responsibilities” (Kumar and Janakiram, 2017).

Compensation Theory: Compensation theory of work life balance describes the efforts intended at countering unconstructive experiences in one domain through increased

efforts for optimistic experiences in another domain. An example would be a dissatisfied worker focusing more on family than work, or a satisfied worker focusing on work more but compromises on family life thus reallocating his preferences for being happy in one accept difficulties in the other (Edwards and Rothbard, 2000). According to Clark (2000) compensation theory there exists a contradictory relationship between work and life, so individuals make an attempt to satisfy voids from one sphere with satisfactions from the other.

Resource Drain Theory: According to Resource drain theory individuals transfer limited resources available to seek balance between work and life from one domain to another to make use of resources that are available optimally (time, money, and attention). Individuals also move Resources to other domains that are not work and family related, such as community or personal pursuits (Edwards and Rothbard, 2000).

Spillover Theory: The spillover theory proposes the most popular view of relationship between work and family. Several researchers suggested that workers carry the feelings, emotions, attitudes; skills and behaviors that they establish at work into their family life and vice versa (Belsky, Perry-Jenkins and Crouter 1985). Theoretically, spillover is perceived to be one of two types: positive or negative. Spillover considers multidimensional aspects of work and family relationship. Positive spillover refers to fact that satisfaction and achievement in one domain may bring along satisfaction and achievement in another domain. Negative spillover on the other hand refers to the fact that problems and despair in one domain may bring along the same emotion into another domain (Xu, 2009).

Work-Life/Family Enrichment Theory: According to enrichment theory, experience in one role, either work or family, will enhance the quality of life in the other role. In other words, this model tries to explain the positive effects of the work-family relationship. Enrichment theory thereby refers to the degree to which experiences from instrumental sources

(skills, abilities, values) or affective sources (mood, satisfaction) improves the quality of the other domain (Madsen, John and Miller, 2005). Greenhaus and Powell (2006) defined enrichment as “the extent to which experiences in one role improve the quality of life in the other role” and reported that employees perceive that their work and life roles enrich each other.

Border Theory: Clark (2000) claims that each person’s role takes place within a specific domain of life, and these domains are separated by borders that may be bodily, temporal, or emotional. The theory addresses the issue of “crossing borders’ between domains of life, especially the domains of home and work. According to this theory, the flexibility and limit to switch over the boundaries between people’s work and family lives will affect the level of integration, and determines the ease of transitions between the two spheres, and the level of conflict between these domains are closely related. Boundaries that are flexible facilitate integration between work and home domains. When domains are relatively integrated, mutual transition is easier, but that may lead to work family conflict. Conversely, when these domains are segmented, transition is more effortful, but work family conflict is less likely to happen (Bellavia and Frone, 2005).

Boundary Theory: Boundary theory proposes that individuals manage the boundaries between work and personal life through processes of segmenting and/or integrating the domains (Bulgar, Matthews and Hoffamn, 2007).

2.2 Empirical Literature Review

2.2.1 Work Overload and Work-Life Balance

Boxall and Macky (2014) in their study to identify the relationship between work intensity and work-life balance, they concluded that role overload and work pressure are associated with lower job satisfaction, higher stress levels, greater fatigue and greater work–life imbalance. Hours usually worked in a week are also associated with higher reported stress, poorer work–life balance and, to a lesser degree, fatigue.

Duxbury and Higgins (2003) in their study about work-life balance using samples of large organizations found out that the main reason for workers who reported feeling dissatisfied with work-life balance were not enough time for family/spouse/partner/children and too much time spent on the job.

Omar, Mohd and Ariffin (2015) in a study of 100 respondents in one of government enforcement agency revealed that, workload was the most dominant factor affecting work-life balance, followed by role conflict. Number of hours worked, work demands and organizational time expectations were related to greater conflict and less perceived work-life balance (Shiels, 2015).

Bahiru and Mengistu (2018), in their study on women leaders of business organizations in Addis Ababa, found out that one of the major organizational factors posing a challenge was work overload. They stated the work responsibilities the participants were given was not commensurate with the normal working hours the company provided where companies seem to demand more outcomes than the resources they offer. The nature of the work by itself also does not allow the respondents to work during the normal working hours only demanding extra hours to spend at their work places, and this is putting more challenge on women leaders in their struggle of balancing work and family life.

The work-life conflict perspective assumes that work and non-work lives are separate spheres, and each of these spheres compete for limited resources, such as time and energy (Gareis, Barnett, Ertel and Berkman, 2009). This originates from the scarcity theory with a view that balancing multiple roles will inevitably lead to inter-role conflict as demand for time and energy compete for limited resources, which results in negative outcomes in both and home domains. According to the scarcity hypothesis, occupying multiple roles creates inter-role conflict and role overload, which leads to psychological distress and exhaustion (Marks, 1977).

Therefore, according to the scarcity theory the following hypothesis was developed:

H1- Work Overload has negative influence on employee work-life balance.

2.2.2 Life/Family Role Overload and Work-Life Balance

In their research, Crompton and Lynette (2006) showed that the presence of a more traditional division of domestic labor made a contribution to lower levels of perceived work-life balance. Boyar and Mosley (2007) in a study conducted on university employees found that when the demands from the family are high, employees struggle with family-work conflict. Shiels, (2015) in an attempt to view family demands and family support and their relationship with work-life balance, stated that higher family demands were associated with increased family-work conflict.

In cases of acute family demands many employees report that where formal leave provisions from work are available and accessible, such leave provision is typically insufficient to adequately meet these additional family demands, thereby increasing levels of role stress and work-life imbalance (Greenhaus and Parasuraman 2002; Boyar, Maertz, Pearson and Keough 2003; Brough, Holt, Bauld, Biggs and Ryan 2008; Gatrell, Burnett, Cooper and Sparrow 2013 as stated by Shiels, 2015).

A study conducted by Bahiru & Mengistu (2018) to identify challenges of women leaders of business organizations revealed that trying to meet the societal expectations added a great burden and contributed to the imbalance that already existed in the women's lives.

Based on the scarcity theory the following hypothesis is developed;

H2: *Life/Family Role Overload has negative influence on employee work-life balance.*

2.2.3 Social Support and Work-Life Balance

The findings of the study conducted by Padma and Reddy (2013) show that the support from family members will play a significant role in balancing personal and professional lives that family members support are a dominant predictor of Work Life Balance.

Russo, Shteigman and Carmeli (2016) in their study to explore the way in which multiple support sources (workplace and family social support) help individuals to experience work-life balance and thereby develop a sense of psychological availability and positive energy at work, the findings showed the importance of support from work and non-work sources for the pursuit of employees to achieve balance in the spheres of work and life.

Flechl, (2009) investigated how women in senior management positions in Austria, Denmark and the UK, combine a successful career and family life. Findings from the study indicated that support from their family, help from their partners, and companies' flexibility is the most important things needed by women to reach a satisfactory work-life balance.

Bahiru and Mengistu (2018) stated that most of the respondents in their survey said that they had great assistance from their spouses, and witnessed it was of great help for their professional success and that the help they received related to looking after the kids contributed in balancing their work and family demands.

Wayne, Randel and Stevens (2006) as stated by Shiels (2015) found out that individuals who received resources, such as emotional and practical assistance at home, would feel happier and this would assist them manage their work role.

Rincy and Panchanatham (2011) have conducted study on Work-life Balance of women entrepreneurs, the factors influencing their Work Life Balance. The study revealed that role overload, dependent care issues, quality of health, problems in time management and lack of proper support from the family are the major factors causing imbalance in work and personal life of women entrepreneurs.

Padma and Reddy (2013) in their study to examine the impact of family members support on work-life balance among female police personnel, showed that the support from family members plays a significant role in balancing personal and professional lives and that family members support is a dominant predictor of work life balance.

The linkage between family and work can be explained by social exchange theory and conservation of resources theory, the assumption being that the accumulation of resources generates new resources, and individuals are better to handle stress and conflict which also leads to increased wellbeing in both domains. This also works in the opposite way, whereby a loss or lack of leads to downward negative spiral (Shiels, 2015).

Conservation of resources (Hobfoll, 1989) is a good lens through which to view the work-life interaction, as individuals seek to acquire and maintain resources. Conservation of resources posits that the combination of multiple roles does not inevitably result in strain; rather, each role may offer resources that help protect the individual from demand associated with the other role. Therefore, support from family might be crucial to building resistance to strain based on which the following hypothesis was developed.

H3: Social Support has significant and positive contribution to employee work-life balance

2.2.4 Workplace Support and Work-Life Balance

Rhoades and Eisenberger (2002) in their study of specific forms of informal support, supervisor support and co-worker support were positively related to job, family, and life satisfaction as well as positive spill over between job and home, and negatively related to stress, intentions to quit, and work-to-family conflict.

Harshada (2014) examined the work-life balance of employees of IT companies in Mumbai. The importance of the workplace culture that enabled employees to attain a balance between work and life was highlighted in the results. It revealed the importance of supervisors' role in achieving work life balance.

Research consistently indicates that individuals who report that their supervisors are more family supportive report less work–family conflict (e.g., Allen, 2001; Frone et al, 1997; Lapierre and Allen, 2006; Thomas and Ganster, 1995; Thompson, Beauvais, and Lyness, 1999). Moreover, family-supportive supervision has been associated with positive job attitudes, lower intentions to leave the organization, and more positive spillover from family to work (e.g., Allen, 2001; Hammer, et al., 2009).

In their meta-analytical review of the antecedents of work-family conflict, Michel, Kotrba, Mitchelson, Clark, and Baltes (2011) found that both supervisor support and co-worker support had weak negative relationships with work-family conflict which suggest that as social support increases in the workplace, work-family conflict decreases.

Therefore, according to the conservation of resource theory, the following hypothesis was developed:

H4: Workplace Support has positive influence on employee work-life balance.

2.2.5 Work-Life Balance Policies and Work-Life Balance

Different work-life policies and practices regarding their effect on employees' work life balance have been studied by researchers and some of their findings are listed below.

Flexible time scheduling (e.g. change start and finish times) is consistently associated with reduced work-life interference (Alexander and Baxter, 2005; Skinner and Pocock, 2008; Hayman, 2009)

O'Driscoll, Brough and Biggs (2006) identified access to paid parental leave, adequate leave duration and organizational support as major determinants of work-family balance, where limited or no access to paid parental leave led to premature return to work resulting in adverse consequences (personal health, child attachment, breast feeding/low job commitment and high turnover intention).

