

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE



The Effect of Work-Life Balance on Employee Performance: The case of
TotalEnergies Marketing Ethiopia S.C.

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

By: Yoseph Zewgineh

Advisor: Saleamlak Mola (PhD)

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DECLARATION

I hereby declare that this study entitled " The Effect of Work-Life Balance on Employee Performance: The case of TotalEnergies Marketing Ethiopia S.C." is my original work prepared under the guidance of my advisor Saleamlak Mola (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

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Acronyms/Abbreviations

ANOVA.....Analysis of Variance

EHWP Employee Health and Wellness Programs

FWHAsFlexible working hour arrangements

HRMHuman Resource Management

LP Leave Policies

SPSSStatistical Package for Social Science Students

WLBWork Life Balance

Abstract

Work Life Balance is the arrangements for employees working environment that enables employees balances their personal life to their work responsibilities. The purpose of the research was to assess the effect of work life balance on the performance of employees at TotalEnergies Marketing Ethiopia S.C. The objectives of the study were to establish the effect of leave arrangement, job stress, flexible working hour arrangement and employee health and wellbeing initiatives on the performance of employees of TotalEnergies Marketing Ethiopia S.C. In order to collect data, a simple random sampling techniques was employed to select participants of the study. A quantitative research strategy was used to further describe the phenomenon applying both descriptive and explanatory approach. The researcher used SPSS version 26 to analyze the data through descriptive statistics, Pearson's correlation analysis and regression analysis. The reliability of questionnaire items was tested using Cronbach's alpha. The result indicated that among the predicting factors of work life balances, leave arrangement, flexible working hour arrangement, and employee health and wellbeing initiatives have a significant positive effect on employee performance, and job stress has a negative relationship to employee performance. Based on the finding: the company should work towards enhancing work life balance practices such as improving leave planning, jobs, and tasks allocations, FWHAs implementation and offering employees health and wellness programs. These would help employees to have a better work-life balance through reducing work-related stress, motivating them to perform better towards the organization goals.

Key Words: Employee Performance, Work Life Balance

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Now a days, work-life balance is becoming an increasingly dominating concern to both employers and employees of most organizations. Recently, there has been a rise in the consideration of the pressures that work has on family as well as day to day life of employees. It can be observed from our surrounding and working environment that employees raise the fact that they are facing workload and long working hours at office which is affecting their social lives. This has initiated research on work-life balance related issues.

Work-life balance (WLB) is about finding the right balance between work and life, and it is the feeling of being comfortable with both work and family commitments. Although there are different definitions and explanations by many, work-life balance is generally associated with equilibrium between the amount of time and effort somebody devotes to work and personal activities, in order to maintain an overall sense of harmony in life (Clarke, et al 2004, 121).

Literatures show different work life balance definitions. To mention some, Greenhans and Allen (2006) describe 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." Clarke, and Koch and Hill (2004, p.121) also define work life balance as an "equilibrium or maintaining overall sense of harmony in life".

Employee performance is an assessment of the efficiency of a worker or group of workers evaluated in terms of the output in specific period (Rouse, 2017). In order to achieve its goals and objectives for any organization it is important to work on its employee's performance. This has forced organizations to explore various ways of coming up with mechanisms to motivate their employees through focusing their policies towards improving employee's

performance. For an organization to remain competitive in the market it operates in, it should maintain if not improve the performance of each employee and monitor it; or else, an organization becomes liable to face several challenges which hinder organizational performance (Obiageli, Uzochukwu and Ngozi, 2015). Obiageli, Uzochukwu and Ngozi (2015), further state that employee performance is a key determinant in the achievement of organizational goals in today's business world.

In developing countries such as Ethiopia work life balance related issues have not been the focus of organizations for a long time. However, with the rise of privatization of industries and international companies joining the market, new norms and cultures regarding work-life balance are being introduced. This is because international companies like TotalEnergies have internal rules and regulations that they must abide by wherever they operate; whether it is in developed countries where there are government regulations or low-income countries with little or no regulation. The awareness and sensitivity of employees to the issues of work life balance is also growing and provisions such as leave arrangement, employee wellness programs and flexible working arrangements are becoming the deciding factor for employees to stay in the organization.

1.2 Background of the Organization

TotalEnergies Marketing Ethiopia as an affiliate of the international TotalEnergies group engaged in marketing of fuels, lubricants, bitumen, and other specialties products to its customers through its distribution service stations network sharing the cultures of the parent company in its day-to-day human resource management of employees which demands a high level of inclusiveness, diversity, and communication.

1.3 Statement of the Problem

The eventual performance of organizations depends on the performance of its personnel, which also depends on plentiful factors. These factors can be related to work or family or both. Work

life balance augments efficiency. Subsequently, the yield of the worker up surges. The fulfillment of the workers, by extension, affects the performance of the organization (Mukururi & Ngari, 2014). Organizational success is contingent on effective use of human resources. Companies must welcome work/life balance agendas and recognize that employees have other responsibilities outside of their jobs. If they do not, the company will always underperform because of personnel problems, that could jeopardize corporate survival (Hobson, Delunas, & Kesic, 2001).

The issue of work life balance related to performance of employees has even deeper roots to the very well-being of workers, an imbalance of employee's personal commitment at home such as taking care of children and loved ones with their organizational demands leads to stress and health issues negatively affecting their motivation in achieving their organizational goal. Therefore, it is of a paramount importance for organizations to actively see into the factors affecting work-life balance and improve their policies in order to maintain and even improve their employee's performance there by gearing the organization to achieving its goals.

The researcher's purpose is therefore to explore into the effect of work-life balance on employee performance of TotalEnergies Marketing Ethiopia S.C.

1.4 Research Questions

1. What is the effect of leave arrangements on employee performance at TotalEnergies Marketing Ethiopia S.C.?
2. What is the effect of job stress on employee performance at TotalEnergies Marketing Ethiopia S.C.?
3. What is the effect of flexible working hour arrangement on employee performance at TotalEnergies Marketing Ethiopia S.C.?
4. What is the effect of employee health and well-being initiatives on employee performance at TotalEnergies Marketing Ethiopia S.C.?

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 TotalEnergies Marketing Ethiopia S.C.

1.5.2 Specific Objective

1. To assess the effect of leave arrangements on employee performance at TotalEnergies Marketing Ethiopia S.C.
2. To examine the effect of job stress on employee performance at TotalEnergies Marketing Ethiopia S.C.
3. To find out the effect of flexible working hour arrangement on employee performance at TotalEnergies Marketing Ethiopia S.C.
4. To determine the effect of employee health and well-being initiatives on employee performance at TotalEnergies Marketing Ethiopia S.C.

1.6 Significance of the Study

Organizations consistently work towards improving their efficiency and performance in order to remain competitive in the market. This could only be possible through the establishment of a productive work culture which in turn calls for sustaining a well-motivated and efficient work force. The issue of work-Life balance is therefore becoming the focus point by employers as many studies are showing that individuals better perform as they become in control of the balance between their personal life and organizational obligations.

For employees to be effective and better perform at work, there should be working environment where they would be able to manage their personal lives. If not managed well the lack of work-life balance would not only lead to a major dissatisfaction for employees but also ultimately to under performance of the organization. Therefore, this study is significant to anyone to refer

as an additional source to understand about the effect of work life balance on employee performance subject matter. It can also serve as an input for the organization to improve its work-life balance policies to improve the performance of the employees and retain its work force.

