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SCHOOL OF COMMERCE



Impact of Work Life Balance on Employee Performance: A Case of Zeta

Construction PLC.

A research project submitted to Addis Ababa University, School of Commerce

in partial fulfillment of the requirements for the Degree of Master of Arts in

Business Leadership

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Advisor : Atsede Tesfaye(PhD).

June, 2020

THE IMPACT OF WORK LIFE BALANCE ON EMPLOYEE PERFORMANCE: THE  
CASE OF ZETA CONSTRUCTION PLC

By

Tsedenia Abayneh

A thesis submitted to Addis Ababa University School of Commerce graduate studies for the partial fulfillment of the required for the award of Masters of Arts Degree in Business Leadership

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## DECLARATION

I hereby declare that this study entitled " the impacts of work life balance on employee performance in the case of Zeta Construction PLC" is my original work prepared under the guidance of my advisor Atsede Tesfaye(PhD). This paper is submitted in partial fulfillment of the requirement for the award of Master of Arts Degree in Business Leadership and it has not been previously submitted to any diploma or degree in any college or university. I would also like to confirm that all the sources of materials used in this study are accordingly acknowledged.

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ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE COLLEGE OF BUSINESS  
AND ECONOMICS POST GRADUATE PROGRAM

THE IMPACT OF WORK LIFE BALANCE ON EMPLOYEE PERFORMANCE: THE  
CASE OF ZETA CONSTRUCTION PLC

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## Acronyms/Abbreviations

WLB .....	Work Life Balance
SPSS .....	Statistical Package For Social Science Students
ILO.....	International Labor Union
ANOVA.....	Analysis of Variance

## **Abstract**

*Work life balance has the most dominant effect on employees performance and their productivity by sustaining well being of workers and lessen work stress, which in return maximize efficiency. The main purpose of this study was to disclose the impacts of work life balance on employee performance in the case of Zeta Construction PLC. The participants of the study were employees of Zeta Construction in Addis Ababa. In order to collect data, the researcher employed simple random sampling techniques to select participants of the study and total 154 questionnaires were distributed and came out 100% response rate. Plus the researcher used quantitative research strategy to further describe the phenomenon and applies both descriptive and explanatory approach. In addition to analyze the data SPSS version 26 were used, the reliability of questionnaire items had been tested using Cronbach's alpha, the study applied descriptive statistics, Pearson's correlation analysis and regression analysis. The result indicated that among the work life balance factors leave and job sharing are the most important and significant factors to achieve employee performance, and job stress has strongly negative relationship to the dependent variable. Based on the finding : the company should work on different work life balance practices as employee shows great interest and employee performance will be highly influenced by those factors and also Employees must also take the lead to share a job amongst themselves to lessen the job stress to increase performance and productivity.*

*Key Words: Work Life Balance, Employee Performance*

# CHAPTER ONE

## INTRODUCTION

In this chapter the background of the study, statement of the problem, the general and specific objectives, basic research questions, the significance, limitation and organization of the study are discussed.

### 1.1 Background of the Study

In today's dynamic environment, it is noticed that employees face profound work load and long working hours and this has significant effect on them and lives of their families. Work-life balance is an essential topic in both professional business practice and academic study. "Work-life balance becomes a trendy research area in different fields such as sociology (e.g. Allan, Loudoun & Peetz, 2007), psychology (e.g. Greenhaus, 2008 Frone, 2000)". In addition several researchers (e.g. Greenhaus, Collins & Shaw, 2003; and Grzywacz & Marks, 2000) noticed that while assessing relations between work and family domains, considers family life as time spent with a spouse and children, ignoring other important aspects of family, such as time spent with parents, siblings and other relatives.

Work life balance is the interaction between the work and the other activities that includes family, community, leisure and personal development. It also is about the right or the balanced combination of the individual's participation in the work and other aspects of their life.

Different literatures indicates a number of work life balance definitions. For example: Clarke, and Koch and Hill (2004, p.121) state that work life balance is an "equilibrium or maintaining overall sense of harmony in life". Similarly Greenhans and Allen (2006) view

Work life balance as "the extent to which an individual's success and contentment in work and family roles are well-suited with the individual's life priorities."

As indicated by Clark 2000, he describes work life balance as "satisfaction and good functioning at work and at home, with a smallest amount of role conflict". The focus on the area of work and family is vital as family and work are regarded as the most important factors of everyone's life, and any battling demands from work and family life cause conflict and negatively affect the performance, poor work quality and productivity of employees as it may reflect any residing role conflict (Clark, 2000; Frone, 2000).

Employee Performance is not only related to the action but also involves judgment and evaluation process (Ilgen and Schneider, 1991). In order to make sound decision making and judgment an employee should have a balance in his or her work and life. According to Obiageli, Uzochukwu and Ngozi (2015), employee performance is a key determinant in the achievement of organizational goals in today's business world. Employee performance is a crucial point in any establishment. Obiageli, Uzochukwu and Ngozi (2015), further examine that there is likely misplacement of priority of interest by the employees trying to meet up with the target of the employer, which affects their performance as well as their personal life. As a result, the equilibrium between life and work has tilted to the negative side. Workers often have difficulties in attempt to create a sense of balance with employment responsibilities and their social life.

In Ethiopia the issue of work life balance is on the rise, companies are becoming further sensitive for the sake of their names and regulations and employees are also taking the lead because not only they look for a job but they want the organization to take care of their well being, but this practices are limited to some applications like leave arrangements(which is entitled by law), day care service (limited to specific organizations), some flexible working arrangements and the like, but very limited companies are up for it.

The advantage of work-life balance practices and the probable to help develop employee job performance in terms of increased organizational commitment, job satisfaction, reduction on the turnover rate is immense(Gavin, Cooper, & Quick 2004). In order to show the impacts of work life balance, there are many guiding principle that could be supported by different researchers like (Hartel,2007) and (Dex and Smith, 2002) that further be described as:

Job sharing reduce hours for personal reasons which increased the chance of achieving a balance between work and personal life and as well as decrease absenteeism and as a result increase employee performance (Mulanya and Kagiri 2018). In Ethiopia sharing a job among colleagues is common but very poor practice in organization, employers provide a description of a job to a position and employees follow that strictly.

Leave also gives the capacity for employees to liberate themselves from work stress and build a balance between work and their family activities. Entitlement of leave is generally supported by law but granting it whenever the employees want to is a little bit tricky.

Working hour and Job Stress working long hours also has adverse affects on family members and relations, people who are unable to spend time with their children and other family members are often left with a sense of stress and guilt further lead to low performance (Gambles, Lewis & Rapoport, 2000). Generally in Ethiopia working hours are implemented to the standard but the construction sector has delayed, urgent and stressful projects are which in turn left the employees with longer working hour, and that gives them stress.

The purpose of this research were to assess impacts of work life balance and how it affects performance of employees at Zeta construction PLC. As mentioned above work life and performance goes hand in hand and the role conflict between personal domain and work domain cause a distress in an individual which in turn affects their performance. The above studies have showed the effect work life balance has on employee performance, however none of these studies are conducted on the Ethiopian context. The student researcher seek to

undertake the study on an organization in the construction sector as that can facilitate to adjust the setting around, and consider the impacts as major concern at Zeta construction to balance work and personal life together.

## **1.2 Background of the Organization**

Zeta Construction PLC was established in 2002 its main business at the time was constructing buildings, roads, school and health centers in rural areas of the country. With increasing demand for construction service, Zeta Construction has positioned itself in the industry to be one of the leading service providers of drilling, blasting, mining and quarrying works using industrial explosives which are presently the main operations of the company. Due to its high demand in the construction industry the company imports and supplies different types of industrial explosives, as per the country's laws and regulations.(dynamite, power-Jel or Tel prime, ammonium nitrate-blasting agent, detonating cord, electrical detonators, detonating fuses, non-electrical detonators).

Along with asphalt bitumen supplies, general construction and heavy duty equipment rental. Zeta Construction PLC has different sister companies under its wing like; Luna export and real-estate business(mixed used buildings, three star hotel and luxury apartments) supermarkets(all branches of Fresh Corner) with its own cattle farm.

The business approach of Zeta Construction PLC is its work-first culture + quality operations management + responsiveness to challenge and change. Zeta Construction PLC has 350 employees and out of that 250 are permanent. Vision of the company is to see a steadfast transformation of the Ethiopian economy through infrastructure and construction development. The mission also states to be the leading recognized company in construction work mainly on roads, irrigation, buildings and mining with an exceptional customer service.

They uphold core values of integrity, excellence, performance, reliability and client focused to achieve goals while delivering quality product service.

### **1.3 Statement of the Problem**

- Lacking work life balance is a problem that creates a big threat to workers well being, in addition to their performance as well as the performance their organization.

Competing demands between work and home have assumed increased relevance for employees in recent years, due to workplace changes such as rising numbers of women in the labor force(stress on both parents about their kids), longer working hours, because now a day's both parents works full time unlike not long ago, where the mother spends time with her kids and no pressure on parents.

- Organizations who neglects issues related to employee work-life balance end up with lesser productivity and in turn find it more difficult to improve employee performance.

In addition to that, Naithani (2010) has stated Work-life balance programs include (e.g. flexible work schedules, job sharing, health and wellness, paid time-off, and flexible work arrangements) but it depends on contextual definitions and very difficult to achieve in developing world like Africa to be specific Ethiopia . Another major concern that may hinder employee performance could be when work life balance incentives like, leave entitlement(whenever they want to), flexible time, are not hold on to by the organization.