Hayman (2009) studied on perceived usability of flexible work practices and found out Work-life balance worsens with longer hours, workers on flexi-time had better work-life balance than workers on fixed hours, perceived usability of flexible work arrangements is associated with better work-life balance and parents report higher work-life interference than those without dependent children.

Lack of awareness about what was meant by work family balance and the inadequate family friendly organizational initiatives were found out to be sources of negative influence in balancing work and family obligations for women leaders in Addis Ababa (Bahiru and Mengistu, 2018)

Golden (2011) concluded that the consequences of hours of employment for a worker's work-life interface depends not only on the number of hours of work but also whether a worker perceives that they have some discretion over the setting and timing of their

work hours and schedule. When a worker perceives to lack such discretion, this may have at least as much adverse effect on work-life balance as working long or extra hours.

Positive organizational scholarship theory (Cameron, Dutton and Quinn, 2003) is concerned primarily with the study of positive processes that facilitate positive outcomes for both the organization and the individuals who work there. Individual members have a yearning to belong to a community and have personal connections. Recognition that employees have a life outside work and being supportive of this builds organizational membership. According to positive organizational scholarship, individuals prefer positive experiences to negative ones, and an environment that offers the opportunity to develop and utilize their strengths, inevitably profits from this (Shiels, 2015).

Therefore, based on the positive organizational scholarship theory the following hypothesis was developed:

H5: Work-life balance policies have positive influence on employees' work-life balance.

2.3 Conceptual Framework

After reviewing the related literature, the following conceptual framework is developed where Work-Life Balance is considered as dependent variable while predictors of work-life balance as independent variable.

The independent variables or predictors of work-life balance that were examined in this research are grouped into two. The first one is 'Demands' and it includes Work Overload and Family/Life Overload. The second one is 'Resources' and it includes Social Support, Workplace Support and Organizational Work-life Balance Policies. The demands are expected to negatively affect work-life balance while the resources are expected to positively affect the dependent variable.

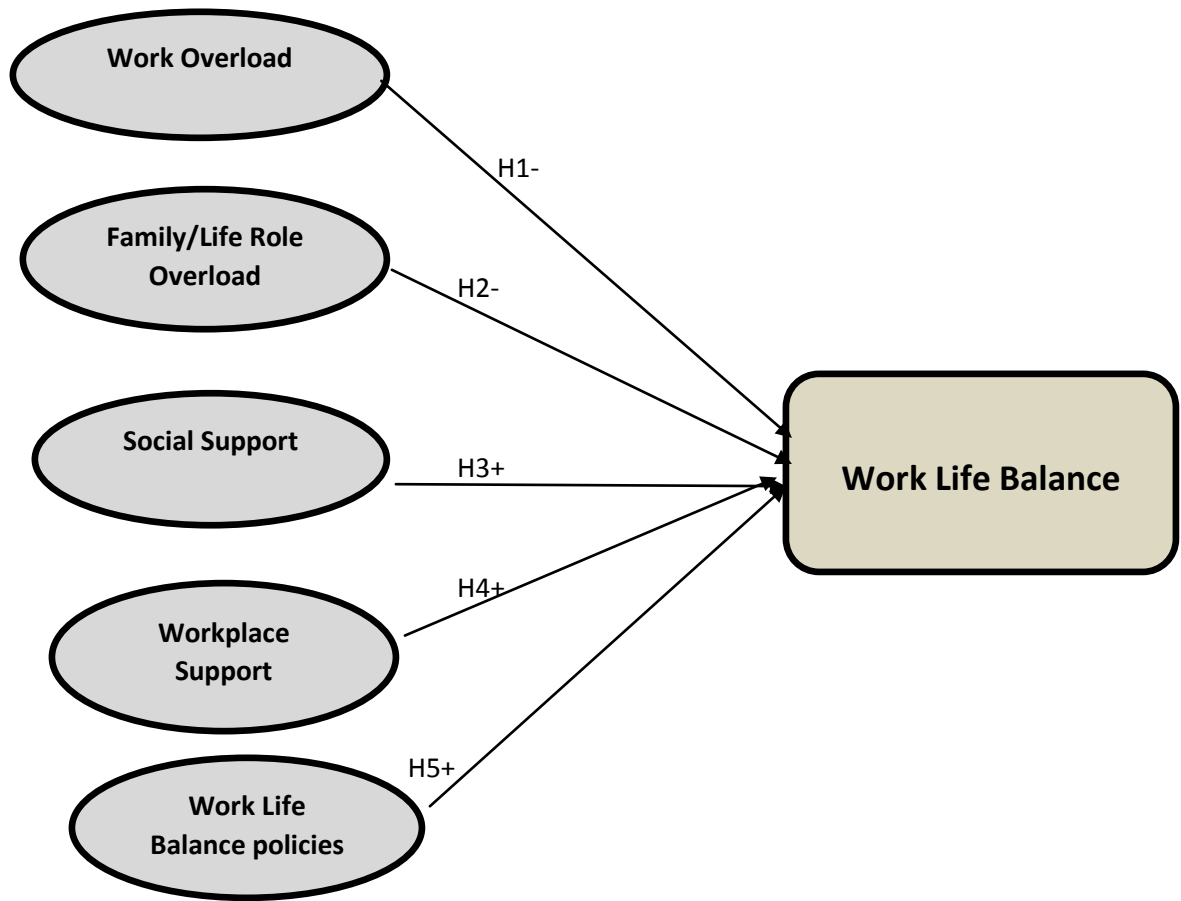


Figure 1- Conceptual Framework

Source: Developed by the researcher

CHAPTER III

RESEARCH METHODOLOGY

3.1 Description of the Study Area

The study was made in three non-governmental organizations: FH Ethiopia, Catholic Relief Service, and CURE Ethiopia. FH Ethiopia's head office is located in Addis Ababa, Bole Sub City, Woreda 5. It is found in front of Ethiopian Air Lines Aviation Training Center. Catholic Relief Services (CRS) is located in Addis Ababa, Gulele Sub City, in the area commonly known as Enkulal Fabrika. It is found in front of Embilta Hotel. CURE Ethiopia is also located in Addis Ababa, Gulele Sub City, Entoto area, behind the American Embassy compound.

3.2 Research Approach

This research was conducted using a quantitative approach to examine the relationship among variables. These variables were in turn measured so that numbered data were analyzed using statistical procedures to determine the antecedents of work-life balance. The study established associations between variables and focuses on numeric data and other references.

3.3 Research Design

This research design was both descriptive and explanatory (regression) because it addressed the relationship between factors affecting work-life balance and overall work life balance of employees. It tried to identify areas that employees of the sample organizations would value as the main issues of their personal and organizational demands and resources that affect their overall work-life balance. In descriptive research the study provides a description of relevant aspects of the situation and gives numerical picture of the phenomena. Explanatory research provides evidence to support or disprove the hypothesis where one variable affects or changes another dependent variable.

3.4 Data Sources

The researcher used mainly a primary data for this research which is questionnaire distributed to the selected staff of FH Ethiopia, CRS Ethiopia and CURE Ethiopia. Self-administered questionnaire was chosen as an appropriate method of data collection as most of the respondents were qualified professional staffs.

3.5 Population and Sample

The study population is professional staff groups of the three sample organizations which in the judgment of the researcher are believed to understand the concepts of work life balance and its effect on their performance. Therefore, out of the total number of 1,211 regular staff (FHE HR Database, May 2018 and email responses from CRS and Cure HR departments) the researcher selected 194 staff that represent 46.5% of the total population of 417 professionals and managerial staff group of the organizations. The respondents were selected by the researcher on judgmental basis from the Head Office and some employees in project sites.

In this research process, the sampling design used was a non-probability judgmental sampling where subjects were selected because of their convenient accessibility and proximity to the researcher, in this case most of professional and managerial staff working in Addis Ababa and project sites who could easily be communicated through the email. This method helps in avoiding repetition of sample elements, increasing the representativeness of the population, to have non-biased and accurate answers from the volunteer respondents. Cost constraint, limitation of time and its convenience of use can be mentioned as major reasons for choosing judgmental sampling

for this research process. The sample respondents selected were those who were believed to represent the characteristics of the entire group.

TABLE 3.1: Total number of population

No.	Name of Organization	Professional Employees	Non-professional Employees	Total
1	FH Ethiopia	217	564	781
2	CRS Ethiopia	114	153	267
3	Cure Ethiopia	86	77	163
Total		417	794	1,211

Source: May 2018 HR data of respective organizations

3.6 Data Collection Instrument

The questionnaire was designed by developing questions that provided the researcher with the required data. It was done by adopting questions from other questionnaires and developing own questions based on the study’s research questions. A structured questionnaire consisting of two main sections was used as measuring instrument for this research. The first section of the questionnaire was about the demographic characteristics of the respondents consisting of 12 questions. The second section contained 43 questions where both the independent and dependent variables were measured. Work Overload (WOL) was measured by a 7-item instrument and some of the items were “My job requires me to travel a lot keeping me away from my family responsibilities” and “The urgency of my work requires me to work late hours without my supervisor’s order”. The Life/Family Role Overload (LOL) variable was measured by a 7-item instrument including such items as “My home life often takes my attention” and “I feel like I have not enough time to get everything done at home”. Social Support (SS), Workplace Support (WPS) and Work-Life Balance Policies (WLBP) were measured by 5-item, 10-item and 8-item instruments respectively. Some of the items under

Social Support were: “I get the emotional help and support I need from my family” and “My spouse or a family member equally shares household activities and child/dependent caring responsibilities”. Workplace Support variable had such items as: “My supervisor treats me well if I request assistance with work related matters” and “My colleagues understand me on personal related issues and give me support during need”. The variable Work-Life Balance Policies had items like: “In my organization specific work-life balance policy has been established and documented to help fulfill both work and family commitments” and “My organization easily provides flexible work schedule”.

The dependent variable, Overall Work-life Balance (OWLB) was measured in a 6-item instrument including such items as: “I am satisfied with how I keep balance on my professional and personal life without any conflicts” and “When I take vacation, I am able to separate myself from work and enjoy myself”. Respondents indicated how much they agreed with each item on a 5-point Likert scale ranging from strongly agree to strongly disagree by making “x” mark on their response to each statement.

The responses obtained from the respondents were analyzed by the researcher. Secondary data like policies of the organizations, HR data base and annual reports were also used to substantiate the research.