1.7 Limitation of the Study

Work life balance is such a complex and extensive topic to restrict the independent variables to leave arrangement, job stress, flexible working time and employee health and wellness initiatives. This specific study however is focused only on the effect of the mentioned variable on performance of the employees thus doesn't address any other variables. This specific study is also only focused on TotalEnergies Marketing Ethiopia S.C- Addis Ababa staffs and working the research on the group level (TotalEnergies) is broader and can be done in future research works.

1.8 Definition of Terms

- **Employee** - An individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties. Also called worker.
- **Work – life balance** - is defined as the extent to which an individual is equally involved in and equally content with their work role and family role (Greenhaus, Collins, & Shaw, 2003). Furthermore, it is described as satisfaction and good functioning at work and at home with a minimum of role conflict (Clark, 2000).
- **Performance** - is defined as the achievement of specific responsibilities graded against a pre-set standard of accuracy (Afshan et al. 2012).
- **Employee performance** - is an assessment of the efficiency of a worker or group of workers evaluated in terms of the output in specific period (Rouse, 2017).

1.9 Organization of the Study

Chapter one presents the background information about work life balance, performance and TotalEnergies Marketing Ethiopia S.C., also mentioned were statement of the problem, research questions, objective of the study, the significance and limitations of the study and definition of terms used. The subsequent chapter two put forward a literature review, conceptual framework of the study based on the research questions introduced in chapter one. The third chapter contains the research methodology that was used in extracting information from the targets of this research. Fourth chapter presents the findings. At last, the fifth chapter summarizes the main findings, provide conclusion and recommendation and suggestions.

CHAPTER TWO

LITRATURE REVIEW

Introduction

This Chapter reviews the related literature that forms the basis of the current study.

Specifically, relevant theories that relate to work life balance are reviewed. The chapter also presents what other scholars have studied concerning the area of study and a conceptual framework.

2.1 Theoretical Review

2.1.1 Work life balance

The inadequacy of the equilibrium between work life and workplace environment is a problem posing a big risk to employees wellbeing, including their own performance as well as the organizational performance (Pocock, 2003). According to Dhas (2015), Work-life balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and personal responsibilities and thus strengthen employee loyalty and better performance. In another research done by Agha, Azmi, and Irfan, Work-life balance (WLB) is about finding the right balance between work and life, and about feeling comfortable with both work and family commitments. And state that work-life balance is essentially the balance between three components, namely, paid work, unpaid work, and personal time.

Today's workers have many competing responsibilities such as work, children, housework, volunteering, spouse, and elderly parent care and this places stress on individuals, families, and the communities in which they reside. Work-life conflict is a serious problem that impacts workers, their employers, and communities (Dhas, 2015).

Work-life balance is of utmost importance to government and policy makers as it is the individual who is the core to the healthy functioning of the society. Over the years, there has been an increased dependence on information technology which has led to information load on the working population. It is expected that employees extend the working hours and be willing to work on weekends. It is also expected that the employees be available all times and give prompt response to emails, phones beyond the working hours. This has added to the sources of pressure at workplace (Sen and Hooja, 2018).

2.1.2 Theories of work-life balance

There have been several definitions of the concept of WLB and over the years WLB has become a contradictory term known to have several meanings (Kumer & Janakiram, 2017).

Several theories have been propounded by various thinkers and experts to explain the work family association and the different characteristics of the relationship between work, personal and family life. Boundary theory and border theory are the two fundamental theories that study the aspects of conflicts and its overall effect on work life balance. Various other theories are built on the foundation laid by these two theories (G.Vijaya Kumar, Dr.B.Janakiram, 2017)

Structural Functionalism Theory

According to G.Vijaya Kumar, Dr.B.Janakiram, (2017), This theory can be traced back to the early 20th century, the era where industrial revolution leading way to separating economic work from the personal life. The 19th century's technological advancements in machinery and manufacturing contributed at the early stages to this separation of work from family. Structural-functionalism as one of the dominant sociology-based theories of early 20th century. It emerged following World War II and was largely influenced from the industrial revolution and the changes in the social role of men and women during this said period. 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 that helps one to

produce a product or a service and emotional life which is at home that revolves around spending time for one's, marital partner, siblings, children, vacation, health care etc. Structural functionalism theory stresses in the existence of basic separation between work and families.

Ecology Systems Theory

This theory states that collaboration of both the environment and a person's characteristics helps to shape their development. According to Grzywacz and Marks (2000) it denotes the idea that family and work are the combined task of time, method, perspective and individual features which is indicative of the fact that each and numerous features yield consequences that are additive to understanding of work life.

Segmentation theory

Segmentation theory considers work and family as distinct entities and experiences in one will not affect or influence experiences in the other (Young and Kleiner, 1992). Stated otherwise, work has no impact on the family unit, nor has the family unit any influence on work life. For example, a person in a very stressful job might feel overwhelmed by work and as such might want to build a wall to separate work from the family unit. Lambert (1990) suggests that if segmentation occurs, it does not occur naturally. Instead, workers actively attempt to separate work and family life to deal with work-related stresses.

Compensation theory

According to Piotrowski (1979) men look to their homes as havens a source of satisfaction lacking in the occupational sphere. The Compensation theory proposes that workers try to compensate for the lack of satisfaction in one domain (work or home) by trying to find more satisfaction in the other (Lambert, 1990). Compensation theory also predicts that the workplace and family life are part of the same environment. However, work and home have a

compensating effect on each other. One can usually make up for what is missing in one environment from another. If one feels unfulfilled at work, this negative experience could be compensated by a more positive experience at home (Young and Kleiner, 1992). Staines (1980) defines compensation as a negative relationship between work and family.

Resource Drain Theory

According to G.Vijaya Kumar, Dr.B.Janakiram, (2017), drain theory, people move limited resources available from one domain to another to use resources that are available optimally such as time, money, and attention. Individuals also transfer Resources to try to find a balance between work and life to other domains that are not work and family related, such as personal pursuits or community (Edwards and Rothbard, 2000).

Spill-over Theory

This is a method whereby proficiencies in one role affect the proficiencies in another role, making the roles similar. It is the degree of relationships between work and family, be it vertical or horizontal (Sirgy et al. (2001), positive or negative (Morris & Madsen, 2007), where negative family experience is linked with negative work experience and vice versa (Staines, 1980). This is when contentment and accomplishment in one field may bring about contentment and accomplishment in another field and vice versa (Xu, 2009).

Family and work function as an entity in spill over theory, Young and Kleiner (1992) stated that this is because what happens at home affects the happenings at work. Individuals transfer skills, emotions, attitudes, and behaviours that they form in their family role into work roles and vice versa (Kelly & Voydanoff, 1985).

2.1.2 Employee Performance

Performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by someone. Definition of performance (work

performance) is the work quality and quantity achieved by an employee in carrying out his function in accordance with the responsibilities given to him/her. According to (Al Mehrzi and Singh, 2016) Performance is the result or level of success of a person during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or predetermined criteria that have been mutually agreed upon. According to Shmailan, 2016, employee performance is an action what employees do in carrying out the work done by the company. Performance in carrying out its functions is not independent, but always relates to employee job satisfaction and the level of reward given, and influenced by individual skills, abilities, and traits.

Employee's performance is one of the key pillars for the achievements of its goals of any organization. Every policy in an organization should be geared towards improving employee's performance. This is because for an organization to remain at the top of competitors, it should improve the performance of the workforce and monitor it; failure to which, an organization become liable to face several challenges which hinder organizational performance (Obiageli, Uzochukwu and Ngozi, 2015).

