

**THE EFFECTS OF WORK LIFE BALANCE ON FEMALE EMPLOYEES  
JOB PERFORMANCE INCASE OF SELECTED COMMERCIAL BANK  
OF ETHIOPIA IN SHASHEMENE DISTRICT BRANCHES**



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## DECLARATION

I, the undersigned, declare that a thesis with the title "The Effects of Work Life Balance on Female Employees' Job Performance in case of some Selected Commercial Bank of Ethiopia in Shashemene District Branches" is my original work. All the sources that I have used or quoted have been properly acknowledged. I further declare that I have not previously submitted this work at any other higher educational institution.

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## **ABBREVIATIONS AND ACRONYMS**

CBE	Commercial bank of Ethiopia
FIW	Family interference with work
HRM	Human resource management
NLWI	Negative life work interference
NWLI	Negative work life interference
PLWI	Positive life work interference
PWLI	Positive work life interference
SPSS	Statistical package for social science
WIF	Work interference with family
WLB	Work life balance

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## ABSTRACT

*The main purpose of this study was to assess the effect of work life balance on female employees' job performance in some selected Commercial Bank of Ethiopia in Shashemene district branches. Today with increasing demands at work place, the interface between work life and personal life assumed significance which demands more attention. The increased engagement of female employees in work, with the added responsibility of home has brought the issues of work-life balance. With the help of literature reviews, the study identified three dimensions which include: personal time arrangement, home/social relation and support and organizational support that affect WLB and employees' job performance. Descriptive and explanatory were employed as the design of the study. Close ended questionnaires were prepared to collect data with secondary data source of literatures. The data were collected through questionnaires from 87 female employees which were selected in census sampling from ten different commercial bank of Ethiopia that are found in Eastern Bale Zone. The data was analyzed using descriptive statistics, Pearson correlation and multiple regression model. The findings revealed that female employees personal and social life were affected by work load and this in turn affected their job performance. The data showed there was a moderate and significant relationship between organizational supports and female employees' job performance. There was also low positive relationship between personal time arrangement and employees' job performance. Some of the major challenges that imbalance female employees work life were work overload, inflexible working schedules, poor customization of the work life policies, unavailability of daycare center in the organization for children, competitive environment and lack of supervisory (managerial) supports. Based on the findings, the researcher recommended that managers of these commercial banks should prioritize creating different work life balance incentives that will improve employee performance. Female employees in the CBE should avoid taking their professional work to their home.*

**Key words:** *Work-life balance, Female Employee's Job Performance*

# CHAPTER ONE

## 1. INTRODUCTION

This chapter discusses about the introductory part of the study. Background of the study, statement of the problem and the guiding research questions of the study is explained. Then, objectives of the study, significance of the study, scope of the study, limitation of the study and operational definition of terms are going to be discussed. Eventually, organization of the study gets focus of discussion.

### 1.1. Background of the Study

The expression Work-Life Balance (WLB) was first used in the late 1970s to describe the balance between an individual's work and personal life (Gerson, 2011). An organization's need to attract and retain valued employees in a highly competitive labor market is a strong motivating factor for increased organizational awareness and action with regard to human resource policies and practices that address work life balance.

There are many authors who define work life balance in different ways: Among them some of the following authors define work life balance as: Satisfaction and good functioning at work and at home with a minimum of role conflict (Clark, 2000). "Work life balance is effectively managing the juggling act between paid work and all other home or social activities that are important to people such as family, community activities, voluntary work, personal development, leisure, recreation." (Noor, 2011, p. 24). According to Hudson (2005), a satisfactory level of involvement or 'fit' between the multiple roles in a person's life is work-life balance. It is clearly evident that the various perspectives regarding the work-life balance in the literature although differ from each other; the common definition for work-life balance is a successful management and juggling of multiple work and home roles.

Work life balance is now an important determinant for more workers in attaining a thriving career. With swelling obligations in the work place, the divide between work life and private life has taken on superior significance and entails more consciousness. The stipulations of work or personal life can cause stress. Such circumstances affect workers physiologically and psychologically. Hence, it is crucial for employees to maintain a balance between work and their private lives. For the employers, work-life balance of employees is a central means in

formulating appropriate strategies to tackle work-life imbalance concerns (Tinuke, 2014). Performance of multiple roles also becomes an integral component of an individual's professional life. As employees perform multiple roles, they have to face multiple demands put on them by others, both within and outside the organization. The pressures of work, for those in work, have been intensifying in recent decades (Arathi & Rajkumar, 2015).

Women all over the world face a double burden of productive (paid work) and reproductive (childbearing and rearing) work. The traditional gender division of labor results in women bearing a greater burden of unpaid work in the household. Family care responsibilities predominantly fall on women, thus potentially having an impact upon their ability to balance work and family life responsibilities and their work obligations. 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).

Women play a vital role in the lives of people around them and they are flooded with work and family commitments. The time and efforts they spend for their family and their work place exploit their physical, psychological, emotional and social components. Majority of them are overwhelmed while trying to balance their work and family life. Therefore, it is essential for women to balance between their family and work (Tinuke, 2014).

Maintaining balance between work and family is essential to have physical and mental health. Proper working conditions, working schedules and support from family members will help in attaining good physical and mental health. Work life balance can help women by competing demands of work and family responsibilities, yielding benefits for themselves, their families, and their employers.

Generally, as it has been seen above the issues relating to maintaining and obtaining a work- life balance has received substantial attention over recent years, but little is known about work-life balance and associated factors in Ethiopian workforce context. Women have a variety of roles at home which has impact on their work performance. In the current study, the researcher is motivated to conduct a study on work-life balance to explore its effect on job performance of female employees of commercial bank of Ethiopia in some selected Shashemene district branches.

## **1.2. Statement of the Problem**

Work life balance is the imperative instrument in the modern working life of any individual irrespective of their occupation. It is normally a challenging exercise among employees to manage work situations, family circumstances and the intervention of these two at different conditions. In addition to that the influence of predictable and extraneous factors relevance to work life balance and imbalances are countless (Guest, 2002).

The dynamic working environment and demanding workload in this fast-paced world required long working hours and over time engagements. 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. This burden is particularly seen in working women as their responsibilities do not end at the office. It has been generally viewed women should hold more responsibilities at home which comprises the daily chores, taking care of kids, cooking, laundering etc. Work life balance issue is more concern for women because of the characteristics of the job and their responsibilities in the family (Hamidi, 2005).

Work life balance is one of the most challenging issues being faced by the women employees in the 21<sup>st</sup> century because of the type of roles they play at home and the spillover of personal life over work life. The increased economic conditions also have necessitated both husband and wife to work for sustaining a living. However, women have achieved tremendous success in their career but still their responsibility towards home has not been decreased (Kumari & Devi, 2013).

Commercial Bank of Ethiopia which is highly competitive and this has resulted in coming up with measures geared towards attracting new customers and retaining the existing ones in order to have a larger market share. Commercial bank of Ethiopia is now bringing in more profits by being customer focused. In order to attain this, the bank increased its working hours, introduced more products, opened up more branches and has adopted the latest technology (Mekonnin, 2013). This has led to its employees working longer hours, having a greater and more complex workload. Therefore, experiencing a lot of work pressure and a culture of poor work life balance result to their employees. Specially, this complex work load is difficult for female employees and they are becoming highly dissatisfied. So, now work life balance is an issue among employees in the banking sector (Hogarth and Bosworth, 2009).

There are different researchers who studied about WLB. Kluczyk (2013) conducted a research on the title “The impact of work-life balance on the wellbeing of employees in the private sector in Ireland.”The study identified the existence of negative effects of poor WLB determined by high levels of work-family conflict and family-work conflict on family satisfaction. A study in Sri Lanka by Mendis and Weerakkody (2017) about the impact of work life balance on employee performance with reference to telecommunication industry revealed that there was a strong relationship between work life balance and employee performance, a strong relationship between work life balance and employee job satisfaction and a strong relationship between employee job satisfaction and employee performance. The research findings gave evidence that the better work life balance of the employees leads to increased employee performance and employee job satisfaction.

Local researchers also conducted a research on WLB. Mahlet (2018) has conducted on ‘predictors of work-life balance on three selected non-government organizations in Ethiopia.’ The findings indicated that the employees in selected organizations exhibited low level of work life balance. Wondu et al. (2019) studied about challenges of work life balance and coping strategies among married women doctors with children in yekatit-12 hospital. The major findings of this study concluded that work overload, inflexible working schedules, poor customization of the work-life policies, non-conducive working environments as the major challenges of married women doctors in this hospital. Regarding the coping strategies and support systems to manage the challenges of WLB among married women doctors were planning ahead, family support and husband support.

The above researchers did not clearly identify the effects of work life balance on female employees’ job performance in case of commercial bank of Ethiopia. This study will try to fill the gap by focusing on female employees WLB. As some of female employees of the bank says they are encountering various work–family conflicts due to lack of free time, high workloads, many working days starting from Monday to Saturday not only this, they also work sometimes on Sunday and long working time. Therefore, this study is specifically designed to investigate the effect of work life balance on female employee’s job performance in case of some selected commercial bank of Ethiopia in Shashemene district branches.

### **1.3. Research Questions**

Based on the discussion in the problem statement, the following are the research questions:

1. What work-life balance support initiatives exist in commercial bank of Ethiopia in some selected Shashemene district branches?
2. To what extent is the level of work-life balance of female employees affected their job performance in CBE in some selected Shashemene district branches?
3. What is the relationship between WLB factors and female employees' job performance in the some selected CBE of Shashemene district branches.
4. What are the challenges of female employees WLB in commercial bank of Ethiopia in some selected Shashemene district branches?

### **1.4. Objectives of the Study**

#### **1.4.1. General Objective**

The general objective of the study is to examine the effect of work life balance on female employees' job performance in Commercial bank of Ethiopia some selected Shashemene district branches.

#### **1.4.2. Specific Objectives**

- To assess various Work-Life balance support initiatives which exist in CBE in some selected Shashemene district branches.
- To assess the level of work-life balance of female employees and their job performance at CBE in some selected Shashemene district branches.
- To measure the relationship between WLB factors and female employees' job performance in the some selected CBE of Shashemene district branches.
- To identify the challenges of female employees WLB in commercial bank of Ethiopia in some selected Shashemene district branches.