Stating out the impacts of work life balance on employee performance have notable effect on the organization itself (Zeta Construction PLC.) moreover for employees. Because achieving work/life balance is about being given the opportunity to have some control over when, where, and how employees work so that they can perform their best and also have time to rest and enjoy pursue their own interests outside of work.

- Zeta Construction PLC is the epicenter of the research because the heart of their core values lies on work first culture hence, the work overload they had made it so vulnerable and the magnitude of the problem is consequently serious and if addressed the employee performance increase significantly.
- Ethiopian Society becomes more complex overtime nowadays because of the globalization and greater advancement of technologies that change the way people operate in their daily lives and that leaves individuals with conflicting responsibilities and commitments thus, the work-life balance has become a predominant issue at the workplace. (Researcher)

Plus studies have revealed that professionals seek innovative ways to attain their organization's competitive advantage in the marketplace and it is found that work-life balance activities offer a win-win solution in this regard (Wheatly2012). Work Life-Balance could have the most implications when the demands of an individual's work become equally critical at some as their personal life. When either of these cannot be prioritized (at least for some period) finding the balance is the real challenge. But it goes beyond prioritizing the work role and one's personal life, it also affects the social, psychological, economical and mental well being of the individual. All these will be reflected in the output of the individual, which affects his or her performance in the work place on the long run.

In addition, both public and private sector in Ethiopia fail to undertake generally taking care of their employees by providing work life benefit provisions like promotions, job sharing, rewards, amenities, creating healthy work environment, monetary and non-monetary benefits at all levels that might increase their productivity and performance. However, work life balance has inference on employee attitudes, behaviors, wellbeing as well as organizational effectiveness and performance (Eby, Casper, Lockwood, Bordeanx and Brindley, 2005).

- Given that construction is one of the most demanding industries in Ethiopia, work life balance issue are becoming relevant topic to concentrate on. It is a known fact that construction workers have the lowest workplace flexibility on arranging their working hours compared to workers in other industries.

It is believed that long working hours, inflexible work environment and delayed projects job stress in return cause performance problems across all professional positions in the construction industry (Lingard et al., 2007).

#### **1.4 Research Questions**

1. How do employees perceive work life balance procedures and practices at Zeta construction PLC?
2. How does the work life balance factors (leave, job sharing, working hour, job stress) affect their performance at Zeta construction PLC?
3. Which of the work life balance factors is the most prominent in terms of its impact on employee performance at Zeta construction PLC?

#### **1.5 Research Objectives**

##### **1.5.1 General Objective**

The general objective of this study is to examine the impact of work life balance on employee performance at Zeta construction PLC.

##### **1.5.2 Specific Objective**

- To assess perceptions of employees about work life balance practice and procedures at Zeta Construction PLC.
- To analyze work life balance factors (leave, job sharing, working hour, job stress) on employees performance and propose precise recommendations.

- To identify which work life balance factors at work, has the most impact on employee performance.

## 1.6 Definition of Terms

- ❖ **Work Life Balance:** Swamy (2007) defined work life balance as a practice that is concerned with providing scope for employees to balance their work with the responsibilities and interests they have outside work. It enables them to reconcile the competing claims of work and home by meeting their own needs as well as those of their employers.
- ❖ **Employee Performance:** is defined as the record of outcomes produced on a specified job function or activity during a specified time period. (Bernadrin and Russel, 1998).
- ❖ **Job Sharing:** an arrangement where typically two people are retained on reduced basis to perform a job normally fulfilled by one person working fulltime.(Baildam, Ewing, Cummins 1991)
- ❖ **Leave:** Authorized especially extended absence from duty or employment (webster)
- ❖ **Job Stress:** Negative psychological and physiological effects produced by one's work environment (Severn, Searchfield, & Huggard, 2012).
- ❖ **Working Hour:** a the period of time that a person spends at paid labor(Sang, 2012)

## 1.7 Significance of the Study

Work-Life balance is becoming well-known issue in many sectors and different undertakings are done for establishment and sustaining a productive work culture. Various plans is done by the Government, employers and businessman/woman and even employees in organizations towards maintaining work life balance around the world. Even Jobs are no more easy going, they are demanding.

- Individual cannot be effective and better perform at work if they are not able to manage their personal lives.
- "There are a lot of evidence that proves, the activities outside work, optimistically influence the productivity and creativity of employees".

Finding time for socialization is no more a social obligation, but also lessen stress a big deal. Hence, it has been found that work life balance is not only the source of care and concern, but also that it was the major source of dissatisfaction for many employees. Relying on the information given above this specific study is significant:

- To understand about work life balance and the impact it has on employee performance and it is additional source of information for anyone who is interested in this subject matter.

### **1.8 Limitation of the Study**

The issue is complex and difficult to tackle from an organization's perspective because it is different for every individual. Work life balance is such an extensive topic to restrict the dependent variables to employee performance but this specific study focused only on the performance of the employees also doesn't address any other variables. As revealed above in the background of the organization the company has multiple of sister organizations but this specific study were only focused on Zeta Construction PLC and it moderately weaken the whole depiction of the study. Moreover time and resource constraints are also predicaments of the study plus no prior research on work life balance specifically in Ethiopia that imply the impacts on employee performance so, very difficult to relate it in our context.

## **1.9 Organization of the Study**

The research paper were organized in five chapters. The first chapter consisted of the background of the study, statement of the problem, objectives and the research problem, scope and significance of the study, limitation and definition of terms.

The second chapter discussed the key concepts and empirical review of work life balance in order to put the research in broader and concrete perspective of theoretical literature review.

The third chapter explained about the methodologies of the study and the fourth chapter present and discusses the findings. At last the fifth chapter summarized the main findings, give conclusion and recommendation and suggestions.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1. Theoretical Literature Review

##### 2.1.1. Work Life Balance

According to Pocock 2003 "the lack of equilibrium in between the shifting nature of life and workplace cultures as a clash between work and life. Inadequate work life balance is a problem that poses a big risk to workers well being, including their own performance as well as the organizational performance. Societies are becoming intricate and that leaves individuals with conflicting responsibilities and commitments hence, the work-life balance has become a leading issue at the workplace(Fischlmayr & Kollinge,2010). The major factors such as the globalization, the improved interest in individual lives/ family values and managing the workforce, have made it considerable (Parus 2010). Many companies have responded to the evolving set of issues and with the influencing elements associated to work life balance, by practicing some of the different factors that might support the balance. The Netherlands for instance 81 per cent of women with two or more children aged 0-14 years work less than 30 hours per week compared to 68 per cent in Europe. Whereas in Japan where they remain reluctant to intervene in practices that might help to balance work and personal life in the workplace because of fear of increasing labor costs and in the belief that this is an area best left to employers and employees to negotiate (Fagnani 2012).

The work life balance practices aid the employees to balance both work domain and life domain similarly where it supports the employer, to increase the performance of the employee (Greenhaus & Beutell, 2010). Some of the influencing factors include working hours and flexibility, job satisfaction, and job autonomy.

### **2.1.2. Work Life Balance Theories**

Several theories have been put forward by various experts to explain the work life linkage and the different aspects of the relationship between work, personal and family life.

#### **2.1.2.1. Spillover Theory:**

The spillover theory proposes the relationship between work and family. Several researchers suggested that workers carry feelings, emotions, attitudes, skills and behaviors that they establish at work into their family life and vice versa (Belsky et al. 1985). Spillover considers multidimensional aspects of work and family relationship. In theory spillover is perceived to be one of two types: Positive or Negative. Positive spillover is all about the fact that satisfaction and achievement in one domain(work) might bring along satisfaction and achievement in another domain(life). 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).

Spill-over is a process whereby experiences in one role affect experiences in the other, interpretation of the roles are more comparable. The experiences coming out from spill-over can manifest themselves as either positive or negative (Morris and Madsen, 2007). There are two interpretations of spillover (Edwards and Rothbard, 2000): (a) the positive association between life and work satisfaction and life and work values (Zedeck, 1992) and (b) transfer in whole of skills and conduct between domains (Repetti, 1987) like when a fatigue from work is experienced at home or else when family demands interfere with work demands.

#### **2.1.2.2.Border Theory:**

Clark (2000) presented a work/life border theory a new dimensional theory about work life balance. Clark elaborate 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, specifically 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.

### **2.1.2.3. Integration Theory:**

Integration theory considers the broad view that a healthy structure of flexible boundaries between life and work can better facilitate and encourage work-life and community life domains (Clark,2000). Similarly Mason (2002) acknowledged that integration theory best depict the incorporation of additional contextual elements, such as the community, knowledge in regard to work and life. Integration theory calls for contemporary understandings that redesign traditional work-life paradigms, making all stakeholders like employers, workers, and communities active partners with equal voices in the formation of a holistic and attainable model of work-life balance.

### **2.1.2.4.Overall Appraisal Theory:**

Grzywacz and Carlson, 2007 lecture work-life balance can be illustrated using a straightforward term which is overall appraisal approach theory to work-life balance. Overall appraisal refers to an individual's general appraisal (evaluation) concerning the whole of his or her life situation.