3.7 Data Collection Procedures

Structured questionnaires were hand delivered or sent through email based on the location of the sample respondent with a short note requesting for answering all the questions and return the questionnaire on the set time. The respondents were required to answer the questions on their own. Sufficient time was given to respondents so that they may give well thought answers to the questions. The researcher, with the help of the HR people in the sample organizations collected back the questionnaires.

Appropriate notice and approval was also obtained from the sample organizations' human resources managers to freely communicate the sample employees and also review relevant resources of the organizations. Employees in the HR department assisted in distribution and collection of questionnaires.

3.8 Validity & Reliability

To pre-test the questionnaire, a pilot survey was conducted on 10 employees from FH Ethiopia so that weaknesses of the questionnaires and survey techniques could be identified and improvements made. This preliminary analysis helped to determine whether the questionnaires were reliable and valid for data collection so as to ensure that the respondents are able to understand and answer the questions properly and accurately. For example, the 7th item on the Work Overload factor had been stated as "I am expected to work from home outside normal working hours". Respondents of the pilot survey raised a question "who expects me to work from home?" The item was corrected as "My organization/supervisor expects me to work from home outside normal working hours". Another weakness of the pilot questionnaire was on an item under the Workplace Support factor. Item no 5 had been stated as "My colleagues understand me and others on work related and other personal issues and give their support during need". Some respondents commented this as a 'double question' and based on their feedback it was separated in to two items to address the work related and personal issues separately.

All of the items loaded significantly on their assigned constructs, though one item had coefficient below the recommended threshold of .70. Cronbach's alpha values for all constructs except one were above the recommended .70 value, indicating good reliability (Nunnally, 1967). For social support, the alpha coefficient was .67, approaching Nunnaly's recommendation of .70.

TABLE-3.2: Cronbach's Alpha results measures

Variable	No of items	Cronbach's Alpha Result α
Predictors of Work-life Balance		
Work Overload	7	0.78
Life/Family Role Overload	7	0.84
Social Support	5	0.67
Workplace Support	10	0.90
Work-life Balance Policies	8	0.75
Work-life Balance measurement		
Overall Work-life Balance	6	0.87

3.9 Ethical Consideration

During this research process, appropriate ethical considerations were made by the researcher to protect the confidentiality of the organizations' information and the response of the respondents. The questionnaires were distributed only to the volunteer respondents. Any written materials are clearly cited and acknowledged. As a staff of FH Ethiopia, the researcher tried to avoid personal biasness during analysis of the collected data. Sources for literature used are also duly acknowledged.

3.10 Data Analysis

After the data collection is completed, the data gathered by the method used, in this case, questionnaire was checked for omissions, legibility and consistency in classification. The quantitative data was analyzed quantitatively using statistical packages for social sciences,

SPSS version 20. The respondents' personal and job related profile was described using frequencies and percentages. The responses collected on the dependent and independent variables were summarized and described using mean and standard deviation. Correlation analysis was done to check the strength of the relationship between the independent and dependent variables and the direction of the relationship. Regression analysis was also done to understand by how much the combination of the independent variables explain the dependent variable.

CHAPTER IV

DATA PRESENTATIONS AND ANALYSIS

The general objective of this study was to examine factors that affect work life balance of employees in three selected NGO's in Ethiopia, using the cases of FH Ethiopia, CRS Ethiopia and Cure Ethiopia. In this chapter the data analysis and findings are presented where data analysis was done using SPSS and MS Excel.

The chapter is presented in five sections: the first section is the descriptive analysis of demographic characteristics of the respondents. The second section presents descriptive analysis of the major variables of the study. The third section is about the correlation analysis between predictors of work-life balance and overall work-life balance. The fourth section presents the regression analysis where how much the combination of the independent variables explained the dependent variable. The study findings and the subsequent analyses of the findings are presented in this chapter.

4.1 Response Rate

As shown in the table 4.1 below, the total number of employees in the three organizations under study was 1,211 out of which 417 are professionals and 794 belong to nonprofessional category. A sample of 193 professionals was taken for the purpose of the study. As a result, a total of 193 questionnaires were distributed to the selected sample of employees in the three organizations, and 163 (84.5%) questionnaires that were properly filled were collected and used for the analysis. SPSS version 20 was used to analyze the data collected from the target population.

TABLE 4.1: Questionnaire return rate for each organization

Name of Organization	No of questionnaires distributed	No of questionnaires returned	Return rate in %
Cure	70	65	92.9%
FHE	57	51	89.5%
CRS	66	47	71.2%
Total	193	163	84.5%

4.2 Respondents Demographic Profile

Descriptive statistics of frequency and percentage was used to obtain the participants' gender, marital status, family size, service year and educational background in the organizations and presented in the following tables.

TABLE 4.2: Respondents Composition

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Cure	65	39.9	39.9	39.9
	FH	51	31.3	31.3	71.2
	CRS	47	28.8	28.8	100.0
	Total	163	100.0	100.0	

Source; Survey Result

Table 4.2 above shows that 65 of the total 163 respondents are from Cure representing 39.9% of the total response whereas 51 responses are from FH and 47 from CRS representing 31.3% and 28.8% of the total respondents share respectively.

TABLE 4.3: Background and General Information of Respondents

No	Item	Name of Organization			Response		
		Cure	FHE	CRS	Total No	Percent	Valid Percent
1	Sex						
	Male	25	33	18	76	46.6%	46.9%
	Female	39	18	29	86	52.8%	53.1%
	Missing	1	0	0	1	0.6%	
Total		65	51	47	163	100%	
2	Marital Status						
	Single	26	5	14	45	28%	28%
	Married	36	46	32	114	70%	70.8%
	Separated	1	0	0	1	0.6%	0.6%
	Widowed	0	0	1	1	0.6%	0.6%
	Missing	2	0		2	1.2%	
Total		65	51	47	163	100%	
3	Family Size						
	1	5	2	0	7	4.3%	5.4%
	2-3	21	8	12	41	25.2%	31.5%
	4-5	18	29	20	67	41.1%	51.5%
	>5	3	8	4	15	9.2%	11.5%
	Missing	18	4	11	33	20.2%	
Total		65	51	47	163	100%	
4	Service year						
	<1yr	7	1	8	16	9.8%	9.9%
	1-3 yrs	24	11	17	52	31.9%	32.1%
	3-5 yrs	10	6	5	21	12.9%	13.0%
	>5 yrs	24	32	17	73	44.8%	45.1%
	Missing	0	1	0	1	0.6%	
Total		65	51	47	163	100%	
5	Educational Background						
	College diploma	7	2	2	11	6.7%	6.8%
	BA/BSc	47	22	16	85	52.1%	52.5%
	MA/MSc	9	27	29	65	39.9%	40.1%
	Above MA/MSc	1	0	0	1	0.6%	0.6%
	Missing	1	0	0	1	0.6%	
Total		65	51	47	163	100%	

4.2.1 Respondents' Gender

Table 4.3 above shows that 76 (46.9%) of the respondents were males, whereas the remaining 86 (53.1%) respondents were female. Analysis of the respondents' gender shows that the study fairly represented the case of both genders with regard to how the employees of the sample organizations were able to make a work-life balance.

4.2.2 Respondents Marital Status and family size

Table 4.3 shows that 114 of the respondents are married constituting 70.8% of the total response while the remaining 47 candidates are either single, separated or widowed constituting 29.2% of the total response.

Seven of the respondents are living alone representing 5.4% of the total respondents whereas 123 of the respondents are living with a family size of 2 to more than five constituting 94.5% of the total response. Summary of the table shows that the respondents have the opportunity to respond to the questions raised on the questionnaire both from the family perspective as well as their individual perspective.

4.2.3 Respondents' service year

Sixteen of the total 163 valid respondents are new to their respective organizations whereas 52 respondents have served 1-3 years representing 31.9%. Number of respondents serving their respective organizations for 3 years and above are 94, representing 57.7% of the total response. Analysis of the respondents' service year shows that significant number of the respondents can understand the culture of their respective organizations well to fairly judge the efforts made by the organization with regard to maintaining the work life balance of their respective employees based on their practical experience.

4.2.4 Position of Respondents

When one sees the position of respondents 11 of the total 162 valid respondents constituting 6.8% of the total response shows that they have a college diploma whereas 151 of the respondents representing 93.2% of the total respondents have educational background of BA/BSc or above. Analysis of the above table shows that all the respondents have adequate educational background to clearly understand the concepts raised in the questionnaire and give appropriate response.

Descriptive statistics of mean for central tendency and standard deviation for variability was used to conduct the data analysis whereby the responses of the participants concerning the dependent and independent variables were summarized using mean and standard deviation. To examine the strength of the dependent and independent variable relationship, correlation analysis was done and, also multiple regression analysis was done to estimate the relationships among the dependent variable and the five independent variables.

4.3 Descriptive Analysis of the Variables

The five independent variables contain 37 questions that asked respondents to state their perception of each variable. Each of the independent variables, Work Overload (WOL), Life/Family Role Overload (LOL), Social Support (SS), Workplace Support (WPS) and Work-life Balance Policies (WLBP) has 7, 7, 5, 10, and 8 items, respectively. The dependent variable Overall Work-Life Balance (OWLB) scale has 6 items that measure the work-life balance of the participants.

4.3.1 Work Overload

TABLE 4.4: Percentage Analysis of Work Overload

Q#	Question	Strongly agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1	total	Missing	Mean
1	My job requires me to travel a lot keeping me away from my family responsibilities.	22	45	26	45	17	155	8	3.06
2	I feel I usually have more assigned job to do than I can handle comfortably during working hours.	16	38	21	61	19	155	8	2.81
3	My supervisor usually calls me back from annual leave or during weekends due to urgent assignments.	6	21	24	58	52	161	2	2.20
4	The urgency of my work requires me to work late hours without my supervisor's order.	31	50	21	42	16	160	3	3.24
5	To meet the demands of my job, I have to limit the number of things I do at home.	27	51	26	40	17	161	2	3.19
6	I do not have enough time to participate in leisure activities with my family/friends because of my job	12	32	25	72	21	162	1	2.64
7	My organization/supervisor expects me to work from home outside normal working hours.	9	22	16	76	39	162	1	2.30
	Mean	123	259	159	394	181			2.78
	Standard Deviation								.808
	%	10.8%	22.7%	13.9%	34.5%	15.9%			
	Valid %	11.0%	23.2%	14.2%	35.3%	16.2%			
	Cumulative %	11.0%	34.2%	48.5%	83.8%	100.0%			

Source; Survey result

When the summary of the responses given by the respondents to the seven questions is observed, one can see that 16.2 % of the respondents strongly disagree that their work overload is affecting their family life whereas 35.3% disagree. 14.2 % of the response shows that the respondents neither agree nor disagree showing no awareness if their current job assignment has affected their personal/family life. 23.2% and 11.0% of the response shows that the current job burden of the respondents is affecting or strongly affecting their family life.