### **1.5. Significance of the Study**

In addition to fulfilling the academic requirement of the researcher, the result of the study may the following benefits. Primarily, the results of this study may benefit to the selected



organization in particular and banking industry by understanding the state of work life balance and its effect on female job performance and how far work-life balance requires the attention of the management.

With this regard, the study has the following importance:

- This study benefits the organizations (banks) under study because it focused on the factors that affect the work–life balance of female employees where understanding this issue gives the organizations how much work-life balance requires the attention of the management.
- It provides solution for bank industry work and life problems on female employees.
- It improves employees and society awareness on work-life balance issues as well as its importance for organizations and female job performance.
- Finally, it is hoped that this study will add to the existing knowledge work life balance area and form a bank of information for others who wanted to conduct similar studies in different environment.

## **1.6. Scope of the Study**

Commercial bank of Ethiopia has around 1444 branches as of September, 2020, but this research project is limited only to some selected Shashemene district branches of commercial bank of Ethiopia. Because of the vast nature of the problem related to work life balance, the researcher is unable to incorporate and assess all problems of each branch related to work life balance. As work life balance have multi dimensional impact on an organization and female employees, but the study is not attempted to verify the potential impact of work life balance on all aspects or directions of both on an employee and an organization. But, mainly it is focusing on the impact of work life balance on female employees' job performance. Time wise the study is conducted from October to August 2020, which is subjected to the academic calendar of the university.

## **1.7. Limitations of the Study**

This study has got some limitations. Primarily, this research was limited to the sample organizations and female employees due to time and resource limitations. For this reason, it can be said that the study is limited to a small group of female employees which makes it difficult to generalize the results to all banks and other organizations in the general public.

The researcher faced challenges when distributing and collecting the data instrument due to Covid-19 pandemic. Some female employees were on leave and others were reluctant to fill the questionnaires. Some of the respondents did not return back the questionnaires on time or not at all that caused delay in collecting and analyzing the data, and also reduced the rate of questionnaire return.

## **1.8. Operational Definition of Terms**

**Work Life Balance (WLB):** it is the term used to describe the balance that an individual needs between time allocated for work and other aspects of life such as personal interests, family and social engagements and leisure times (Hudson,2005)

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

**Work:** it is defined as paid employment (Guest, 2002)

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

**Job performance:** the record of outcomes produced on a specified job to which the members of the organization contribute to reach the organizational objectives (Johns 1992).

## **1.9. Organization of the Study**

This study consisted of five different chapters. The first chapter is introduction of the study. Background of the study, statement of the problem, research objectives and research questions were explained in this chapter. Additionally, significance of the study, its scope, limitation of the study and operational definition of terms were discussed. The second chapter focused on the review literatures that have relation to work life balance to support the study with a variety of theoretical backgrounds. The third chapter dealt with the research methodology and design. Chapter four discussed about discussion and findings of the data. The fifth chapter clarified about summary, conclusions and recommendations of the study.

## **CHAPTER TWO**

### **2. REVIEW OF RELATED LITERATURE**

#### **2.1. Introduction**

Traditionally the role of women was confined to cooking, cleaning, raising children etc. They were looked upon as care giver or as home keeper and were denied access outside home. But now the story is different. They have an important role to play outside the home. With the improved education and employment opportunities today, most homes became dual earners because of increase in expenses and necessities. The expansion of higher education has also enhanced job prospects for women and there is a shift in the role models from stay-at-home mothers to successful professional women. Women achieved tremendous progress in every walk of life and made a mark where ever they are. But her role at home has not changed much. They still cook, does household work, takes care of the family members and runs the house with increased pressure at work place and important demands at home, so the work life balance is at risk (Delina & Prabhakara, 2013).

Therefore, there must be finding out the way through which employees should be satisfied, skilled, intrinsically motivated and mentally present at work place so there should be necessary work life balance. It is possible among other conditions, if they are not facing by work-life imbalance / work- family conflict. Work-life conflict /imbalance make them uneasy and mentally disturbed, stressed and occupied and they will have absent minds at work place. Accordingly study in hand tries to discover the impact of work life balance on female employees' performance as well as on their social life status. Here below empirical and conceptual frame work of the variables of the current study discussed in detail.

#### **2.2. Definition of Work Life Balance**

Work-life balance is the separation between work life and personal life of an employee in the organization. It is the boundary that one creates between the professional life, career advancement, personal life or any other segment that makes up the life of an individual. Apart from the career life these segments include family, personal growth, fitness and health, community relations and friendship. Finding the balance between career and personal life has always been a challenge for working people (Raisinghani & Goswami, 2014).

Simply to understand work-life balance, it is important to be aware of the different demands upon us from both work and non work activities and our personal resources- our time and our energy etc which we can deploy to address them. If it is, everybody can define work life balance from him or her perspective and each of them are not contradictory rather the whole are harmonious and transfers the similar message (Clarke, et al, 2004).

From the very beginning according to (Hudson, 2005) it is important to understand that work-life balance does not mean to devote an equal amount of time to paid work and non-paid roles and as he states that work-life balance proposes a relationship between work-life and non- work life and since they are integrated, should interact in a harmonious way. Hudson declares balance is a must in all aspects of life. It's just like walking on a narrow bridge, as long as we keep ourselves well balanced, we will keep walking towards our destination. It involves time management, concentration and coping up with situations in the right spirit.

According to (Sharma, 2013) Work-Life Balance refers to the effective management and synchronization between remunerative work and the other roles and responsibilities that are important to people as 'individualized' human beings and as a part of the society. He also states a balanced life is one where we spread our energy and effort (emotional, intellectual, imaginative, spiritual and physical) efforts between key areas of importance. The neglect of one or more areas, or anchor points, may threaten the vitality of the whole. Generally, after going through several studies it is obvious that the term work life balance has been defined in different by different authors and no consensus have been developed by the authors. Although definitions and explanations may vary, work-life balance is generally associated with satisfactory level devotion of the amount of time and effort to work and personal activities, in order to maintain an overall sense of harmony in life (Clarke, et al, 2004).

## **2.3. Theories of Work-Life Balance**

### **1. Resource Drain Theory**

According to resource drain theory, limited availability of resources such as time, energy, money and attention leads to reduction of the resource in its original domain as it is shared with another domain. The phenomenon can be exemplified by, when an employee invests larger portions of time at work; the time available for family or for other non-work roles diminishes (Edward and Rothbard, 2000).

## **2. Enrichment Theory**

In contrast, Enrichment theory refers to the degree to which experiences from instrumental sources (skills, abilities, values) or affective sources (mood, satisfaction) augment the worth of the other domain or in other words, experiences in one domain complimenting the quality of live in the other domain. Most of the studies in work life balance have been underlined by the above theories in spite of explanations and contents may vary between individual studies (Madsen, John and Miller, 2005).

### **2.4. Work-Life Imbalance**

Work-life imbalance or conflict occurs when certain factors cause individuals to fail in effectively balancing and fulfilling their work and family/life roles. Work-life imbalance refers a form of inter-role conflict in which role pressures from the work and life, or non- work domains, are mutually incompatible. According to (Magnus and Viswesvaran, 2006) the demands of each role includes several responsibilities, duties, obligations, commitments and expectations which require several resources, such as time, energy, skills and support functions. When the compatibility between the demands and resources are in a state of imbalance, it has the potential to result in work-life imbalance. (Byron, 2005) generalized that work life imbalance can be resulted from negative interference between work and life, means negative work interference with family (WIF) or negative family interference with work (FIW).

WIF is also referred to as work-to-family conflict and occurs when work interferes with family, home or personal life. FIW is also referred to as family-to-work conflict or home-work interference and occurs when family, home or personal life interferes with work life. Most of definitions of interference between work and family/home has predominately focused on the negative impact that work has on the home domain or vice versa, without considering the fact that interaction between work and home might also be positive (de Klerk & Mostert, 2010). Negative influence refers to negative load reactions that build up in one domain of life that hampers a person's functioning in the other domain, whereas positive influence refers to positive load reactions that build up in one domain of life that enables a person's functioning in the other domain.

Geurts et al. (2005) presents work-life interference as a multi-dimensional concept that involves a bi-directional influence between work and life (i.e. work influences life experiences, and life

influences work experiences), both positive (facilitative) and negative (conflict) effects. Geurts also investigated the total spectrum of work-home interference, defining it “as not only a process of interaction between both work and home, but also more specifically, as an interactive process in which a worker’s functioning (behavior) in one domain is influenced by either negative or positive load effects that have built up in other domains”. This definition suggests that the interaction that occurs between a person’s work and personal life can occur in both directions and that the influence can either be positive or negative.

Several studies in the work family domain progressed to a more comprehensive understanding of the work-life interaction concept, including components of both conflict and facilitation, and that these components should be regarded as bidirectional in that work can interfere with personal life and personal life can interfere with work (Byron, 2005). According to Byron, Work-life interference comprises of four dimensions, namely Negative work-life interference (NWLI), referring to a situation where work life interacts with personal life with a negative influence; Positive work-life interference (PWLI), referring to a situation where work life interacts with personal life with a positive influence; Negative life-work interference (NLWI), referring to a situation where personal life interacts with work life with a negative influence and finally: Positive life-work interference (PLWI), referring to a situation where personal life interacts with work life with a positive influence.

## **2.5. Factors of Work-Life Balance**

Shobitha & Sudarsan (2014) mentioned that studies have been devoted in search of antecedents influencing perception of work-life balance among individuals. These antecedents can be broadly grouped based on the major dimensions of WLB namely, individual, organizational and societal factors.

### **2.5.1. Individual Factors Influencing WLB**

The studies undertaken in determining the Individual factors influencing the perception of work life balance among employees is explained in terms of personality, well-being and emotional intelligence as (Shobitha & Sudarsan, 2014).

### ***2.5.1.1. Personality and WLB***

Parasuraman and Greenhaus (2001) suggested that personality characteristics could be influenced by the ability of individuals to interact and react to a situation and also help to proactively shape the environment in addition, would have the ability to extract social support and implement appropriate coping strategies to cope up with stressful circumstances, demonstrated by negative relation with work– family conflict and positive relation with work– family facilitation.

