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**ST. MARY'S UNIVERSITY SCHOOL OF
GRADUATE STUDIES**

**THE EFFECT OF WORK-LIFE BALANCE ON EMPLOYEE
PERFORMANCE: THE CASE OF UNDP ETHIOPIA**

BY: BETELIHEM TEKLU

**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OF
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**THE EFFECT OF WORK-LIFE BALANCE ON EMPLOYEE
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AUGUST 2020

ADDIS ABABA, ETHIOPIA

DECLARATION

I hereby declare that this thesis entitled “*The Effect of Work life balance on Employee Performance: In case of United Nations Development Programme in Ethiopia*”, has been carried out by me under the guidance and supervision of Dr. Mesfin Tesfaye.

The thesis is original and has not been submitted for the award of any degree or diploma to any university or institutions.

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ENDORSEMENT

This is to certify that the thesis entitles “*The Effect of Work life balance on Employee Performance: In case of United Nations Development Programme in Ethiopia*”, submitted to St. Mary’s University School of Graduate Studies for the award of the Degree of Master of Business Administration (MBA) and is carried out by Ms. Betelihem Teklu, under my guidance and supervision.

Therefore, I hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree or diploma.

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**ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE
STUDIES**

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BY: BETELIHEM TEKLU

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List of Abbreviations

CRS: Catholic Relief Services

NGO: Non –Government Organization

HR: Human Resources

WLB: Work-Life Balance

WOL: Work Overload

LOL: Life/Family Role Overload

OWLB: Overall Work-Life Balance

Abstract

Work-life balance (WLB) is a major aspect of the quality of work and life of individuals and couples trying to manage multiple roles. The objective of this study was to examine the effect of work-life balance on employee performance among the employees of UNDP Ethiopia. To achieve this objective, descriptive and explanatory type of research designs with quantitative approach was employed. The target population of this research was employees of United Nations Development Programme (UNDP) Ethiopia. The data was collected using structured questionnaire which contained items that measure the status of work life balance factors and performance of the employees and factors affecting work life balance. After permission granted, the questionnaires were distributed to the respondents by email using Google forms. Cronbach's Alpha reliability test was used to test the internal consistency of the instrument. After the data collection, the collected data was entered into SPSS software version 20. A total of 56 (48.7%) employees responding the questionnaires sent prepared by Google forms via email. This research revealed that the regression analysis showed how much the combination of independent variables explain the dependent variable, there are a number of predictors for the performance of employees of the sample organization. Work Overload work related stress and Family role overload were perceived to be factors that negatively affects employee performance; and Organizational support was perceived to be the factor that positively affect the employee's performance. Recommendations are made based on the findings and conclusions of the study such as design a staff training programs that create awareness on early recognition and management of work-related stress. UNDP Ethiopia should work with the employee assistance programs such as counseling services, health services, physical fitness facilities and financial assistance services.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Work and family are the two most important domains in a person's life. In today's dynamic environment, it is noticed that employees face heavy work load and long working hours and this has significant effect on their and lives of their families. There are some questions that are not only posed by employees but also important for employers. Is there any possibility to have life and career together? Can a university employee balance his life and work together? (Muhammad, 2015).

Work-life balance (WLB) is a major aspect of the quality of work and life of individuals and couples trying to manage multiple roles. The ILO policy recommends organizations to recognize the need for and value of Work-Life Balance policies (Fagan, et al., n.d.).

In work life balance state, an individual manage conflict between different demands on his or her time and energy in a way that satisfy his or her need for wellbeing. Organization encouraging work life balance is a way to attract and retain employees who support the wellbeing of the organization. Work life imbalance has negative results for effective functioning of organization (Raj, 2013).

Job satisfaction is a reward that an employee aimed as a result of productive activity apart from his income. So, organization should consider this variable to satisfy employees to retain their best workers (Noraani Mustapha, 2013). Employee's satisfaction towards organizational policies leads to greater organizational productivity as a result of employee performance (Shagufta Sarwar, 2013). There is positive relationship between rewards and employees job satisfaction.

Organization gain high productivity when their workers are satisfied with organizational policies and practices. Organizational commitment is comprised of three dimensions affective, continuance, and normative commitment. Affective commitment determines employee's intention to leave or stay in the organization. Research results found that some factor such as

gender, attainment, job satisfaction and work ethics affect the employee organizational commitment (Alaba Adenguga, 2013). Individuals who spend more time engaged in work related issues are viewed and perceived as high performing. However, this work engagement does not come free. It comes at a cost of sacrificing one's life outside of work. This includes family, health and social activities.

Work-life conflict is one major cause of employees' departure from organizations leading to the increased number of organizations that are therefore devising family-friendly policies for their employees in order to retain them. In recent times Work Life Balance has emerged as a strategic issue for human resources management and a key element of an organization's employee retention strategies (Cappelli, 2000; Lewis and Cooper, 1995).

1.2.Statement of the problem

Employees are the most valuable asset of an organization who can help organizations in achieving the mission and vision (Lazar & Osoian, 2010). The theory of work-life balance is to protect supportive and healthy work surroundings which allow employees to have balance between their work and family tasks. Work-life balance is vital for life, family and job satisfaction and it also helps in reducing absenteeism and employee turnover (Carlson, Kacmar & Williams, 2000). As the demand of work is increasing, the issue of Work Life Balance is becoming more and more relevant. Many organizations failed to recognize the significance of working environment for employee performance. Therefore, employees are facing work pressure and poor work life balance which resulting, employee's dissatisfaction with their jobs. This could also lead employees less productive.

A growing number of studies on the work-life balance issue have been carried out due to the realization of the effects of the demanding work environment in today's new age competitive world. It was quite recently that this issue has grabbed the interest of researchers. A different perspective has been looked into in order to prove the relations between the employees' balance in personal life and their performance in their jobs.

As Susi (2010) a highly engaged workforce is 50% more productive than an unengaged workforce. Work-life balance is increasingly important for engagement. The majority of HR professionals (78%) feel employee engagement is important or extremely important for success.

Employee engagement has emerged as a critical driver of business success in today's competitive marketplace. Therefore, employee engagement is increasingly viewed as a “win-win” strategy for companies, employees, and their communities alike. Nowadays work-life balance is becoming harder to achieve due to increasing work demand, the need for speed and globalization of businesses.

Even though, we can find some studies conducted in the banking industry in Ethiopia, studies that have been made towards addressing the issue of work-life balances and employees' job performance in non-governmental organizations are rare. Besides, this study was focused specifically to see if the relations between hectic lives at the workplace and whether there is any interference to the employees' family and their own life management and also towards their job performance at UNDP Ethiopia. This study considered UNDP in Ethiopia as a survey study because the researcher observed that the work life balance in UNDP has its own challenges and gaps to be filled, since the performance issues are raised in numerous meetings.

The intention of this thesis was to examine the effect of work life balance on employee's performance. This study was different from the previous studies because of the previous studies were done in developed countries whereas this study was conducted in Ethiopian context due to the perception and experience might be different from studies done in developed countries. In addition, this study was focusing on the non-governmental organization unlike the studies conducted in Ethiopia previously studied. Therefore, this study attempted to bridge the gap in knowledge by addressing the following hypothesis.

1.3.Objectives of the study

1.3.1. General Objective

The general objective of this study was to examine the effect of work-life balance on employee performance among the employees of UNDP Ethiopia.

1.3.2. Specific Objectives

The specific objectives of the study were:

- To investigate if the level of Work overload among UNDP Ethiopia staffs has significant effect on their performance
- To examine whether work related stress among UNDP Ethiopia staffs significantly affect their performance
- To examine if flexible work arrangement has an effect on employee performance among UNDP Ethiopia staffs
- To investigate whether organizational support has an effect on employee performance among UNDP Ethiopia staffs
- To examine if family role overload factors have significant effect on the performance of UNDP Ethiopia employees

1.4.Significance of the Study

This study will benefit different bodies such as employees, organizations, the international and local labour organizations and researchers.

Individual benefits have more value, balance in daily life and work and reduce stress. Organizations will benefit from the study to increase productivity, commitment and better team work by employing effective human resource management. Understanding this problem gives organizations in depth understanding of how far work-life balance requires the attention of the management. This study will help the managers of the organizations to understand the importance of effective implementation of work life balance policies.

This study will be a milestone for the students and researchers to properly understand the concepts of employee performance, WLB and their relationship. Additionally it will shed a light on the factors affecting the work life balance of employees. It will serve as a reference for upcoming new researchers on related topics in doing research.

1.5.Scope of the Study

There are a lot of factors affecting the performance of employees, but this research mainly focused on employee work life balance. Due to lack of sufficient literature on the area, the study was delimited to only one international organization, UNDP Ethiopia in Addis Ababa. Regarding its conceptual scope, this study tried to cover the Work life balance and its effect on employee performance. It encompassed the different work related and family related variables that affect Work Life Balance and its effect on employee performance.

1.6.Definition of terms

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

Work: is the paid employment (Guest, 2002)

Life: is the activity that employees perform outside work (Guest, 2002)

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

Work related stress: is the adverse reaction employee has to excessive pressures or other types of demand placed on them in their working environment (Richmond Surrey, 2007).

Flexible work arrangement: is the opportunity of workers to make choices influencing when, where, and for how long they engage in work related tasks” (Bal & De Lange, 2014).

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

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

1.7.Organization of the Study

The final report for this study has five chapters. The first chapter deals with the background of the study, statement of the problem, objectives of the study, research questions, significance of the study, scope of the study and organization of the study. The second chapter presents review of related literature. It is both the theoretical and empirical literature review, conceptual and theoretical framework. Chapter three of this study focused on methodology adopted covering the sample size and techniques, methods of data collection, and methods of data analysis (statistical procedures) and reliability and validity of the data. Chapter four covers data presentation, analysis and interpretation. Finally, chapter five compiles the major research findings, its conclusion, summary and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1. Work life balance

The meaning of work life balance has many unique characteristics. It often depends on the context of the conversation and the speakers view point. It means different things to different groups. The right balance today will probably be different by tomorrow. The right balance when one is single will be different after marriage and having children; when one is on a start to a new carrier versus when one is nearing retirement.