Role of HR on employee work life balance

Human resource offices are the key for the work life balance architects to advise, to inform and act to enhance the performance of the employee and the organization as whole. Organizations that offered more extensive packages of work-life balance arrangements had higher ratings on a measure of organizational performance obtained from senior HR directors as being able to attract and retain essential employees and enhancing the quality of relations between management and employees, and product quality (Lazăr, 2010).

As per Chenoweth (2014), recent research findings reinforce the valuable role that HR professionals assume in health and work behavior management. Key findings from interviews conducted across a broad cross-section of work sites indicate the best wellness programs are

closely integrated with related human resource functions, such as health care benefits administration, employee assistance programs and workers' compensation. Moreover, the research shows coordination across HR functions is facilitated when the wellness function is administratively situated in HR.

2.1.3 Leave arrangements

According to Obiageli, Uzochukwu and Ngozi (2015) Leave is defined as several days or hours staff of an entity are allowed to be away from their duties within a period without consequences. Among the leave policies of most organizations include paid annual leave, medical leave, study leave, sick leave, Care's leave and Parental Leave. Each of the above leave types are discussed below:

Paid Annual leave

Annual leave, which is a formal paid leave an employee, is entitled to for the purpose of recreation after a period of qualifying services (Obiageli, Uzochukwu, and Ngozi, 2015). According to the proclamation by Negarit 2019, annual leave can be defined as paid leave to which employees become entitled after a period of qualifying service or employment with a particular employer for the intention of personal leisure.

Study Leave

A study leave is a type of leave that any staff with a priorly approved study course is entitled. As per Ethiopian labor proclamation 1156/2019, an employee may also be entitled to enjoy a training leave for self-development in line with the organizational development if included in collective agreement of work rules.

Care's Leave

Parental leave is an official permission an employee with child caregiving responsibilities is entitled to in the course of employment; Care's leave, an official permission for someone who have a sick or injured immediate members of the family; and paid family and medical leave,

which is given to an employee to attend to personal health or dependent care challenges (Oludayo,2015).

Medical leave

Paid family and medical leave policies enable workers to take time off to address certain life events and medical emergencies—the birth or adoption of a child (paid parental leave), one’s own illness (own medical leave), or family members’ illnesses (family care leave)—without sacrificing their entire paycheck (AEI-Brookings Working Group on Paid Family Leave, 2017).

Sick leave

Sick leave is defined as where a worker, after having completed his probation, is rendered incapable of working due to sickness other than employment injury, he shall be entitled to a Ethiopian labor proclamation 1156/2019 entitles workers a time off from work as a sick leave so that they may address their health and safety issues without losing pay.

Parental leave

Parents with childcare giving responsibilities are entitled for parental leave. Women benefit more of this type of leave as they are officially permitted to have a generous maternity leave with the full payment. In Ethiopia, according to the new regulation (ILO,1994), nursing mothers are allowed to have 4 months of maternity leave to take care of their newborns.

2.1.4 Job stress

According to Dhas (2015), long work hours and highly stressful jobs not only hamper employees’ ability to harmonize work and family life but also are associated with health risks, such as increased smoking and alcohol consumption, weight gain and depression. Work life conflict has been associated with numerous physical and mental health implications. Work-life balance is not just about working fewer hours, it has become more multi-faceted to include: how long people

work (flexibility in the number of hours worked), when people work (flexibility in the arrangement of hours), where people work (flexibility in the place of work), developing people through training so that they can manage the balance better, providing back-up support and breaks from work (Maxwell, 2005).

2.1.5 Flexible working hour arrangements

In simple terms, flexible working hour arrangements are alternative arrangements or schedules from the normal working hours or periods. FWHAs entitle employees to choose a different work schedule to attend to a personal need or family responsibilities. It also opens the opportunity for employers to offer various schedules for their employees to meet their customer needs. According to Bond, Thompson, Galinsky and Prottas, 2002, the technological advancement, market volatility, increased competition, changing family demographics characterized by increased women engaging in formal employment, single-parent families and guardians taking care of the elder has necessitated the need for FWHAs. Porter and Lawler (2008) state that work-life balance policies define how the organization intends to allow employees greater flexibility in their working patterns so that they can balance what they do at work with the responsibilities and interests they have outside work. It sets out guidelines on specific arrangements that can be made such as flexible hours, compressed working week, term-time working contracts, working at home, and special leave for parents and care giving people, career breaks and various kinds of child-care.

Kamau, Mukaya and Wagoki (2013) conducted a study on work-life-balance practices on Performance of Eco Bank Employee and found that Work life balance practices like having flexible working hours have a positive relationship with staff performance. Muli (2014) also conducted a study on WLBs and Performance of Kenya's Commercial Banks employees where the outcomes of the study indicated that there is a positive relation between employee performance and human resources work-family support services and HR financial incentives.

2.1.6 Employee health and well-being initiatives

Every person should be well to perform his/her daily activities related to personal or organizational tasks. The society is thought to be healthy when they have physical, intellectual, social, mental, emotional, and spiritual wellness. Hence, the person who is healthy enough will deliver more and perform as per the target set by organizations.

Employee health and wellness programs, also frequently referred to as worksite wellness programs or employee well-being programs, have no official definition. It commonly refers to a collection of initiatives within an organization to promote healthy lifestyles among employees, and in some cases, spouses and dependents of employees. There are numerous types of initiatives that, if implemented, would qualify as an employee wellness program. These initiatives address different areas, or dimensions, or well-being.

Effective health and well-being initiatives are ones addressing and promoting holistic dimensions of well-being. Here are some of the programs at a workplace.

Physical

This includes the skeletomuscular system as in the case of fitness, but also the digestive, circulatory, and other systems. Initiatives addressing anything from exercising to nutrition to sleep fall under the umbrella of physical wellness.

Emotional

Emotional wellness refers to one's ability to manage their own emotions and effectively express it to others. There are many tools organizations can use to effectively enhance employee mental health and emotional well-being.

Social

Social wellness can be thought of as the state of one's personal social network. As a social species, humans depend on one another, and their well-being critically depends on a sense of

belonging. Wellness programs can be designed to promote positive social interactions, boost team cohesion, and improve engagement.

Occupational

Occupational wellness describes an individual's satisfaction, fulfillment, and contentment with their work. Factors such as work-life balance and professional development play a significant role in determining one's occupational wellness. Occupational well-being is an important driver of value for employee wellness programs as companies are increasingly focused on recruitment and retention benefits from their programs.

Intellectual

Intellectual well-being refers to the active participation in scholastic, cultural, and community activities. When a person is intellectually well, they continuously work on expanding their knowledge and skills, which lead to a more stimulating and successful life. Organizations can nurture intellectual well-being by promoting creativity, curiosity, and life-long learning.

2.2 Empirical Review

This part comprises past research that were done within this area in the past. It discusses the rationale of the research which have related concepts with the research questions of this study their findings, methodologies, implications and recommendations for researchers and practitioners has been discussed.

The previous research to be dealt in this section siting local and international research works.