For example, work-family balance has been defined by Clark as "satisfaction and good performance at work and home, with a least amount of role conflict" (Clark, 2000, p. 751), furthermore he describes as "an assessment that work and family resources are sufficient enough to convene work and family demands such that involvement is valuable in both domains" The different work life balance theories under study propose different dimensions which are applicable though not universally but true with different people and situations.

### **2.1.3. Work Life Balance Benefits**

There are many benefits of managing a good work life balance, however finding the right balance is the one that remains a challenge. In order to find a good balance it's essential to prioritize some aspects of daily life and organizing correct time management. A research by Gavin, Cooper, & Quick (2004) about work life balance in the work place, gave a very different approach and ways to prioritize, and further argued that when work or family life spills over individuals have to prioritize their emotions and work. The positive consequences of work life balance benefits that employers can derive from practices are also abundant (Commission of the European Communities, 2008:

- Reduced absenteeism and lateness
- Reduced turnover, in turn lower the costs of recruitment and training associated with the substitution of absent employees
- Enhanced capacity to attract a broader range of candidates and retain high-quality employees, both men and women, in a competitive job market (organizational attractiveness)
- Enhanced performance and motivation among employees and improve productivity
- Increased efficiency and cost effectiveness resulting from a decrease in downtime or overheads (employees working from their homes)
- Improved teamwork, communication and relations between employees and with customers
- Creation and maintenance of a competitive edge and innovation, contributing to improved competitiveness
- Enhanced representation of the employer
- Decreased likelihood of unethical business practices

According to Lockwood (2003) commitment of employer to work-family initiatives is influenced by the perception of whether or not such initiatives provide a productive return. In the past decade, employers have increasingly been realizing that the quality of an employee's personal and family life impacts the quality of work and that there are tangible business reasons to encourage work and family integration. The author also suggests key factors to measure the return in work-family programs like: employee time saved, employee retention, increased motivation and productivity, absenteeism, decreased health care costs and stress-related illnesses.

#### **2.1.4. Work Life Balance Policies**

The result of work-life balance practices on employees position and perceptions include job satisfaction, organizational commitment, job stress and turnover intention. All of these factors, in turn, affect job performance, direct and indirect absenteeism costs, costs associated with the loss and replacement of valued employees, customer satisfaction, and organizational productivity.

Some companies have attempted to quantify the outcomes of specific policies. The most commonly used measures of organizational outcomes include the follow:

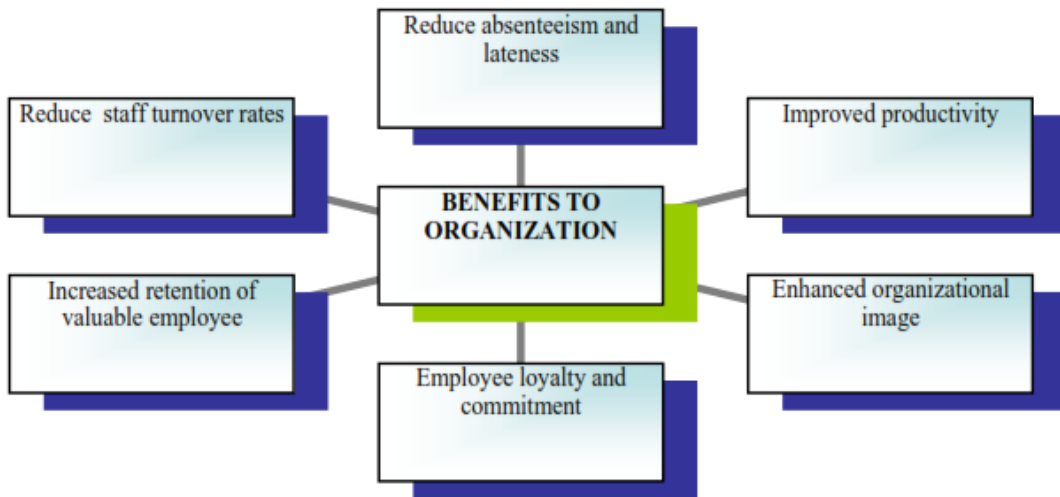


Figure 2.1. (Patricia, Osoia, Lazar, 2010) 207-208

And the benefits to the employees or employee outcome are very crucial. The existent literatures suggests that work-life balance practices generally have a positive impact on individual and organizational productivity as that increase productivity and employee performance as shown below:



Figure 2.2. (Patricia, Osoia, Lazar, 2010) 207-208

Organizations that provide more broad bundles of work-life balance practices, had higher ratings on measuring organizational and employee performance furthermore such dimensions

determined as being able to catch the attention of essential employees, and the quality of relations between administration and employees, and product quality will drastically enhance. The more control employees feel they have over their lives, the more they are to balance work and family, increase their capacity to perform well in work and in family situation( Beauregard, Alexandra and Lesley C. Henry, 2008). A successful union between work and non-work aspects can be a win-win situation for employees and employers equally. The ability to attain satisfying experiences in all life domains, enhances the quality of personal relationships and a range of organizational outcomes.

Availability and use of work-life balance practices, could diminish work life conflict and increase positive evaluation of one's organization (Rhoades and Eisenberger,2002). These effects are often linked with employee performance such as increased quality and control over their work schedule. The results are reduce absenteeism, a means to turnover, ease on job stress levels and work-life conflict and increased productivity, organizational commitment and loyalty. All of these aspects are associated, in turn, with costs savings, higher customer satisfaction and implicitly higher levels of organizational performance.(Eisenberger and Aselage 2003)

Organizations should focus on improving the employee performance to gain the competitive advantage, employees plays an active role in improving and sustaining the organization's performance. In this context, Arulrajah and Opatha, (2012) argued that an organization's performance directly depends on the individuals it employs because, employees of organization are considered as the key stakeholders in shaping the performance of organization. Hence, organizations are increasingly required to focus on improving the job performance of employees in order to boost the organization performance.

Many researchers have generally agreed on the important role of work life balance in improving the job performance of employee (Naithani 2010) he further, stated that work-life balance of an individual employee when viewed collectively for the total workforce of an organization results into an immense impact on the qualitative and quantitative organizational performance. Naithani (2010) also stated that organization which neglects issues related to employee work-life balance will end up with lower employee productivity and in turn will find it more difficult to improve the employee job performance.

Work-life balance has become a more important issue as it tends to exhibit positive results such as work engagement, organizational citizenship behavior, in-role performance, increased employee productivity, job satisfaction, and organizational commitment (Konrad & Mangel 2000) which turns lead to enhance the job performance of employee. Consequently, organizations should give more priority to enhance the work-life balance of employees to enrich the employee job performance.

There are a large range of work life balance policies which include, but are not limited to the following: flexible working hours, job sharing, leave (Hartel,2007). Researchers at the university of Cambridge (Dex and Smith, 2002), states that, provisions that may ease the stresses on employees such as leave, options with more flexible schedules working hour to accommodate work and personal life.

#### **2.1.5. Work Life Balance and Employee Performance**

Meddling between work and personal or non-work responsibilities might introduce numerous unpleasant outcomes that could be well fitted in the literature. Work-to-life and life-to-work conflict tend to exhibit lower levels of job performance and organizational commitment. Behavioral outcomes of both directions of conflict include reduced work effort, reduced satisfaction, and increased absenteeism and turnover (Greenhaus, Collins, Singh, & Parasuraman, 1997).

Work-to-life and life-to-work conflict have been associated with elevated stress and burnout cognitive difficulties such as staying awake, lack of attentiveness, and low preparedness, and low levels of overall health. The implications for organizations are clear work-life conflict can have negative outcome for employee performance.

Wheatly (2012) indicate that, work-life balance of employee provides victorious outcomes for both employer and employees. Further, Grady et al. (2008) argued that, work-life balance is vital for individuals wellbeing, organizations, employee performance and a functioning society. As noted above, work-life balance play a pivotal role in determine the job performance of employees.

And various researchers have found that work life balance has a positive relationship to work, in general work-life balance promoting practices such as telecommuting, job sharing, flexi time, leave policy etc lead to improve the employee performance by eliminating the work-life conflict.

Consequently, work life balance leads to improve the job performance by improving the employee devotion, contentment, dedication, organizational belongingness and efficiency as well as reducing turnover and absenteeism.

#### **2.1.6. The Impact of Job Stress and Work Hours**

In developed and developing nations, job stress is one of the most significant workplace health risks for workers stressors concern interpersonal relationships on the job, such as conflicts with the conduct of managers, conflicts with coworkers, conflicts with organizational policies, and conflicts with subordinates (Rehman et al., 2012).

In addition, other factors such as barriers to career advancement, changes in management, conflicting demands from organizational stakeholders, high pressure deadlines, excessive rules and regulations, heightened competition, inadequate support, lack of participation in

decision making, long working hours, new technology, and work overload are associated to job stress (Babatunde, 2013; Gladies & Kennedy, 2011).

Workers and their employers across all levels in the organizational hierarchy are vulnerable to negative consequences associated with job stress such as anxiety, burnout, cardiovascular disease, depression, and insomnia (Lee, Joo, & Choi, 2013; Morris).

These negative consequences have direct and indirect ramifications for workers and organizations, such as accidents, counterproductive behavior, impeded learning shift, struggle to change, employee discontent, sluggishness, shrink in job performance, aimlessness, and also having less enthusiasm. In this sense, employers could have a significant impact on their workers behavior and some of those effects may eventually manifest in how workers feel about their jobs and responsibilities (Khan et al., 2013).