Academics also haven't reached consensus on the understanding and definition of the work life balance concept. Therefore one of the possible definitions or views of the concepts is the division of the activities into two categories: work related and non-work related life. Gröpel (2006) defined it as the division between the different categories of work and non-work nature. Author states that the balance between work and non-work life is seen by individuals, when time is dedicated to both, However it is seen subjectively.

According to the ILO document, work life balance is defined as the distribution of time and effort between work and other aspects of life (Fagan, et al., n.d.). Work-life balance (WLB) refers to the ability of individuals to pursue successfully their work and non-work lives, without undue pressures from one domain undermining the satisfactory experience of the other (Noon & Blyton, 2007).

A "good" work-life balance is defined as a situation in which workers feel that they are capable of balancing their work and non-work commitments, and, for the most part, do so (Moore, 2007).

Generally, work life balance definition includes three important themes. These include the need for employees to achieve an acceptable balance between work and family lives, a need for employer to facilitate their employees by providing programs and provide flexibility to the employees (H.De cieri, n.d).

2.2. Work Life Balance Theories

Specialists have been attempting to propose several theories to clarify the work family linkage and the different viewpoints of the relationship between work, personal and family life. There are two fundamental theories that study role conflicts and its effect on work life balance. These are Boundary theory and Border theory. There are also different theories that was clarified by experts and theories are built on the foundation of the above two theories (Kumar and Janakiram, 2017). Hereunder are the different theories of work life balance.

2.2.1. Border Theory

According to this theory, the flexibility and limitation of switching the boundaries between work and family life will affect the level of integration and will determine the facility of transitions between the two spheres, and the level of conflict between these spheres is closely linked.

The theory addresses the issue of crossing borders between domains of life, especially the domains of home and work. Boundaries that are flexible facilitate integration between work and home domains. When domains are relatively integrated, mutual transition is easier, but that may lead to work family conflict. Conversely, when these domains are segmented, transition is more effortful, but work family conflict is less likely to happen (Bellavia and Frone, 2005).

2.2.2 Boundary Theory

Boundary theory focuses on outcomes such as the meanings people assign to home and work (Nippert-Eng, 1996) and the ease and frequency of transitioning between roles (Ashforth et al., 2000). This theory suggests that individuals manage the boundaries between work and personal life through segmentation processes and/or integration of domains. (Bulgar, Matthews and Hoffamn, 2007).

2.2.3 Compensation Theory

Compensation theory refers to the efforts intended at countering negative experiences in one sphere through increased efforts for positive experiences in another Sphere. This model takes work and family as to be two spheres of life. What we couldn't find in one of the spheres, in terms of demands or satisfactions may be derived from the other sphere of life.

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

2.2.4. Resource Drain Theory

Resource drain theory refers to the transfer of resources from one domain to another; because resources are limited. It is to transfer limited resources available to pursue balance between work and life from one domain to another to make use of resources that are offered optimally (time, money, and attention). There is also needed to move Resources to other domains that are not work and family related, such as community or personal pursuits (Edwards and Rothbard, 2000).

2.2.5. Structural Functionalism Theory

Structural functionalism, or simply functionalism, is "a framework for building theory that sees society as a complex system whose parts work together to promote solidarity and stability". The concept implies that each individual's lifestyles is concerned in particular with two separate domains: productive life which in line with this concept refers to that part of work life which enables one to supply a product or a carrier and emotional lifestyles that's at home that centres round spending time for oneself, spouse, parents, baby care, leisure, health care, etc. Structural functionalism theory believes in the existence of fundamental parting between work and families. As per this theory work and life aspect should work at tandem with each other ,when men and women specialize their activities in separate domains, women at home doing expressive work and relieving men of household chorus and men in the workplace performing instrumental tasks not worrying about house hold responsibilities (Kumar and Janakiram, 2017).

2.2.6. Spill over Theory

The spill over theory is about when individuals experience on one role affects their role in other experiences. This theory suggests the most popular view of work-family relationships. Most researchers found out that there is a high tendency that workers carry the feelings, emotions, attitudes; skills and behaviours that they establish at work into their family life and vice versa (Belsky, Perry-Jenkins and Crouter 1985). Spillover considers multidimensional aspects of work and family relationship. The theory is perceived in two types; either positive or negative. When satisfaction and achievement in one domain may bring along satisfaction and achievement in another domain then we call it Positive spillover. Negative spillover on the other hand refers to the fact that problems, issues and despair in one domain may bring along the same emotion into another domain (Xu, 2009).

A spill over model put forward suggested that one domain can influence the other domain in either a positive or negative way. While, sufficient research to support this model has been reported, need exists for more comprehensive propositions about the nature, causes and consequences of spill over.

2.2.7. Work-Life/Family Enrichment Theory

Greenhaus & Powell (2006) define work-family enrichment as “the extent to which experiences in one role will enhance the quality of life in the other role and reported that employees perceive that their work and life roles enrich each other.

This model, in other words, attempts to explain the positive effects of the relationship between family and work. This theory indicated that there is a degree to which experiences from skills, abilities and values, mood and satisfaction improves the quality of the other domain (Madsen, John and Miller, 2005).

2.3. Factors Affecting Work-Life Balance

Different studies have been devoted in search of backgrounds influencing perception of work-life balance among individuals. Dr. Deepak Shrivastava (2017) identified that there are various factors affecting quality life conditions i.e. Job Satisfaction, Work Stress, Career Growth,

Turnover, Absenteeism, Appreciation and competitive environment in context with Work-life Balance and its practices/policies. There are various factors which affect work-life balance and had been studied by various authors. These factors could be related to an individual, family-related, work-related and family and work-related.

2.3.1. Work Overload

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

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

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

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

According to Bahiru and Mengistu (2018), the main reasons for the work overload can sometimes be the employees' inability to say no, the nature of their company and their work,

the amount of trust and responsibility the company bestowed in them, and the imbalance of their responsibility and their working hour.

2.3.2. Work Arrangement

Many studies have suggested that flexible work arrangements would help the employees to attain a better blend between work and non-work activities and help the organisations to recruit, retain and motivate their employees (Bachmann, 2000) and (Kaur, 2004).

Christensen and Staines (1990) identified that flexitime work arrangement reduced late comings, absenteeism, and turnover. The study concluded that flexible time strategy improved employee productivity by minimising absenteeism, turnover and work family conflict. Hill, Hawkins, Ferris & Weitzman (2001) conducted a study on 6,451 employees of IBM in USA and the study empirically suggested the importance of flexible work timings and location of work place to reduce employee's work life imbalance. The study demonstrated that individual with the perceived job flexibility have the benefit of good work-life balance and were capable of working longer hours. Wayne, Musisca & Fleeson (2004) suggested that limiting work hours may benefit workers to increase the level of work-family balance because fewer work hours may contribute to reduction in work family conflict. Hill, Erickson, Hoimes & Ferris (2010) propounded that, flexi time helps employees to manage their work and family responsibilities effectively there by allowing them to minimize work-family conflict and to improve the performance at work & home.

Julien, Somerville & Culp (2011) had examined the role of alternative work arrangements that helps to reduce work-life conflict in the public sector. The Results revealed that a compressed work week is considered as an alternative work life arrangement that reduces work-life conflict and helps to enhance work-life balance. High levels of management & superior support of flexible work arrangements such as flexible hours and compressed work week were positively related with the ability to balance personal, family and work demands. Recent days, most of international studies have laid higher emphasis on flexible work arrangements and new working conditions compared to other work-life balance initiatives as (Kramar, 1998), (Hill et al. 2010), (Frone, 2003), (Waltman & Sullivan, 2007) and (Carlson, Grywacz & Kacmar, 2010) mentioned.

2.3.3. Life/Family Role Overload

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

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

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

2.3.4. Social Support

Social support can come from both work and non-work sources and that this support is primarily in the form of either emotional support (e.g., listening and providing empathy) or instrumental support (e.g., tangible assistance aimed at solving problem) (Adams, King, and King, 1996). Non-work support is generally conceptualized as family support (Grawitch and Barber, 2010).

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

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

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

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

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

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

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

Wayne, Randel and Stevens (2006) as stated by Shiels (2015) found out that individuals who received resources, such as emotional and practical assistance at home, would feel happier and this would assist them manage their work role. Rincy and Panchanatham (2011) have conducted study on Work-life Balance of women entrepreneurs, the factors influencing their Work Life Balance. The study revealed that role overload, dependent care issues, quality of health, problems in time management and lack of proper support from the family are the major factors causing imbalance in work and personal life of women entrepreneurs.

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

2.3.5. Workplace Support

Thompson, Kirk, and Brown (2005) showed that supervisors have significant influence on professional stress of female police officers and they can reduce moral exhaustion and contribute to a better work-life balance. Warner and Hausdorf (2009) conducted a study on work life issues among health care workers in Canada. The results indicated that a positive relationship exists between the organization and supervisor support for work-life issues and reduction of work- to-family conflict. Tremblay, Genin & Loreto (2011) illustrated the importance of organisational support to work-life balance in a demanding work environment among police officers and agents in Québec using case study methodology involving a questionnaire and in-depth interviews. The findings substantiated the importance for organisations to offer formal and informal support to employees in the work environment to balance their work and family aspects.

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

Supervisors have been recognized as essential to enabling employees to manage work and family. Kossek, Pilcher, Bonder and Hammer (2011) distinguished between general workplace support (e.g., perceived organizational support and supervisor support) and family-specific construct support, such as perceived organizational work-family support and supervisor work-family support. General workplace support can come from various sources, such as supervisor, colleagues, or the organization itself, and is defined as the degree to which employees perceive that supervisors or employers care about their general well-being on the job through providing positive social interaction and resources. Organizational work-family specific support involves the perception that the employer is concerned about their employees' ability to effectively

manage their work and family roles and that the employer facilitates a helpful social environment by providing direct and indirect work-family resources.

Furthermore, it has been argued that although having general organizational support is beneficial and can be viewed as a resource, work-family specific support will have a stronger relationship to work-life conflict than general support (Kossek, et al., 2011).