2.2.1 Leave arrangements

Kasue (2017) have done research on work life balance in the ministry of finance and economy in Kenya and concluded that leave from work creates a change of environment and by providing a break from the routine working environment. This has a lot of impact on employee's mental and

physical health by eliminating fatigue, and stresses that are related to work which is demonstrated by the better employee performance after the taking leave. As per the finding of the research done by Tsedenia (2020), leave arrangements have direct impact on employee's performance. Hence, the researcher recommended that organizations need to consider and acknowledge the importance of leave in the performance of employee and at large in the performance of the organization. Another research done by Gakki (2017) performed on leave arrangements and employee performance and found that leave arrangement have a significant but negative effect on employee productivity. He explained by the fact or perception that employees must be physically present to score highly on productivity. An increase in leaves means absence from work hence the negative impact.

Hypothesis 1: Leave arrangement has a positive significant effect on employee performance

2.2.2 Job stress

According to Ahmed (2017), job stress has direct effect on employee health and accordingly if the employee is not fit for work due to health-related matters, the performance of the employee will deteriorate intern the performance of the organization will also decrease as whole. Hence, employers need to understand the stress on job has health related negative impact and this intern will have a negative effect on employees' performance. Dhas (2015) stated that long working hours and stressful jobs not only hamper employees' ability to harmonize work and family life but also are associated with health risks, such as increased smoking and alcohol consumption, weight gain and depression. Hence, stressful jobs will lead to other unwanted habits and will affect the performance of the employee. Employees must be ever performing and ever learning to adapt themselves to the dynamic market conditions. Adding to this is the constant pressure from the superiors to meet the targets. Thus, employees have no other choice but to sacrifice their personal space. The entire process is creating stress on

the employees which are the root cause for many other problems (Muthukumar, Savitha and Kannadas, 2014).

Hypothesis 2: Job Stress has a negative significant effect on employee's performance

2.2.3 Flexible working hour arrangements

As per the research work finding by Kasua (2017), having flexible working hours in an organization significantly influenced employee job performance by creating a balance between personal life and commitments and organizational duties and responsibilities of an employee. Flexibility in working hours improved employee motivation and loyalty to the organization by improving their performance in their occupational role.

Hypothesis 3: Flexible working hour arrangements has a positive significant effect on employee performance

2.2.4 Employee health and well-being initiatives

According to research by Murithi Fridah (2017) on Kenyan universities, the effect of employee wellness and health and wellness programs has a positive and significant impact on employee performance. The research found out that employee health and wellness programs affect many of the other factors that impact employees such as their health and motivation which in turn affect their performance.

Hypothesis 4: Employee health and well-being initiative has a positive significant effect on employee performance

2.3 Conceptual Framework

Conceptual framework explains the relationship between independent variables and dependent variables.

Miles and Huberman (1994) defined a conceptual framework as a visual or written product, one that “explains, either graphically or in narrative form, the main things to be studied—the key factors, concepts, or variables—and the presumed relationships among them” (p. 18).

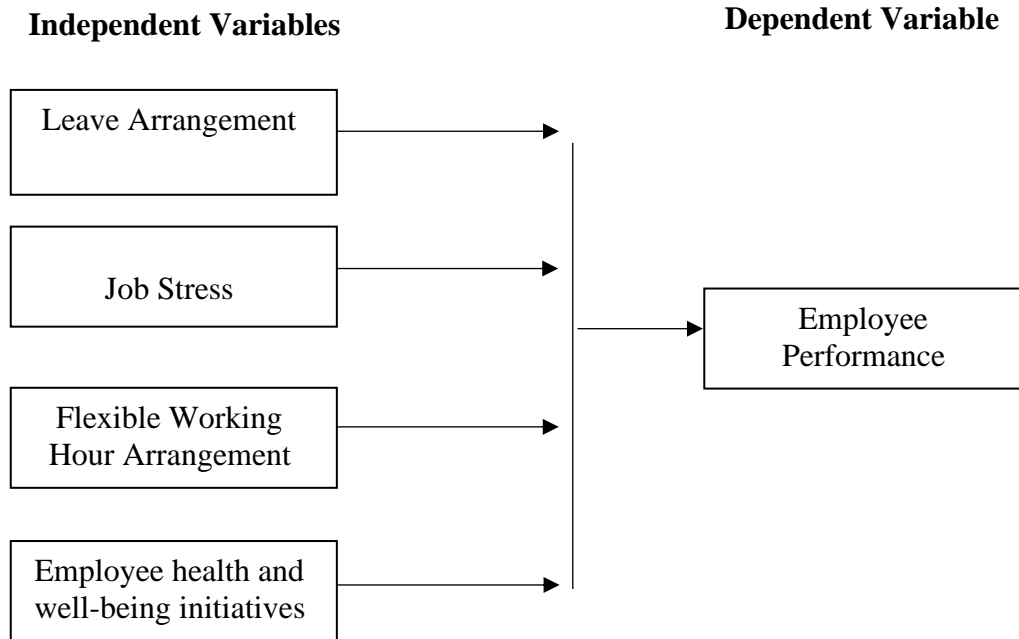


Figure 2.3: Conceptual Framework

Source: (Author, 2016)

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This chapter details the methods and procedures used in conducting the study. The section is organized into 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 to carry out the research.

3.2. Research Area description

The primary aim of the research is to determine the effect of employees' work-life balance (leave arrangement, job stress, flexible working hour, employee health and well-being initiatives) on employee performance at TotalEnergies Marketing Ethiopia S.C.

3.3. Research Approach

A quantitative research strategy is used in order to accomplish the objectives of the study. Quantitative method is known to support various means for collecting, decoding, and analyzing data (Bartholomew & Brown, 2012; Leech & Onwuegbuzie, 2010). Bansal & Corley, 2012 states that researchers usually employ the quantitative method when interested in testing hypotheses. As per Goertz & Mahoney, 2013, researchers utilize the quantitative method to develop a robust research design and assure the statistical validity of results obtained.

3.4. Research Design

In order to identify the impacts of work life balance on employee performance, the researcher used explanatory and descriptive research design. The reason the researcher chose this research design is because it is known to help in establishing an understanding about the problem of the research and to explore the problem deeper and build on the knowledge about the subject matter. According to Adams, Hafiz, Raeside and White (2007), descriptive research is just concerned in describing a phenomenon but doesn't

involve changing or modifying the situation under investigation and is not concerned with understanding why behavior is the way it is. Descriptive research is a good tool to set out the basic outline of how we think of the subject under the study. The Explanatory research coupled with the descriptive one will help in exploring and understanding the problem that was not studied before in depth rather than giving conclusive evidence. Explanatory research will also help to identify and explain the causal relationships between the independent and dependent variables that relate to the research problem.

3.5. Population and Sampling Design

Population can be defined as all people or items (unit of analysis) with the characteristics that one wishes to study (Tayie, 2005). And sample is defined as a subset of the population that is taken to be a representative of the entire population (Tayie, 2005). The primary purpose of sampling is that by selecting some elements of a population, the researcher can draw conclusions about the entire population.

3.5.1. Population

As per the data from human resource department of TotalEnergies Marketing Ethiopia S.C., the total number of permanent employees at Addis Ababa head office is 160. These employees were target of this study.

3.5.2. Sampling Method

Simple random sampling technique is used so that all population has equal chance of responding. The population included all available permanent employees at head office.