### ***2.5.1.2. Well-being and WLB***

Psychological well-being refers to positive psychological traits, such as self-acceptance, satisfaction, hope or optimism (Ryff & Singer, 1996). Gropel and Kuhl (2009) observed that need fulfillment plays a mediating role in the relationship between work-life balance and subjective well-being. The study utilized two components of subjective well-being namely, a cognitive component (life satisfaction) and an affective component (emotional wellbeing).

Wilkinson (2013) examined the relationship between work-life balance and psychological well-being among a non-random sample of participants chosen from three companies in the South eastern United States and observed that work-life balance and psychological well-being to be positively correlated. The study showed that gender to be a moderator between work-life balance and psychological well-being.

### ***2.5.1.3. Emotional Intelligence and WLB***

According to Schutte, Malou, Hall, Haggerty, Cooper, Golden & Dornheim (1998) Emotional intelligence is defined as the “ability to adaptively recognize emotion, express emotion, regulate emotion and harness emotions”. Affandi and Raza (2013) investigated the association between leader’s emotional intelligence and its impact on quality of work life, burnout and employee performance among medical doctors working in various hospitals across Pakistan. Results indicated that leaders’ emotional intelligence is positively linked with quality of work life and can be considered as a strong predictor of quality of work life, and employee performance while it is not associated with employee burnout.

## **2.5.2. Organizational Factors influencing WLB**

The studies undertaken in determining the work related factors influencing the perception of work-life balance among individuals is explained in terms of flexible work arrangements, work-life balance policies and programmes, work support, job stress, technology and role related factors as (Shobitha & Sudarsan, 2014) suggested.

### ***2.5.2.1. Work Arrangements and WLB***

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 organizations to recruit, retain and motivate their employees (Bachmann, 2000) and (Kaur, 2004). Christensen and Staines (1990) identified that flexible time work arrangement reduced late comings, absenteeism, and turnover. The study concluded that flexible time strategy improved employee productivity by minimizing 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.

#### ***2.5.2.2. Work-Life Balance Policies and Programmes and WLB***

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 impact on WLB.

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

#### ***2.5.2.3. Work Support and WLB***

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 organizational 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 organizations to offer formal and informal support to employees in the work environment to balance their work and family aspects.

#### ***2.5.2.4. Job Stress and WLB***

According to Stanton, Balzer, Smith, Parra & Ironson (2001) job stress can be defined as individual's perception about work environment as threatening or demanding, or discomfort experienced by an individual in the work place. Work-life balance has been linked to the varied levels of job stress among employees in different occupations (Wallace, 2005) and (Wong & Lin, 2007). Bell, Rajendran & Theiler (2012) investigated the relationships between job-related stress, health, work-life balance and work-life conflict among Australian academia. The results indicated that high levels of job stress to be positively associated with increased work family

conflict and ill-being, while negatively correlated to work life balance and wellbeing. Devadoss & Minnie (2013) investigated the influence work related stressors on work-life imbalance based on experts' opinion.

#### ***2.5.2.5. Technology and WLB***

Lester (1999) identified that technology can either facilitate or hinder work-life balance by creating a more accessible and flexible environment at all times of day and night enabling individual to work anywhere, any time. Waller and Ragsdell (2012) investigated that the impact of organizations dominated with e-mail culture up on employees' lives outside working hours. The study observed both positive as well as negative impact of the culture on employees.

#### ***2.5.2.6. Role Related Factors and WLB***

Greenhaus and Beutell (1985) had identified that work domain factors such as, role conflict, role ambiguity, working hours and inflexibility of the work schedule have a vital role in developing work-family conflict. Role conflict is the simultaneous occurrence of two or more sets of pressures, such that adaptation with one role makes adjustment with the other more difficult (Kahn, Wolfe, Quinn, Snoek & Rosenthal, 1964) mentioned while role ambiguity refers to the lack of clarity about the expectations of the role which may arise out of lack of understanding (Pareek & Surabhi, 2010).

#### **2.5.3. Societal Factors Influencing WLB**

As Shobitha & Sudarsan (2014) undertaken a study in determining the societal factors influencing the perception of work-life balance among individuals is explained in terms of childcare responsibilities, family & social support along with other societal factors.

##### ***2.5.3.1. Childcare Responsibilities and WLB***

Various studies had suggested that family related factors such as number of children and childcare responsibilities lead to imbalance in work and family roles. Fathers experienced stress in child caring during the absence of employed wives from home (Gerson, 1993). Elliott (2003) investigated on major difficulties faced by the employed parents of small children particularly of age below six years, in providing adequate child care. Additionally, child care as well as care for elderly, imposes more emotional burden on females compared to males. Ross and Mirowsky

(1998) showed that employed mothers finding difficulties in child-care arrangements experienced high depression.

### ***2.5.3.2. Family Support and WLB***

Societal factors namely family support including spouse support was observed to have an impact on work life balance of individuals. Edralin (2013) investigated on balancing work demands with personal needs and family responsibilities by Filipina entrepreneurs (Entre Pinays), in order to sustain their business and at the same time live a meaningful and happy life. Findings revealed that both positive and negative spillover effects of work life relationships. Negative spill over stimulates stress among the entrepreneurs while positive spill over can lead to their elevated levels of life satisfaction.

### ***2.5.3.3. Other Societal Factors and WLB***

Greenhaus and Beutell (1985) had identified family domain factors that have a vital role in developing work family conflict and these factors comprised of the number of children, spouse employment, family quarrel, low spouse support and expectations for affection and openness. Parasuraman and Simmers (2001) studied the relationship between parental responsibilities and time obligation to family and work-family conflict among self- and organisationally employed individuals. The results showed that the outline of work-family conflict predictors in the family domain varied according to employment status. Parental demand was positively related to work-family conflict among self employed individuals, while family involvement was negatively correlated with work family conflict among individuals employed in organisations.

### ***2.5.4. Other Factors Influencing WLB***

Many studies had explored the influence of demographic variables and attitudinal issues on work-life balance within the working population. Duxbury and Higgins (2001) observed significant increases in work-life conflict were observed regardless of gender, job type and parental status as compared to studies in the year 1991 among large sample of employees in Canada. Parasuraman and Simmers (2001) revealed that gender and job type had significant influence on work-family issues, job involvement and job satisfaction. The influence of gender on work-life issues was reported in many literatures. The studies have also indicated that the major stress experienced by female's experience arises from family demands rather than work

demands particularly when the family has children (Tausig & Fenwick, 2001). Emslie, Hunt and Macintyre (2004) identified that factors affecting work and family life did vary by gender. Nurturing children and being in a senior position were more strongly related to work– home conflict for women than men. Barnett, Campo, Campo & Steiner (2003) identified the relationship of income of employees and balancing work and family responsibilities. Employees with lower income, particularly single mothers, have more difficulties in balancing work and family.

## **2.6. Job Performance**

According to (Bashir, 2010) Performance of an employee at their workplace is a point of concern for all organizations irrespective of all the factors and conditions. (Williams and Anderson, 1991) define that performance is the aggregated value of employee contribution both directly and indirectly to organizational objectives. (Moorman et al., 1993) states that employees' performance can be defined based on in-role and extra-role performance. In-role performance refers to the individual contribution to the organization as stated in the job description and it is the behavior of individual employee intended to achieve organizational goal as stated in their job description and specification. Role performance focuses on the involvement of individual employees in the organization as well as group to enhance the group behavior toward achieving both group and organizational goal. Extra-role performance is discretionary in nature such as, acting courteously, helping others, good relationship with colleagues and supervisors.

A good performance of employees of an organization leads towards a good organizational performance thus ultimately making an organization more successful and effective (Armstrong & Baron, 1998). (Khan, 2011) also found out that organizational performance is based on harder and softer part of organization. Harder part is based on infrastructure, machinery and tangible assets of the organization but processes and employees are considering as the softer part. For the management of the softer part of the organization it imperative to handle the issues relevant to employees' performance. Ultimate success or failure of an organization is determined majorly by the performance of their employees (Bartlett & Ghoshal, 1995). Consequently the employees are considered to be very important asset for their organizations (Qureshi et al., 2006).

One of the problem arise for the organizations is that the absence of frequent dig out of factors which affect employees good functioning and perceiving that their employees already

performing their best and with great efficiency and furthermore, there is no need for further improvement in their organization (Hyman, 2009). But there are different factors which affect employees well functioning such as work life balance problem which intended to investigate in the current study. In the past, employees' performance was often perceived as a function of skills and knowledge but, in recent years the performance of employees depends not only on their competence (knowledge, skills) but also on their availability (retention and presence), their motivation and job satisfaction, as well as the availability of infrastructure, equipment and support systems, such as the performance management, information systems, resources and accountability systems that are in place (Zurn et al., 2005).

Work-life conflict has immense impact on employees' performance, which is affecting the organizational performance. Hence keeping in view these barriers must be tackled and addressed as they result in underdeveloped competencies and more over lead towards organizational ineffectiveness.

## **2.7. Impact of Work Life Balance on Employees' Job Performance**

WLB has emerged as a strategic issue for human resource management (HRM) and a key element of an organization's improvement strategies (Cappelli, 2000). It has been argued that organizations need to be aware of the changing needs of employees and provide flexible WLB strategies in order to retain their employees and make them best performer (Bruck et al., 2002). But, there is insufficient awareness to support the notion that work-life balance enhances employees' performance in CBE context particularly in Arbaminch branch. So, using a wide range of studies from a variety of disciplines, this paper examines the literature to identify the various ways in which organizational work-life balance influence employees' performance. (Beauregard and Henry, 2009) shows that there are a number of routes by which work-life balance practices can influence employees performance, different multi-level analysis and research have shown that work life balance influence employees performance through multiple directions:

## **A. Reduction of Work-Life Conflict**

Interference between work and non-work responsibilities has a number of negative outcomes that have been well established in the literature. In terms of job attitudes, employees reporting high levels of both work-to-life and life-to-work conflict tend to exhibit lower levels of job satisfaction and performance (Burke & Greenglass, 1999). Both directions of conflict also leads to include reduced work effort, and increased absenteeism and turnover, stress, burn out (Anderson et al., 2002). Cognitive difficulties such as staying awake, lack of concentration, and low alertness (MacEwen & Barling, 1994), and reduced levels of general health and energy (Frone et al., 1996). Work-life balance initiatives can assist individual employees to manage their work and life roles and demands. Work-life balance initiatives serve as resources for employees to manage their work-life conflict and as a result they succeed in balancing their work and life strains and demands. Several studies reported by (Beauregard and Henry, 2009) have shown that the use of flexible working hours, perceived control, family supportive policies, practices and perceptions have been associated with lower levels of work-life conflict.