Hammer, et al., (2009) have conceptualized family-supportive supervision along four dimensions: emotional support, instrumental support, role modelling behaviours, and creative work-family management. Emotional support involves making employees feel comfortable discussing work-family issues and conveying empathy. Instrumental support involves effectively responding to employee work and family needs and requests. Role modelling behaviours refer to the supervisor's ability to demonstrate effective strategies for effective work-family management. Creative work-family management is defined as manager-initiated behaviours intended to restructure work in a way that facilitates employee effectiveness on and off the job (Allen, 2013). Feeling supported could enrich the individual's experience at work, and this could lead to greater satisfaction in the family domain as well as the work domain (Shiels, 2015)

2.3.6. Work-Life Balance Policies

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

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

supervisors' understanding of the effect work/life balance has on their workforce; and employees' awareness and understanding of the company's work/life programs.

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

Providing mothers with support to breastfeed when they return to work may also help new mothers to manage the demands from their work and family domains and, therefore, positively contribute to a decrease in work-life conflict (Cardenas and Major, 2005). One strategy adopted by organizations is to enact policies and programs aimed at providing employees with resources to help them manage their lives (Thompson and Protas 2006). To be successful, management needs to understand the rationale behind the introduction of work-life balance programs and buy into it. It is, therefore, a good idea to include work-life balance training for managers and supervisors.

Straub (2007) had investigated the contribution of work-life balance practices and policies in 14 European countries towards enhancing the career advancement of women to senior management positions. The study identified that only the payment of additional emoluments during maternity leave had a positive effect on WLB.

Hyman & Summers (2007) demonstrated that employees in financial service sector of Scotland were prone to work-life balance issues and emphasised the need for organisations and unions to develop a focus on work-life balance programmes.

2.4. Employee performance

Organizations should focus on improving the organizational performance to gain the competitive advantage. People factor plays an energetic 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 is considered as the major stakeholders in determine the performance of organization. Hence, organizations are increasingly required to focus on improving the job performance of employees to enhance the organization performance.

Performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period (Benardin and Russel, 1998). According to this definition performance is set of outcomes produced during a certain time period. Hence the researchers have developed the working definition of employee performance for study purpose is that, "achievement of targets of the tasks assigned to employees within particular period of time".

According to Campbell (1990) performance is related to that which the individual that is hired do in fulfilling her / his duties and the activities that can be examined and measurable are reflected. According to business dictionary employee performance is the job related activities expected of a worker and how well those activities were executed. The organization success depends on the employee performance.

Performance could be described in various ways. It could be an act of accomplishing or executing a given task (Okunola, 1990). It could also be described as the ability to combine skilfully the right behaviour towards the achievement of organizational goals and objectives (Olaniyan, 1999). Peretemode(1996) argued that job performance is determined by the worker's level of participation in the day to day running of the organization. Job performances are typically determined by the motivation to work hard and high motivation means greater efforts and higher performances (Mitchell, 1982). Thus, it can be said that motivation is to push workers towards improved performance and increased productivity (Tung, 1981). Also the managements 'concern has increased for the employees for keep them motivated on the job (Mitchell, 1973).

Employers use a wide range of motivational techniques including monetary incentives, goal setting, job enlargement, behaviour modification, participation, award and recognition plans, discipline, and counselling. Performance is described as the attained result of skilled workers in some specific situations (Prasetya & Kato, 2011). Robbins (2001) indicated that when

employee feels happy about work related tasks then their performance is increased and he/she performs tasks in better way.

Organizations need highly performing individuals in order to meet their goals, to deliver the products and services they specialize in, and finally to achieve competitive advantage. Performance is also important for the individual employee. Accomplishing tasks and performing at a high level can be a source of satisfaction, with feelings of mastery and pride. Low performance and not achieving the goals might be experienced as dissatisfying or even as a personal failure. Moreover, performance if it is recognized by others within the organization is often rewarded by financial and other benefits. Performance is a major although not the only prerequisite for future career development and success in the labour market. Although there might be exceptions, high performers get promoted more easily within an organization and generally have better career opportunities than low performers (Scotter and Motowidlo, 1996).

In the context of work settings, the performance of all individuals that makes up the organization is targeted towards the achievement of the goals of the organization. The overall productivity of the organization is hinged on the performance of each individual within the organization. Contemporary organizations in today 's context are characterized by such constantly changing dynamics as complexity of customization and competitiveness, importance of people rather than strategies; reliance on technology and the rise of knowledge economy both for the individual employees and the organization as a whole among many other organizational issues (Prasetya & Kato, 2011).

2.5. The Effect of Work Life Balance on Employee Performance

As several empirical studies have showed that the experience of work-life balance is positively related to employees' performance and organizational performance as well (e.g., Harrington and Ladge, 2009; Parkes and Langford, 2008). More specifically, work-life balance has been shown to have positive outcomes, such as low turnover intention, improvement of performance, and job satisfaction (Cegarra, Sánchez and Cegarra, 2012; Nelson, Quick, Hitt, and Moesel 1990; Scandura and Lankau, 1997). Work-life balance contributes to increasing employees' in-role performance (Magnini, 2009). The experience of psychological well-being and harmony in life helps employees concentrate on their work, resulting in better performance.

2.6. Empirical Studies

There are different findings revealed in Africa continent as well related to WLB. As Mukururi and Ngari (2014) found out, there is significant relationship and influence among WLB programs and policies and job satisfaction. Also Kamau, et al. (2013) determines the effects of organizational work-life balance programs on employee job performance at ECO Bank Kenya. Also as Obiageli, Uzochukwu & Ngozi (2015) identified that poor working organizational culture in the commercial banks which may not encourage various types of work life balance practices. The specific objective of this research was to determine the extent to which leave policy affects service delivery.

Most of studies related to this title were from outside of Ethiopia even though there are limited numbers of research done in this country regarding work life conflict and outcomes. Recently employees who live in large cities pass majority of their life at work, and this lifestyle may affect individuals work life balance. The different research work showed this which conducted in different parts of the globe. In a most recent study conducted in our country Ethiopia by Mulu (2012) and Filimon (2015) on the relationship between work overload and job satisfaction in public service organizations, and Work to personal life Interference Personal Life to work Interference Work Overload Job Autonomy, Job Satisfaction found that statistically significant relationship was found between facets of job satisfaction. On the other hand, Wossen (2015) has identified relationship between quality of work life and different factors like environmental, social and managerial factors.

Meanwhile, the WLB issues of employees in Ethiopia are very new. Even in the international arena, studies on this topic are scarce, especially with regard to developing and developed countries. The available reports (Godwyn, 2009; CIBC, 2004) mainly mentioned, developed nations where the prevailing situations are quite different than those of developing and underdeveloped nations. The issue of WLB for women employee in such nations thus needs to be recognised as vitally important to society and as requiring intensive research. As a result, this study specifically focused on women middle and top level administrative staffs in Commercial Bank of Ethiopia, Addis Ababa region and assessed the effect of work life balance factors and its effect on job performance.

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

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

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

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

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

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

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

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

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

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

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

2.7. Research Hypothesis

The following hypothesis is formulated and shall be tested in the course of the study

H1. Work overload has statistically significant effect on employee performance

H2. Work related stress has statistically significant effect on employee performance

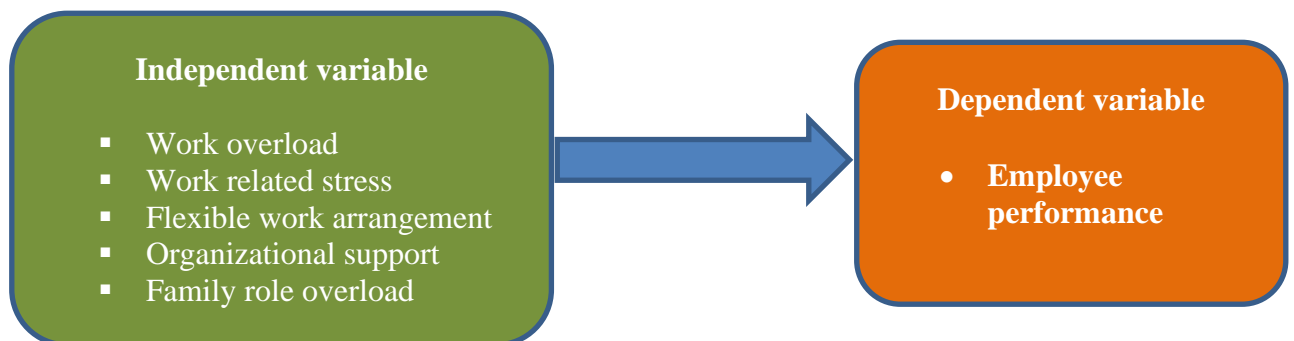
H3: Flexible work arrangement has statistically significant effect on employee performance

H4. Organizational support has statistically significant effect on employee performance

H5. Family role overload has statistically significant effect on employee performance

2.8. Conceptual Framework

Conceptual framework is a visual diagram that captures the main things to be studied that is the key factors, concepts, or variables and the presumed relationships among them.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1.Introduction

In this chapter a research methodology and data collection instruments are discussed in detail to be employed in the research process. It includes; study design, data collection instruments, population and sampling method, data collection procedure, validity and reliability, data analysis methods, ethical considerations are addressed.

3.2.Study Design

The primary aim of this study was to investigate the effect work-life balance on employees work performance. To achieve this objective, descriptive and explanatory type of research designs with quantitative approach was employed.

Explanatory type of research design attempts to clarify why and how there is a relationship between two or more aspect of situation. So that, in this study the explanatory research design was employed to explain, understand and predict the cause and effect relationship between variables that is work - life balance factors independent variables and job performance dependent variable. Moreover, identifying the factors affecting work life balance among employees of UNDP Ethiopia was one of the specific objectives of the study. Therefore, explanatory study design is found to be an appropriate design.

3.3. Research approach

Quantitative research approach was considered as it is more appropriate to determine the extent of a problem, issue by quantifying the variation. This study was also assess the relationship between work-life balance and employees' performance so that it has answer the question of the research by quantifying the variation also quantitative research answers questions through a controlled deductive process, allowing for the collection of numerical data, prediction, the measurement of variables, and use of statistical procedures to analyse and develop inferences from the data.