3.5.3. Sample Size Determination

Sample size of the population was determined by using Taro Yamane's formula with 95% confidence and 5% acceptable sampling error. The calculation worked out for population size determination is shown below:

$$n = N / (1 + N * (e)^2)$$

Where n= Sample size

N= Population size

e= Acceptable sampling size (margin of error 0.05)

$$n = 160 / (1 + 160 * (0.05)^2)$$

$$n = 114.2857$$

Thus, the sample size is **115 respondents**

3.6. Data Source and Type

In order to gather information, the researcher used a primary data collection method through questionnaire that addressed the independent variables of work life balance and the dependent variable employee performance. The questionnaires were distributed in hard copy and through corporate e-mail addresses.

3.7. Data collection Methods and Procedures

The study relied on primary data that is collected using a semi structured questionnaire. Mugenda and Mugenda (2003), define questionnaire as a list of items that address specific objectives and research questions. The questionnaire elicits respondents' views on various items developed to measure each variable.

The questionnaire is divided into two sections, one addressing the respondent's general information and the second section addressing the independent variables (leave arrangement, job stress, flexible working hour, employee health and well-being initiatives) and the dependent variable employee performance.

The questionnaire is developed from various literature sources that have studied similar variables. A five-point Likert scale from Strongly agree (5) to Strongly disagree (1) is used to obtain and measure the desired data.

Questionnaires are distributed directly by their emails and with hard copy to the permanent employees of TotalEnergies Marketing Ethiopia at Addis Ababa head office.

3.8. Method of Data Analysis

The data analysis is carried out using Statistical Package for Social Science (SPSS) version 26. To determine the percentage of the effect of the independent variables i.e., work life balance factors on the dependent variable employee performance, regression analyses was conducted. Correlation analysis is also conducted to test if there is a significant relationship between work-life balance and employee performance proposed in the hypothesis of the research.

3.9. Reliability and Validity

The two indicators of the quality of research work are validity and reliability. These measurements are considered as fundamental characteristics of research. According to Dhawan2010, Reliability refers to the accuracy and precision of a measurement procedure. Reliability indicates consistency and freedom from measurement error. It is reliable if it delivers a consistent result. The widely used measure of reliability or internal consistency of a data is Cronbach's Alpha approach. The researcher applied the Cronbach's alpha test to validate the questionnaire survey.

Since there exist no statistical ways for determining if a measure adequately covers a content, content validity rely on the expert's judgment (Burns and Grove, 2003), the validity of the instrument is ascertained by giving out copies of the draft questionnaire, research questions, hypothesis, alongside with the purposes of the study to professionals (academicians) to see if the instrument actually measures what it intends to measure.

3.10. Ethical Considerations

The research was carried out with ethical considerations in mind. Therefore, all field data was treated with utmost confidentiality. In order to ensure confidentiality, the researcher did not use any personal information that are not relevant for the purpose of the study and the identity of the interviewed respondents was not disclosed. The researcher carried out the research, avoiding any subjectiveness.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the research findings of the study carried to examine the relationship between work-life-balance and performance of TotalEnergies Marketing Ethiopia S.C employees. In order to achieve the purpose, data were gathered through questionnaire from permanent employees of TotalEnergies Marketing Ethiopia S.C. and had been analyzed. The chapter contains analysis of the data interpretations and interpretation of the results.

4.1. Response Rate

The questionnaire contained close ended questions to collect data from the subject population using simple random sampling. A total of 134 questionnaires had been distributed. 121 questionnaires were filled out and returned by respondents making a 90.3% response rate.

4.2. Demographic profile of respondents

Items	Categories	Frequency	Percent
Gender	Female	51	42.1
	Male	70	57.9
Age (years)	>50	9	7.4
	41 - 50	37	30.6
	31 - 40	51	42.1
	26 - 30	21	17.4
	<25	3	2.5
Education level	Masters	31	25.6
	Bachelor's Degree	88	72.7
	TVET	2	1.7

Marital status	Widowed	2	1.7
	Married	90	74.4
	Single	29	24.0
Work experience in the organization(years)	>15	28	23.1
	10 - 15	23	19.0
	5 - 10	46	38.0
	2 - 5	14	11.6
	<2	10	8.3
Position	Regular/Ordinary	80	66.1
	Manager	41	33.9
General WLB question	No	71	58.7
	Yes	50	41.3

Table 4.2 demographic background of respondents (own survey)

Table 4.2 shows the demographic profile of respondents, The gender composition of the sample respondents on the above table shows that 70(57.9%) are male and the rest 51(42.1%) of respondents are female. As indicated here majority of the respondents are male.

The demographic background table shows the age distribution of the employees of the company in which the figure implies that 9(7.4%) were in the age range of above 50 whereas 3(2.5%) were below 25, 21(17.4%) were in the age range of 26-30, 51(42.1%) were between 31-40 years, and 37(30.6%) were between 41-50 years of age.

Regarding the current educational background of respondents and 88(72.7%) have a bachelor's degree, 2(1.7%) have TVET certificate, 31(25.6%) were with Masters degree. This shows majority of the respondents are able to comprehend the questions included in the questionnaire and provide a valid response.

As indicated in the above table, 90(74.4%) are married but 29(24%) are single, while the rest 2(1.7%) are widowed. Work life balance effect is more observed in married respondents than the single ones. However, we can't write of the effect it has on singles too as they aspire for personal, educational and carrier development more and this would take up more time.

As it can be observed from the above table, majority of employees 46(38%) have experience of 5-10 years in the organization. Employees who have been working in the organization for above 15 years are 28(23.1%) were in the range between 10-15 years is 23(19%) and in the range of 2-5 years is 14(11.6%) and 10(8.3%) had experience of below 2 years in the organization.

As it is shown above from the total respondents 41(33.9%) hold managerial positions where us the majority of respondents 80(66.1%) are regular or ordinary employees. Regular employees are usually under a strict supervision of their hierarchy regarding freedom of controlling their work-life balance thus the response is deemed to be from respondents who have experienced the factors that have affected their work life balance.

As indicated on the demographic background of respondents, a high percentage 58.7%(71) believed that their work life and personal life are NOT in balance with respect to that factors listed as independent variable and the remaining 41.3% (50) believe that, their work and personal life are in balance thus implying that the factors listed, had not affected their work life balance.

4.3. Descriptive analysis

To understand work life balance at TotalEnergies Marketing Ethiopia S.C., employees were requested to give their reaction and intensity of agreement on the independent variables (Leave Arrangement, Job Stress, Flexible Working Hour Arrangement,

Employee health and well-being initiatives) and the dependent variable employee performance. Analysis was undertaken to determine the extent to which the independent variables affect the dependent variable in a five-point Likert scale. The range was 1 = strongly Disagree, 2= Disagree. 3= Neutral, 4= Agree, and 5= Strongly Agree.

In order to make sense of the level of agreement of respondents to specific questions, the mean and standard deviation of every independent variable was calculated from the responses collected through the questioner. According to Zaidation and Bagheri (2009), a mean score which is less than 3.39 is considered as low whereas a mean score above 3.8 is considered as high. If a score is between the two it is considered as moderate.