## **B. Improves Employee Loyalty**

(Lambert, 2000) avers that improving a company's WLB practices not only leads to greater productivity but greater loyalty and job satisfaction among employees. (Hobson et al., 2001), for instance, say that, critical support provided by an employer can be expected to result in heightened efforts on the part of an employee to reciprocate.

## **C. Reduces Absenteeism**

(Beauregard et al, 2009) founded a fascinating change in employee's absenteeism since the employers introduced work-life balance policies. Work- family conflict is positively related to work absenteeism (Thomas and Ganster, 1995) and to turnover intentions (Netemeyer et al., 1996). Several researches report that work-life balance friendly firm that offers respective initiatives and epitomizes a supportive culture notices reduced absenteeism among employees (Boyar et al., 2003). Work-life programs generate performance benefits for firms by enhancing recruitment and reducing absenteeism and turnover (Greenhaus and Parasuraman, 1997).

#### **D. Satisfaction and Commitment**

According to (Blau, 1964), using social exchange theory interpreted as when employees treated favorably by the organization, they will feel obliged to respond in kind, through positive attitudes or behaviors' toward the source of the treatment. Using the provision of work-life balance practices as an indicator of favorable treatment, employees will reciprocate in ways beneficial to the organization – increased commitment, satisfaction with one's job, and citizenship behaviors, increase their perceptions of organizational support.(Lero et al, 2009) states that the availability of work-life balance initiatives, the actual use of these initiatives and reduction of work-life conflict are very likely to change employees' attitudes and perceptions of an organization; and in turn affect their personal satisfaction and commitment towards their job and organization.

Beauregard et al, (2009) have also found that the availability of several work-life balance initiatives, use of it, and satisfaction with it, were associated with increased organizational commitment and performance, reduced turnover intentions; and increased job satisfaction and loyalty. The provision of work-life balance initiatives and support by the organization strongly affects an employee's decision to join an organization or to stay with their current employer, as well as their overall work and life satisfaction and the adoption of work/life balance practices can help ease the problem of skill shortages by attracting and retaining previously 'untapped' pools of talent (Wang, 2006).

#### **E. Improved Personal Health and Wellbeing**

The effort-recovery (E-R) model, as originally proposed by (Meijman and Mulder, 1998), provides the theoretical framework for understanding the relationship between several determinants of work-life balance and personal health and wellbeing. The E-R model facilitates understanding of the impact that certain work stressors can have on personal well-being, as it proposes that effort expenditure in the form of work, is associated with short-term physiological and psychological costs, in terms of fatigue, tension and stress. This process is known as the recovery phase, as the individual takes time to break away from effort investment and accompanied pressures.

If sufficient time is taken for recovery, negative loading effects will be kept at a minimum and thus excessive fatigue and stress will be low. Negative loading built up during the working day will come to an end when time is taken to recover, physical and psychological systems will stabilize during resting periods, and no negative physiological and psychological effects will occur. Studies (Eby et al., 2005) and (Geurts, 2006) have shown that high levels of effort expenditure and low levels of recovery are associated with high levels of work-life interference and low levels of personal well-being. It can thus be assumed that making use of work-life balance initiatives provides individuals with recovery opportunities, enabling them to achieve reduced stress, depression and exhaustion levels together with reduced role strain. (Lero et al. 2009) found in his study that work-life balance practices had a positive impact on reducing job stress and improved morale and mental health. (Judge and Ilies, 2004) found that mood at work is positively related to mood at home, a phenomenon referred to as —mood spillover.

- i. **Happy Employee:** (Adams et al., 1996) found work-family conflict was negatively related to both job satisfaction and life satisfaction. Negative relationships between job-life satisfaction and various forms work-family conflict exert considerable influence on family life in the form of unpleasant moods. Employees enjoy better relation with spouse, kids, friends, etc.
- ii. **Reduces Tension:** Employees said to benefit through greater job satisfaction. WLBP's create a sense of assurance for employees that their organization/employer is supportive of employee wellbeing and non-work related needs. According to perceived organizational support theory (Eisenberger et al., 1986) and social exchange theory (Blau, 1964), the feeling of supportiveness results into higher positive attitudes towards the organization and employee participation and initiative through a felt obligation to give extra effort in return for additional benefits.
- iii. **Psychological Well-Being:** Work-life balance is associated with decreased psychological distress (Major et al., 2000). Experiences of both types of work-family conflict produces increased depression levels (Allen et al., 2000) reports that work-family conflict and family-work conflict leads to depression among employees.
- iv. **Physical Health:** Studies have showed that higher levels of WFC and FWC experiences relate to decreased levels of self-reported overall physical health as well as more physical and somatic health complaints on specific symptom checklists (Allen et al., 2000). Experiences of conflict also relate to self-reported nervous tension and fatigue as well as



more self-reported sickness absence (Anderson et al., 2002). Successful work-life integration is related to reduce physical and psychological complaints such as illness, increased appetite and energy levels, decreased fatigue, nervous tension and anxiety (Allen et al., 2000).

## **2.8. Empirical Study**

There were different studies that have been carried out which is related to work life balance. Typically, Vishwa et, al. (2015) investigated Empirical analysis of work life balance policies and its impact on employee's job satisfaction and performance. The aim of the research was to analyze the relationship between work life balance policies and employee job satisfaction. The findings of this study emphasized that each of the work life balance policies on its own is a predictor of job satisfaction.

Azeem and Akhtar (2014) investigated the influence of work life balance and job satisfaction on organization commitment of health care employee. This was aimed at exploring the influence of work life balance and job satisfaction has on organization commitment among healthcare employee. The finding of the empirical test shows that employee in the health care sector have a moderate level of perceived work life balance, job satisfaction and commitment. There is a positive relationship between work life balance, job satisfaction and organization commitment.

Kamau, et, al. (2013) investigated work life balance practices on employee job performance at eco bank Kenya. The main objective was to determine the effect of organization work life balance on employee performance. Spearman's Correlation Analysis was used to test the candidates' work life balance, their performance to the organization. The finding of the empirical study shows that there was correlation between work life balance and employee performance.

Fapohunda (2014) investigated on the exploration of the effect of work life balance on productivity. The aim of the study was to explore the connection between work life balance and organization productivity and whether work life balance practice possibly decreases employee turnover and absenteeism. The finding of the result was that there is a positive relationship between work life balance practice and employee turnover. It also found out that management support was not satisfactory.

There were also local empirical studies that have been conducted on work life balance. Mahlet (2018) investigated the factors that affect work life balance in selected NGO's in Ethiopia. The descriptive statistics results showed that the employees in selected organizations exhibited low level of work life balance. The regression analysis result showed that among the five predictors of WLB, the variables work overload, life role overload, social support, and work life balance policies predicted the dependent variable, overall work-life balance, significantly. Workplace Support was not a significant predictor of overall work-life balance.

Tihut (2016) has undertaken a study to examine the effect of work life balance factors on job performance in different branch of Commercial Bank of Ethiopia within Addis Ababa. The study identified three organizational factors which include: work time arrangement, WLB program (leave program) and organizational support (assistance program). The findings further indicate that, positive and substantial relationship was found between selected organizational and demographic factors and job performance. Among them assistance program and working time arrangement and leave program are significant predictor of job performance.

The issue of WLB for women employee needs to be recognised as vitally important to society and as requiring intensive research. The effect of work life balance on female employee's job performance in case of some selected Commercial Bank of Ethiopia in Shashemene district branches that are found in Eastern Bale Zone.

## **2.9. Conceptual Frame Work**

According to the above literature review and to achieve the research objectives, the following conceptualized research model is developed. Further, Figure below shows that work life balance of employees influenced by different dimensions which grouped in three categories: personal time arrangement, home/ social relation and support and organizational support variables. And also the model indicates the effect of work life balance on female employees' job performance and social life status.

Moreover, the determinants of work life balance were significantly explaining the variation in work life balance and since work life balance positively and significantly predict employees' job performance. Therefore, work life balance is one of the several factors that have an effect on female employees' job performance of CBE in Shashemene district of Bale Zone branches.

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

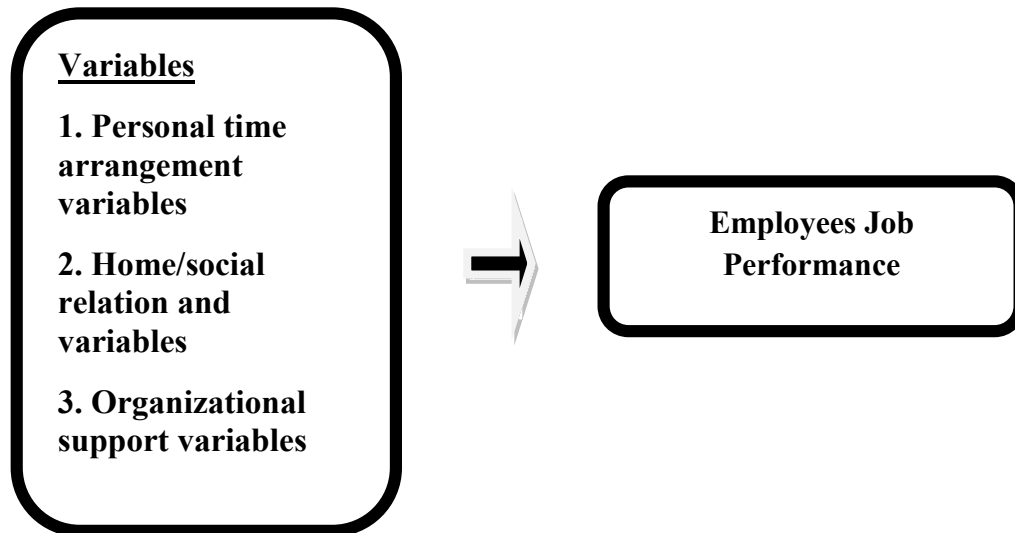


Figure 2.1 Conceptual frame work of the study

Source developed by the researcher

## **CHAPTER THREE**

### **3. RESEARCH METHODOLOGY**

#### **3.1. Introduction**

This chapter presents details of the research design and methodology. This includes description of the study area, the research design, source of data, target population, sample size and sampling technique. Then, data collection tool, methods of data presentation, analysis and interpretation are discussed. At the end, data processing and analysis and ethical consideration is presented.