In descriptive research the study provides a description of relevant aspects of the situation and gives numerical picture of the phenomena. A descriptive type of research design was used to narrate the facts and characteristics of work life balance and employees performance in the study area.

3.4.Target Population

The target population of this research was employees of United Nations Development Programme (UNDP) Ethiopia. The study population was both the national and international staff groups of the sample organization as the issue of work life balance affects both staff groups. Currently there are 115 employees are working in UNDP Ethiopia. The research census study as the number of employees were few.

3.5.Data collection Instruments

The data was collected using questionnaire which contained items that measure the status of work life balance factors and performance of the employees and factors affecting work life balance.

The work life balance measurement tool was developed from Daniels and Carraher (2000) and the other variables measurement was adopted from Kamua et al. (2013). Then after incorporating constructive comments, the revised questionnaire was distributed to the respondents by email on Google forms. It has three parts. These are: -

Background Information (Demographic), Level work life balance measurement and factors (Work overload, Work related stress, Flexible work arrangement, Organizational support and Family role overload) and Overall Work-Life Balance questionnaire. The first part was to obtain background information of respondents that were relevant to the study. The rest part of the questionnaire were to measure the employees' work life balance level, factors of WLB and employees' performance by using a five – point Likert response scale developed by Frone et al. (1992) & Voydanoff (2004) includes strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5).

3.6.Data collection procedure

The researcher was seeking permission from the targeted organization and permission for the survey was granted by the organization. After permission granted, the questionnaires were distributed to the respondents by email using Google forms. Respondents were assured of the confidentiality of their responses and were told that completed questionnaire was collected directly through email and there was no other person seeing the completed questionnaires.

Structured questionnaires were sending through email based on the location of the sample respondent with a short note requesting for answering all the questions and return the questionnaire on the set time.

3.7.Validity and Reliability

Validity is the extent to which the results really measure what they are supposed to measure. Since the study used census study the scores represent the variable they are intended to address. Moreover, as Uma (2000) suggests adaption of items used by previous researchers is advisable because of the approval of content validity and criterion related validity of these items by previous scholars. As the variables used in the study are taken from review of related literature.

Cronbach's Alpha reliability test was used to test the internal consistency of the instrument. Coefficient of 0.7 is a commonly used as the cut of point of acceptable reliability according to Hair et al. (2010).

A pilot survey was conducted on 10 employees' government organization. This preliminary analysis helped to determine whether the questionnaires were reliable and valid for data collection. Cronbach's alpha values for all constructs except one were above the recommended 0.70 value, indicating good reliability Hair et al. (2010). For work overload, the alpha coefficient was 0.654, approaching Hair's recommendation of 0.70.

Table 1: Cronbach's Alpha result measures

Variable	No of items	Cronbach's Alpha(α) Result
Work life balance factors		
Work overload	5	0.654
Work related stress	5	0.870
Flexible work arrangement	5	0.733
Organizational support	5	0.880
Family role overload	5	0.871
Employee performance measurement		
Employee performance	6	0.930

3.8.Data Analysis Methods

After data collection, descriptive statistics was analysed quantitatively using statistical packages for social sciences, SPSS version 20. The respondents' personal and job related profile was described using frequencies and percentages. The responses collected on the dependent and independent variables were summarized and described using mean and standard deviation. Correlation analysis was done to check the strength of the relationship between the independent and dependent variables and the direction of the relationship. Regression analysis was done to understand by how much each independent variable explains the dependent variable.

3.9.Ethical Considerations

While doing the study, appropriate ethical considerations were made. A written letter that explained purpose of the study was obtained from the university and provided to the UNDP Ethiopia head office. The respondents were also assured that they were not confused and that their response was remain confidential and used for academic purpose only. Cover letters explained the purpose of the questionnaire and the right to accept or refuse to participate in the research activities were given to the respondents of this study. Any written materials were clearly cited, acknowledged and continued till the end of the study.

CHAPTER FOUR

DATA PRESENTATIONS AND ANALYSIS

The general objective of this study was to examine the effect of work-life balance on employee performance among the employees of UNDP Ethiopia, Addis Ababa.

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

4.1. Demographic characteristics

As the number of employees was few (115 employees) at UNDP Ethiopia, this study used census study. Due to the problem of COVID-19 employees were stayed at home, the researcher couldn't get all the staffs. As a result, a total of 56 (48.7%) employees responding the questionnaires sent prepared by Google forms via email. These collected questionnaires were used for the analysis using SPSS version 20.

Descriptive statistics of frequency and percentage was used to obtain the participants gender, age, educational status, marital status, has child/children, service year and current position of respondents in the organizations and presented in the following tables.

Table 2: Background and general information of respondents

Item	Frequency	Percent	Valid percent
Sex			
Male	34	60.7	60.7
Female	22	39.3	39.3
Total	56	100.0	100.0
Age			
20 – 30 years	6	10.7	11.5
30 – 40 years	26	46.4	50.0
40 – 50 years	14	25.0	26.9
>50 years	6	10.7	11.5
Missing	4	7.1	
Total	56	100.0	
Educational status			
Diploma	1	1.8	1.8
Bachelor’s degree	9	16.1	16.1
Master’s degree	36	64.3	64.3
Doctoral degree (PhD)	10	17.9	17.9
Total	56	100.0	100.0
Marital status			
Unmarried	21	37.5	38.9
Married	33	58.9	61.1
Missing	2	3.6	
Total	56	100.0	
Has Child/Children			
No	20	35.7	37.0
Yes	34	60.7	63.0
Missing	2	3.6	
Total	56	100.0	
Work experience			
<5 years	1	1.8	1.8
5 – 10 years	13	23.2	23.2
10 – 20 years	29	51.8	51.8
>20 years	13	23.2	23.2
Total	56	100.0	100.0

Source: Survey result

The above table showed that 34 (60.7%) of the respondents were males and the remaining 22 (39.3%) respondents were female. Majority of the age group, 26 (46.4%), of the respondents were 30 – 40 years with the mean age of 40.29, the minimum and maximum age were 26 and 57 years of old respectively.

Thirty six (64.3%) of the total 56 valid respondents have educational background of Master's degree followed by 10 (17.9%), 9 (16.1%) and 1 (1.8%) of respondents have educational background of PhD, Bachelor's degree and diploma respectively. This analysis shows that all the respondents have adequate educational background to clearly understand the concepts rose in the questionnaire and give appropriate response.

Regarding the marital status, 33 of the respondents were married which constitute 58.9% of the total response while the remaining 21 candidates were unmarried constituting 37.5% of the total response. Twenty of the respondents hadn't any child representing 35.7% of the total respondents whereas 34 of the respondents were having child/children constituting 60.7% of the total response. This showed that the respondents have the opportunity to response to the questions raised on the questionnaire both from the family perspective as well as their individual perspective.

Only one of the total 56 valid respondents were having less than 5 years' experience whereas 13 and 29 respondents have served 5-10 and 10-20 years representing 23.2% and 51.8% respectively. Number of respondents having an experience for 20 years and above are 13, representing 23.2% of the total response. Analysis of the respondent's service year showed that significant number of the respondents can understand the culture of their respective organizations well to fairly judge the efforts made by the organization with regard to maintaining the work life balance of their respective employees based on their practical experience.

4.2. Descriptive Analysis of the Variables

Descriptive statistics of mean for central tendency and standard deviation for variability was used to conduct the data analysis concerning the dependent and independent variables. To examine the strength of the dependent and independent variable relationship, correlation and

multiple regressions were done to estimate the relationships among the dependent and the five independent variables.

The independent variables contain 25 questions that asked respondents to state their perception of each variable. Each of the independent variables such as Work overload, Work related stress, Flexible work arrangement, Organizational support and Family role overload has 5 items. The dependent variable employee performance scale has 6 items that measure the work-life balance of the participants. The mean score measurement used by Pihie (2009) was applied where mean score of <3.39 considered as low, mean score of 3.4-3.79 as moderate and mean score of >3.8 as high.

4.2.1. Work overload

Table 3: Percentage Analysis of Work Overload

Work overload	Strongly disagree n (%)	Disagree n (%)	Neutral n (%)	Agree n (%)	Strongly agree n (%)	Total	Mean
I usually work long hours	0 (0.0)	2 (3.6)	4 (7.1)	20 (35.7)	30 (53.6)	56	4.39
There isn't much time to socialize/relax with my partner/family in the week	2 (3.6)	9 (16.1)	13 (23.2)	20(35.7)	12 (21.4)	56	3.55
I have to take work home most evenings	1 (1.8)	11 (19.6)	7 (12.5)	17 (30.4)	20 (35.7)	56	3.79
I often work late/weekends to deal with paperwork without interruptions	2 (3.6)	8 (14.3)	10 (17.9)	19 (33.9)	17 (30.4)	56	3.73
Relaxing and forgetting about work issues is hard to do	2 (3.6)	7 (12.5)	8 (14.3)	26 (46.4)	13 (23.2)	56	3.73
Total	7	37	42	102	92		
Grand mean							4.14

Source: Survey result

Key: 1= strongly disagree; 2= disagree; 3=neutral; 4=agree; 5=strongly agree

Details of the above table per individual questions showed that the work overload factors affecting employees personal life varies from one question to another. The respondents were

asked to answer questions related to the influence of work overload on employee performance and descriptive statistics of mean shows that on average 56 respondents have got 3.84 with a maximum 4.39 and a minimum of 3.55 mean. Hence, 3.84 represent the high mean score response.

Thirty respondents (89.3%) strongly agree/agree that they usually work long hours while 4 (7.1%) are not aware or neutral and the remaining 2 respondents (3.6%) disagree. Eleven (19.6%) disagree/strongly disagree that there isn't much time to socialize/relax with their partner/family in the week whereas 13 (23.2%) are neutral and 32 (57.1%) of them strongly agree/agree that there isn't much time to socialize/relax with their partner/family in the week.

Twelve (21.4%) of the respondents strongly disagree/disagree that they have to take work home most evenings whereas 7 (12.5%) are neutral and the remaining 37 (66.1%) strongly agree/agree that they have to take work home most evenings.