4.3.1. Descriptive statistics for leave Arrangement

Description	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
I take at least one consecutive full week of vacation each year	18	14	23	23	43	3.49	1.45
I use all of my vacation days and personal days each year	10	9	32	43	27	3.56	1.16
I feel that I am reasonably in control over my vacation day	16	24	47	22	12	2.92	1.14
Annual leave helps me to reduce work related stress	9	12	27	35	38	3.67	1.23
I can pool my leave days to enable me adequate time to attend to personal and family matters	12	13	38	37	21	3.35	1.18
I take time off from work and do fun activities	25	21	48	16	11	2.73	1.20
I take leave to experience actions at least monthly that allows me to de- stress and rebuild my energy	42	20	33	20	6	2.40	1.26

Table 4.3.1. descriptive analysis of leave arrangement (own survey)

As indicated in table 4.3.1, the agreement level on taking full vacation week a year and exhausting of all of vacation and personal days a year were moderate with the rate of 3.49 and 3.56 respectively. 43 (35.5%) responded strongly agree for taking full vacation week and 27 (22.3%) and 43(35.5%) strongly agreed or agreed for using all of their vacation days each year.

The response to the question if annual leave helps to reduce the work-related stress of employees with mean of 3.67 shows that majority of employees strongly agree 38(31.4%) or agree 35 (28.9%) for the importance of annual leave for their work-life balance.

However, as can be observed from the table above the response to the questions related to control of their annual leave all scored below average. 2.92 for I feel that I am reasonably in control over my vacation days, 2.4 for taking leave monthly to de-stress and 2.73 taking leave to do fun activities.

The implications of the responses are that they use their annual leave that is their vacation and personal days properly. However, it is observed that the majority of respondents don't feel they have the control over their vacation. It can be speculated that the annual leave procedures are more in line with the company policy to exhaust every employee's annual leave to avoid accumulation rather than to allow the employee to have fun and distress.

4.3.2. Descriptive statistics for job stress

Description	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
I am stressed out easily just thinking about work	12	27	53	21	8	2.88	1.026
The level of fatigue I experience at work is enormous	8	27	45	34	7	3.04	1.003
I feel overwhelmed and overly committed	4	22	48	38	9	3.21	0.942
I frequently stressed out, working more than standard hours provided	11	34	44	18	14	2.92	1.122
I feel boxed in; that is, I do what I do because others depend on me for support	18	38	42	19	4	2.61	1.028
I spend too much time doing things I don't want to do or spending time with people I don't want to	31	32	36	16	6	2.45	1.155

Table 4.3.2. descriptive analysis of job stress (own survey)

The above table indicates that respondents agreement level on being stressed out just by thinking about work is relatively low with the response rate of 2.28 or 9.9%(12) responded strongly disagree and 22.3%(27) disagree while 43.8%(53) feel indifferent about being stressed. Regarding working more than standard hours and spending too much time doing the things they don't want, majority of respondents disagree or are indifferent with a mean scored of 2.92 and 2.45, which shows very low agreement level. Observing the agreement level of respondents in all stress related questions, Implication of the response can be employees feel comfortable as far as stress is concerned at workplace.

4.3.3. Descriptive statistics for Flexible Working hour Arrangement

Description	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
I can decide the start and finish hour of my working day	2	35	45	26	13	3.11	0.998
My duties and responsibilities are co-shared	0	30	46	40	5	3.17	0.850
I can work for long hours per week to get a day off	0	41	45	30	5	2.99	0.871
I believe the company offers flexible working arrangements	0	20	29	44	28	3.66	1.013

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

The results presented in table 4.3.3 shows that the majority respondents believe that the company offers flexible working arrangements where 28(23.1%) strongly agree and 44(36.4%) agree with a mean score of 3.66. However, the level of agreement of being able to decide the start and finish of working hour and working for long hours to get a day off is low with the mean scores of 3.11 and 2.99 relatively. This implies that also the company has a procedure to offer flexible working hours and that it is known by the employees, the respondents feel that the procedure is not accessible and that it is not implemented well.

4.3.4. Descriptive statistics for employee health and wellbeing

Description	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Employee Wellness programs are available in my organization	39	25	25	19	13	2.52	1.367
I am conscious of my personal health by having a proper balanced diet	7	21	44	33	16	3.25	1.075
I am conscious of my personal health; I take rest occasionally	11	19	41	41	9	3.15	1.070
My health costs have significantly reduced	9	24	40	30	18	3.20	1.145
Professional counseling services are available to employees	24	33	27	24	13	2.74	1.281

Table 4.3.4. descriptive analysis of employee health and wellbeing (own survey)

The findings shown on table 4.3.4 above reveal that majority of the respondents either strongly disagreed 39(32.2%) or disagreed 25(20.7%) that there are employee wellness programs in the organization with a mean score of 2.52. Similarly, respondents strongly disagree 24(19.8%) or disagree 33(27.3%) on the availability of counseling services in the organization (Mean=2.74). Regarding consciousness of employees towards their personal health by having balanced diet and taking rests occasionally, the response indicates low agreement level of respondents with the mean score of 3.25 and 3.15 respectively. This implies that employees are not enjoying health and wellness programs from their organization and their awareness level of personal health is relatively low possibly affecting their performance at work.

4.3.5. Descriptive statistics for Employee Performance

Description	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
I am genuinely happy to work in the organization	7	9	41	36	28	3.57	1.102
I clearly understand my role in the company	3	7	13	46	52	4.13	0.991
My assigned work and responsibilities are aligned to my level of expertise	15	6	21	53	26	3.57	1.237
I always achieve targeted results	0	11	13	68	29	3.95	0.845
I find it easy to strike a balance between my work and my other responsibilities	11	17	59	28	6	3.01	0.970
I have received commendations for my exemplary performance in my work	9	17	50	40	5	3.12	0.962
I can work under pressure	3	9	11	44	54	4.13	1.024

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

The findings of the study showed that majority of the respondents strongly agreed 28(23.1%) or agreed 36 (29.8%) that they are happy to work in the organization. The respondents also agreed that they understand their role in the company and that they can work under pressure indicated on the high mean score of 4.13 for each question.

It can be observed for the above table that majority of respondents 68(56.2%) agreed that that they achieve targeted results and 29(24%) strongly agreed. However, respondents' agreement level on receiving commendation for exemplary performance is relatively low as indicated on the mean score of 3.12.

4.4. Correlation Analysis

The relationship between the dependent and the independent variable indicators were examined using correlation analysis. The statistic used was Pearson correlation coefficient (r) and p-value analysis. A correlation was perceived significant when the probability value was below 0.05 (p-value \leq 0.05). Correlation values (r) close to zero meant a weak relationship and r close to one meant a strong correlation existed.

Correlations

		Performance	Leave Arrangement	Job Stress	Flexible Working Hour	Health and Well-being
Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	121				
Leave Arrangement	Pearson Correlation	.250**	1			
	Sig. (2-tailed)	.006				
	N	121	121			
Job Stress	Pearson Correlation	-.267**	.006	1		
	Sig. (2-tailed)	.003	.949			
	N	121	121	121		
Flexible Working Hour	Pearson Correlation	.222*	.022	.236**	1	
	Sig. (2-tailed)	.014	.811	.009		
	N	121	121	121	121	
Health and Well-being	Pearson Correlation	.326**	.264**	-.145	-.051	1
	Sig. (2-tailed)	.000	.003	.113	.582	
	N	121	121	121	121	121

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

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

Table 4.4. correlation table (SPSS output)

Table 4.4 above represents the results of the correlation analysis. The results revealed that employee health and wellbeing and employee performance are positively and significantly

related ($r=0.326$, $p<0.01$). The table further indicated that leave arrangement and employee performance are positively and significantly related ($r=0.250$, $p<0.01$). It was also established that flexible working hour and employee performance were positively and significantly related ($r=0.222$, $p<0.05$). However, results showed that job stress and employee performance were negatively and significantly related ($r= -0.267$, $p<0.01$). This implies that an increase in a unit of the independent variables – leave arrangement, flexible working hour arrangement and better health and well-being of employees leads to an improvement in employee performance. And on the contrary an increase on job stress leads to reduced employee performance.