These variables are significant because they all influence the way individuals experience about their jobs. If workers are not satisfied with their jobs, this will affect their productivity, which can result in behaviors such as absenteeism, turnover intentions and workplace aggression (Gladies & Kennedy, 2011). In other words, work life could produce extreme stress to the point that workers could exhibit withdrawing behavior (psychologically or physiologically) while still present in the workplace (Van der Heijden, & Wittekind, 2012). The psychological symptoms of stress that an individual may experience include anger, anxiety, dissatisfaction, and moodiness (Gladies & Kennedy, 2011).

Furthermore, stress is beneficial when it is manageable and leads to increased competence, growth, and expertise however, it is damaging when it is severe, and weakens and overwhelms physiological or psychological coping abilities (Katz et al., 2012).

Long working hours limit the time resources for one's private life (Chung, 2011; Golden and Wiens Tuers, 2006 while shorter working hours and might contribute to a better work life.

Rising literature suggests that working long hours also has adverse affects on family members and relations, people with less time with their children and family members are repeatedly felt a sense of irreparable loss, stress and guilt (Gambles, Lewis & Rapoport, 2000; Jones, Burke & Westman, 2006; Pocock et al., 2001). Moreover even where they return to work tends to be distant and negligent with declining level of performance.

### **2.1.7. Leave**

Leave is the amount of hours/days employees of an organization are authorized to be away from their employment position within a period of time without a cost. This time off is accommodated by the company and employees are allowed to apply for the time for any reason they wish to be off work (Obiageli, Uzochukwu & Ngozi, 2015). It also gives the capacity for employees to liberate themselves from work stress and build a balance between work and their family activities. This type of work life balances assist employees to execute other duties outside work, which creates a balancing effect between work activities and life activities. There are different types of leave policy which could be listed: (negozi, 2015)

- ♣ **Annual leave:** Annual leave can defined as paid leave for the intention of recreation to which employees become entitled after a period of qualifying service or employment with a particular employer. (Negarit 2019)
- ♣ **Parental Leave:** Parental Leave is an official permission given to employees with child care giving responsibilities. Women are entitled to maternity leave with the customary benefits which is generous with full payment. Female employees are the greater beneficiaries of this leave, in Ethiopia where maternity leave allows a nursing mother to be away from work for 4 months (which is according to the new regulations). (ILO,1994)
- ♣ **Sick leave:** Sick leave is time off from work that an employee can use to address their health and safety needs without losing pay. (Ethiopian labor proclamation 1156/2019)

- ♣ **Study leave:** Study leave is given to any staff member who is undertaking an approved study course. Training leave could be given to a worker for self development and organization development and should be in collective agreement of work rules. (Ethiopian labor proclamation 1156/2019)

Brough, O'Driscoll and Biggs(2009) observed that employees with no or little access to paid or unpaid leave will likely to return to work unproductive and unprepared to execute duties properly also include interrupted routine of work and that also affects the performance of employees and the organization.

### **2.1.8. Job Sharing**

(Muangi et al, 2017) describes it as an arrangement that allows two or more employees to jointly fill one fulltime job, with responsibilities and working time shared or divided between them. Job sharing also assists the development of membership, those who shares a specific job could learn from each other while providing shared support. It can profit employers as well by improving staff performance, rising productivity and combination of wider range of skills and experience in a particular job.

(Mulanya and Kagiri 2018) in some cases, such an arrangement can also offer supplementary coverage during busy periods, while ensuring the continuity, even when one's partner is on sick leave or holiday.

Job sharing program reduce hours for personal reasons which increased the chance of achieving a balance between work and personal life and as well as decrease absenteeism and as a result increase employee performance reduced hours may therefore improve work life outcomes helps to continue personal issues. (Mulanya and Kagiri 2018)

According to Eick, 2001 job sharing has some types like:

- Responsibility sharing when a job is divided into different projects and each colleagues has their own concentrated part.

- Responsibility participation no sharing of responsibilities here but, some people are interacting doing the job and also responsible equally.
- Unrelated responsibilities colleagues do totally different job but in the same place.

As mentioned above job sharing increase employees motivation and performance because of each responsible employee have an equal chance plus this method gives the freedom to keep the projects ongoing while a colleague is on leave and helps individuals to execute any personal errand without compromising assigned responsibilities.

## **2.2. Empirical Literature Review**

A study conducted by **Emily Morrison(2005)** revealed that company provision of a wide variety of work life benefits from which employees can choose during different stages in their life and career is ideal. She proposed that to increase the performance of employees construction industry must provide useful work-life benefits, reasonable working hours, and supportive workplace cultures.

**Steve Guglielmo (2005)** in his article indicated that work-life balance is one of the most hard to pin down and preferred in business today employers recognize out of balance or burned-out employees could impact morale, engagement, attendance, productivity, performance, quality and even customer satisfaction, so the possibility is very high. The author continues to say that the problem is, balance is not something that can be provided in a benefits package. One organization can't offer more work-life balance to its employees than another.

His findings suggested that employers might offer a more flexible work schedule, child care, financial services and the like but these things can only help to manage life more efficiently, they won't give the feeling of balance.

**Ojo, Salau and Falola (2014)** investigated the concept of work-life balance policies and practices in three sectors of the Nigerian Economy. The types of Work Life Balance initiatives were identified and there is a wide gap between corporate Work Life Balance practices and employees' understanding of the concept; the paper suggests some policy implications which would aid the implementation of Work Life Balance policies in the studied sectors.

**Barbara Hawksley (2006)** in her study state that, the work related stress adversely affects personal performance and organizational efficiency. Reducing the effects of work related stress should be a legal duty for all employers. There should be a number of resources available to help both employees and employers, to help manage stress. Personal life coaching is one approach to reducing work related stress which is well established amongst business and management executives as well as some public sector organizations.

**Razak, Mohamad Idham (2010)** focuses on the work life of both employers and employees and also suggests how work life-balance has to be achieved. They concluded that the employers needs to frame polices that would minimize the work load of employee without even affecting the productivity of the employees in order to achieve successful work-life balance. The most important thing to grasp here is that the value workers place on balance in their lives and the effectiveness of work place policies and practices in supporting it to achieve the goal.

**Kagiri (2018)**The study in Kenya revealed that there lacked adequate job sharing in revenue allocation, The study therefore recommended that the commission should embrace job sharing and provide team building programs. The study established that there was

significance influence of employee breaks on employee performance. The study recommended that the leave package should be enhanced to suit the current life styles.

**Hiwot Berhanu (2019)** a study reveal that long working hour, extended working days limited number of man power to share work load and limited support from supervisor affects work life balance of employees so as a recommendation the study suggests the organization should take proactive step to adopt WLB policies and use it accordingly.

**Lewis (2010)** inspect the consideration about work-life balance issues perceived by employees can be mitigated through organizational support and the recognition of informal feedback. His study shows positively affected employee well-being included increased schedule flexibility and mutually beneficial relationships with the management. Negative ones included long working hours, the sacrifice of private life, invasive working hours.

**John Maccines (2009)** reveals that work life imbalance are usually assumed to be the causes of the debate (longer hours and greater stress at work, along with the collapse performance at work.) equally effective support is to visualize work life policies that helps to mitigate this scenario.

**Tegegn Assefa(2019)** the study in Ethiopia health intuitions shows that work life balance practice leave, provision of social and family events, mental relaxation programs (to reduce job stress) should implemented properly to improve their carrier employees.

**(Hartel et al 2007)** Organizations can implement various work-life balance initiatives that may assist employees to better balance their work and family responsibilities, gain improvements in well-being and provide organizational benefits. There are a large variety of family friendly policies which include: flexible working hours, job sharing, part-time work, compressed work weeks, parental leave, telecommuting, on-site child care facility.

### 2.3. Conceptual Framework

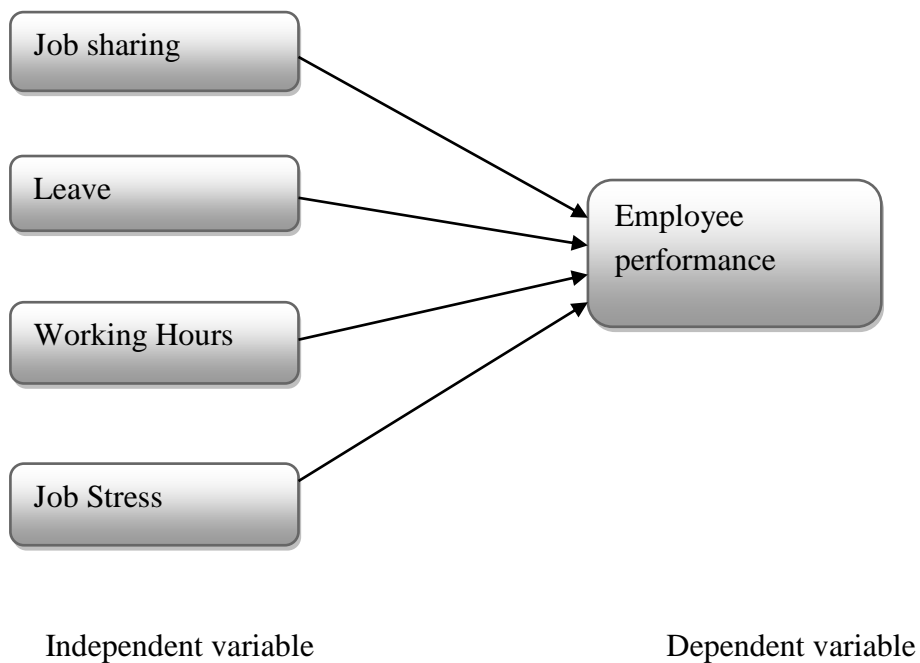
In line with the literatures of different researches specifically (Hartel, 2007), this section introduces research hypotheses, and a conceptual framework model developed for the examination.