Thirty six (64.3%) strongly agree/agree that they often work late/weekends to deal with paperwork without interruptions whereas 10 (17.9%) are neutral and the remaining 10 (17.9%) disagree/strongly disagree. Thirty nine respondents representing 69.6% strongly agree/agree that relaxing and forgetting about work issues is hard to do whereas 8 (14.3%) are neutral and the remaining 9 (16.1) of them strongly disagree/disagree.

When we see the general outcomes of the responses as to how work load is affecting the respondent's personal life, we can observe that 69.3% of the respondents are affected by their work whereas the remaining 30.7 % are not.

The summary of the responses given by the respondents to the five questions above the table showed that 2.5 % of the respondents strongly disagree that their work overload is affecting their family life whereas 13.2% disagree;15.0% of the respondents neither agree nor disagree showing no awareness if their current job assignment has affected their personal/family life. However, 36.4% and 32.9% of the respondents replied that the current job burden is affecting or strongly affecting their family life. Besides the grand mean (4.14) showed that work overload was found to be high which implies that the respondents perceived high level of work overload in their organization.

4.2.2. Work related stress

Summary of the results on the table below showed that 64.6 % of the respondents strongly agree/agree that the work related stress is affecting their effectiveness at work place. 21.4% of the response showed that the respondents are either neutral or they are not aware of the effects of work related stress on their workplace. The remaining 13.9% of the response shows respondents disagree/strongly disagree that work related stress affects their workplace.

Table 4: Percentage Analysis of Work related stress

Work related stress	Strongly disagree n(%)	Disagree n(%)	Neutral n(%)	Agree n(%)	Strongly agree n(%)	Total	Mean
I worry about the effect of work stress on my health	0 (0.0)	6 (10.7)	8 (14.3)	29 (51.8)	13 (23.2)	56	3.88
My relationship with my partner is suffering because of the pressure or long hours of my work	7(12.5)	3 (5.4)	16 (28.6)	18 (32.1)	12 (21.4)	56	3.45
My family are missing out on my input, either because I don't see enough of them/am too tired	2 (3.6)	10 (17.9)	11 (19.6)	21 (37.5)	12 (21.4)	56	3.55
Finding time for hobbies, leisure activities, or to maintain friendships and extended family relationships is difficult	1 (1.8)	7 (12.5)	13 (23.2)	22 (39.3)	13 (23.2)	56	3.70
I would like to reduce my working hours and stress levels, but feel I have no control over the current situation	1 (1.8)	2 (3.6)	12 (21.4)	29 (51.8)	12 (21.4)	56	3.88
Total	11	28	60	119	62		
Grand mean							4.05

Source: Survey result

Key: 1= strongly disagree; 2= disagree; 3=neutral; 4=agree; 5=strongly agree

As presented in the above table, the respondents were asked to answer questions related to the influence of work related stress on employee performance and descriptive statistics of mean shows that on average 56 respondents have got 3.69 with a maximum 3.88 and a minimum of 3.45 mean. Hence, 3.69 represent the moderate mean score response.

Forty two respondents (75.0%) believe strongly agree/agree that they worry about the effect of work stress on their health while 8 (14.3%) are neutral and the remaining 6 (10.7%) disagree/strongly disagree that they worry about the effect of work stress on their health.

The numbers of respondents who strongly agree/agree that their relationship with their partner is suffering because of the pressure or long hours of their work are 30 constituting 53.6 % of the respondents. Sixteen respondents (28.6%) are neutral while 10 (17.9%) strongly disagree/disagree that their relationship with their partner is suffering because of the pressure or long hours of their work.

Thirty two (57.1%) of the respondents strongly agree/agree that their family are missing out on their input, either because they don't see enough of them/are too tired; 11 (19.6%) are neutral and the remaining 12 (21.4%) strongly disagree/disagree.

62.5% (35) of respondents feel that finding time for hobbies, leisure activities, or to maintain friendships and extended family relationships is difficult while 23.2% (13) of them respond that they are neutral and the remaining 14.3% (8) of them strongly disagree/disagree that they have such experience at home.

Forty one (73.2%) of the respondents strongly agree/agree that they would like to reduce their working hours and stress levels, but feel they have no control over the current situation while 12 (21.4%) are neutral and the remaining 3(5.4%) strongly disagree/disagree that they would like to reduce their working hours and stress levels.

General overview of the responses shows that majority of the respondents have work related stress that is affecting their effectiveness at their workplace. The grand mean (4.05) also indicated that work-related stress was found to be high implying the respondents were having high level of work-related stress.

4.2.3. Flexible work arrangement

The result on the table below showed 75.3% of the respondents replied that flexible Work arrangement helped them better manages their work life balance. 12.9% of the response showed that the respondents are not sure if there is such practice in their organization and the remaining 11.8% of them disagree about the presence of such practices in their respective organization.

Table 5: Percentage Analysis of flexible Work arrangement

Flexible Work arrangement	Strongly disagree n (%)	Disagree n (%)	Neutral n (%)	Agree n (%)	Strongly agree n(%)	Total	Mean
There is a flexible working hour management at your organization	7 (12.5)	4 (7.1)	11 (19.6)	23 (41.1)	11 (19.6)	56	3.48
Flexible working hours allow to balance personal commitments	0 (0.0)	9 (16.1)	4 (7.1)	27 (48.2)	16 (28.6)	56	3.89
Flexible working hours allow to focus more on the job at work	0 (0.0)	8 (14.3)	7 (12.5)	22 (39.3)	19 (33.9)	56	3.93
Attendance and punctuality has improved as a result of utilizing flexible working hours	0 (0.0)	5 (8.9)	11 (19.6)	28 (50.0)	12 (21.4)	56	3.84
Flexible working hours motivate and give sense of satisfaction and wellbeing	0 (0.0)	0 (0.0)	3 (5.4)	22 (39.30)	31 (55.4)	56	4.50
Total	7	26	36	122	89		
Grand mean							4.23

Source: Survey result

Key: 1= strongly disagree; 2= disagree; 3=neutral; 4=agree; 5=strongly agree

In the above table, respondents were asked to answer questions related to the influence of flexible work arrangement on employee performance and descriptive statistics of mean shows that on average 56 respondents have got 3.93 with a maximum 4.50 and a minimum of 3.48 mean. Hence, 3.93 represent high mean score response.

Analysis of the response for each question under flexible work arrangement showed that thirty-four (60.7%) of the respondents strongly agree/agree that there is a flexible working hour

management at your organization. 11 (19.6%) respondents are not sure if they get such practice at work whereas 11 (19.6%) disagree/strongly Disagree. Forty-three (76.8%) of the respondents strongly agree/agree that flexible working hours allow to balance personal commitments. 4 (7.1%) respondents are not sure if they get such assistance at work whereas 9 (16.1%) disagree/strongly Disagree.

The number of respondents who strongly agree/agree that Flexible working hours allow to focus more on the job at work of the employees are 41 (73.2%), 7 (12.5%) are not sure whereas the remaining 8(14.3%) respondents disagree. The number of respondents who strongly agree/agree that attendance and punctuality has improved as a result of utilizing flexible working hours are 40 (71.4%), 11 (19.6%) are not sure whereas the remaining 5 (8.9%) respondents disagree. Respondents that strongly agreed/agreed that flexible working hours motivate and give sense of satisfaction and wellbeing are 53 (94.6%) whereas 3 (5.4%) are not sure.

Overall review of the flexible work arrangement for the respondents showed that the sample organization has significant flexible work arrangement for their employees to enable them get a good work life balance. The grand mean (4.23) also showed that flexible work arrangement was found to be high implying high level of flexible work arrangement was perceived by employees helped them better manage their work life.

4.2.4. Organizational support

Analysis of the result showed that 61.5% of the responses strongly agree/agree that respondents of the sample organization have organizational support for supporting work life balance of their employees. 20.7% of the response showed that respondents are not sure if the organization has support. The remaining 3.9% of the response showed that they disagree/strongly disagree about the organization support for work life balance.

Table 6: Percentage Analysis organizational support

Organizational support	Strongly disagree n(%)	Disagree n (%)	Neutral n (%)	Agree n (%)	Strongly agree n(%)	Total	Mean

There is non-financial and financial support in the working environment	8 (14.3)	10 (17.9)	18 (32.1)	19 (33.9)	1 (1.8)	56	2.91
There are health programs like stress management and other kind of health program	2 (3.6)	9 (16.1)	8 (14.3)	30 (53.6)	7 (12.5)	56	3.55
There is job related counseling service that employees are getting from the organization	0 (0.0)	16 (28.6)	13 (23.2)	20 (35.7)	7 (12.5)	56	3.32
Financial support makes staff to be more committed and motivated at work as well as to fulfill personal commitments	0 (0.0)	3 (5.4)	15 (26.8)	28 (50.0)	10 (17.9)	56	3.80
Organizational support (financial and nonfinancial) helps to balance work and personal life commitments	1 (1.8)	1 (1.8)	4 (7.1)	32 (57.1)	18 (32.1)	56	4.16
Total	11	39	58	129	43		
Grand mean							3.14

Source: Survey result

Key: 1= strongly disagree; 2= disagree; 3=neutral; 4=agree; 5=strongly agree

As presented in the above table, the respondents were asked to answer questions related to the influence of organizational support on employee performance and descriptive statistics of mean shows that on average 56 respondents have got 3.55 with a maximum 4.16 and a minimum of 2.91 mean. Hence, 4.16 represent high mean score response.

Detail analysis of the above table showed the following results: Twenty of respondents (35.7%) strongly agree/agree that there is non-financial and financial support in the working environment. 36 (64.5%) are not sure of such support or strongly disagree/disagree that their

organization has such practice. The percentage of respondents who strongly disagree/disagree or are not aware of if there are health programs like stress management and other kind of health program are 19 (33.9%) whereas those who strongly agree/agree are 37 (66.1%).

Twenty seven (48.2%) of the respondents strongly agree/agree that there is job related counselling service that employees are getting from the organization. 13 (23.2%) are neutral and the remaining 16 (28.6%) disagree. Thirty eight (67.9 %) of the respondents strongly agree/agree that financial support makes staff to be more committed and motivated at work as well as to fulfil personal commitments. 15 (26.8 %) are neutral and the remaining 3 (5.4%) disagree. The percentages of respondents who strongly disagree/disagree or are not aware of if organizational support (financial and nonfinancial) helps to balance work and personal life commitments are 6 (10.7%) whereas those who strongly agree/agree are 50 (89.3%).