#### **3.2. Description of the Study Area**

The study was conducted in Shashemene district commercial bank of Ethiopia. Of the Shashemene district, the study was carried out in the Eastern Bale Zone. Three towns namely, Robe Administrative Town, Goba Administrative Town and Agarfa Town were selected as a research setting. Robe Administrative Town is the main town of Eastern Bale Zone which is 430 km East of Addis Ababa. Goba Administrative Town is found in 12 km of the southern part from Robe Administrative Town. Agarfa Town is 24km away in the North-Eastern part from Robe Administrative Town. There are six, three and one commercial bank branches in Robe Administrative Town, Goba Administrative Town and Agarfa Town respectively. The researcher selected these areas since it is advantageous for collecting data with the budget and time of the researcher.

#### **3.3. Research Design**

According to Creswell and Clark (2007), research design forms the blue-print or maps that details how the research is going to collect information that is relevant to addressing the research questions. It is a general guide for data collection, measurement of variables and analysis of data, with the central goal of solving the research problem. The research designs in this study were descriptive and explanatory research designs using quantitative and qualitative approach. The rationale behind using explanatory study design is it is preferable to determine how the independent variable (work life balance) affects the dependent variable (job performance).

### 3.4. Source of Data

Both primary and secondary source of data were used. The primary sources of data are collected from employees of the CBE in some selected Shashemene district branches through questionnaires. It is considered as the relevant sources of data because the respondents know or have experience with every activities of the bank. In addition, secondary sources of data like book, articles, journals, and researches were used.

### 3.5. Target Population

Commercial Bank of Ethiopia in Shashemene district of study area (Robe Administrative Town, Goba Administrative Town and Agarfa Town) has 10 branches. The number of female employees in each bank ranges from 4 to 21 and the total number of female employees of selected branches was 102.

**Table 3.1. Name of branches with number of female employees**

No.	Name of Branches	Woreda (Place)	№ of female employee's in each branch	№ of female employee's in each town
1	Bale Goba branch	Goba	11	28
2	Tegona branch	Goba	9	
3	Sanete branch	Goba	8	
4	Sof Umer branch	Robe	21	69
5	Waleshe branch	Robe	12	
6	Madda Walabu branch	Robe	8	
7	Sinana branch	Robe	12	
8	Goba Robe branch	Robe	12	
9	Al-nur branch	Robe	4	
10	Bale Agarfa branch	Agarfa	5	5
Total			<b>102</b>	102

### 3.6. Sample Size and Sampling Technique

The total number of female employees of commercial bank of Ethiopia in the some selected Shashemene district branch is 102. There are 28, 69 and 5 female employees in the branches of commercial bank of Goba Administrative Town, Robe Administrative Town and Agarfa Town respectively. A non-probability sampling technique to include all female employees of the selected research setting was used due to accessibility and proximity for the researcher. Therefore, the researcher decided to take the whole population as a target group through census

survey because of the number of employees was small and manageable for the designed questionnaires.

### **3.7. Data Collection Tool**

In order to collect data for this study, questionnaire was used as a main data gathering tools. The questionnaires were designed from a detailed literature review with the important contextual modification to investigate the effect of work life balance on female employee's job performance. The purpose of using questionnaires in the research was to collect direct response and feedback from the respondents in short period of time and in an easier manner. A well understood questionnaires were prepared in English as respondents have understood and answer all the questions properly. All questions were designed in a close ended of a 5-point Likert scale format that ranges from 5= strongly agree to 1= strongly disagree. The questionnaires were designed depend on personal variables, home/social variables, organizational variables and job performance variables. During the data collection sufficient time was given to the respondents to answer the questions carefully and neatly. And data collection method was done by the researcher self administrates.

### **3.7. Methods of Data presentation, analysis and interpretation**

Data processing consists of a number of closely related operations: the first one was editing and checking the data collected to detect and correct errors or omissions. Moreover, the collected questionnaires were verified carefully for the completeness of the responses. Thus, the analysis of the study was consistent with the objective of the research.

The data gathered through distributing the questionnaires were analyzed using IBM SPSS statistics version 20 software. Accordingly, descriptive statistics of frequency, Percentage and mean value analysis were used to present the data. Next, Inferential statistics of correlation analyses was employed to show the relationship between work life balance and female employee's job performance. Finally, findings were summarized and presented in a clear and understandable manner.

### **3.8. Data Processing and Analysis**

#### **3.8.1. Data processing**

In this activity the first task was editing, coding, classification and tabulation of collected data. This data processing procedure had two consecutive phases: Firstly, data cleanup in which the collected raw data is edited to detect errors and omissions in response and for checking that the questions were answered accurately and uniformly and editing involves a thorough and critical examination of the completed questionnaire in terms of compliance with the criteria for collecting meaningful data, and in order to deal with questionnaires not duly completed. The next phase is the process of assigning numerical or other symbols is followed. Coding involves assigning numbers or other symbols to answers so that responses can be grouped into limited number of classes and categories. This helps to reduce the response into a limited number of categories or classes and then the process of classification or arranging large volume of raw data in to groups with common characteristics is applied. Data having the common characteristics was placed together and the data was summarized in tabulation and displayed for further analysis.

#### **3.8.2. Data Analysis**

Statistical Package for Social Science (SPSS) software version 20 was employed to analyze and present the data through the statistical tools used for this study, namely descriptive analysis and correlation. Descriptive analysis such as frequency, percentage and mean value were used.

**The Pearson Product Moment Correlation Coefficient:** (Cohen and Swerdlik, 2002) posit that the Pearson Product Moment Correlation Coefficient is a widely used statistical method for obtaining an index of the relationships between two variables when the relationships between the variables is linear and when the two variables correlated are continuous. On this study Pearson's Product moment correlation Coefficient was used to determine the relationships among variables or to ascertain whether a statistically significant relationship exists between WLB factors and female employees' job performance. Multiple regression analysis was also used to understand by how much the combination of the independent variables explain the dependent variable.

According to Daniel and Gates (2006), correlation coefficient can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation. While a value of +1.00 represents a perfect positive correlation. A value of 0.00 correlations represents no relationship. The results of correlation coefficient may be interpreted as follow:

**Table 3.2. Correlation coefficient interpretation**

<b>Correlation coefficient</b>	<b>Interpretation</b>	<b>Relation</b>
(-1.00 to -0.8]	High	Negative
(-0.8 to -0.6]	Substantial	Negative
(-0.6 to -0.4]	Medium	Negative
(-0.4 to -0.2]	Low	Negative
(-0.2 to 0.2)	Very low	Negative
[0.2 to 0.4)	Low	Positive
[0.4 to 0.6)	Medium	Positive
[0.6 to 0.8)	Substantial	Positive
[0.8 to 1.00)	High	Positive

Source: (Daniel and Gates, 2006)

Accordingly, on this study, Pearson's Correlation Coefficient statistical method was used to determine the following relationships for the sample respondents.

- The relationship between personal time arrangement of WLB and female employees' job performance.
- The relationship between home/ social relation and support of WLB and female employees' job performance.
- The relationships between organizational support of WLB and female employees' job performance.

### **3.9. Reliability and Validity of the Instruments**

Bless and Smith (1995) high light that reliability is concerned with the consistency of measures thus, the level of an instrument's reliability is dependent on its ability to produce the same score when used repeatedly. In this study as mentioned above the instrument is taken from previous scholars so it is pretested for reliability. And the current study also tested using Cranach's alpha test of reliability. A commonly accepted rule of thumb for describing internal consistency using Cranach's alpha is as follows (Cronbach, 1993)



**Table 3.3. Accepted rule of Cronbach Alpha for internal consistency test**

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent (High-Stakes testing)
$0.7 \leq \alpha < 0.9$	Good (Low-Stakes testing)
$0.6 \leq \alpha < 0.7$	Acceptable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Source: (Cronbach, 1993)

The question elements tools used in each variable have been tasted as to the Cronbach's alpha and the SPSS output indicates that the instruments consistency is within good and acceptable consistency range as indicated in the table below.

**Table 3.4. Cronbach's Alpha value of Variables in the study (Reliability)**

No	Variables	Number of Items	Cronbach's Alpha
1	Personal time arrangement of work life balance	6	0.763
2	Home/social relation and support of work life balance	9	0.821
3	Organizational support of work life balance	12	0.842
4	Employees' job performance	9	0.635

Source: (own survey, 2020)

### **3.10. Ethical Consideration**

The study was conducted considering the ethical issues such as confidentiality and anonymity. All respondents were informed and advised to participate voluntarily. The participants were first communicated as to the purpose and significance of the study and that their responses were used only for academic purpose and are kept confidential. A written letter that explains the research idea had been provided to study the organization. The researcher had obtained approval prior to any research activity at the specified organization of CBE that the research had been carried out. Participants were assured that their names and their organizations identity were remained anonymous. The information collected from respondents is not revealed to anyone else and it will not be available to the public.

## CHAPTER FOUR

### 4. DATA ANALYSIS AND INTERPRETATION

The study examined work life balance and female employees' job performance in selected commercial banks of Shashemene district of Bale Zone. In this chapter, the data analysis and findings are presented where data analysis was done using SPSS. The first section discusses about respondents demographic distribution. The next section deals with personal time arrangement of WLB. Home/social relations and supports and organizational supports also analysed and interpreted in this chapter. Finally, correlation of WLB of personal time arrangement, home/social relation and support and organizational supports with job performance are computed.