H1: Job Sharing has a significant positive impact on employee performance.

H2: Leave has a significant positive impact on employee performance.

H3: Working Hour has a significant positive impact and employee performance.

H4: Job Stress has significant negative impact on employee performance.



*Figure 2.3. Conceptual Framework*

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

This chapter provides an overview of the research study, a description of the instrument used for data gathering, target population, sampling procedure and frame, and unit of analysis, sources of data, and methods of data analysis, presentation and interpretation in order to carry out the purpose of the research.

#### **3.1. Research Approach**

To accomplish the objectives of the study quantitative research strategies were used. Because quantitative method support numerous means for analyzing, collecting, and decoding data (Bartholomew & Brown, 2012; Leech & Onwuegbuzie, 2010). In general, researchers employ the quantitative method when interested in testing hypotheses (Bansal & Corley, 2012). Plus in this manner, researchers utilize the quantitative method to develop a robust research design to assure the statistical validity of results obtained (Goertz & Mahoney, 2013). Quantitative research also uses haphazard selection of research participants from the target population in an impartial approach and uses consistent survey to gather information, it as well uses arithmetic methods to test a set of hypothesis on the subject of the relationship between variables.

#### **3.2. Research Design**

The researcher used explanatory and descriptive research design so as to identify the impacts of work life balance on employee performance. This particular research design were used because it helps the researcher to build an understanding about the problem of the research and to explore the problem further and expand the knowledge about the subject matter. Based

on the definition of Adams, Hafiz, Raeside and White (2007), descriptive research is aimed at describing phenomena and is not particularly concerned with understanding why behavior is the way it is. It doesn't involve changing or modifying the situation under investigation.

This type of research is very useful for setting out baselines or 'templates' of how we think the world is. And the Explanatory research helped in finding out and understand the problem that was not studied before in depth not just to give some conclusive evidence, moreover in order to explain the study to identify any causal links between the factors or variables (the independent and dependent variables) that pertain to the research problem and measuring causal relationship.

### **3.3. Sample frame and Sampling Technique**

The researcher conducted the study at Zeta Construction PLC which has a total employees of 350 and out of them 250 are permanent also are the focus of the study. The researcher used simple random sampling technique so that all population has equal chance of responding. The population included all available permanent employee only at the head office it was very convenience to collect the data via their email regardless of their whereabouts.

### **3.4. Sample Size procedure and Determination**

In order to determine the sample size of the population, the researcher used Taro Yamane's formula with 95% confidence and 5% acceptable sampling error

Simplified formula for population

$$n = \frac{N}{1 + N * (e)^2}$$

Where n= the sample size

N= the population size

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

$$n = \frac{250}{1 + 250 * (0.05)^2}$$

$$n = 153.84 \approx 154$$

n= 154 respondents

### **3.5. Data Collection Procedures**

The researcher adopted a primary data collection method using questionnaire that is self administered to gather information that addresses the impacts of the work life balance factors on employee performance. The questionnaire uses a five point Likert scale from always(5) to never(1) so as to measure and obtain desired data. Questionnaires were distributed directly by their emails to the permanent employees only at the head office of the target organization due to the current situation.

### **3.6. Method of Data Analysis**

The data analysis were carried out using Statistical Package for Social Science (SPSS) version 26 furthermore the regression analyses were conducted to determine by how much percent the independent variable i.e. work life balance explains the dependent variable which is employee performance. Correlation analysis also were conducted to test the proposed hypothesis whether there is significant relationship between the work life balance and employee performance.

### **3.7. Reliability and Validity**

The two important and fundamental characteristics of research measurements are reliability and validity and also are the key indicators of the quality of work. Reliability entails consistency and freedom from measurement error. Reliability refers to the accuracy and precision of a measurement procedure (Dhawan2010). It is reliable if it gives a consistent result. To measure the reliability of data, the widely used Cronbach's Alpha approach were applied to test as a measure of internal consistency, that is to validate the questionnaire survey.

Cronbach's Alpha is not a statistical test rather a coefficient of reliability, the test is used to measure the consistency of the questions, Whereas validity refers to the extent to which the instrument measures what the researcher actually wish to measure and it also refers to extent to which a concept or measurement corresponds well with to the real world. The instrument checked by professionals (academicians) whether it measures or not.

### **3.8. Ethical Considerations**

As far as confidentiality goes the student researcher didn't use any other personal information and also did not disclose the identity or any other relevant information about the respondents or about their response. The respondents were given the right to withdraw their consent at anytime to any data they provide, and was totally up to them to do so. The researcher also carried out the research, refraining from being subjective.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

The student researcher found the impact of work life balance on employee performance, in order to achieve the purpose data were gathered through questionnaire from permanent employees of Zeta Construction PLC and had been analyzed. This chapter contains analysis of the data interpretations and discussions of results.

#### 4.1. Response Rate

The questionnaire had contained close ended questions that are used to collect data from the target population using simple random sampling. Total 154 questionnaires had been distributed and filled out by respondents online and it contributed for the 100% response.

#### 4.2. Demographic profile of respondents

Items	Categories	Frequency	Percent
Gender	Female	71	46.1%
	Male	83	53.9%
Age	Below 25	18	11.7%
	26-30	60	39.0%
	31-40	51	33.1%
	41-50	21	13.6%
	Above50	4	2.6%
Education level	High school	6	3.9%

	TVET	30	19.5%
	Bachelor degree	91	59.1%
	Masters degree	27	17.5%
Marital status	Divorced	3	1.9%
	Married	62	40.3%
	Single	89	57.8%
Position	Regular/ordinary	85	55.2%
	Supervisor	39	25.3%
	Other	29	18.8%
General WLB question	Yes	67	43.5%
	No	87	56.5%

*Table 4.2 demographic background of respondents (own survey)*

The above table shows the demographic profile of respondents, With regard to gender composition of sample respondents as the finding imply in the above table .... 71(46.1%) of respondents are female and the rest 83(53%) are male. As indicated here majority of the respondents are male.

The above table shows the age distribution of the employees of the company in which the figure implies that 18(11.7%) were in the age range of below 25, 60(39%) were in the age range of 26-30, 51(33.1%) were between 31-40 years, 21(13.6%) were between 41-50 years of age, and 4(2.6%) were in the age range of above 50.

The above table also indicates the current educational background of respondents and 91(59.1%) have a bachelor degree, 30(19.5%) have TVET certificate, 27(17.5%) were with masters degree, and the rest 6(3.9%) of them finished basic education or high school. This shows majority of the respondents could understand the question about the concept of work life balance and practice in their organization.

As it could be seen above 89(57.8%) are turns out to be single, 62(40.3%), 62(40.3%) are married while the rest 3(1.9%) are divorced. Work life balance effect could be seen in the category of married respondents with higher responsibility of barring children and their social obligations but also singles might see the effect too with juggling between work and pursuing their higher level of education.

As it shown above from the total respondents 85(55.2%) are regular or ordinary employee, 39(25.3%) are supervisors and the remaining 29(18.8%) holds different positions. So greater part of the response comes from supervisors and regular or ordinary employees so there is a huge chance that they know and have the knowledge and experience about factors that might impact work life balance.

As presented above, high number 87(56.5%) didn't believe that, their work life and personal life or outside work are in balance due to the fact that factors listed as impacts(leave, working hour,..) and the remaining 67(43.5%) believes that, their work life and personal life are in balance so the factors listed, doesn't impact their work life balance.

### **4.3. Descriptive analysis**

So as to understand work life balance at Zeta construction PLC, employees were requested to give their reaction and intensity of agreement with the four dimensions. And the rating of five points Likert scale of Always(5), Almost Always(4), Sometimes(3), Seldom(2), Never(1).

The response attained were enumerated using mean and standard deviation for every independent variable factors and tabulated as follows. According to Zaidation and Bagheri (2009), the mean score below 3.39 is considered as low, the mean score from 3.40 up to 3.79 is considered as moderate and mean score above 3.8 is considered as high.