Details of this table per individual questions however, show that the work overload factors affecting employees' personal life varies from one question to another.

Sixty-seven respondents (43%) strongly agree/agree that their job requires them to travel a lot keeping them away from their family responsibilities while 26 (17%) are not aware or neutral and the remaining 62 respondents (40%) strongly disagree/disagree.

Eighty respondents (51.6%) disagree/strongly disagree that they usually have more assigned job to do than they can handle comfortably during working hours whereas 21 (13.5%) are neutral and 54 (34.8%) believe/strongly believe that they have more assigned job than they can handle during working hours.

One hundred ten (68.3%) of the respondents strongly disagree/disagree that their supervisor usually calls them back from annual leave or during weekends due to urgent assignments whereas 24 (14.9%) are neutral and the remaining 27 (16.8%) strongly agree/agree that they have encountered such practice in their work place.

Eighty-one (50.6%) strongly agree/agree that the urgency of their work requires them to work late hours without their supervisor's order whereas 21 (13.1%) are neutral and the remaining 58(36.3%) disagree/strongly disagree.

Seventy-eight respondents representing 48.4% strongly agree/agree that they have to limit the number of things they do at home to meet the demands of their job. 26 (16.1%) are neutral and the remaining 57 (35.4) strongly disagree/disagree.

Ninety-three respondents representing 57.4% strongly disagree/disagree that they do not have enough time to participate in leisure activities with their family/friends because of their job while 25 (15.4%) are neutral/not aware of the effect and the remaining 44 (27.2%) strongly agree/agree that their leisure time is affected by their work.

One hundred fifteen respondents (71%) strongly disagree/disagree that their organization/supervisor expects them to work from home outside normal working hours. 16 respondents (9.9%) are neutral whereas 31 (19.1%) strongly agree/agree.

When we see the general outcomes of the responses as to how work load is affecting the respondents' personal life, we can observe that 48.5% of the respondents are affected by their work whereas the remaining 51.5 % are not.

4.3.2 Life/Family Role Overload

Summary of the results shows that 42.8 % of the respondents strongly agree/agree that their family role overload is affecting their effectiveness at work place. 21.9% of the response shows that the respondents are either neutral or they are not aware of the effects of their personal life role on their workplace. The remaining 35.3% of the response shows that the respondents disagree/strongly disagree that they have a family/personal life overload that affects their workplace.

TABLE 4.5: Percentage Analysis of Life/Family Role Overload

No .	Life/family Role Overload	Strongly agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1	total	Missing	Mean
1	My home life often takes my attention.	24	65	22	42	8	161	2	3.34
2	I feel I have a lot of responsibility in my home life.	31	74	16	34	4	159	4	3.59
3	I feel that I have not enough time to get everything I want get done at home.	23	57	34	42	5	161	2	3.32
4	I often have obligations at home that compete with one another.	11	45	47	50	3	156	7	3.07
5	I don't have enough time to do what is expected of me in my home.	12	51	31	60	5	159	4	3.03
6	It often seems like I have too much work for one person to do in my home.	5	34	36	75	11	161	2	2.67
7	The performance standards on my family are too high.	8	37	58	51	3	157	6	2.97
	Mean								3.15
	Standard Deviation								.734
	%	10.0%	31.8%	21.4%	31.0%	3.4%			
	Valid %	10.2%	32.6%	21.9%	31.8%	3.5%			
	Cumulative %	10.2%	42.8%	64.7%	96.5%	100.0%			

Source; Survey result

Detail review of the responses shows that there is a variation among respondents as to which family overload factor is greatly affecting their effectiveness at workplace.

Eighty-nine respondents (55.3%) believe strongly agree/agree that their home life often takes their attention during working hours while 22 (13.7%) are neutral and the remaining 50 (31.1%) disagree/strongly disagree that they have such experience at workplace.

The number of respondents who strongly agree/agree that they feel that they have a lot of responsibility in their home life are 105 constituting 66 % of the respondents. 16 respondents (10.1%) are neutral while 28 (23.9%) strongly disagree/disagree that they have such responsibility at home affecting their workplace.

Eighty (49.7%) of the respondents strongly agree/agree that they feel that they have not enough time to get everything they want to get done at home which might come in conflict with the expectation of their workplace. 34 (24.1%) are neutral and the remaining 27 (29.2%) strongly disagree/disagree.

49.7% (80) of the respondents feel that they have not enough time to get everything they want get done at home. 34 (21.1%) are neutral and the remaining 47 (29.2%) strongly disagree/disagree that they have such experience at home.

Fifty-three (34%) of the respondents strongly disagree/disagree that they often have obligations at home that compete with one another 47 (30.1%) are neutral and the remaining 56(35.9%) strongly agree/agree that they have such experience at home affecting their workplace.

Sixty-three (39.6%) of the respondents believe that they don't have enough time to do what is expected of them in their home affecting their personal life. 31 respondents (19.5%) are neutral whereas the remaining 65 (40.9%) disagree/strongly disagree.

The number of respondents who strongly agreed/agreed that it often seems like they have too much work for one person to do in their home is 39 (24.2%). 36 (22.4%) are neutral whereas the remaining 86 (53.4%) disagree/strongly disagree that they have such experience.

When we see the performance standards of respondents, 45 (28.7%) believe that they have too high performance standard expectation at home where as 58 (36.9%) are neutral and the remaining 54 (37.4%) strongly disagree/disagree that they have such expectation.

General overview of the responses shows that majority of the respondents have family role overload that is affecting their effectiveness at their workplace.

4.3.3 Social Support

Summary of the result shows that 67.4% of the total response shows the respondents agree/strongly agree that they have social support at home helping them to maintain work life balance. 15.4% of the responses show that the respondents are not sure if their current social support has helped maintain their work life balance. The remaining 17.2% responses show that they do not have a social support that helps them maintain a work life balance.

TABLE 4.6: Percentage Analysis of Social Support

No .	Social Support	Strongly agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1	total	Missing	Mean
1	My spouse or a family member equally shares household activities and child/dependent caring responsibilities.	44	59	23	22	9	157	6	3.68
2	I get the emotional help and support I need from my family	47	83	13	14	2	159	4	4.00
3	My spouse equally concentrates in children studies.	43	45	43	14	4	149	14	3.73
4	I have time to take meal and coffee/tea with my family at least once in a day without rushing to work or sleep.	33	62	21	30	13	159	4	3.45
5	I have assistance of a family member or a paid maid for the daily home duties.	47	63	20	18	8	156	7	3.79
	Mean								3.74
	Standard Deviation								.750
	%	26.3%	38.3%	14.7%	12.0%	4.4%			
	Valid %	27.4%	40.0%	15.4%	12.6%	4.6%			
	Cumulative %	27.4%	67.4%	82.8%	95.4%	100.0%			

Source: Survey result

Analysis of the responses per individual questions shows the following outcome:
One hundred three (65.6%) of the respondents gets a spouse or a family member equally sharing household activities and child/dependent caring responsibilities. 23 (14.6%) are neutral whereas the remaining 31 (19.7%) disagree/strongly disagree that they have such assistance at home.

The number of respondents who gets emotional help and support they need from a family is 130 representing 81.8%. 13 respondents (8.4%) are neutral and the remaining 16 respondents (10.1%) strongly disagree/disagree that they have such help from a family member.

Eighty-eight (59.1%) of the married 149 respondents strongly agree/agree that their spouse equally concentrates in children studies. 43(28.9%) are neutral and the remaining 18 (12.1%) strongly disagree/disagree.

Ninety-five (59.7%) respondents strongly agree/agree that they have time to take meal and coffee/tea with their family at least once in a day without rushing to work or sleep. 21 (13.2%) are neutral whereas the remaining 43 (27.7%) strongly disagree/disagree.

The number of staff who has assistance of a family member or a paid maid for the daily home duties are 110 (70.5%) whereas 20 (12.8%) are neutral whereas the remaining 26 (16.7%) strongly disagree/disagree that they have such assistance in their daily duties at home.

General observation of the responses clearly shows that majority of the respondents have a social support at home that helped to maintain a good work life balance.

4.3.4 Work place Support

The result shows that 77.1% of the total respondents have received support in different ways that helped them better manage their work life balance. 16.5% of the response shows that the respondents are not sure if there is such practice in their organization and the remaining 6.4% of the response shows disagreement/strong disagreement of the presence of such practices in their respective organization.

TABLE 4.7: Percentage Analysis of Work Place support

No .	Work Place Support	Strongly agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1	total	Missing	Mean
1	My superior treats me well if I request assistance with work related matters.	60	78	14	5	3	160	3	4.17
2	My superior treats me well if I request assistance with family related matters	44	78	30	7	2	161	2	3.96
3	My superior gives more importance towards the well-being of the employees.	41	78	33	9	0	161	2	3.94
4	I feel that I am valued at my work place.	56	81	14	8	1	160	3	4.14
5	My colleagues understand me on work related issues and give their support during need.	48	94	10	7	0	159	4	4.15
6	My colleagues understand me on personal issues and give their support during need.	40	81	31	6	0	158	5	3.98
7	My supervisor understands when I talk about personal issues.	49	77	28	6	1	161	2	4.04
8	My supervisor really cares about the effects that work demands have on my personal life	36	70	41	12	2	161	2	3.78
9	My organization encourages employees to set limits on where work stops and home life begins.	28	68	40	20	4	160	3	3.60
10	I can take time off / leave when a family member is sick or when I have to give attention to my dependents.	41	86	23	7	3	160	3	3.97
	Mean								3.97
	Standard Deviation								.603
	%	27.2%	48.5%	16.2%	5.3%	1.0%			
	Valid %	27.7%	49.4%	16.5%	5.4%	1.0%			
	Cumulative %	27.7%	77.1%	93.6%	99.0%	100.0%			

Source; Survey result

Detail analysis of the response for each question under work place support shows the following.

One hundred thirty-eight (86.3%) of the respondents strongly agree/agree that their superior treats them well if they request assistance with work related matters. 14 (8.8%) respondents are not sure if they get such assistance at work whereas 8 (5%) disagree/strongly Disagree.

One hundred twenty-two (75.8%) of the respondents strongly agree/agree that their supervisor treats them well if they request assistance request assistance with family related matters. 30 (18.6%) respondents are not sure if they get such assistance at work whereas 9 (5.6%) disagree/strongly Disagree.