In order to analyse the 5-point Likert scale that ranges from strongly agreed to strongly disagreed, the researcher used the mean value 4.5- 5 for strongly agreed, 3.5- 4.49 for agreed, 2.5- 3.49 for neutral or undecided, 1.5- 2.49 for disagree and 1- 1.49 for strongly disagree ( Aron, et.al, 2008).

#### 4.1. Response Rate

Samples of 102 female employees were taken through non-probability selection census from commercial bank of Ethiopia in Shashemene district that are found in Eastern Bale Zone. As a result, a total of 102 questionnaires were prepared and distributed to the selected sample of employees in the ten different CBE branches. However, 87 (85.3%) questionnaires that were properly filled were collected and used for the analysis. Some of the respondents hesitated to fill and return the questionnaires due to the pandemic disease Covid-19.

According to Barbie (2002) any response rate of 50% and above is adequate for analysis thus 85.3% is even better. This reasonable response rate was made a reality after the researcher visited to remind the respondent to fill-in and return the questionnaires. Accordingly, the analysis of this study is based on the number of questionnaires collected which is 87 in number.

**Table 4.1. Questionnaire Return Rate from Selected CBE Branches**

No	Name of Branches	Woreda (Place)	No of questionnaires distributed	No of questionnaires returned	Return rate in percent
1	Bale Goba branch	Goba	11	10	90.9%
2	Tegona branch	Goba	9	7	77.8%
3	Sanete branch	Goba	8	6	75%
4	Sof Umer branch	Robe	21	18	85.7%
5	Waleshe branch	Robe	12	11	91.7%
6	Madda Walabu branch	Robe	8	7	87.5%
7	Sinana branch	Robe	12	11	91.7%
8	Goba Robe branch	Robe	12	10	83.3%
9	Al-nur branch	Robe	4	3	75%
10	Bale Agarfa branch	Agarfa	5	4	80%
Total			<b>102</b>	<b>87</b>	<b>85.3</b>

#### 4.2. Background Information of Respondents

The intended information of the study has been gathered from female employees of commercial bank of Ethiopia in Shashemene district. The data gathered from ten different branches that are found in Bale Zone. Hence, the demographic distribution of the participants was summarized in the following table.

**Table 4.2a. Demographic Distribution of Respondents**

No	Demographic characteristic of respondents	Category	Frequency	Percentage
1	Age	<25	24	27.6
		25-35	55	63.2
		36-46	6	6.9
		≥47	2	2.3
		Total	87	100.0
2	Marital status	Single	31	35.6
		Married	52	59.8
		Widowed	2	2.3
		Divorced	2	2.3
		Total	87	100.0

The above table 4.2a shows the demographic distribution of respondents in terms of age and marital status. Of the total respondents (87 in number), more than half (63.2%) of them were between the age of 25-35. A number exceeding one fourth (27.6%) of them were less than 25

years old. There were 6.9% of the respondents between the ages of 36-46. Only two (2.3%) of them were beyond the age of forty seven.

Concerning respondents' marital status, the above table indicates more than half (59.8%) of them were married and 35.5% of them were single. There were 2.3% of the respondents who were widowed and similarly 2.3% of the respondents divorced from their partner. Analysis of respondents' age and marital status shows 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.

**Table 4.2b: Demographic Distribution of Respondents**

No	Demographic characteristic of respondents	Category	Frequency	Percentage
3	Educational level	Diploma	5	5.7
		Degree	81	93.1
		Masters	1	1.1
		Total	87	100.0
4	Position in the Bank	Manager	2	2.3
		Customer service manager	6	6.9
		Customer relationship officer	7	8.0
		Cashier	4	4.6
		Accountant	7	8.0
		Auditor	5	5.7
		Know your customer	6	6.9
		Customer service officer	36	41.4
		Junior Customer service officer	14	16.1
		Total	87	100.0

Table 4.2b reveals the demographic distribution of respondents in terms of educational level and their position in the bank. Majority of the respondents (93.1%) were first degree holder and about 5.7% of them were graduated with diploma. Only one (1.1%) of the female employees in the selected commercial bank of Ethiopia was second degree holder. Regarding their position in the bank 41.4% of the respondents were customer service officer and 16.1% of them were junior Customer service officer. Of the total (87) respondents, similar numbers of them (8%) were customer relationship officer and accountants. Similar numbers of the total respondents (6.9%) were serving in the position of customer service manager and know your customer. 5.7%, 4.6%

and 2.3% of the total respondents were auditor, cashier and manager respectively. The demographic distribution of the respondents' in terms of their educational level and position in the bank indicates significant number of respondents can understand the raised questions and indicated their perspective from personal, social and organizational view point properly as much as possible.

#### 4.3. Personal Time Arrangement of WLB

Personal factors are among the factors that affect work life balance and job performance in an organization. The following table with 7 questionnaires distributed for 87 respondents indicates respondents' state of agreement to the posed issues.

**Table 4.3. Personal time arrangement of WLB**

No	Items		SAG (5)	AG (4)	N (3)	DA (2)	SDA (1)	Total	Mean
1	I have sufficient time to take care of myself	Fre	5	11	19	33	19	87	2.43
		Per.	5.75	12.64	21.84	37.93	21.84	100	
2	I can spend the time I want on my own self development	Fre	2	3	6	49	27	87	1.90
		Per.	2.30	3.45	6.90	56.32	31.03	100	
3	I undergo physical exercise regularly	Fre	-	2	3	67	15	87	1.91
		Per.	-	2.30	3.45	77.01	17.24	100	
4	I have time and energy to engage in any leisure activities that I want to do	Fre	-	7	9	59	12	87	2.13
		Per.	-	8.05	10.34	67.82	13.79	100	
5	I have nice sleep of minimum 8 hours at night	Fre	9	36	7	24	11	87	3.09
		Per.	10.34	41.38	8.05	27.59	12.64	100	
6	I have enough time to think, plan and schedule my day to day activities	Fre.	6	10	23	39	9	87	2.60
		Per.	6.90	11.49	26.44	44.83	10.34	100.00	
<b>Grand mean value</b>									<b>2.34</b>

**Key:** SAG= Strongly agree, AG= Agree, N= neutral, DA= Disagree, SDA= Strongly disagree,

Fre= Frequency and Per= Percentage

When the summary of the responses given by the respondents to the six questions is observed in the above table 4.3, one can see that more than one-third (37.93%) of the total respondents disagreed with the proposition 'I have sufficient time to take care of myself.' More than one-fifth (21.84%) of the respondents did not have sufficient time to take care of

themselves. Similarly, about 21.84% of the respondents did not decide whether they had sufficient time or not to take care of themselves. Of the total respondents, 12.64% and 5.75% rated that agreed and strongly agreed for the item 'I have sufficient time to take care of myself.' The mean value of the item number one is 2.43, which indicated the respondent did not agree with the proposition 'I have sufficient time to take care of myself.'

Regarding item number 2, 'I can spend the time I want on my own self development', more than half (56.32%) of the respondents rated 'disagreed' and nearly one-third (31.03%) of them 'strongly disagreed' with the stated proposition. 6.9%, 3.45% and 2.3% of the respondents were neutral, agreed and strongly agreed respectively with the proposed statement. The mean value of the item (1.9) revealed that the respondents disagreed with the item 'I can spend the time I want on my own self development'.

Item number 3 of the above table stated about respondents practice on physical exercise. Of the total respondents, more than three-fourth (77.01%) of them valued disagreed for the proposition 'I undergo physical exercise regularly.' 17.24% of the respondents strongly disagreed, 3.45 % agreed and 2.3% strongly agreed. The mean value (1.91) also confirmed that the respondents disagreed or did not undergo physical exercise regularly.

Concerning item 4, 'I have time and energy to engage in any leisure activities that I want to do', more than two-third (67.82%) of the respondents disagreed with the proposition. 13.79%, 10.34% and 8.05% of the female employees in the selected commercial bank of Ethiopia rated strongly disagreed, neutral and agreed respectively about their time and energy to engage in any leisure activities that they want to do. The mean (2.13) indicated that the respondents disagreed with the stated questionnaire 'I have time and energy to engage in any leisure activities that I want to do'.

Regarding item number 5, 'I have nice sleep of minimum 8 hours at night', 41.38% of the respondents agreed whereas 27.59% of them disagreed with the proposed statement. 12.64% of the respondents strongly disagreed while 10.34% of them strongly agreed that they have nice sleep of minimum 8 hours at night. About 8.05 of the respondents rated neutral for the stated item. The mean value (3.09) revealed that the respondents could not decide whether they sleep of minimum 8 hours at night or not.

With reference to item number 6, 'I have enough time to think, plan and schedule my day to day activities', 44.83% of the respondents rated disagreed whereas 26.44% of them were neutral. 11.49%, 10.39% and 6.9% of the female employees in the selected commercial bank of Ethiopia valued agreed, strongly disagreed and strongly agreed respectively for the proposed item 'I have enough time to think, plan and schedule my day to day activities'. The mean 2.6 valued the respondents were not decided whether they have enough time to think, plan and schedule their day to day activities or not.

Concerning the personal time arrangement of work life balance of female employees in the selected commercial bank of Ethiopia in Shashemene district, the grand mean value 2.34 revealed that the respondents disagreed with the personal items. This confirmed that the female employees in the selected branches of commercial bank of Ethiopia did not properly take care of their own personal life due to shortage of time that occurred from work life imbalance.

#### **4.4. Home/ Social Relations and Supports of WLB**

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

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.