### 4.3.1.Descriptive statistics for job sharing

Description	1 p/f	2 p/f	3 p/f	4 p/f	5 p/f	Mean	Std. dev	Level
1. I feel that I never have a chance to catch my breath before moving on to the next project/crisis.	11.7 % (18)	9.7% (15)	25.3 % (39)	29.9 % (46)	23.4 % (36)	3.44	1.273	moderate
2. I frequently delegate work to others.	19.5 % (30)	11.7 % (18)	27.3 % (42)	23.4 % (36)	18.2 % (28)	3.09	1.364	Low
3. I feel boxed in; that is, I do what I do because others depend on me for support.	21.4 % (33)	7.8% (12)	26.0 % (40)	23.4 % (36)	21.4 % (33)	3.16	1.419	Low
4. I bring work home with me.	22.1 % (34)	6.5% (10)	18.2 % (28)	18.2 % (28)	35% (54)	3.36	1.550	Low
5. Sharing a job makes me very productive.	13.6 % (21)	3.9% (6)	21.4 % (33)	20.1 % (31)	40.9 % (63)	3.71	1.391	High
6. I feel productive when sharing a task with someone.	13% (20)	3.2% (5)	18.8 % (29)	21.4 % (33)	43.5 % (67)	3.79	1.375	High
7. I have a hard time saying “no” to requests at my delegate at work.	31.2 % (48)	6.5% (10)	21.4 % (33)	20.1 % (31)	20.8 % (32)	2.293	1.534	Low
8. I spend too much time doing things I don’t want to do or spending time with people I don’t want to.	30.5 % (47)	8.4% (13)	26.6 % (41)	14.9 % (23)	19.5 % (30)	2.84	1.491	Low

Table 4.3.1.descriptive analysis of job sharing(own survey)

The above table shows that most of the respondents agreement level is moderate to that they have a chance to catch their breath due to the fact that they share a job amongst themselves, moreover job sharing is widely practiced and delegation of work is relatively lower but it is satisfactory, respondents imply sharing a job makes them very productive with a mean of 3.71 or 40.9%(63) responded always, relatively higher and also respondents clearly stated

that whenever they share a job with colleagues it makes them productive with the highest mean in this category(3.79) or 43.5%(67). Lower agreement level of 2.293 31.2% (48) responded never and 2.84 were recorded to saying no to request to share a job and spend time with people they don't want to share a job, this might be because it's not something they could say "No" to the employers. This implies that employees have access to job sharing practices and it is likely to affect employees of Zeta Construction to balance their work and life as that helps to increase employee performance. As (Mulanya and Kagiri 2018) states It can benefit employers as well by improving staff performance, increasing productivity and combining a wider range of skills and experience in a single job.

#### 4.3.2.Descriptive statistics for leave

Description	1 p/f	2 p/f	3 p/f	4 p/f	5 p/f	Mean	Std. dev	level
1. I take at least one consecutive full week of vacation each year.	40.3% (62)	14.9% (23)	24% (37)	11.7% (18)	9.1% (14)	2.34	1.350	Low
2. I use all of my vacation days and personal days each year.	42.9% (66)	18.8% (29)	19.5% (30)	8.4% (13)	10.4% (16)	2.25	1.359	Low
3. I work more than one hour per day while on vacation.	14.9% (23)	11.7% (18)	27.3% (42)	16.9% (26)	29.2% (45)	3.34	1.397	Low
4. I feel that I am reasonably in control over my vacation day.	34.4% (53)	13% (20)	28.6% (44)	9.1% (14)	14.9% (23)	2.57	1.423	Low
5. I reply to texts while on leave, for the company.	11.7% (18)	5.2% (8)	26% (40)	18.8% (29)	38.3% (59)	3.67	1.343	Moderate
6. I find it hard to relax and just do nothing, even when I am away on holiday.	17.5% (27)	8.4% (13)	24.7% (38)	20.1% (31)	29.2% (45)	3.35	1.430	Low
7. I take time off from work and do fun	42.9% (66)	13.6% (21)	20.8% (32)	12.3% (19)	10.4% (16)	2.34	1.401	Low

activities.								
8. I take leave to experience actions at least monthly that allows me to de-stress and rebuild my energy.	45.5% (70)	13.6% (21)	19.5% (30)	9.1% (14)	12.3% (19)	2.29	1.432	Low

*Table 4.3.2.descriptive analysis of leave(own survey)*

As per the above table the agreement level on taking full vacation week a year and usage of all of vacation and personal days a year were below average or moderate with the rate of 2.34 or 42.9% (66) responded never and 2.25 which indicate greater part of respondents shows to lower agreement to ever taking leave.

Similarly the same response to control over vacation, time off to do fun activities and take leave to de-stress and rebuild energy with a mean 2.57, 2.34 and 2.29 45.5% (70) responded never, which in turn indicate lower agreement level to the measure. But relatively lower average response to reply to text while on leave and hard to relax while away on holiday with a mean of 3.67 and 3.35.

The implication of the responses is that the employees don't use their vacation or leave properly and they don't use their vacation or leave properly and they don't feel they have the control over their vacation so, due to the very reason their work and life balance suffer. Brough, O'Driscoll and Biggs(2009) observed that employees with no or little access to paid or unpaid leave will likely to return to work unproductive and unprepared to execute duties properly also include interrupted routine of work and that also affects the performance of employees and the organization.

### 4.3.3.Descriptive statistics for working hour

Description	1 p/f	2 p/f	3 p/f	4 p/f	5 p/f	Mean	Std. dev	Level
1. I strain my time to having lunch (versus multitask while I eat or skip lunch).	10.4% (16)	9.7% (15)	37% (57)	22.1% (34)	20.8% (32)	3.33	1.210	Low
2. I work more than I think is reasonable.	11% (17)	5.8% (9)	29.2% (45)	26% (40)	27.9% (43)	3.54	1.264	Moderate
3. I spend after hour working shifts.	10.4% (16)	7.1% (11)	22.7% (35)	29.2% (45)	30.5% (47)	3.62	1.274	Moderate
4. I squeeze every bit of productivity I can out of each day.	8.4% (13)	3.9% (6)	19.5% (30)	30.5% (47)	37.7% (58)	3.85	1.214	High

*Table 4.3.3. descriptive analysis of working hour(own survey)*

The above table indicates the intensity of responses to relatively lower than average to strain time to having lunch, but moderate level of agreement to unreasonable working hour and after hour working shifts in addition higher level of agreement with stressing every bit of productivity with a mean of 3.85 or 37.7% (58) responded always. This implies the employees have a higher rate of response to longer time working hour and straining productivity and time as that impact their work and life to imbalance(for the majority). (Gambles, Lewis & Rapoport, 2000)suggests that working long hours also has adverse effects of sense of irreparable loss, stress and guilt (Gambles, Lewis & Rapoport, 2000) also Pocock et al., 2001) added even where they return to work tends to be distant and negligent with declining level of performance.

#### 4.3.4.Descriptive statistics for job stress

Description	1 p/f	2 p/f	3 p/f	4 p/f	5 p/f	Mean	Std. dev	Level
1. I stressed out easily just thinking about work	13.6% (21)	5.2% (8)	35.7% (55)	21.4% (33)	24% (37)	3.37	1.283	Low
2. Extra time spent in a project stresses me out.	10.4% (16)	4.5% (7)	30.5% (47)	27.9% (43)	26.6% (41)	3.56	1.226	Moderate
3. I feel overwhelmed and overly committed.	8.4% (13)	5.8% (9)	23.4% (36)	29.2% (45)	33.1% (51)	3.73	1.222	High
4.I frequently stressed out, working more than standard hours provided.	12.3% (19)	4.5% (7)	27.9% (43)	27.9% (43)	27.3% (42)	3.53	1.279	Moderate

Table4.3.4. descriptive analysis of job stress(own survey)

The above table indicates that respondents stress out just by thinking about work with relatively lower response of 3.37 or 24%(37) responded always, feeling overly committed, and stressed as they work more than standard hours with a mean of 3.73 and 3.53 or 27.3% (42) responded always, which shows moderate to higher agreement level. Implication of the response can be employees feel overwhelmed and stressed about their job consequently higher job stress could affect performance. Barbara Hawksley (2006) the work related stress adversely affects personal performance and organizational efficiency.

#### 4.3.5.Descriptive statistics for Employee Performance

Description	1 p/f	2 p/f	3 p/f	4 p/f	5 p/f	Mean	Std. dev	Level
1. My overall performance enhances knowing that I could balance life and work in my organization.	11.7% (18)	7.1% (11)	30.5% (47)	27.3% (42)	23.4% (36)	3.27	1.252	Low
2. I feel re-energized and work better after my annual leave.	12.3% (19)	2.6% (4)	16.9% (26)	31.8% (49)	36.4% (56)	3.77	1.306	High

3. I put all my effort at work because I perceive that the organization allows employees to apply practices that balance work and personal life.	16.2% (25)	7.8% (12)	29.2% (45)	22.7% (35)	24% (37)	3.31	1.354	Low
4. Leave re-energizes me which increases my work output and overall performance.	11% (17)	4.5% (7)	11.7% (18)	34.4% (53)	38.3% (59)	3.84	1.289	High
5. I continue to offer my best performance because the company allows job sharing among employees.	15.6% (24)	5.2% (8)	33.1% (51)	28.6% (44)	17.5% (27)	3.44	1.264	moderate
6. Work life practice helps me to reduce stress and perform better.	13.6% (21)	5.2% (8)	16.9% (26)	31.8% (49)	32.5% (50)	3.64	1.346	Moderate
7. I put more effort in my work because it offers reasonable work schedule.	17.5% (27)	6.5% (10)	25.3% (39)	22.7% (35)	27.9% (43)	3.37	1.409	Low
8. Practice of sensible working hour helps me to perform better without stress.	13.6% (21)	2.6% (4)	23.4% (36)	27.3% (42)	33.1% (51)	3.64	1.332	Moderate
9. Job sharing enables me to carry out assignments with expected degree of efficiency.	11% (17)	4.5% (7)	13% (20)	28.6% (44)	42.9% (66)	3.88	1.315	High
10. Job sharing allowed me to have a fulfilling personal life and adequately perform my work responsibilities.	11.7% (18)	2.6% (4)	14.3% (22)	26.6% (41)	44.8% (69)	3.90	1.322	High

*Table 4.3.5. descriptive analysis of employee performance(own survey)*

The general agreement to the above factors that have the intensity of higher agreement to the measurement (annual leave makes them energized and increase output and overall

performance, plus job sharing helps to higher degree of efficiency and fulfill personal life) but shows relatively lower level of agreement to (putting all effort in organization since they provide work life balance practice and put more effort in work because it offers reasonable work schedule).