The number of respondents who strongly agree/agree that their superior gives more importance towards the well-being of the employees are 119 (73.9%), 33 (20.5%) are not sure whereas the remaining 9(5.6%) respondents disagree.

The number of respondents who strongly agree/agree that they are valued at their workplace are 137 (85.6%). 14 (8.8%) are not sure whereas the remaining 9 (5.6%) respondents disagree/strongly disagree.

Respondents that strongly agreed/agreed that their colleagues understand them on work related issues and give their support during need are 142 (89.3%). 10 (6.3%) are not sure whereas the remaining 7 (4.4%) strongly disagree/disagree.

One hundred twenty-one (76.6%) of the respondents strongly agree/agree that their colleagues understand them on personal issues and give their support during need. 31 (19.6%) are neutral and the remaining 6 (3.8%) disagree.

The number of respondents who strongly agreed/agreed that their supervisor understands them when they talk about personal issues is 126 (78.3%) of the respondents. 28 (17.4%) are neutral and the remaining 7 (4.3%) strongly disagree/disagree.

One hundred six of respondents (65.8%) strongly agree/agree that their supervisor really cares about the effects that work demands have on their personal life. 41 (25.5%) are not sure whereas the remaining 14 (8.7%) strongly disagree/disagree.

Ninety-six (60%) of the respondents strongly agree/agree that their organization encourages employees to set limits on where work stops, and home life begins.40 (25%) are neutral and the remaining 24 (15%) strongly disagree/disagree.

One hundred twenty-seven of respondents (79.4%) strongly agree/agree that they can take time off / leave when a family member is sick or when they must give attention to their dependents.23 (14.4%) are not sure whereas the remaining 10 (6.3%) strongly disagree/disagree.

Overall review of the work place support for the respondents shows that the sample organizations have significant work place support for their employees to enable them get a good work life balance.

4.3.5 Work- Life Balance Policies

Analysis of the result shows that 42.6% of the response shows that the respondents strongly agree/ agree that the sample organizations have organizational policies and practices that support the work life balance of their employees. 29.5% of the response shows that the respondents are not sure if the organizations have such policies and practices. The remaining 28% of the response shows that they disagree/strongly disagree that the organizations have such policy practice supporting work life balance.

TABLE 4.8: Percentage Analysis Work Life Balance Policies

No .	Work-Life Balance Policies	Strongly agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1	total	Missing	Mean
1	In my organization specific Work-Life Balance policy has been established and documented to help fulfill both work and family commitments.	12	43	68	27	9	159	4	3.14
2	Family friendly programs are offered by the organization to the employees for maintaining Work-Life Balance, like childcare support.	5	35	67	35	17	159	4	2.85
3	My organization provides time off for family emergencies.	23	83	31	20	3	160	3	3.64
4	My organization provides breastfeeding break to nursing mothers.	34	48	45	20	13	160	3	3.44
5	My organization easily provides flexible work schedule.	7	51	41	41	19	159	4	2.91
6	My organization provides staff training on how to maintain Work-Life Balance. Some examples can be managing work and marriage, life skills, etc.	10	41	39	52	18	160	3	2.83
7	In my opinion my organization provides maternity/paternity leave that is sufficient to take care of a child.	24	71	34	27	4	160	3	3.53
8	My organization provides study/training leave that helps my personal growth.	15	41	51	36	16	159	4	3.02
	Mean								3.17
	Standard Deviation								.634
	%	10.0%	32.4%	29.5%	20.2%	7.8%			
	Valid %	10.2%	32.4%	29.5%	20.2%	7.8%			
	Cumulative %	10.2%	42.6%	72.0%	92.2%	100.0%			

Source; Survey result

Detail analysis of the above table shows the following results;

Fifty-five of respondents (34.6%) strongly agree/agree that specific Work-Life Balance Policy has been established and documented to help fulfill both work and family commitments in

their organization. 104 (65.4%) are not sure of such policies or strongly disagree/disagree that their organization has such practice.

The percentage of respondents who strongly disagree/disagree or are not aware of if family friendly programs are offered by the organization to the employees for maintaining Work-Life Balance, like childcare support are 119 (74.8%) whereas those who strongly agree/agree are 40 (25.2%).

One hundred six (66.3%) of the respondents strongly agree/agree that their organization provides time off for family emergencies. 31 (19.4%) are neutral and the remaining 23 (14.4%) strongly disagree/disagree.

Eighty-two (51.3 %) of the respondents strongly agree/agree that their organization provides time off breastfeeding break to nursing mothers. 45 (28.1 %) are neutral and the remaining 33 (20.6%) strongly disagree/disagree.

The percentage of respondents who strongly disagree/disagree or are not aware of if their organization easily provides flexible working schedule are 101 (63.5%) whereas those who strongly agree/agree are 58 (36.5%).

Fifty-one of respondents (31.9%) strongly agree/agree that organization provides staff training on how to maintain Work-Life Balance such as managing work and marriage, life skills. 39 (24.4%) are not sure of such policies while 70 respondents (43.7%) strongly disagree/disagree that their organization has such policy.

Ninety-five (59.4 %) of the respondents strongly agree/agree that the paternity/maternity leave provided by their organization is sufficient to take care of a child. 34 (21.3%) are neutral and the remaining 31(19.4%) strongly disagree/disagree.

Fifty-six (35.2%) of the respondents strongly agree/agree that their organization provides study/training leave that helps the employees personal growth. 51 (32.1%) are neutral and the remaining 52(32.7%) strongly disagree/disagree.

General overview of the summary table shows that 57.7% of the response shows that the respondents either do not have knowledge of the policies and are not practicing them or disagree if there is such policy even if they wish to use such provisions.

4.3.6 Overall Work Life Balance

The table summary shows that 45.5% of the responses strongly agree/agree that the respondents have been able to make a good work life balance. 22.8% of the response show that the respondents are not sure if they have managed their personal work-life balance based on the individual questions raised. The remaining 31.7% of the responses show that the respondents strongly disagree/disagree that they have been able to manage their work life balance.

TABLE 4.9: Percentage Analysis of Overall Work-life Balance

No .	Overall Work-Life Balance	Strongly agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1	total	Missing	Mean
1	I am satisfied with how I keep balance on my professional and personal life without any conflicts.	19	72	33	36	2	162	1	3.43
2	It is very easy for me to balance the demands of my work and my personal/family life.	10	68	28	51	5	162	1	3.17
3	I have sufficient time away from my job to maintain adequate work and personal/family life balance	5	49	37	62	8	161	2	2.88
4	When I take vacation, I am able to separate myself from work and enjoy myself.	13	74	37	32	6	162	1	3.35
5	I feel myself completely successful in balancing my work and personal /family life.	9	55	37	52	7	160	3	3.04
6	My organization's culture helps me to balance work and personal/family responsibilities	5	61	48	38	8	160	3	3.11
	Mean								3.16
	Standard Deviation								.786
	%	6.2%	39.2%	22.8%	28.0%	3.7%			
	Valid %	6.3%	39.2%	22.8%	28.0%	3.7%			
	Cumulative %	6.3%	45.5%	68.3%	96.3%	100.0%			

Source; Survey result

Analysis of the responses on each question shows the following results;

Ninety-one (56.2%) of the respondents strongly agree/agree that they are satisfied with how they keep balance of their own work-life balance. 33(20.4%) are not sure if they are satisfied and the remaining 38 (23.5%) strongly disagree/disagree.

The number of respondents who strongly agree/agree that it is very easy for them to balance the demands of work and personal/family life are 78 (48.1%). 28 (17.3%) are not sure whereas the remaining 56 (34.6%) respondents disagree/strongly disagree.

The number of respondents who strongly agree/agree that they have sufficient time away from their job to maintain adequate work and personal/family life balance are 54 (33.5%). 37 (23%) are not sure whereas the remaining 70 (43.5%) respondents disagree/strongly disagree.

Eighty-seven (53.7%) of the respondents strongly agree/agree that when they take vacation, they are able to separate myself from work and enjoy themselves. 37 (22.8%) are not sure if they can separate themselves during vacation and the remaining 38 (23.5%) strongly disagree/disagree.

The number of respondents who strongly agree/agree that they are completely successful in balancing their work and personal /family life are 64 (40%). 37 (23.1%) are not sure whereas the remaining 59 (36.9%) respondents disagree/strongly disagree.

Sixty-six (41.3%) of the respondents strongly agree/agree that their organization’s culture helps them to balance work and personal/family responsibilities. 48(30%) are not sure and the remaining 46 (28.8%) strongly disagree/disagree.

The means and standard deviations for all variables utilized in the conceptual model are presented in Table 4.10.

Table 4.10: Mean Scores and Standard Deviations for study variables

	Mean	Std. Deviation	N
Independent variable			
Work Overload	2.78	.808	163
Life Role Overload	3.15	.734	163
Social Support	3.74	.750	160
Workplace Support	3.97	.603	161
Work-life Balance Policies	3.17	.634	162
Dependent variable			
Overall Work Life Balance	3.17	.786	162

Source: Survey result

The descriptive statistics of the variables in Table 4.10 show the mean score, standard deviation and number of respondents for the variables of the study under the specific dimensions. The number of respondents in some of the variables is different because some of the respondents

did not respond to some of the items under three of the independent variables and one respondent didn't respond for one item in the dependent variable. To describe the mean score of the participants, mean score measurement used by Pihie (2009) was applied where mean score of <3.39 considered as low, mean score of 3.4-3.79 as moderate and mean score of >3.8 as high.

Result of the descriptive analysis of Work Overload was found to be (M=2.78, SD=.808) which implies that the respondents perceived low level of work overload in their organizations. The descriptive analysis result of Life Role Overload was found to be (M=3.15, SD=.734) implying the respondents were having low level of life role overload. When one sees the descriptive analysis result of Social Support it was found to be (M=3.74, SD= .750) implying moderate level of social support was perceived by employees.

Result of the descriptive analysis of Workplace Support was found to be (M=3.97, SD=.603) implying high level of workplace support was perceived by employees. The result of the descriptive analysis on Work-Life Balance Policies was (M=3.17, SD=.634) that showed low level of work-life balance policies was perceived by the employees.

The mean or the average response of the respondents about their overall work-life balance was 3.17 (SD=.786) which shows that respondents perceived low level of Work-Life Balance.