Generally, the grand mean (3.14) showed that organizational support was found to be low implying low level of organizational support was perceived by employees.

4.2.5. Family role overload

Summary of the result showed that 52.8% of respondents agree/strongly agree that they have family role overload at home. 28.3% of the responses show that the respondents are not sure if they have family role overload. The remaining 18.9% respondents do not have a family role overload.

Table 7: Percentage Analysis of family role overload

Family role overload	Strongly disagree n (%)	Disagree n (%)	Neutral n (%)	Agree n (%)	Strongly agree n(%)	Total	Mean
I feel I have a lot of responsibility in my home life	0 (0.0)	6 (10.7)	17 (30.4)	12 (21.4)	21 (37.5)	56	3.86
I feel that I have not enough time to get everything I want get done at home	2 (3.6)	9 (16.1)	8 (14.3)	19 (33.9)	18 (32.1)	56	3.75

I don't have enough time to do what is expected of me in my home	2 (3.6)	7 (12.5)	12 (21.4)	19 (33.9)	16 (28.6)	56	3.71	
I have too much work for one person to do in my home	0 (0.0)	14 (25.0)	24 (42.9)	10 (17.9)	8 (14.3)	56	3.21	
My home life often takes my attention	0 (0.0)	13 (23.2)	18 (32.1)	14 (25.0)	11 (19.6)	56	3.41	
Total	4	49	79	74	74			
Grand mean								3.95

Source: Survey result

Key: 1= strongly disagree; 2= disagree; 3=neutral; 4=agree; 5=strongly agree

As the above table, respondents were asked to answer questions related to the influence of family role overload on employee performance and descriptive statistics of mean shows that on average 56 respondents have got 3.59 with a maximum 3.86 and a minimum of 3.21 mean. Hence, 3.59 represent moderate mean score response.

Detail review of the responses shows that there is a variation among respondents as to which family role overload factor is greatly affecting their effectiveness at workplace. Thirty three respondents (58.9%) believe strongly agree/agree that they feel they have a lot of responsibility in their home life while 17 (30.4%) are neutral and the remaining 6 (10.7%) disagree that they have such an experience. The number of respondents who strongly agree/agree that they feel that they have not enough time to get everything they want get done at home are 37 constituting 66.1% of the respondents, 8 respondents (14.3%) are neutral while 11 (19.6%) strongly disagree/disagree that they have such responsibility at home affecting their workplace.

Thirty five (62.5%) of the respondents strongly agree/agree that they don't have enough time to do what is expected of them in their home, 12 (21.4%) are neutral and the remaining 9 (16.1%) strongly disagree/disagree. 32.1% (18) of the respondents feel that they have too much work for one person to do in their home, 24 (42.9%) are neutral and the remaining 14 (25.0%) disagree that they have such experience at home. Thirteen (23.2%) of the respondents disagree

that their home life often takes their attention, 18 (32.1%) are neutral and the remaining twenty five (44.6%) strongly agree/agree that they have such experience at home affecting their workplace.

General overview of the responses shows that majority of the respondents have family role overload that is affecting their effectiveness at their workplace. The grand mean (3.95) supported this as family role overload was high that showed high level of family role overload was perceived by the employees.

4.2.6. Employee performance

The employee job performance was determined using self-rating questionnaire. The table summary below showed that 25.4% of the responses strongly agree/agree that the respondents rated themselves highly performing. 22.0% of the response showed that the respondents rated them neutral. The remaining 52.6% of the responses showed that the respondents strongly disagree/disagree; they rated themselves as not performing well.

Table 8: Percentage Analysis of Employee performance

Overall employee performance	Strongly disagree n(%)	Disagree n (%)	Neutral n (%)	Agree n (%)	Strongly agree n(%)	Total	Mean
I am highly productive in my current level	5 (8.9)	15 (26.8)	16 (28.6)	11 (19.6)	9 (16.1)	56	3.07
Meeting deadline at work	2 (3.6)	17 (30.4)	11 (19.6)	17 (30.4)	9 (16.1)	56	3.25
Using time effectively to ensuring priorities at work	0 (0.0)	11 (19.6)	10 (17.9)	23 (41.1)	12(21.4)	56	3.64
I am consistently searching for new solutions and services to provide better support to our clients.	3 (5.4)	14 (25.0)	9 (16.1)	20 (35.7)	10(17.9)	56	3.36

I am generally satisfied about my job performance	2 (3.6)	12 (21.4)	8 (14.3)	19 (33.9)	15(26.8)	56	3.59	
Arriving to work on time	1 (1.8)	5 (8.9)	20 (35.7)	18 (32.1)	12(21.4)	56	3.63	
Total	67	110	74	72	13			
Grand mean								3.05

Source: Survey result

Key: 1= strongly disagree; 2= disagree; 3=neutral; 4=agree; 5=strongly agree

As presented above, the respondents were asked to answer questions related to the status of employee performance and descriptive statistics of mean shows that on average 56 respondents have got 3.05 with a maximum 3.64 and a minimum of 3.07 mean. Hence, 3.05 represent low mean score response.

Analysis of the responses on each question showed the following results: twenty (35.7%) of the respondents strongly agree/agree that they are highly productive in their current level, 16(28.6%) are not sure if they are productive and the remaining 20 (35.7%) strongly disagree/disagree. The number of respondents who strongly agree/agree that meeting deadlines of tasks are 26(46.4%), 11 (19.6%) are not sure whereas the remaining 19 (33.9%) respondents disagree/strongly disagree.

The number of respondents who strongly agree/agree that using time effectively to ensure priorities at work is high are 35 (62.5%), 10 (17.9%) are not sure whereas the remaining respondents 11 (19.6%) disagree. Thirty (53.6%) of the respondents strongly agree/agree that they are consistently searching for new solutions and services to provide better support to their clients, 9 (16.1%) are not sure if they are consistently searching for new solutions and the remaining 17 (30.4%) strongly disagree/disagree.

The number of respondents who strongly agree/agree that they are generally satisfied with their work performance are 34 (60.7%), 8 (14.3%) are neutral whereas the remaining 14 (25.0%) respondents disagree/strongly disagree. Thirty (53.6%) of the respondents strongly agree/agree that they arrive at work on time to perform their work activities; 20 (35.7%) are not sure and the remaining 6 (10.7%) strongly disagree/disagree.

The grand mean (3.05) response of the respondents about their employee performance was perceived as low level.

Table 9: Mean Scores and Standard Deviations for study variables

	Mean	Standard deviation	N
Independent variable			
Work overload	4.14	0.819	56
Work related stress	4.05	0.923	56
Flexible work arrangement	4.23	0.713	56
Organizational support	3.14	0.923	56
Family role overload	3.95	0.818	56
Dependent variable			
Employee performance	3.05	0.818	56

Source: Survey result

Key: 1= strongly disagree; 2= disagree; 3=neutral; 4=agree; 5=strongly agree

The descriptive statistics of the variables in Table 8 show the mean score, standard deviation and number of respondents for the variables of the study under the specific dimensions. To describe the mean score of the participants, mean score measurement used by Pihie (2009) was applied where mean score of <3.39 considered as low, mean score of 3.4-3.79 as moderate and mean score of >3.8 as high.

Result of the descriptive analysis of work overload was found to be high (M=4.14, SD=0.819) which implies the respondents perceived high level of work overload in their organization. The descriptive analysis result of work-related stress was found to be high (M=4.05, SD=0.923) implying the respondents were having high level of work-related stress.

Regarding the descriptive analysis result of Flexible work arrangement, it was found to be high (M=4.23, SD= .713) implying high level of flexible work arrangement was perceived by employees. Result of the descriptive analysis of organizational support was found to be low (M=3.14, SD=0.923) implying low level of organizational support was perceived.

The result of the descriptive analysis on Family role overload was high (M=3.95, SD=0.818) that showed high level of Family role overload was perceived by the employees. The mean response of the respondents about their employee performance was low (M=3.05, SD=0.818) which showed that respondents perceived low level of employee performance.

4.3. Correlation Analysis

Correlation analysis was conducted to identify if there are possible relations between the variables. The correlation can either be positive or negative, positive correlation exists if one variable increases simultaneously with the other and negative correlation exists if one variable decreases when the other increases. Pearson correlation coefficient (r) was used to indicate the strength and direction of the relationship using the guide that Evans (1996) suggested for absolute value of (r). Pearson correlation is the most widely used correlation statistic to measure the degree of the relationship between linearly related variables.

Table 10: Correlations between Employee performance predictors and Work Life Balance

		Correlations					
		Work overload	Work related stress	Flexible work arrangement	Organizational support	Family role overload	Employee performance
Work overload	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	56					
Work related stress	Pearson Correlation	.567**	1				
	Sig. (2-tailed)	.000					
	N	56	56				
Flexible work arrangement	Pearson Correlation	.036	.064	1			
	Sig. (2-tailed)	.795	.641				
	N	56	56	56			
Organizational support	Pearson Correlation	-.148	-.052	-.024	1		
	Sig. (2-tailed)	.277	.704	.863			
	N	56	56	56	56		
Family role overload	Pearson Correlation	.310	.582**	.084	-.158	1	
	Sig. (2-tailed)	.020	.000	.538	.244		
	N	56	56	56	56	56	
	Pearson Correlation	-.364**	-.533**	.134	.279*	-.484**	1

Employee performance	Sig. (2-tailed)	.006	.000	.325	.038	.000	
	N	56	56	56	56	56	56
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							

Source: Survey result

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

Correlation between work overload and Employee performance

The results of the correlation between Work Overload and employee performance was found out to be moderate but significant and negative ($r=-.364$, $p<.01$).

Correlation between work related stress and Employee performance

According to the above table work related stress was found to have a negative moderate relationship with Employee performance ($r=-.533$, $p<.01$).

Correlation between flexible work arrangement and Employee performance

The results of the correlation between flexible work arrangement and Employee performance was not found to be significant ($r=.134$, $p=.324$).