**Table 4.4. Home/ Social relations and supports of WLB**

No	Items		SAG (5)	AG (4)	N (3)	DA (2)	SDA (1)	Total	Mean
1	I spend enough time with my family	Fre.	9	10	17	36	15	87	2.56
		Per.	10.34	11.49	19.54	41.38	17.24	100.00	
2	I have time for social activities engagement	Fre.	6	9	21	41	10	87	2.54
		Per.	6.90	10.34	24.14	47.13	11.49	100.00	
3	I feel close to my colleagues after work	Fre.	2	5	18	51	11	87	2.26
		Per.	2.30	5.75	20.69	58.62	12.64	100.00	
4	I have a regular contact with relatives and my family members	Fre.	4	9	5	62	7	87	2.32
		Per.	4.60	10.34	5.75	71.26	8.05	100.00	
5	My spouse equally shares household activities and child caring responsibilities	Fre.	6	10	55	13	3	87	3.03
		Per.	6.90	11.49	63.22	14.94	3.45	100.00	
6	My spouse equally concentrates in child studies	Fre.	3	13	53	15	3	87	2.98
		Per.	3.45	14.94	60.92	17.24	3.45	100.00	
7	I have patience to hear my kids conversation with me	Fre.	4	5	56	21	1	87	2.89
		Per.	4.60	5.75	64.37	24.14	1.15	100.00	
8	I can give healthy food to my spouse and children in containers	Fre.	4	5	56	20	2	87	2.87
		Per.	4.60	5.75	64.37	22.99	2.30	100.00	
9	I can manage issues through my social network	Fre.	7	8	17	37	18	87	2.41
		Per.	8.05	9.20	19.54	42.53	20.69	100.00	
<b>Grand mean value</b>									<b>2.65</b>

As shown in table 4.4 above, thirty-six (41.38%) of the respondents disagreed with the questionnaire ‘I spend enough time with my family’. Seventeen of them (19.54%) were remaining neutral and fifteen (17.24%) of them strongly disagreed with the time they spent with their family. Ten (11.49%) and nine (10.34%) of the total female employees in the selected commercial banks of Ethiopian agreed and strongly agreed respectively with the proposed item ‘I spend enough time with my family’. The mean 2.56 valued undecided or neutral rating for the respondents concerning the time they spent with their family. This revealed respondents were not properly spending time with their family due to work life imbalance.

Item number 2 discussed about the time spent for social activities engagement of the respondents. Nearly half (47.13%) of the respondents valued disagreed rating concerning the



time they have for social activities engagement and nearly one-fifth (24.14%) of them rated neutral. Ten (11.49%), nine (10.34%) and six (6.9%) of the total respondents rated strongly disagree, agree and strongly agree respectively for the proposition 'I have time for social activities engagement'. The mean value 2.54 rated the respondents were remaining neutral whether they have time for social activities engagement or not. Hence, the data confirmed there was some time constraint to participate in social activities which might emanate from the imbalance of work life.

More than half (58.62%) of the respondents rated disagree and eighteen (20.69%) of them were not sure (neutral) whether they feel close to their colleagues after work. Eleven (12.64%), five (5.75) and two (2.3%) of the respondents valued strongly disagreed, agreed and strongly agreed respectively whether they feel close to their colleagues after work or not. The mean value 2.26 indicated that the female respondents in the selected commercial bank of Ethiopian did not (disagreed) feel close to their colleagues after work.

Regarding item number 4, 'I have a regular contact with relatives and my family members', significant number (71.26%) of the respondents rated disagree and nine (10.34) of them ranked agree. Seven (8.05%), five (5.75%) and four (4.6%) of the total respondents valued strongly disagree, neutral and strongly agree respectively up on contacting with relatives and family members regularly. The mean value 2.32 showed that the respondents disagreed or did not have a regular contact with their relatives and family members. Hence, female employees in the selected CBE branches did not regularly contacting with their relatives and family members.

Majority (63.22%) of the total respondents were remaining neutral whether their spouse equally shares household activities and child caring responsibilities with them. Thirteen (14.94%) and ten (11.49) of the total respondents disagreed and agreed respectively with the proposed item 'My spouse equally shares household activities and child caring responsibilities'. Of the total respondents, six (6.9%) and three (3.45%) of them strongly agreed and strongly disagreed respectively that their spouse equally shares household activities and child caring responsibilities. The mean value 3.03 indicated the female employees that were selected from study area remain neutral about the support they got from their spouse regarding household activities and child caring responsibilities. This showed there might be work burden on female employees which leads to work life imbalance.

Concerning item number 6, 'My spouse equally concentrates in child studies', more than half (60.92%) of the respondents were remaining neutral. Fifteen (17.24%) and thirteen (14.94%) of the total respondents disagreed and agreed respectively with the proposed item that states their spouse equally concentrates in child studies. Similar number, three (3.45%) of the respondents both strongly agreed and strongly disagreed with the proposed item 'My spouse equally concentrates in child studies'. The mean value 2.98 for the proposed item revealed that the female employees in the selected CBE branches were remaining neutral about the support they got from their counterpart in child studies. Hence, females still complained about their spouse for the support of their child studies.

Nearly two-third (64.37%) of the respondents was remaining neutral about the item 'I have patience to hear my kids' conversation with me'. Almost one-fourth (24.14%) of the total respondents ranked disagree regarding their patience to hear my kids' conversation with them. Five (5.75%), four (4.6%) and one (1.15%) of the total respondents valued agree, strongly agree and strongly disagree about their patience to hear my kids' conversation with them. The mean value 2.89 indicated that the respondents remained neutral. Hence, there is doubt about respondents' forbearance and good-natured tolerance while interacting with their kids.

Significant number (64.37%) of respondents remained neutral about giving healthy food to their spouse and children in containers. Twenty (22.99%) and 5 (5.75%) of the respondents rated disagree and agree respectively about giving healthy food to their spouse and children in containers. Four (4.6%) and two (2.3%) of the respondents strongly agreed and strongly disagreed respectively about giving healthy food to their spouse and children in containers. The mean value 2.87 showed that the respondents were in doubt whether they provide healthy food to their spouse and children in containers due to work life imbalance.

Thirty-seven (42.53%) of the total respondents rated disagree about the proposition 'I can manage issues through my social network'. Eighteen (20.69%) and seventeen (19.54%) of the total respondents rated strongly disagree and remain neutral respectively on the way to manage issues through their social network. Eight (9.20%) and seven (8.05%) of the total respondents agreed and strongly disagreed to the stated proposition 'I can manage issues through my social network'. The mean value 2.41 revealed the respondents disagreed or did not manage issues through their social network.

Regarding the home/ social relations and supports, female employees of the selected CBE grand mean value is 2.65 which indicated the respondents were remaining neutral. General observation of the responses clearly showed that majority of the respondents did not have a social support at home that helped to maintain a good work life balance and they did not take part in different social activities probably due to work life imbalance.

#### 4.5. Organizational Supports of WLB

Rhoades and Eisenberger (2002) in their study of specific forms of informal support, supervisor support, co-worker support and employee assistance programs from an organization 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.

**Table 4.5a. Organizational supports of WLB**

No	Items		SAG (5)	AG (4)	N (3)	DA (2)	SDA (1)	Total	Mean
1	There are different leave arrangements in my organization	Fre.	24	44	8	9	2	87	3.91
		Per.	27.6	50.6	9.2	10.3	2.3	100	
2	My organization have employee assistance programs (EAP)	Fre.	18	42	12	10	5	87	3.67
		Per.	20.7	48.3	13.8	11.5	5.7	100	
3	My organization have on-site child care center for employees	Fre.	-	-	3	41	43	87	1.54
		Per.	-	-	3.45	47.13	49.43	100	
4	There is job sharing among employees in my organization	Fre.	15	20	8	31	13	87	2.92
		Per.	17.20	23.00	9.20	35.60	14.90	100	
5	My organization has flexible time arrangement for employees	Fre.	6	10	13	45	13	87	2.44
		Per.	6.90	11.49	14.94	51.72	14.94	100	
6	My organization provides sport facilities for employees	Fre.	-	-	2	73	12	87	1.89
		Per.	-	-	2.30	83.91	13.79	100	

As it can be seen from the table 4.5a above, half (50.6%) of the respondents agreed that there are different leave arrangements in their organization. Twenty-four (27.6%) of the total respondents strongly agreed whereas nine (10.3%) of them disagreed that there are different leave arrangements in their organization. Eight (9.2%) of the total respondents remained neutral and two (2.3%) of them strongly disagreed about the raised item. The mean value 3.91 of the respondents indicated that they agreed that their organization have different leave arrangements. This confirmed the leave arrangements in the organization balance female employees work life and different unexpected personal and social encounters.

Regarding item number 2, majority (48.3%) of the respondents agreed and twenty-four (27.6%) of them strongly agreed that their organization have employee assistance programs (EAP). Twelve (13.8 %), ten (11.5%) and five (5.7%) of the respondents remained neutral, disagreed and strongly disagreed respectively that their organization have employee assistance programs. The mean 3.67 showed that the female respondents in the selected CBE Shashemene district Bale Zone branches believed that their organization have employee assistance programs such as in the areas of personal issue, relationship issues, eldercare, parenting issue, harassment, substance abuse, job stress, financial or legal and family violence, long term illnesses, disability issues and counseling for crisis situation to balance their work, personal and social or home related issues.

Almost half (49.43%) of the respondents strongly disagreed and forty-one (47.13%) of them disagreed that their organization have on-site child care center for employees. Three (3.45%) of the respondents were not sure whether their organization have on-site child care center for employees. The mean value 1.54 showed the respondents disagreed as their organization had no on-site child care center for employees. Hence, family issues related to respondents child care may affect their work life balance.

Item number 4, deals about job sharing among employees in their organization. Thirty-one (35.60%) of the total respondents disagreed for the proposed item 'there is job sharing among employees in my organization' whereas twenty (23 %) of them agreed. About fifteen (17.20%) of the respondents strongly agreed whereas thirteen (14.90%) of them strongly disagreed with the proposed item. Eight (9.20%) of the female employees in the selected CBE remained neutral whether there is job sharing among employees in their organization. The mean value 2.92 showed that there were in doubt whether there were job sharing among employees in their organization. Hence, lack of job sharing among employees in their organization may have impact in balancing work and life.

A number exceeding half (51.72%) of the total respondents disagreed with the proposition 'My organization has flexible time arrangement for employees'. Thirteen respondents (14.94%) remained neutral and similar numbers of them (14.94%) strongly disagreed. Ten (11.49%) of the respondents agreed and six (6.90%) of them strongly agreed that their organization has flexible time arrangement for employees. The mean value 2.44 revealed that the respondents disagreed

with the proposed statement. This confirmed lack of flexibility in time arrangement for employees might affect employees work life balance. Hayman (2009) studied on perceived usability of flexible work practices and found out Work-life balance worsens with longer hours, workers on flexi-time had better work-life balance than workers on fixed hours.