4.5. Regression Analysis

SPSS was used to analyze and test the effectiveness of the data collected. Each of the tests are discussed individually below.

4.5.1. Normality test

Normality test is used to determine whether or not the sample has been drawn from a normally distributed population. As can be observed from the below histogram, the independent and dependent variables in the research are normally distributed.

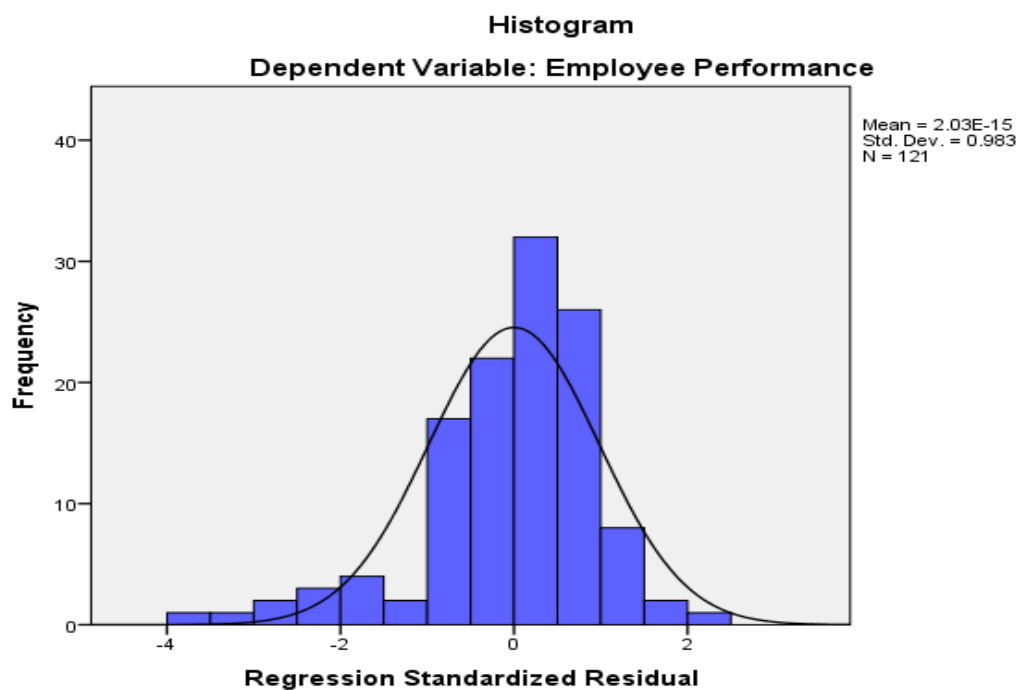


Figure 4.5.1. normality histogram (SPSS output)

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 close to zero. The value of skewness indicates symmetry of distribution about the variable.

Descriptive Statistics							
	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Leave Arrangement	121	3.1594	.77967	-.502	.220	-.149	.437
Job Stress	121	2.8540	.74522	.090	.220	.254	.437
Flexible Working Hour	121	3.2314	.71383	-.024	.220	-.281	.437
Health and Well-being	121	2.9719	.81130	.032	.220	.260	.437
Valid N (listwise)	121						

Table 4.5.2. table skewness and kurtosis (SPSS output)

4.5.3. Test of multi-collinearity

Test of multi collinearity indicates the linear relationship between independent variables 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. It can be observed in the below table 4.5.3 that the VIF is far less than 10.

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Leave Arrangement	.928	1.078
Job Stress	.925	1.081
Flexible Working Hour	.943	1.060
Health and Well-being	.908	1.101

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

4.5.4. Analysis of Regression

The model summary table describes if the overall model is effective in forecasting the dependent variable. It provides R square value which is a measure the variability level in the outcome of the dependent variable which is accounted for the independent variables.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.524 ^a	.274	.249	.53117

a. Predictors: (Constant), Health and Well-being, Flexible Working Hour, Leave Arrangement, Job Stress
 b. Dependent Variable: Employee Performance

Table 4.5.4. model summary (SPSS output)

The value of R square (.274) in table 4.5.4. shows the independent or predictor variables (leave arrangement, flexible working hour arrangement and employee health and well-being) jointly explained 27.4% variance in dependent variable, employee performance.

4.5.5. ANOVA

In statistics significance testing the p-value indicates the level of relation of the independent variable to the dependent variable. If the significance number found is less than the critical value also known as the probability value (p) which is statistically set at 0.05, then the conclusion would be that the model is significant in explaining the relationship; else the model would be regarded as non-significant.

Table 4.5.5 provides the results on the analysis of the variance (ANOVA). The results indicate that the overall model was statistically significant.

The results imply that the independent variables are good predictors of employee productivity. This was supported by the reported p value (0.000) which was less than the conventional p value of 0.05 at the of 0.05 significance level.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	12.382	4	3.096	10.972	.000 ^b
Residual	32.728	116	.282		
Total	45.111	120			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Health and Well-being, Flexible Working Hour, Leave Arrangement, Job Stress

Table 4.5.5. ANOVA table (SPSS output)

4.5.6. Regression Coefficients

Regression analysis was conducted to establish the relationship between employees’ performance and the independent variables (leave arrangement, job stress, flexible working hour, and employee health and well-being) which is shown on the below table. The result indicates that all independent variables have a significance level of *p* below 0.05.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	2.643	.365		7.242	.000	1.920	3.366
1 Leave Arrangement	.141	.065	.179	2.185	.031	.013	.269
Job Stress	-.250	.068	-.304	-3.693	.000	-.384	-.116
Flexible Working Hour	.260	.070	.302	3.713	.000	.121	.398
Health and Well-being	.189	.063	.250	3.008	.003	.064	.313

a. Dependent Variable: Employee Performance

Table 4.5.6. coefficient summary (SPSS output)

From the data, the established regression equation was

$$Y = 2.643 + 0.141(X_1) - 0.250(X_2) + 0.260(X_3) + 0.189(X_4)$$

Where Y = Employee Performance, X_1 = Leave Arrangement, X_2 = Job Stress, X_3 = Flexible Working Hour, and X_4 = Employee Health and Well-being

The model shows leave arrangement had a positive coefficient, which showed that they were directly proportional to employee productivity. This means that a unit increase in leave arrangements increases employee productivity with 0.141 units. A unit increase in job stress will result in a 0.250 decline in employee productivity. An increase in flexible working hour arrangement will result in 0.260 increase in employee productivity. And finally, a unit increase in employee health and wellness will increase employee productivity by 0.189. The results obtained in table 4.5.6 indicated that when all the variables are zero, employee productivity will increase by unit 2.643.

In conclusion, the inferential statistic showed that employee productivity had a positive relationship explained by independent variables, except for job stress which had a negative impact on the dependent variable.

4.6. Reliability test

Cronbach's Alpha test is used to measure the consistency of the questions that is to check the reliability of the questionnaire where the value has to be greater than 0.7. As indicated on the table below, the alpha value for the variables were greater than 0.7 and it implying good reliability of the questions.