Correlation between organizational support and Employee performance

The results of the correlation between Organizational support and Employee performance was found to be weak but significant and positive ($r=.279$, $p<.05$).

Correlation between family role overload and Employee performance

Moderate but significant negative relationships were found between Family role overload and employee performance ($r=-.484$, $p<.01$).

4.4. Regression Analysis

Regression analysis was performed to realize by how much the combination of independent variables explain the dependent variable.

Assumptions such as normality and linearity tests were conducted to check whether the data fits for regression analysis or not. The result showed that the data is normally distributed (or bell-shaped). So the data fits for regression analysis.

The results of regression for each predictor of work life balance with the employee performance are presented below.

Regression between Predictors with Employee performance

Table 11: Regression Model between predictors and Employee performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.644 ^a	.415	.356	.657

a. Predictors: (Constant), Family role overload, Flexible work arrangement, Work overload, Organizational support, Work related stress

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.285	5	3.057	7.091	.000 ^b
	Residual	21.555	50	.431		
	Total	36.839	55			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Family role overload, Flexible work arrangement, Work overload, Organizational support, Work related stress

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.028	.718		7.007	.000

Work overload	-.364	.127	-.364	-2.876	.006
Work related stress	-.473	.102	-.533	-4.635	.000
Flexible work arrangement	.154	.155	.134	0.994	.325
Organizational support	.247	.116	.279	2.131	.038
Family role overload	-.484	.119	-.484	-4.067	.000

a. Dependent Variable: Employee performance

From the regression model shown in table above, a value of $R=.644$, indicates a positive prediction of the independent variables on the dependent variable, employee performance. The adjusted R^2 value of .415 shows the five independent variables explain 35.6% of the variations in employee's performance, which is the dependent variable.

One can see from the ANOVA table that the independent variables statistically significantly predict the dependent variable, $F(5, 50) = 7.091$, $p < .05$ which means the regression model is a good fit of the data.

When we see the beta value of the first variable, it is negative (-.364) and is statistically significant (0.006) at 1% significance level. This indicates that as the workload increase by 1%, the employee's performance will be decreased by 36.4%. Based on this fact, the researcher failed to reject the first hypothesis (H1) which says "Work overload has statistically significant effect on employee performance". Therefore, the researcher infers that there is strong and inverse relationship between overload and performance. This finding is similar with the findings of Elloy and Smith (2003) stated that overload tends to happen when employees receive several work demands that are beyond their capabilities. Duxbury and Higgins (2003) stated that the overload occurs when the total demands on time and energy associated with the prescribed activities of multiple roles are too great to perform the roles adequately or comfortably.

Regarding the beta value of the variable work related stress, it is negative (-.533) and is statistically significant (0.000) at 1% significance level. This indicates that as the work related stress increase by 1%, the employee's performance will be decreased by 53.3%. Based on this fact, the researcher failed to reject the second hypothesis (H2) which says "Work related stress has statistically significant effect on employee performance". Therefore, the researcher infers

that there is strong and inverse relationship between work related stress and employee performance.

When one observes the beta value of the variable flexible work arrangement, it is positive (.134) and is statistically insignificant (0.325). Based on this fact, the researcher rejects the third hypothesis (H3) which says “Flexible work arrangement has statistically significant effect on employee performance”. This finding is supported by Bryon and Mesmer Magnus which stated as “although a positive relationship would be expected, research findings have been inconsistent, suggesting a complex picture in which flexibility does not always facilitate a better work-life balance for working parents” (Bryon, 2005; Mesmer Magnus & Viswesvaran, 2006). Overall, the research suggests that the effect of flexibility is relatively small (Shockley & Allen, 2007).

We can see the beta value of organizational support, it is positive (.279) and is statistically significant (.038) at 5% significance level. This indicates that as the organizational support increase by 5%, the employee’s performance will be increased by 27.9%. Based on this fact, the researcher failed to reject the fourth hypothesis (H4) which says “Organizational support has statistically significant effect on employee performance”. Therefore, the researcher infers that there is strong and direct relationship between organizational support and employee performance. This finding is supported by Warner and Hausdorf (2009) which indicated a positive relationship exists between the organization support for work-life issues and reduction of work-to-family conflict. Tremblay, Genin & Loreto (2011) illustrated the importance of organisational support to work-life balance in a demanding work environment and substantiated the importance for organisations to offer formal and informal support to employees in the work environment to balance their work and family aspects.

When we see the beta value of family role overload, it is negative (-.484) and is statistically significant (0.000) at 1% significance level. This indicates that as the family role overload increase by 1%, the employee’s performance will be decreased by 48.4%. Based on this fact, the researcher failed to reject the fifth hypothesis (H5) which says “Family role overload has statistically significant effect on employee performance”. Therefore, the researcher infers that there is strong and inverse relationship between family role overload and performance. This

finding is similar with the findings of O'Driscoll et al. 2006 stated as the combination of reduced time available and increased work and family demands for many employed parents obviously creates additional role stress' that affect their performance.

4.5. One –way ANOVA

The One-way ANOVA is used to determine whether there are any statistically significant differences between the means of the variables Work overload, Work related stress, Flexible work arrangement, Organizational support, Family role overload and the employee performance perceived by employees who have child/children. It was also conducted to determine whether there are any statistically significant differences between the means of the independent and dependent variables among female and male employees.

4.5.1. One –way ANOVA for having child/children

The descriptive table provides useful descriptive statistics, including the mean, standard deviation and 95% confidence intervals for the variables of the study for having child/children under study.

The output of the ANOVA analysis shows if there is a statistically significant difference in the predictors of work-life balance and the employee performance between the presence or absence of child/children under study. We can see that the significance value for Flexible work arrangement is 0.001, which is below 0.05 and, therefore, there is a statistically significant difference in the perception of Flexible work arrangement of employees between the presence/absence of child/children. The significance value for Work overload ($p=.537$), Work related stress ($p=.748$), Family role overload ($p=.133$) and Organizational support ($p=.977$) are above 0.05 which showed that there are no statistically significant differences in performance of employees, Work related stress, Family role overload and Organizational support of employees among the presence/absence of child/children.

CHAPTER FIVE

SUMMARY, CONCLUSION & RECOMMENDATION

5.1. Summary

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

The study was conducted by emailing 56 questionnaires to employees currently working in UNDP Ethiopia; all emailed questionnaires were completely filled and used for data analysis. In order to know the internal consistency and validity of questions in questionnaire Cronbach-alpha coefficients was computed. The overall scale reliability was found to be 0.823, which is higher than the standard value of 0.70.

This research was conducted to study the predictors of work-life balance on employee performances of selected organization. It aimed to examine the effects of these predictors on employee's performance. The summary of findings from this research on analysis of the predictors of work life balance in the selected sample organization is presented in the following way.

Majority (60.7%) of the respondents were males with the age group of 30-40 years (46.4%). Regarding the educational background, majority (64.3%) of them were having Master's degree. Married respondents were the larger (58.9%) and majority of them (51.8%) were experienced more than 10 years.

The respondents were asked to answer questions related to the influence of work overload on employee performance resulted in an average high mean score (3.84) response. Among the questions which measure work overload majority of them replied that they usually work long hours.

Most (64.6 %) of the respondents related to work related stress were strongly agree/agree. The average mean score of the respondents related to the influence of work related stress on employee performance was 3.69 with a maximum and minimum mean of 3.88 and 3.45

respectively. Worry about the effect of work related stress on their health was replied by majority of the respondents.

Regarding the flexible work arrangement, the result showed that majority (75.3%) of them responded that flexible work arrangement help them better manages their work life balance. For the questions related to the influence of flexible work arrangement on employee performance, an average means score response was high with a maximum and minimum mean of 4.50 and 3.48 respectively. Flexible working hours allow to balance personal commitments was the answer majority of respondents replied.

The result of respondents regarding organizational support for supporting work life balance of their employees showed that majority (61.5%) of the responses were strongly agree/agree. The average mean score response related to the influence of organizational support on employee performance was 3.55 with a maximum and minimum mean of 4.16 and 2.91 respectively. Most of the respondents answer questions among others were organizational support (financial and nonfinancial) helps to balance work and personal life commitments.

Above half of (52.8%) of the respondents agree/strongly agree that they have family role overload at their home. The maximum and minimum mean score of questions related to the influence of family role overload on employee performance were 3.86 and 3.21 with an average mean 3.59. “I feel that I have not enough time to get everything I want get done at home” was the question majority of them replied.

Majority (52.6%) of respondents replied about the responses of “rated themselves highly performing employee” was strongly disagree/disagree. The average mean score of respondents about the status of employee performance was 2.57 with a maximum and minimum mean of 2.86 and 2.36 respectively.

5.2. Conclusion

From the study it can be concluded that the perception of employees work life balance towards their performance is very critical. The research identified that there are a number of predictors that can affect employee performance of the sample organization.

In UNDP Ethiopia, work overload is an identified predictor that has an effect on employee performance. This work overload on employees happened due to working long hours, often works late/weekends to deal with paperwork without interruptions and take the work home most evenings. As the workload increase the employee's performance will be decreased.

Work related stress is another factor that has an effect on employee performance in the studied organization. It is observed that employees are worry about the effect of work stress on their health and also their relationship with their partner is suffering because of the pressure or long hours of their work; these conditions influence their performance. As the work related stress increase the employee's performance will be decreased.

Flexible work arrangement in this study is not the factor that has an effect on employee performance in the studied organization.

Organizational support at UNDP Ethiopia has significant relation with the employee performance. There are health programs like stress management and other kind of health program at the organization. Even UNDP Ethiopia has non-financial and financial support to employees in the working environment. As the organizational support increase the employee's performance will be increased.

This study is also concluded that Family role overload have significant effect on employees' performance at UNDP Ethiopia. Family demands are increased by the volume of dependent responsibilities (a lot of responsibility in their home life, don't have enough time to do what is expected of themselves in their home and their home life often takes them attention) and by situations producing intense demands. As the family role overload increases the employee's performance will be decreased.