#### 4.4. Correlation Analysis

Generally speaking job sharing has strong and positive correlation with employee performance( $r=.629$ ,  $n=154$ ,  $p<0.01$ ) than the other variables, leave has strong and positive correlation to employee performance( $r=.601$ ,  $n=154$ ,  $p<0.01$ ). While working hour has moderate strong correlation to the dependent variable( $r=.555$ ,  $n=154$ ,  $p<0.01$ ), but job stress was less strongly correlated with employee performance( $r=.488$ ,  $n=154$ ,  $p<0.01$ ). This implies when there is increase on job sharing, leave and reasonable working hour or when they become strong the employee performance will be enhanced significantly. The strong relationship indicate that employee performance has increased due adequate level of practice of work life balance at Zeta Construction PLC.

#### Correlations

		employee performance	job sharing	Leave	working hour	job stress
employee performance	Pearson Correlation	1	.629**	.601**	.555**	.488**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	154	154	154	154	154
job sharing	Pearson Correlation	.629**	1	.517**	.794**	.799**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	154	154	154	154	154

Leave	Pearson Correlation	.601**	.517**	1	.452**	.443**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	154	154	154	154	154
working hour	Pearson Correlation	.555**	.794**	.452**	1	.876**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	154	154	154	154	154
job stress	Pearson Correlation	.488**	.799**	.443**	.876**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	154	154	154	154	154

\*\* . Correlation is significant at the 0.01 level (2-tailed). *Table 4.4. correlation table (SPSS output)*

#### 4.5. Regression Analysis

To check the effectiveness of the data, the following assumption were implemented: normality test, test of kurtosis and skewness, test of Multi-Collinearity and reliability tests are conducted and discussed below

##### 4.5.1. Normality test

This test is used to determine that sample data has been drawn from a normally distributed population or not and could be checked by graphically (histogram) method of test. The dependent and independent variables in the research are normally distributed.

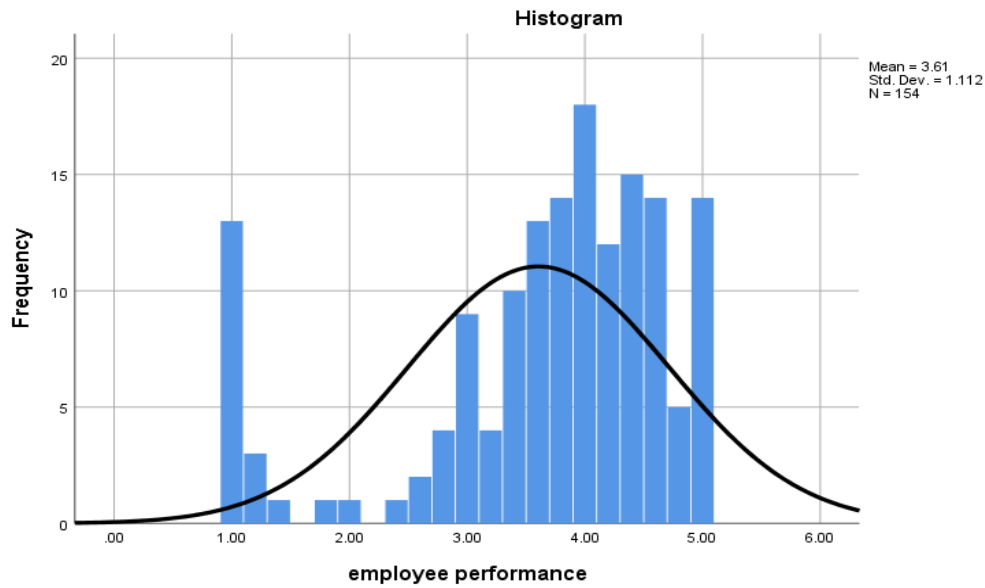


Figure 4.2. normality histogram (SPSS output)

#### 4.5.2. Test of kurtosis and skewness

The value of Kurtosis is an indication about how peak the distributions are, if it is perfectly normal the value of kurtosis is zero or somewhat approach to zero. And the value of skewness indicates symmetry of distribution about the variable.

		job sharing	Leave	working hour	job stress
N	Valid	154	154	154	154
	Missing	0	0	0	0
Mean		3.2890	2.7687	3.5860	3.5373
Std. Deviation		1.11580	.96102	1.08930	1.07549
Skewness		-.579	.291	-.861	-.850
Std. Error of Skewness	of	.195	.195	.195	.195
Z calculated		-2.96	-4.41	1.51	-4.35

Kurtosis	-.311	.054	.112	.113
Std. Error of Kurtosis	.389	.389	.389	.389
Z calculated	-0.79	0.13	0.287	0.290

Table 4.5.2. table skewness and kurtosis(SPSS output)

#### 4.5.3. Test of multi-collinearity

Test of multi collinearity test indicate a linear relationship between independent variable in a multiple regression model. Multi collinearity does not reduce the predictive power or reliability of the model as a whole at least within the sample data set it only affects regarding individual predictors. The VIF should be less than 10. In this case the VIF is far less than 10.

Model	Collinearity	
	Tolerance	VIF
(constant)		
Job sharing	.300	3.336
Leave	.728	1.374
Working hour	.208	4.800
Job stress	.204	4.904

Table 4.5.3. table of multi-collinearity (SPSS output)

#### 4.5.4. Analysis of Regression

Before exceeding to fit the model, the model summary table should be referred it describe the overall model successful in forecasting dependent variable. It gives a value of R square measure how much the variability in the outcome is accounted for the predictors.

### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.719 <sup>a</sup>	.518	.505	.78274

a. Predictors: (Constant), job stress, leave, job sharing, working hour

b. Dependent Variable: employee performance

*table 4.5.4. model summary (SPSS output)*

The value of R square (.518) in table 4.5.4. shows the independent or predictor variables (job sharing, leave, working hour and job stress) jointly explained 51.8% variance in dependent variable, employee performance.

### 4.5.5. ANOVA

ANOVA model is more likely to compare one group mean is different from another group mean if the F test is not to be significant, the model should be dismissed and there is no need to proceed to further steps.

### ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	97.976	4	24.494	39.979	.000 <sup>b</sup>
	Residual	91.289	149	.613		
	Total	189.265	153			

a. Dependent Variable: employee performance

b. Predictors: (Constant), job stress, leave, job sharing, working hour

*Table 4.5.5. ANOVA table (SPSS output)*

The result in the ANOVA table confirmed the significance of p-value which is below the alpha level, 0.05 meaning the independent variables taken together have a significant relationship with the dependent variable.

#### 4.5.6. Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.958	.243		3.943	.000	.478	1.438
	job sharing	.424	.104	.425	4.089	.000	.219	.628
	Leave	.429	.077	.370	5.554	.000	.276	.581
	working hour	.283	.127	.277	2.224	.028	.032	.535
	job stress	-.268	.130	-.259	-2.055	.042	-.525	-.010

a. Dependent Variable: employee performance

Table 4.5.6. coefficient summary(SPSS output)

The above table shows that all the independent variables except job stress have significant relationship with dependent variable considering the standardized beta coefficient's the strongest predictor of the dependent variables, that means, leave and job sharing 0.429 and 0.424 respectively have positive relationship but one independent variable (job stress) -0.268 have significant negative impact with the independent variable.

As a result the model

$$Y = 0.958 + 0.424(X_1) + 0.429(X_2) + 0.283(X_3) - 0.268(X_4)$$

Where Y=Employee Performance

X<sub>1</sub>= Job Sharing

X<sub>2</sub>= Leave

X<sub>3</sub>=Working Hour

X<sub>4</sub>=Job Stress

#### 4.6. Reliability test

Cronbach's Alpha, the test is used to measure the consistency of the questions from the respondents to check the reliability of the questionnaire with the value of 0.7 and greater. The alpha value for this study were greater than 0.7 and had very good reliability for the questions.

Indicators	Number of items	Cronbach's Alpha
Job sharing	8	0.909
Leave	8	0.843
Working hour	4	0.901
Job stress	4	0.894
Employee performance	10	0.955

Table 4.6. reliability(cronbach's SPSS output)

#### **4.7.Hypothesis Testing**

So as to test the four hypothesis that aim to see if there is relationship between the independent variables(job sharing, leave, working hour and job stress) and employee performance. The test is summarized as follows:

H1: there is significant positive impact between job sharing and employee performance.

Referring from the results of multiple regression job sharing has positive and significant impact to employee performance, (B=.424, t=4.089, p<0.05) so it is Accepted.