4.4 Correlation Analysis

Correlation analysis was done to know if there are possible connections between the variables. The correlation can either be positive or negative, where positive correlation exists if one variable increases simultaneously with the other. Negative correlation exists if one variable decreases when the other increases. Pearson correlation coefficient (r) was used to indicate the strength and direction of the relationship using the guide that Evans (1996) suggested for

absolute value of (r). Pearson correlation is the most widely used correlation statistic to measure the degree of the relationship between linearly related variables.

TABLE 4.11: Correlations between WLB Predictors and WLB

		Work Overload	Life Role Overload	Social Support	Workplace Support	Work-Life Balance Policies	Overall Work-Life Balance
Work Overload	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	163					
Life Role Overload	Pearson Correlation	.551**	1				
	Sig. (2-tailed)	.000					
	N	163	163				
Social Support	Pearson Correlation	-.064	.009	1			
	Sig. (2-tailed)	.419	.913				
	N	160	160	160			
Workplace Support	Pearson Correlation	-.131	-.056	.341**	1		
	Sig. (2-tailed)	.098	.484	.000			
	N	161	161	158	161		
Work-Life Balance Policies	Pearson Correlation	-.021	.006	.175*	.347**	1	
	Sig. (2-tailed)	.794	.935	.027	.000		
	N	162	162	159	161	162	
OWLB	Pearson Correlation	-.392**	-.299**	.258**	.310**	.389**	1
	Sig. (2-tailed)	.000	.000	.001	.000	.000	
	N	162	162	159	161	162	162

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

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

To determine whether the correlation is positive or negative, we should see the sign of the correlation coefficient. Pearson’s correlation ranges between +1 and -1, +1 indicating the strongest positive correlation possible, and -1 indicates the strongest negative correlation possible. Using the guide that Evans (1996) suggested to describe the strength of the correlation when the absolute value of r is 0.00-0.19 “very weak”, 0.20-0.39 “weak”, 0.40-0.59 “moderate”, 0.60-0.79 “strong” and 0.80-1.0 “very strong”. In addition, the p-value is used to indicate the significance of the relationship.

As can be seen from Table 4.11 above, the correlation relationships can be explained in the following way:

Correlation between Work Overload (WOL) and Overall Work-life balance (OWLB)

The results of the correlation between Work Overload and Overall Work-Life Balance was found out to be weak but significant and negative ($r=-.392$, $p<.01$). This signifies that as Work Overload increases Overall Work-Life Balance decreases.

Correlation between Life Role Overload (LOL) and Overall Work-life balance (OWLB)

According to the above table (Table 4.11) Life Role Overload was found to have a negative weak relationship with Overall Work-Life Balance ($r=-.299$, $p<.01$). This signifies that as Life Role Overload increases Overall Work-life Balance decreases.

Correlation between Social Support (SS) and Overall Work-life balance (OWLB)

The results of the correlation between Social Support and Overall Work-Life Balance was found out to be weak but significant and positive ($r=.258$, $p<.01$) signifying that as employees get more Social Support the tendency for them to balance their work and life domains increases.

Correlation between Workplace Support (WPS) and Overall Work-life balance (OWLB)

The results of the correlation between Workplace Support and Overall Work-Life Balance was found to be weak but significant and positive ($r=.310$, $p<.01$) which signifies that as employees get more Workplace Support they tend to better balance their home and work life domains.

Correlation between Work-Life Balance Policies (WLBP) and Overall Work-life balance (OWLB)

Weak but significant positive relationships were found between Work -Life Balance Policies (WLBP) and WLB ($r=.389$, $p<.01$) which signifies that as the organizations introduce better Work-life Balance Policies, the employees' overall work-life balance increases.

4.5 Regression Analysis

Regression analysis was performed to understand by how much the combination of independent variables explain the dependent variable. The results of regression for each predictor of work life balance with the overall work life balance of the employees are presented below.

Regression between Predictors of WLB with Overall WLB

TABLE 4.12: Regression Model between predictors of WLB and Overall WLB

Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.580 ^a	.337	.315	.63877

a. Predictors: (Constant), WLBP, WOL, SOS, WPS, LOL

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.493	5	6.299	15.437	.000 ^b
	Residual	62.020	152	.408		
	Total	93.513	157			

a. Dependent Variable: OWLB

b. Predictors: (Constant), WLBP, WOL, SS, WPS, LOL

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.050	.469		4.373	.000
	Work Overload	-.252	.079	-.260	-3.209	.002
	Life Role Overload	-.171	.085	-.162	-2.013	.046
	Social Support	.172	.073	.166	2.360	.020
	Workplace Support	.117	.095	.092	1.237	.218
	Work-life Balance Policies	.391	.086	.321	4.563	.000

a. Dependent Variable: OWLB

From the regression model shown in table 4.12, a value of $R=.580$, indicates a positive prediction of the independent variables on the dependent variable, OWLB. The adjusted R^2 value of .315 shows the five independent variables explain 31.5% of the variations in employees' work life balance, which is the dependent variable.

One can see from the ANOVA table that the independent variables statistically significantly predict the dependent variable, $F(5,152)=15.437, p<.05$ which means the regression model is a good fit of the data.

When one observes the coefficients of multiple regression model to predict the dependent variable, Overall Work Life Balance (OWLB), from the five predictors of work life balance, WOL, LOL, SS and WLBP are significant being $p<.05$. Therefore, one can conclude that among the five predictors of WLB, the variables WOL, LOL, SS, and WLBP best predict the dependent variable, Overall Work-Life Balance (OWLB). WPS is not a significant predictor of OWLP because it has a p value of .218 which is greater than .05. When the standardized beta coefficient of the four significant predictor variables is compared, Work-life Balance Policies (WLBP) with .321 standardized beta coefficient predicts the OWLB the most. The result implies that in order to ensure the work-life balance of employees, the organizations should put into place work-life balance policies and ensure that employees are aware of such policies and benefit from them.

4.6 One –way ANOVA

The One-way ANOVA is used to determine whether there are any statistically significant differences between the means of the variables Work Overload, Life Role Overload, Social Support, Workplace Support, Work-Life Balance Policies and the Overall Work-Life Balance perceived by employees among the three organizations. It was also conducted to determine

whether there are any statistically significant differences between the means of the independent and dependent variables among the female and male employees.

4.7.1 One –way ANOVA among the three organizations

The descriptive table provides useful descriptive statistics, including the mean, standard deviation and 95% confidence intervals for the variables of the study for each separate organization under study (Cure, FH and CRS).

TABLE 4.13 One-way ANOVA Descriptive Table – among organizations

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
WOL	Cure	65	2.61	.787	.098	2.41	2.80	1.14	4.67
	FH	51	3.17	.717	.100	2.97	3.38	1.57	4.71
	CRS	47	2.59	.792	.115	2.36	2.82	1.29	4.57
	Total	163	2.78	.808	.063	2.65	2.90	1.14	4.71
LOL	Cure	65	3.10	.702	.087	2.92	3.27	1.00	4.57
	FH	51	3.33	.783	.110	3.11	3.55	1.57	4.57
	CRS	47	3.01	.695	.101	2.81	3.22	2.00	4.57
	Total	163	3.15	.734	.057	3.03	3.26	1.00	4.57
SOS	Cure	63	3.75	.820	.103	3.54	3.96	2.20	5.00
	FH	51	3.73	.711	.100	3.53	3.93	2.00	5.00
	CRS	46	3.73	.707	.104	3.52	3.93	2.00	5.00
	Total	160	3.74	.750	.059	3.62	3.86	2.00	5.00
WPS	Cure	63	3.96	.740	.093	3.78	4.15	2.00	5.00
	FH	51	4.03	.547	.077	3.88	4.18	2.60	5.00
	CRS	47	3.93	.444	.065	3.80	4.06	2.60	4.90
	Total	161	3.97	.603	.048	3.88	4.07	2.00	5.00
WLBP	Cure	64	3.22	.747	.093	3.04	3.41	1.50	5.00
	FH	51	3.06	.553	.077	2.91	3.22	2.00	4.38
	CRS	47	3.22	.543	.079	3.06	3.38	2.00	4.80
	Total	162	3.17	.634	.050	3.07	3.27	1.50	5.00
OWLB	Cure	64	3.42	.720	.090	3.24	3.60	1.83	5.00
	FH	51	2.93	.814	.114	2.71	3.16	1.33	4.33
	CRS	47	3.09	.763	.111	2.86	3.31	1.67	4.83
	Total	162	3.17	.786	.062	3.047	3.291	1.33	5.00

TABLE 4.14: ANOVA- among organizations

		Sum of Squares	df	Mean Square	F	Sig.
Work Overload	Between Groups	11.589	2	5.794	9.846	.000
	Within Groups	94.163	160	.589		
	Total	105.751	162			
Life Role Overload	Between Groups	2.755	2	1.377	2.610	.077
	Within Groups	84.450	160	.528		
	Total	87.205	162			
Social Support	Between Groups	.018	2	.009	.016	.984
	Within Groups	89.474	157	.570		
	Total	89.492	159			
Workplace Support	Between Groups	.259	2	.130	.353	.703
	Within Groups	57.952	158	.367		
	Total	58.211	160			
Work-Life Balance Policies	Between Groups	.855	2	.427	1.062	.348
	Within Groups	63.953	159	.402		
	Total	64.807	161			
Overall Work-Life Balance	Between Groups	7.008	2	3.504	6.021	.003
	Within Groups	92.539	159	.582		
	Total	99.547	161			

The output of the ANOVA analysis shows if there is a statistically significant difference in the predictors of work-life balance and the overall work-life balance between the organizations under study. One can see that the significance value for Work Overload is 0.00, which is below 0.05 and, therefore, there is a statistically significant difference in the perception of work overload of employees between the three organizations. The significance value for Life Overload ($p=.077$), Social Support ($p=.984$), Workplace Support ($p=.703$) and Work-life Balance Policies ($p=.348$) are above 0.05 which show that there are no statistically significant differences in perception of life overload, social support, workplace support and work-life balance policies of employees among the three organizations. The significance value of .003 for Overall Work-Life Balance shows there is a statistically significant difference in the perception of work-life balance between the three organizations.

To know which specific organizations differed for the variables Work Overload and Overall Work-life Balance, one has to see the results of the Tukey post hoc test from the Multiple Comparisons table.