Indicators	Number of items	Cronbach's Alpha
Leave Arrangement	7	0.748
Job Stress	6	0.804
Flexible Working Hour	4	0.760
Health and Wellness	5	0.709
Employee performance	7	0.770

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 (leave arrangement, job stress, flexible working hour, and employee health & well-being) and employee performance. The test is summarized as follows:

H1: Leave arrangement has significant positive effect on employee performance.

Referring from the results of multiple regression Leave arrangement has positive and significant impact to employee performance, (B=.141, t=2.185, p<0.05) so it is Accepted.

H2: Job Stress has a significant negative effect on employee's performance.

As can be seen from the result of multiple regression Job Stress has a negative impact to employee performance, (B= -.250, t= -3.693, p<0.01) so, the researcher accepts the hypothesis.

H3: Flexible working hour arrangements has a significant positive effect on employee performance

As indicated in the regression table Flexible working hour arrangements has significant and positive impact to employee performance, (B=.260, t=3.713, p<0.01) thus, the hypothesis is accepted.

H4: Employee health and well-being initiative has a significant positive effect on employee performance.

Referred from regression table Employee health and well-being has significant and positive impact to dependent variable with the (B=.189, t= 3.008, p<0.01) thus the hypothesis is accepted.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

Introduction

This chapter gives reports on the summary of the findings, gives conclusion and recommendation drawn from the findings with reference and in line with to the objectives of the study. Further, it presents areas for further research.

5.1. Summary

The purpose of the study was to identify the effect of work life balance on employee performance. The study was conducted using structured questionnaire to get insight on factors that might affect employee performance, and multi linear regression model was used to analyze the data. R (Coefficient of correlation), ANOVA and R square were used to test the model's overall fitness.

ANOVA test conducted resulted in P-value of alpha level of ($p < 0.05$) indicating the overall independent variables (leave arrangement, job stress, flexible working hour, and employee health & well-being) have significant relationship with that of the dependent variable (employee performance). Additionally, the value of R square (.274) shows the independent or predictor variables (leave arrangement, job stress, flexible working hour, and employee health and well-being) jointly explained 27.4% variance in dependent variable, employee performance.

Based on the analysis the following are the summary of major findings.

5.1.1. Leave arrangement

The first objective of the research was to assess the effect of leave arrangements on employee performance at TotalEnergies Marketing Ethiopia S.C. The finding indicates that one increase in leave arrangement caused a 0.141 increase in employee performance which implies that proper management of leave for employees has a positive effect 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".

5.1.2. Job stress

The second variable was job stress which has a significant negative impact on the employee performance with one unit increase in job stress caused a 0.250 unit decrease in the dependent variable. When employees are so stressed about their job their performance will 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.

5.1.3. flexible working hour arrangement

The third variable was flexible working hour which according to the regression result have positive significant impact with the dependent variable, one unit increase on this factor results in 0.260 unit increase in employee performance. Further supported by literatures such as Kasua (2017), having flexible working hours in an organization significantly influenced employee job performance by enabling a balance between personal commitments and responsibilities and organizational roles and duties of an employee.

5.1.4. Employee health and wellbeing initiatives

The fourth variable employee health and wellbeing also has a positive significant impact with the dependent variable, one unit increase in employee health and wellbeing initiatives caused a 0.189 unit increase in employee performance the finding also well blended with Litmanen (2012), which states that healthy and satisfied personnel will increase the employees performance. When organization develops well-being issues at work it will have a positive significant effect on the performance of the employee.

5.2. Conclusion

Employees' performance is very crucial in any institution as it determines its performance to a great extent. In fact, any organization is as good as its employees.

Based on the findings, the conclusion of this study is that a well-balanced work-life has a positive impact on employee performance. The employee performance predictors that were the objective of this study; leave arrangement, flexible working arrangements, and employee health and wellness initiatives have significant positive impact on the dependent variable employee performance while job stress has a significant negative impact.

5.3. Recommendations

It has been observed from the results of the study that employee's agreement levels to most of the questions of the survey regarding work-life balance were moderate or low.

The following recommendations and suggestions are made based on the results of the study to boost employee performance.

- The company should improve leave planning for employees as majority of employees feel that they are not in control of their annual leave. A monthly divided leave arrangement would allow employees to de-stress and rebuild their energy thereby improving performance.

- The company should plan jobs and tasks to be completed in a standard working hour, as employees expressed being stressed working for long hours and feeling enormous fatigue at work.
- The organization should provide promote and implement flexible working hour arrangements for employees as the study established that flexible working hour arrangements have a positive effect on employee performance.
- The organization should craft Employee health and wellness programs and implement so as to improve employee's health and motivation which in turn has a significant positive impact on employee performance as is indicated in this study's finding.

5.4. Areas for further study

The purpose of this study was to investigate the effect of work-life balance variables (leave arrangement, job stress, flexible working hour, and employee health and well-being) which jointly explained 27.4% variance in dependent variable, employee performance. The study therefore suggests that future research should be carried out with the aim of establishing influencing factors seeking to achieve explaining 100% variation on employee performance.

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Appendix



College of Business and Economics

School of Commerce

Questionnaire to be filled by employees of TotalEnergies Marketing Ethiopia S.C.

Purpose: This questionnaire is intended to collect primary data on "*The Effect of Work Life Balance on Employee Performance at TotalEnergies Marketing Ethiopia S.C.*" The main purpose of the study is to fulfill a thesis requirement for the partial fulfillment of Master of Business Leadership Addis Ababa University School of Commerce consequently your genuine response for the inquiry is 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's Degree Masters Above masters

4. Marital status:

Single Married Divorced Widowed

5. Work experience in the organization (years)

below 2 2-5 5-10 10-15 above 15

6. Position Level

Manager 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 TotalEnergies Marketing Ethiopia S.C.

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

Key: 5=Strongly agree 4= Agree 3=Neutral 2= Disagree 1= Strongly disagree

ITEMS	1	2	3	4	5
LEAVE ARRANGEMENT					
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 feel that I am reasonably in control over my vacation day.					
4. Annual leave helps me to reduce work related stress					
5. I can pool my leave days to enable me adequate time to attend to personal and family matters.					
6. I take time off from work and do fun activities.					
7. I take leave to experience actions at least monthly that allows me to de-stress and rebuild my energy.					

JOB STRESS					
1. I am stressed out easily just thinking about work					
2. The level of fatigue I experience at work is enormous.					
3. I feel overwhelmed and overly committed.					
4. I frequently stressed out, working more than standard hours provided.					
5. I feel boxed in; that is, I do what I do because others depend on me for support.					
6. I spend too much time doing things I don't want to do or spending time with people I don't want to.					
FLEXIBLE WORKING HOUR ARRANGEMENT					
1. I can decide the start and finish hour of my working day					
2. My duties and responsibilities are co-shared					
3. I can work for long hours per week to get a day off					
4. I believe the company offers flexible working arrangements					
EMPLOYEE HEALTH AND WELL BEING					
1. Employee Wellness programs are available in my organization					
2. I am conscious of my personal health by having a proper balanced diet					
3. I am conscious of my personal health; I take rest occasionally					
4. My health costs has significantly reduced					
5. Professional counseling services are available to employees					

Questions Related to Performance:

EMPLOYEE PERFORMANCE	1	2	3	4	5
I am genuinely happy to work in the organization					
I clearly understand my role in the company					
My assigned work and responsibilities are aligned to my level of expertise					
I always achieve targeted results					
I find it easy to strike a balance between my work and my other responsibilities					
I have received commendations for my exemplary performance in my work					
I can work under pressure					