H2: there is significant positive impact between leave and employee performance

As indicated in the regression table leave has significant and positive impact to employee performance, (B=.429, t=5.554, p<0.05)Accepted.

H3: there is significant positive impact between working hour and employee performance.

As can be seen from the result of multiple regression working hour has a positive impact to employee performance, (B=.283, t=2.224, p<0.05)so, the researcher will also accept the hypothesis and wrap up it has significant impact.

H4: there is significant negative impact between job stress and employee performance

Referred from regression table job stress has significant and negative impact to dependent variable with the (B= -.268, t= -2.055, p<0.05)Accepted.

#### **4.8. Discussion**

The initial point to discuss is different types of statistical results confirmed facts, like the ANOVA test that produced a P-value of alpha level of 0.05.which implies overall independent variables have statistically significant relationship with that of the dependent variable(employee performance). Additionally The value of R square (.518) shows the

independent or predictor variables (job sharing, leave, working hour and job stress) jointly explained 51.8% variance in dependent variable, employee performance.

The regression model developed via this research explains individual effect of the independent variables through their beta coefficients as shown as table 4.5.6. the table shows that all the independent variables except job stress have significant relationship with dependent variable considering the standardized beta coefficient's the strongest predictor of the dependent variables, that means, keeping the other factor constant a one increase in job sharing caused a 0.424 increase in employee performance which explains a significant and remarkable results and decrease over commitment and reduce work overload in turn enhance productivity, which also could be supported by "Muangi et al 2017 it can benefit employers as well by improving staff performance, increasing productivity and combining a wider range of skills and experience in a single job."

The second variable was leave which according to the regression result have positive significant impact with the dependent variable, one unit increase on this factor results 0.429 unit increase in employee performance. It is obvious that leave has a high weight to increase performance as well as productivity and also boost energy and clumped up muscle, further supported by" Ngozi, 2015 It also gives the capacity for employees to liberate themselves from work stress and build a balance between work and their family activities".

The third variable working hour also has positive significant impact with dependent variable , one unit increase in reasonable working hour caused a 0.283 unit increase in employee performance the finding also well blended with **John Maccines (2009)** reveals that work life imbalance are usually assumed to be the causes of the debate (longer hours and greater stress at work, along with the collapse performance at work.)

And the fourth variable job stress which have a significant negative impact on the employee performance with one unit increase in job stress caused a -0.268 unit decrease in the dependent variable. When employee are so stressed about their job their performance will dramatically decrease because not so many people can operate in stressful conditions a study by Barbara Hawksley (2006) state that, the work related stress adversely affects personal performance and organizational efficiency.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

The concluding chapter sums up the objective of the study, major findings and conclusion also discusses recommendation.

#### 5.1. Summary

The purpose of the study was to identify the impacts of work life balance on employee performance. The study identify the most important factors behind the rising topic of work life balance. The study was conducted using structured questionnaire to get insight on factors that might affect employee performance, and multi linear regression model were used. Based on the analysis the following are the summary of major findings.

R(Coefficient of correlation), ANOVA and adjusted R square were used to test the models overall fitness and turns out all the factors identified before had statistically significant and have positive relationship except one variable(job stress) which in fact has significant and negative relationship to the dependent variable.

Individual variable, leave has the strongest positive relationship, with one unit increase in Leave factor of work life balance caused 0.429 unit increase in employee performance.

The second variable under the study was job sharing, according to the regression result it also has a positive and significant relationship with employee performance with one unit increase in job sharing variable caused 0.424 unit increase in employee performance.

The third variable working hour has positive and significant relationship with employee performance with a magnitude of one unit increase in reasonable working hour 0.283 increase in employee performance.

The fourth variable of job stress has negative and significant relationship with the dependent variable of employee performance with one unit increase in job stress -0.268 decrease in employee performance.

## **5.2.Conclusion**

The objective of this research is to identify the impact of work life balance on employee performance. The researcher studied various factors for work life balance that could affect employee performance, the result of this research provides important piece about the impact of work life balance on employee performance and also it paved the way towards the most effective practice of work life balance that might influence employee performance.

The study had three objectives that are: to assess perceptions of employees about work life balance practice and procedures, to analyze work life balance factors (leave, job sharing, working hour, job stress) on employees performance and propose precise recommendations and to identify which work life balance factors at work, has the most impact on employee performance. So after gathering data using questionnaire and analyzing it using SPSS(26) the researcher concluded this:

The three variables (job sharing, leave and working hour)has positive relationship and one variable (job stress) has negative relationship with the dependent variable. The relative importance of factors that increase employee performance by looking at their respective Beta Coefficient leave has the highest effect on employee performance with 0.429.

### 5.3.Recommendations and Suggestions

From the results of the study it has been observed that employees responded negatively to various work life balance practice offered by the company. Perception of the employees towards the practice and procedures of work life balance is hardly positive except job sharing and also the factor which has the most impact on their performance is leave.

Accordingly the following recommendations and suggestions have been given for the better and more effect of employee performance.

- ♣ The company should work on different work life balance practices whether granting appropriate leave or even arranging flexible working environment accordingly as employee shows great interest and employee performance will be highly influenced by those factors.
- ♣ The company are also obliged to encourage employee to take at least full week of vacation a year because employees also perceive that the company fail to provide such accommodations so that the employees could rest up and re build their energy.
- ♣ The organization should also practice reasonable working hour so that the employees don't feel overwhelmed and extra committed.
- ♣ Employees must also take the lead to share a job/project amongst themselves and not only leave it entirely to the organization and improve their perception towards some practices of work life balance to lessen the job stress to increase performance and productivity.
- ♣ Employees and the organization should work on work life balance practice and procedures together to minimize job stress as that affects performance greatly as shown in the literature and create imbalance on work and personal life.

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## Appendix



College of Business and Economics

School of Commerce

Questionnaire to be filled by employees of Zeta Construction PLC.

Purpose: This questionnaire is intended to collect primary data on "***Impact of Work Life Balance on Employee Performance at Zeta Construction PLC.***" The main purpose of the study is to fulfill a thesis requirement for the partial fulfillment of MA, Business Leadership Addis Ababa University School of Commerce consequently your genuine response for the inquiry are very significant for the accomplishment of this study. All information collected through the questionnaire will be used only for the purpose of the study and will be kept confidential, in addition I would like to appreciate your kind support and cooperation in advance.

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## Section I: Demographic profile of respondents

**Instruction I:** Please answer the following questions by ticking (✓) on the boxes in the response options.

1. Gender: Male:  Female:

2. Age: below 25  26-30  31-40  41-50  above 50

3. Current educational level:

Primary  High school  TVET

Bachelor Degree  Masters  Above masters

4. Marital status:

Single  Married  Divorced  Widowed

5. Position Level

Supervisor  regular/ordinary  Other

## Section II: General Questions

1. Do you believe your work life and your personal life (outside work) are in balance?

Yes  No

Below are factors that may affect the balance of work life pattern at Zeta Construction PLC.

Kindly put a mark (✓) on the appropriate option for each listed factor:

**Key: 5=Always 4= Almost Always 3=Sometimes 2= Seldom 1= Never**

ITEMS	1	2	3	4	5
<b>JOB SHARING</b>					
1. I feel that I never have a chance to catch my breath before moving on to the next project/crisis.					
2. I frequently delegate work to others.					
3. I feel boxed in; that is, I do what I do because others depend on me for support.					
4. I bring work home with me.					
5. Sharing a job makes me very productive.					
6. I feel productive when sharing a task with someone.					
7. I have a hard time saying “no” to requests at my delegate at work.					
8. I spend too much time doing things I don’t want to do or spending time with people I don’t want to.					
<b>LEAVE</b>					
1. I take at least one consecutive full week of vacation each year.					
2. I use all of my vacation days and personal days each year.					
3. I work more than one hour per day while on vacation.					
4. I feel that I am reasonably in control over my vacation day.					
5. I reply to texts while on leave, for the company.					
6. I find it hard to relax and just do nothing, even when I am away on holiday.					
7. I take time off from work and do fun activities.					
8. I take leave to experience actions at least monthly that allows me to de-					

stress and rebuild my energy.					
<b>WORKING HOUR</b>					
1. I strain my time to having lunch (versus multitask while I eat or skip lunch).					
2. I work more than I think is reasonable.					
3. I spend after hour working shifts.					
4. I squeeze every bit of productivity I can out of each day.					
<b>JOB STRESS</b>					
1. I stressed out easily just thinking about work					
2. Extra time spent in a project stresses me out.					
3. I feel overwhelmed and overly committed.					
4. I frequently stressed out, working more than standard hours provided.					

**Questions Related to Performance:**

<b>EMPLOYEE PERFORMANCE</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. My overall performance enhances knowing that I could balance life and work in my organization.					
2. I feel re-energized and work better after my annual leave.					
3. I put all my effort at work because I perceive that the organization allows employees to apply practices that balance work and personal life.					
4. Leave re-energizes me which increases my work output and overall performance.					
5. I continue to offer my best performance because the company allows job sharing among employees.					

6. Work life practice helps me to reduce stress and perform better.					
7. I put more effort in my work because it offers reasonable work schedule.					
8. Practice of sensible working hour helps me to perform better without stress.					
9. Job sharing enables me to carry out assignments with expected degree of efficiency.					
10. Job sharing allowed me to have a fulfilling personal life and adequately perform my work responsibilities.					