TABLE 4.15: Multiple Comparisons

Tukey HSD

Dependent Variable			Mean Difference	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
WOL	Cure	FH	-.568*	.144	.000	-.9070	-.2280
		CRS	.017	.147	.992	-.3301	.3649
	FH	Cure	.568*	.144	.000	.2280	.9070
		CRS	.585*	.155	.001	.2180	.9519
	CRS	Cure	-.017	.147	.992	-.3649	.3301
		FH	-.585*	.155	.001	-.9519	-.2180
LOL	Cure	FH	-.236	.136	.195	-.5576	.0854
		CRS	.083	.139	.824	-.2465	.4117
	FH	Cure	.236	.136	.195	-.0854	.5576
		CRS	.319	.147	.080	-.0288	.6662
	CRS	Cure	-.083	.139	.824	-.4117	.2465
		FH	-.319	.147	.080	-.6662	.0288
SOS	Cure	FH	.016	.142	.993	-.3202	.3527
		CRS	.026	.146	.983	-.3209	.3720
	FH	Cure	-.016	.142	.993	-.3527	.3202
		CRS	.009	.154	.998	-.3539	.3725
	CRS	Cure	-.026	.146	.983	-.3720	.3209
		FH	-.009	.154	.998	-.3725	.3539
WPS	Cure	FH	-.069	.114	.820	-.3384	.2014
		CRS	.031	.117	.962	-.2451	.3073
	FH	Cure	.069	.114	.820	-.2014	.3384
		CRS	.100	.122	.695	-.1901	.3893
	CRS	Cure	-.031	.117	.962	-.3073	.2451
		FH	-.100	.122	.695	-.3893	.1901
WLBP	Cure	FH	.158	.119	.381	-.1233	.4399
		CRS	.005	.122	.999	-.2836	.2929
	FH	Cure	-.158	.119	.381	-.4399	.1233
		CRS	-.154	.128	.456	-.4570	.1498
	CRS	Cure	-.005	.122	.999	-.2929	.2836
		FH	.154	.128	.456	-.1498	.4570
OWLB	Cure	FH	.481*	.143	.003	.1422	.8198
		CRS	.328	.147	.068	-.0183	.6751
	FH	Cure	-.481*	.143	.003	-.8198	-.1422
		CRS	-.153	.154	.585	-.5175	.2124
	CRS	Cure	-.328	.147	.068	-.6751	.0183
		FH	.153	.154	.585	-.2124	.5175

*. The mean difference is significant at the 0.05 level.

The Tukey post hoc test revealed that the work overload was statistically significantly higher in FH ($3.17 \pm .717$, $p=.000$) compared to Cure ($2.61 \pm .787$, $p=.000$) and CRS ($2.59 \pm .792$, $p=.001$). There was no statistically significant difference between Cure and CRS in employees' perception of work overload ($p=.992$).

The result of the Tukey post hoc test revealed that the overall work life balance was statistically significantly higher in Cure ($3.42 \pm .720$, $p=.003$) compared to FH ($2.93 \pm .814$, $p=.003$). There was no statistically significant difference between Cure and CRS ($p=.068$) and between CRS and FH ($p=.585$) in employees' perception of overall work-life balance.

4.7.2 One-way ANOVA for Gender

4.16 One-way ANOVA Descriptive table for Gender

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
WOL	Male	76	3.16	.754	.087	2.99	3.33	1	5
	Female	86	3.27	.858	.093	3.09	3.46	1	5
	Total	162	3.22	.810	.064	3.09	3.35	1	5
LOL	Male	76	2.93	.713	.082	2.77	3.10	1	4
	Female	86	2.79	.752	.081	2.63	2.95	1	5
	Total	162	2.86	.735	.058	2.74	2.97	1	5
SS	Male	74	2.40	.744	.086	2.22	2.57	1	4
	Female	85	2.14	.743	.081	1.98	2.30	1	4
	Total	159	2.26	.752	.060	2.14	2.38	1	4
WPS	Male	75	2.13	.515	.059	2.01	2.25	1	4
	Female	85	1.92	.656	.071	1.78	2.06	1	4
	Total	160	2.02	.601	.048	1.93	2.11	1	4
WLBP	Male	76	2.82	.608	.070	2.68	2.96	1	4
	Female	85	2.83	.664	.072	2.69	2.97	1	5
	Total	161	2.83	.636	.050	2.73	2.93	1	5
OWLB	Male	76	2.93	.800	.092	2.75	3.12	1	5
	Female	85	2.74	.772	.084	2.58	2.91	1	4
	Total	161	2.83	.789	.062	2.71	2.95	1	5

Table 4.17 ANOVA for Gender

		Sum of Squares	df	Mean Square	F	Sig.
WOL	Between Groups	.491	1	.491	.746	.389
	Within Groups	105.217	160	.658		
	Total	105.708	161			
LOL	Between Groups	.846	1	.846	1.570	.212
	Within Groups	86.178	160	.539		
	Total	87.024	161			
SS	Between Groups	2.615	1	2.615	4.732	.031
	Within Groups	86.762	157	.553		
	Total	89.377	158			
WPS	Between Groups	1.716	1	1.716	4.865	.029
	Within Groups	55.727	158	.353		
	Total	57.443	159			
WLBP	Between Groups	.002	1	.002	.005	.942
	Within Groups	64.775	159	.407		
	Total	64.778	160			
OWLB	Between Groups	1.463	1	1.463	2.372	.126
	Within Groups	98.057	159	.617		
	Total	99.520	160			

The output of the ANOVA analysis for gender shows if there is a statistically significant difference in the predictors of work-life balance and the Overall work-life balance between the male and female employees of the organizations under study. One can see that the significance value for Social Support and Workplace Support are 0.031 and .029 respectively, which are below 0.05 and, therefore, there is a statistically significant difference in the perception of Social Support and Workplace Support between male and female employees in the three organizations.

CHAPTER V

SUMMARY, CONCLUSION & RECOMMENDATION

This chapter summarizes the findings of results on the previous chapter and gives conclusion on the research questions raised. It also gives a brief recommendation about the findings of the research.

5.1 Summary of the findings

This research was conducted to study the predictors of work-life balance on employees of three selected non-government organizations. It aimed to examine the effects of these predictors on employees' work-life balance. The summary of findings from this research on respondents profile and analysis of the predictors of work life balance in the selected sample organizations is presented in the following way.

5.1.1 Respondents' profile

As can be depicted from Table-3, 65 of the total 163 respondents are from Cure representing 39.9% of the total response whereas 51 responses are from FH and 47 from CRS representing 31.3% and 28.8% of the total respondents share respectively showing fair distribution of the respondents between the three sample organizations.

The findings of this study revealed that 16 of the total 162 valid respondents are new to their respective organizations whereas 52 respondents have served 1-3 years representing 31.9%. Number of respondents serving their respective organizations for 3 years and above are 94 representing 57.7% of the total response. This shows that significant number of the respondents can well understand the culture of their respective organizations to fairly judge the efforts made

by the organization with regard to maintaining the work life balance of their respective employees based on their practical experience.

Analysis of the study also shows that 11 of the total 162 valid respondents constituting 6.7% of the total respondents have a college diploma whereas 151 of the respondents representing 98.6% of the total respondents have educational background of BA/BSc or above showing all the respondents have adequate educational background to clearly understand the concepts raised in the questionnaire and give appropriate response.

5.1.2 Findings for predictors of work life balance

Analysis of the responses for the research questions showed that the sample respondents and organizations have considerable strength in terms of the resource factors and low level of perception for demand factors raised in terms of maintaining their work life balance.

However, analysis of the overall work life balance of the respondents show that the percentage of respondents who are not sure if they have managed their personal work-life balance or strongly disagree/disagree that they have been able to manage their work life balance are 54.5%, whereas 45.5% of the respondents were able to balance their work and life properly. This clearly shows that regardless of the positive factors for the respondents work life balance, there are still other factors affecting the respondents' ability to maintain a good work life balance which can be presented in the following detail:

A. Work Overload

The research showed 81 (50.6%) strongly agree/agreed that the urgency of their work requires them to work late hours without their supervisor's order whereas 21 (13.1%) were neutral and the remaining 58 (36.3%) disagree/strongly disagree. This clearly shows that

majority of the respondents are taking more time towards their job without any urge from their supervisors which in turn is affecting their personal life.

Seventy-eight respondents representing 48.4% strongly agree/agreed that they have to limit the number of things they do at home to meet the demands of their job. 26 (16.1%) were neutral and the remaining 57 (35.4) strongly disagreed/disagreed. It is also evident in this factor that the respondents were personally feeling that they have a demanding job requirement that is urging them to take more time towards their job from their personal life.

As the Tukey post hoc test revealed the work overload was perceived to be higher with employees of FH ($3.17 \pm .717$, $p=.000$) as compared to Cure ($2.61 \pm .787$, $p=.000$) and CRS ($2.59 \pm .792$, $p=.001$).

B. Life/Family Overload

The research findings also show that 89 respondents (55.3%) strongly agreed/agreed that their home life often takes their attention during working hours while 22 (13.7%) are neutral and the remaining 50 (31.1%) disagree/strongly disagree that they have such experience at workplace. This study shows that a number of respondents are challenged with a domestic responsibility conflicting with their work life.

This is also evident in another point that the number of respondents who strongly agree/agree that they feel that they have a lot of responsibility in their home life are 105 constituting 66% of the respondents. 16 respondents (10.1%) are neutral while 28 (23.9%) strongly disagree/disagree that they have such responsibility at home affecting their workplace.

The above findings show that the respondents are taken by their domestic responsibilities regardless of the amount of social support they get from family members.

C. Work Life Balance Policies

The study showed that 104 (65.4%) are not sure of such policies or strongly disagree/disagree that their organization has such policy. 55 of respondents (34.6%) strongly agree/agree that specific Work-Life Balance policy has been established and documented to help fulfill both work and family commitments in their organization. This result clearly shows that there is a clear gap of policies in the sample organizations intentionally supporting the employee work life balance or there is a lack of awareness on the existing policies which hindered the employees from using them.

The study revealed that percentage of respondents who strongly disagree/disagree or are not aware of if family friendly programs are offered by the organization to the employees for maintaining Work-Life Balance, like childcare support are 119 (74.8%) whereas those who strongly agree/agree are 40 (25.2%). This clearly shows that there are no organizational interventions that are intentionally designed to support employees work life balance regardless of a positive result in the work place support. This shows that the work place support is rather on a personal basis rather than institutionally designed structures/policies.

The study showed that 109 (68.1%) are not sure of such policies or strongly disagree/disagree that their organization has such practice. 51 of the respondents (31.9%) strongly agree/agree that organization provides staff training on how to maintain Work-Life Balance such as managing work and marriage, life skills. This shows that either the sample organizations do not provide trainings on life skill development that helps the employees to balance their work and life domains which in turn benefits the employees' productivity at work place or quite a number of staff are not aware if such trainings are being offered by the sample organizations.