5.3. Recommendations

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

It is recommended UNDP Ethiopia to promote widely and regularly appropriate policies and initiatives to encourage awareness and knowledge of available options for accessing work-life balance strategies to manage work overload. Additionally, UNDP Ethiopia should implement methods to reduce the burden of work overload such as job rotation and bringing additional employees to share the burden.

The studied organization should design a staff training programs that create awareness on early recognition and management of work related stress to increase their performance. It is advisable the organization to have health programs that grow life skill development such as time management and stress management. It is recommended that it should adopt flexible working arrangements where employees can work from home so that they can have time to get for the family issues which in turn reduce work related stress.

UNDP Ethiopia should work with the employee assistance programs such as counselling services, health services, physical fitness facilities and financial assistance services.

The UNDP Ethiopia should also consider programs such as, Day care for employee's young children, facilities for old parents care, workable employee welfare to support employees in times of need.

So as to improve management of family role over load the sample organizations should have marriage/family counselling programs. Besides UNDP Ethiopia should encourage employees to plan for their personal development goal.

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Appendix

Questionnaire

ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MBA PROGRAM

Questionnaire to be filled by staff of UNDP, Addis Ababa

Research topic: THE EFFECT OF WORK-LIFE BALANCE ON EMPLOYEE
PERFORMANCE: THE CASE OF UNDP ETHIOPIA

Dear respondents:-

I would like to express my sincere appreciation for your generous time and honest prompt responses.

Objective: This questionnaire is designed to collect information about the above research topic. The information that you respond shall be used as a primary data in my case research which I am conducting as partial requirements of Master's Degree at St Mary's University under General Business Administration.

Therefore, the information gathered will be used fully and with due attention for academic purpose only and I would like to assure you that the data collected will not be misused in any ways.

General Instructions

- There is no need of writing your name.
- In all cases where answer options are available please tick (✓) the answer in the appropriate box.
- For questions that demand your opinion, please try to honestly describe as per the questions on the space provided.

Part I: Background Information

No	Demographic Characteristics	Option
1.1	Sex	1. Male <input type="checkbox"/> 2. Female <input type="checkbox"/>
1.2	Age	_____ years
1.3	Educational status	1. College Diploma <input type="checkbox"/> 2. Bachelor's Degree <input type="checkbox"/> 3. Master's Degree <input type="checkbox"/> 4. PhD <input type="checkbox"/>
1.4	Marital Status	1. Unmarried <input type="checkbox"/> 2. Married <input type="checkbox"/> 3. Widowed <input type="checkbox"/> 4. Divorced <input type="checkbox"/> 5. Separated <input type="checkbox"/>
1.5	Have child/children	1. Yes <input type="checkbox"/> 2. No <input type="checkbox"/>
1.6	Work Experience	1. < 5 years <input type="checkbox"/> -10 years 3. 1(<input type="checkbox"/>) years 4. >20 ye <input type="checkbox"/>
1.7	CurrentPosition (Job Grade)	_____

Part II: Level employee performance measurement and factors

In this part of the questionnaire, there are questions that are related issues of work – life balance and its organizational factors with its effect on your job performance. Therefore, you are required to give your opinion; to what extent your working performance and personal life are balanced.

2.1. Work overload

Strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5)

No	Measuring Work overload	1	2	3	4	5
2.11	I usually work long hours					
2.12	There isn't much time to socialize/relax with my partner/family in the week					
2.13	I have to take work home most evenings					
2.14	I often work late/weekends to deal with paperwork without interruptions					
2.15	Relaxing and forgetting about work issues is hard to do					

2.2. Work related stress

Strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5)

No	Measuring Stress	1	2	3	4	5
2.16	I worry about the effect of work stress on my health					
2.17	My relationship with my partner is suffering because of the pressure or long hours of my work					
2.18	My family are missing out on my input, either because I don't see enough of them/am too tired					
2.19	Finding time for hobbies, leisure activities, or to maintain friendships and extended family relationships is difficult					
2.20	I would like to reduce my working hours and stress levels, but feel I have no control over the current situation					

2.3. Flexible work arrangement

Strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5)

No	Flexible Work arrangement	1	2	3	4	5
2.21	There is a flexible working hour management at your organization					
2.22	Flexible working hours allow to balance personal commitments					
2.23	Flexible working hours allow to focus more on the job at work					
2.24	Attendance and punctuality has improved as a result of utilizing flexible working hours					
2.25	Flexible working hours motivate and give sense of satisfaction and wellbeing					

2.4. Organizational support

Strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5)

No	Organizational support	1	2	3	4	5
2.26	There is non-financial and financial support in the working environment					
2.27	There are health programs like stress management and other kind of health program					

2.28	There is job related counseling service that employees are getting from the organization					
2.29	Financial support makes staff to be more committed and motivated at work as well as to fulfill personal commitments					
2.30	Organizational support (financial and nonfinancial) helps to balance work and personal life commitments					

2.5. Family role overload

Strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5)

No	Family role overload	1	2	3	4	5
2.31	I feel I have a lot of responsibility in my home life					
2.32	I feel that I have not enough time to get everything I want get done at home					
2.33	I don't have enough time to do what is expected of me in my home					
2.34	I have too much work for one person to do in my home					
2.35	My home life often takes my attention					

Part III. Employee performance

Strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5)

No	Employee performance	1	2	3	4	5
3.41	I am highly productive in my current level					
3.42	Meeting deadline at work					
3.43	Using time effectively to ensure priorities at work					
3.44	I am consistently searching for new solutions and services to provide better support to our clients.					
3.45	I am generally satisfied about my job performance					
3.46	Arriving to work on time					

Thank you very much for your time.

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Table 12: One-way ANOVA for having child/children

Descriptives									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Work overload	No	20	3.71	.644	.144	3.41	4.01	2	5
	Yes	34	3.85	.851	.146	3.55	4.14	2	5
	Total	54	3.80	.778	.106	3.58	4.01	2	5
Work related stress	No	20	3.60	.690	.154	3.28	3.92	2	5
	Yes	34	3.68	.913	.157	3.36	4.00	1	5
	Total	54	3.65	.831	.113	3.42	3.88	1	5
Flexible work arrangement	No	20	3.53	.718	.160	3.19	3.87	2	5
	Yes	34	4.16	.615	.105	3.94	4.37	3	5
	Total	54	3.93	.717	.098	3.73	4.12	2	5
Organizational support	No	20	3.53	.491	.110	3.30	3.76	3	5
	Yes	34	3.54	.706	.121	3.29	3.78	2	5
	Total	54	3.53	.630	.086	3.36	3.71	2	5
Family role overload	No	20	3.32	.798	.179	2.95	3.69	2	5
	Yes	34	3.66	.804	.138	3.38	3.95	2	5
	Total	54	3.54	.812	.111	3.32	3.76	2	5
Employee performance	No	20	2.53	.807	.180	2.16	2.91	1	4
	Yes	34	2.66	.874	.150	2.35	2.96	1	5
	Total	54	2.61	.844	.115	2.38	2.84	1	5

Table 13: ANOVA for having child/children

		Sum of Squares	df	Mean Square	F	Sig.
Work overload	Between Groups	.237	1	.237	.387	.537
	Within Groups	31.803	52	.612		
	Total	32.039	53			
Work related stress	Between Groups	.074	1	.074	.105	.748
	Within Groups	36.561	52	.703		
	Total	36.635	53			
Flexible work arrangement	Between Groups	4.979	1	4.979	11.640	.001
	Within Groups	22.244	52	.428		
	Total	27.224	53			
Organizational support	Between Groups	.000	1	.000	.001	.977
	Within Groups	21.040	52	.405		
	Total	21.040	53			
Family role overload	Between Groups	1.496	1	1.496	2.326	.133
	Within Groups	33.450	52	.643		
	Total	34.946	53			
Employee performance	Between Groups	.192	1	.192	.266	.608
	Within Groups	37.586	52	.723		
	Total	37.778	53			

Table 14: One-way ANOVA Descriptive table for Gender

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.	
					Lower Bound	Upper Bound			
Work overload	Male	34	3.94	.804	.138	3.65	4.22	2	5
	Female	22	3.69	.778	.166	3.35	4.04	2	5
	Total	56	3.84	.796	.106	3.63	4.05	2	5
Work related stress	Male	34	3.68	.730	.125	3.43	3.94	2	5
	Female	22	3.70	1.014	.216	3.25	4.15	1	5
	Total	56	3.69	.844	.113	3.46	3.92	1	5
Flexible work arrangement	Male	34	3.89	.655	.112	3.67	4.12	3	5
	Female	22	3.98	.785	.167	3.63	4.33	2	5
	Total	56	3.93	.704	.094	3.74	4.12	2	5
Organizational support	Male	34	3.56	.645	.111	3.33	3.78	2	5
	Female	22	3.54	.606	.129	3.27	3.81	3	5
	Total	56	3.55	.625	.083	3.38	3.72	2	5
Family role overload	Male	34	3.68	.846	.145	3.38	3.97	2	5
	Female	22	3.45	.840	.179	3.08	3.83	2	5
	Total	56	3.59	.843	.113	3.36	3.82	2	5
Employee performance	Male	34	2.60	.799	.137	2.32	2.88	1	4
	Female	22	2.52	.970	.207	2.08	2.95	1	5
	Total	56	2.57	.863	.115	2.33	2.80	1	5

Table 15: ANOVA for Gender

		Sum of Squares	df	Mean Square	F	Sig.
Work overload	Between Groups	.798	1	.798	1.266	.266
	Within Groups	34.036	54	.630		
	Total	34.834	55			
Work related stress	Between Groups	.004	1	.004	.006	.940
	Within Groups	39.189	54	.726		
	Total	39.194	55			
Flexible work arrangement	Between Groups	.103	1	.103	.204	.653
	Within Groups	27.132	54	.502		
	Total	27.234	55			
Organizational support	Between Groups	.007	1	.007	.017	.897
	Within Groups	21.453	54	.397		
	Total	21.460	55			
Family role overload	Between Groups	.658	1	.658	.925	.341
	Within Groups	38.416	54	.711		
	Total	39.074	55			
Employee performance	Between Groups	.092	1	.092	.121	.729
	Within Groups	40.835	54	.756		
	Total	40.927	55			