The results of this study agree with that of the previous studies made by different scholars. For example, according to Thomson, Beauvais and Lyness (1999), Yahya and Yap (2014) workplace support assists employees to balance their work and family lives. Shiels (2015) confirmed that social support in the form of family support spills over to create a positive work environment thereby balancing work and family life and work demands were related to less perceived work-life balance. Njeri (2014) confirmed greater demands placed on employees at workplace affected work-life balance. Vogel (2012) found out that work overload is detrimental to work-life balance.

5.2 Conclusion

This research revealed that even though there are a number of predictors for the positive work life balance of employees of the sample organizations, there are also other factors affecting the respondents positive work life balance. Work Overload was perceived to be higher in FH than in the other two organizations. Overall Work Life Balance was perceived to be higher in Cure than FH, but no significant difference was observed between Cure and CRS or FH and CRS.

5.2.1 Strengths/ opportunities

The findings of this research revealed that employees and sample organizations have shown some strength or have the following opportunities;

- **Strong Work Place Support**—the study revealed that respondents of the sample organizations have witnessed a very strong work place support. The results showed that 77.1% of the total respondents have received support in different ways that helped them better manage their work life balance. Some factors include; supervisors'/colleagues

assistance in work and personal issues as well as understanding employees when they talk about personal issues and giving the required support.

- **Strong Social Support** – the study revealed that respondents of the sample organization have a very strong social support showing 67.4% of the respondents strongly agreeing/agreeing that they have such support from family members or paid help.

The sample organizations have a very good opportunity to institutionalize the strong work place support so that the positive effects on the employees can be based on the organization's culture rather than on individual preferences.

5.2.2 Weakness

- Lack of organizational policies on work life balance or lack of awareness for existing policies was observed. The study revealed that respondents of the sample organizations have shown a very low awareness of the organizations' policies or provisions. This can be expressed in unavailability of flexible working schedule, lack of trainings on the importance of maintaining work life balance, provisions of family friendly programs and so on.

5.2.3 Future opportunities

The research has revealed that the sample organizations have a significant opportunity to promote a work environment to create positive organizational culture that promotes better work life balance and employee productivity.

5.2.4 Future significance

This research has a great significance for the sample organizations in identifying the current gaps in maintaining a positive work life balance for their employees and makes a necessary improvement on the above discussed findings.

The findings of this research can also serve other organizations interested to evaluate current practice and make improvement on their weaknesses.

5.3 Recommendation

The following recommendations are made based on the findings and conclusions of the study:

A. Creating organizational culture, policies and procedures

- Since from the demand variables, work overload was perceived to be higher in FH as compared to the other two NGO's, FH has to conduct some investigation as to which jobs have greater demands than others, and introduce mechanisms of lifting the burden from those employees using such methods as job rotation and bringing additional employees to share the burden. FH should also provide its employees with a greater sense of control over their hours work and their work schedule. It can also increase the number of supportive managers within the organization.
- Since lack of organizational policies on work life balance or lack of awareness for existing policies was observed by employees, the sample organizations should assess their individual practices and the trend with other similar organizations as to how they are able to create employee work life balance for better productivity and design productive WLB policies.
- The sample organizations should intentionally enforce consistent use of current policies and procedures that help a better WLB to reduce the number of employees who are reluctant to know or practice current provisions.
- The sample organizations should encourage a culture that harness employees and supervisors understand the need to maintain a good WLB for a better work place productivity.

B. Training

- The sample organizations should design a staff training programs that create awareness on the importance of WLB. Such examples could be:
 - Life skill development such as parenting skills, time management, organizing skills, stress management, etc.
 - Marriage /family counseling programs

- The sample organizations should encourage employees to plan for their personal development goal along their annual performance plan and make sure that it helps for better WLB.

C. Employee Placement

- The sample organizations should consider the importance of family proximity to the employees work place as much as possible so that employees may have adequate time and opportunity to spend their resting time with their family.
- The sample organizations' induction programs should also consider assistance on how the new employee should manage WLB considering the type of work and place of assignment.

5.4 Implications for future researches

This research was conducted to study the effect of predictors work life balance on employees' overall work-life balance in the selected non-government organizations. The study used quantitative approach only and to further find out unique challenges and interventions in the area, increasing the sample size and adopting qualitative analysis is suggested. In addition to the factors identified as predictors of work-life balance in this research, future researches should be done incorporating other factors that affect work-life balance of employees.

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Survey Instrument



**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS ANE ECONOMICS
SCHOOL OF COMMERCE
MA IN HUMAN RESOURCE MANAGEMENT
SURVEY QUESTIONNAIRE**

Predictors of Work Life Balance on Selected Non-Governmental Organizations (NGOs) in Ethiopia

Dear Respondent: The purpose of this study is to investigate the factors that affect the work-life balance of employees in some selected non-governmental organizations. This survey is conducted as part of my research thesis for the partial fulfillment of Masters' Degree in Human Resource Management.

The responses that will be collected from you will be used for academic purposes only. I would like to assure you that your responses will be kept confidential and that you will not be identified by name. Therefore, I kindly request your sincere cooperation in filling out this questionnaire with genuine information and submitting it in time.

N.B. In this questionnaire, “**home**” or “**family life**” means life outside your work.

Mahlet Adugna
Email: mahletadugna46@gmail.com
Mobile: 0911 41 45 46

PART I: General Information

Please circle the letter of the choice that describes your status

1. Sex: a. Male b. Female
2. Year of service in the organization. (please use X mark on one option)
A. <1Year _____ B. 1-3 Year _____ C. 3-5 Year _____ D.> 5Year _____
3. Is your position a supervisory position? a. Yes b. No
4. Educational Background a. College Diploma b. BA/BSC Degree c. MA/MSC d. Above MA/MSC
5. Marital Status: a. Single b. Married c. Separated d. Divorced e. Widowed
(If no please skip Q 6, 8, 9 & 10)
6. If married, is your partner employed? A. Yes b. No
7. Please specify your family Size (people living with you currently).
a. 1 b. 2-3 c. 4-5 d. >5
8. Do you have children? a. Yes b. No
9. How many children do you have in each of the following age group? (Please specify no of children on the space provided)
a. 0-4 _____ b. 5-12 _____ c. 13-17 _____ d. 18-23 _____ e. 24 and older_____
10. Being an employed man/woman who is helping you taking care of your children?
a. Spouse b. In-laws c. Parents d. Servants e. Day care centers
f. They're grown-up
11. How many hours a day do you spend traveling to and from work?
a. Less than half an hour b. Nearly 1 hour c. Nearly 2 hours d. More than 2 hours
12. How much time do you spend on domestic activities? (Examples include; cooking, cleaning, caring for children/elders, washing ...etc.)
a. Less than 2 hours b. 2-4 hours c. 4-6 hours d. More than 6 hours

Part II: Questions Related to work-life balance

INSTRUCTUION: Please provide your response by putting an “x” mark in the appropriate box using the following Scale:

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

No.	Work Overload	SA	A	N	DA	SDA
1	My job requires me to travel a lot keeping me away from my family responsibilities.					
2	I feel I usually have more assigned job to do than I can handle comfortably during working hours.					
3	My supervisor usually calls me back from annual leave or during weekends due to urgent assignments.					
4	The urgency of my work requires me to work late hours without my supervisor's order.					
5	To meet the demands of my job, I have to limit the number of things I do at home.					
6	I do not have enough time to participate in leisure activities with my family/friends because of my job					
7	My organization/supervisor expects me to work from home outside normal working hours.					

No.	Life/family Role Overload	SA	A	N	DA	SDA
1	My home life often takes my attention.					
2	I feel I have a lot of responsibility in my home life.					
3	I feel that I have not enough time to get everything I want get done at home.					
4	I often have obligations at home that compete with one another.					
5	I don't have enough time to do what is expected of me in my home.					
6	It often seems like I have too much work for one person to do in my home.					
7	The performance standards on my family are too high.					

	Social Support	SA	A	N	DA	SDA
1	My spouse or a family member equally shares household activities and child/dependent caring responsibilities.					
2	I get the emotional help and support I need from my family					
3	My spouse equally concentrates in children studies.					
4	I have time to take meal and coffee/tea with my family at least once in a day without rushing to work or sleep.					
5	I have assistance of a family member or a paid maid for the daily home duties.					

No.	Workplace Support	SA	A	N	DA	SDA
1	My superior treats me well if I request assistance with work related matters.					
2	My superior treats me well if I request assistance with family related matters					
3	My superior gives more importance towards the well-being of the employees.					
4	I feel that I am valued at my work place.					
5	My colleagues understand me on work related issues and give their support during need.					
6	My colleagues understand me on personal issues and give their support during need.					
7	My supervisor understands when I talk about personal issues.					
8	My supervisor really cares about the effects that work demands have on my personal life					
9	I can count on my supervisor when I encounter difficulties in my work.					
10	I can take time off / leave when a family member is sick or when I have to give attention to my dependents.					

No.	Work-Life Balance Policies	SA	A	N	DA	SDA
1	In my organization specific Work-Life Balance policy has been established and documented to help fulfill both work and family					
2	Family friendly programs are offered by the organization to the employees for maintaining Work-Life Balance, like childcare					
3	My organization provides time off for family emergencies.					
4	My organization provides breastfeeding break to nursing mothers.					
5	My organization easily provides flexible work schedule.					
6	My organization provides staff training on how to maintain Work-Life Balance. Some examples can be managing work and					
7	In my opinion my organization provides maternity/paternity leave that is sufficient to take care of a child.					
8	My organization provides study/training leave that helps my personal growth.					

No.	Overall Work-Life Balance	SA	A	N	DA	SDA
1	I am satisfied with how I keep balance on my professional and personal life without any conflicts.					
2	It is very easy for me to balance the demands of my work and my personal/family life.					
3	I have sufficient time away from my job to maintain adequate work and personal/family life balance					
4	When I take vacation, I am able to separate myself from work and enjoy myself.					
5	I feel myself completely successful in balancing my work and personal /family life.					
6	My organization's culture helps me to balance work and personal/family responsibilities					

THANK YOU FOR YOUR TIME

Sources for survey instrument:

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- Work-Life Balance: An audit of staff experience at Oxford Brookes University, 2004
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- <https://www.docsity.com/en/work-life-balance-questionnaire/589376/>