**Table 4.5b. Organizational supports of WLB**

No	Items		SAG (5)	AG (4)	N (3)	DA (2)	SDA (1)	Total	Mean
7	In my organization there is flexibility to work from home using a computer	Fre.	-	3	8	59	17	87	1.97
		Per.	-	3.45	9.20	67.82	19.54	100	
8	My organization has on-site cafe and restaurants for employees	Fre.	-	3	3	68	13	87	1.95
		Per.	-	3.45	3.45	78.16	14.94	100	
9	My organization provides financial support for staff education	Fre.	6	10	23	40	8	87	2.61
		Per.	6.90	11.49	26.44	45.98	9.20	100	
10	My organization have comfortable work environment	Fre.	14	49	14	7	3	87	3.74
		Per.	16.10	56.33	16.10	8.00	3.45	100	
11	My supervisor gives more important towards the wellbeing of the employees	Fre.	2	5	16	51	13	87	2.22
		Per.	2.30	5.75	18.39	58.62	14.94	100	
12	My organization supports the employees in terms of combining professional's life with family life	Fre.	10	10	12	45	10	87	2.60
		Per.	11.50	11.50	13.8	51.7	11.49	100	
<b>Grand Mean value of item 1-12</b>									<b>2.62</b>

As one can see from the above Table 4.5b, majority (67.82%) of the total respondents disagreed and they did not believe that there is flexibility to work from home using a computer in their organization. Seventeen (19.54%), eight (9.2%) and three (3.45%) of the respondents rated strongly disagree, neutral and agree respectively with the proposed item 'In my organization there is flexibility to work from home using a computer'. The mean value of the item 1.97 confirmed that the female respondents in the selected CBE believed that there was no flexibility to work from home using a computer. Hence, lack of technology and skill of technology have impact on the work life balance of employees.

More than three-fourth (78.16%) of the respondents disagreed and thirteen (14.94%) of them strongly disagreed that their organization has on-site cafe and restaurants for employees. Three

(3.45%) of the total respondents valued neutral rating whether their organization has on-site cafe and restaurants for employees or not. Similar numbers of respondents (3.45%) believed that there is café and restaurant for employees in their organization. The mean value 1.95 confirmed that the respondents rated disagree to show that their organization has not on-site cafe and restaurants for employees. Recreation center in work place may help employees to relax and reduce work stress; however, lack of on-site cafe and restaurants may show impact on the employees' job performance and imbalance work and life of the employees.

Concerning item number 9, forty (45.98%) of the respondents disagreed with the proposed item 'My organization provides financial support for staff education'. Twenty-three (26.44%) of the total respondents were neutral and ten (11.49%) of them agreed with the item. Eight (9.2%) of them strongly disagreed while six (6.9%) of them strongly agreed that their organization provides financial support for staff education. The mean value 2.61 showed that the respondents were neutral regarding the financial support provided by their organization for staff education.

Item number ten of organizational factor of WLB deals with the favorable working environment. More than half (56.33%) of the respondents agreed and fourteen (16.10%) of them strongly agreed that they were working in a conducive atmosphere. Of the total respondents fourteen (16.10%) of them remained neutral about their working environment. Seven (8%) of them disagreed and three (3.45%) of them strongly disagreed with the item they believed their working environment was not contributive. The mean value 3.74 revealed the respondents agreed that they were working in an encouraging environment.

More than half (58.62%) of the respondents disagreed and sixteen (18.39%) of them remained neutral that their supervisor gives more important towards the wellbeing of the employees. Thirteen (14.94%), five (5.75%) and two (2.3%) of the respondents strongly disagreed, agreed and strongly agreed respectively that their supervisor gives more important towards the wellbeing of the employees. The mean 2.22 valued that the respondents disagree with the item.

A number exceeding half (51.7%) of the respondents disagreed and twelve (13.8%) of them were neutral regarding their organizational supports provided for employees in terms of combining professional's life with family life. Of the total respondents similar number (11.50%) of them strongly agreed, agreed and strongly disagreed with the proposed item. The mean value 2.6 indicated that the respondents remained neutral their organizational supports for employees in

terms of combining professional's life with family life. Hence, lack of combining professional's life with family life leads to work life imbalance.

The grand mean value of organizational supports of work life balance was 2.62 which revealed the respondents remained neutral. The data confirmed that there were organizational factors which imbalance work and family life. Recognition that employees have a life outside work and being supportive of this builds organizational membership.

#### **4.6. Job Performance of Respondents**

The success of an organization depends on the employees' performance. Job performances are typically determined by the motivation to work hard and high motivation means greater efforts and higher performances (Mitchell, 1982). 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. Job performance translates into good service delivery and interaction in which affects every area of the organization. An employee's job performance depends on or is a consequence of some combination of ability, effort, and opportunity. But, the measurements can be done in terms of outcomes or results produced.

The female employees in the selected CBE in Shashemene district of Bale Zone job performance is rated in the following table.

**Table 4.6. Job Performance of Respondents**

No	Items		SAG	AG	N	DA	SDA	Total	Mean
1	I feel comfort to fulfill the responsibilities specified in my job description	Fre.	3	8	19	39	18	87	2.30
		Per.	3.4	9.2	21.8	44.8	20.7	100	
2	I always receive a positive feedback from my supervisor	Fre.	2	14	38	23	10	87	2.71
		Per.	2.3	16.1	43.7	26.4	11.5	100.	
3	I propose solutions to problems by my own	Fre.	4	13	19	42	9	87	2.55
		Per.	4.6	14.9	21.8	48.3	10.3	100	
4	I complete assigned duties adequately without taking to home	Fre.	-	7	14	36	30	87	1.98
		Per.	-	8.0	16.1	41.4	34.5	100	
5	I always arrive for work on time	Fre.	10	6	34	27	10	87	2.76
		Per.	11.5	6.9	39.1	31.0	11.5	100	
6	I demonstrates appropriate interaction with customers	Fre.	5	9	43	25	5	87	2.82
		Per.	5.7	10.3	49.4	28.7	5.7	100	
7	I gain personal growth by learning different skills in my work	Fre.	5	9	13	43	17	87	2.33
		Per.	5.7	10.3	14.9	49.4	19.5	100	
8	I deal effectively and professionally with employees in other areas	Fre.	4	7	29	36	11	87	2.51
		Per.	4.6	8.0	33.3	41.4	12.6	100	
9	I always manage information and data timely and effectively	Fre.	7	13	30	30	7	87	2.80
		Per.	8.0	14.9	34.5	34.5	8.0	100	
<b>Grand Mean Value</b>									<b>2.53</b>

As it can be seen from the above Table 4.6, more than thirty-nine (44.8%) of the respondents and eighteen (20.7%) of them believed that they did not feel comfort to fulfill the responsibilities specified in their job description. Nineteen (21.8%) of the respondents were not sure whether they eased in fulfilling their responsibilities in their job description or not. Eight (9.2%) of the respondents and three (3.4%) of them rated agreed and strongly agreed that they properly fulfilled their responsibilities in their job description. The mean value 2.30 showed that the respondents did not properly fulfill their responsibilities in their job description. Hence, when employees lack fulfilling their duties adequately, the job performance decreased and organizational goal could not also be achieved.

With respect to item 2 above, twenty-three (26.4%) of the respondents and ten (11.5%) of them reported that they did not receive a positive feedback from their supervisor. Thirty-eight (43.7%), fourteen (16.1%) and two (2.3%) of the total respondents rated neutral, agreed and strongly



agreed respectively that they always receive a positive feedback from their supervisor. The mean value of the item 2.71 indicated that the respondents were not sure whether they received a positive feedback from their supervisor. A constructive feedback motivates employees to work hard and actively; on the contrary, lack of positive constructive feedback affects employee's job performance.

Almost half (48.3%) of the respondents disagree, a number exceeding one-fifth (21.8%) of the respondents did not decide and nine (10.3%) of them strongly disagreed that they did not propose solutions to problems they encountered in their work and life by their own. Thirteen (14.9%) of the respondents agreed and four (4.6%) of them strongly agreed and reported that they proposed solutions to problems they encountered in their work and life. The mean value 2.55 (undecided) showed that majority of the respondents did not have confidence to propose solutions to problems by their own. Therefore, job performance of the employees decreases in the organization if they do not use their effort for solving problems.

Of the total respondents, thirty-six (41.4%) of them disagreed and thirty (34.5%) of them strongly disagreed and they reported that they did not complete their assigned duties adequately at work place without taking to home. Fourteen (16.1%) of the respondents remained neutral. seven (8.0%) of them agreed that they completed their assigned duties adequately. The mean value 1.98 revealed that respondents disagreed with the proposed item and they did not complete the assigned duties adequately without taking to their home. This reveals that when respondents properly did not complete the assigned duties their job performance would decrease and affect their work life balance as well.

Item number 5 of the above table is about punctuality for work. Thirty-four (39.1%) of the respondents were neutral and twenty-seven (31.0%) of them disagreed and ten (11.5%) of them strongly disagreed and they were not punctual for their work. Of the total respondents, ten (11.5%) of them strongly agreed and six (6.9%) of them agreed and they always were punctual. The mean value 2.76 confirmed that majority of the respondents got difficulty to decide whether they arrived on time for their work or not. Although punctuality contributes to good job performance, the respondents got some challenges which might be work life imbalance to be punctual.

Nearly half of the respondents (49.4%) of the respondents were unable to decide whether they had good communication with the customers or not. Twenty-five (28.7%) and five (5.7%) of them disagreed and strongly disagreed respectively and they did not demonstrate appropriate interaction with customers. Twenty-seven (31%) of them strongly agreed that they demonstrate appropriate interaction with customers. Nine (10.3%) of the total respondents agreed and five (5.75%) of them strongly agreed and they believed they showed appropriate interaction with customers. The mean value 2.82 rated undecided confirmed that the respondents had lack of appropriate communication with their customers.

Forty-three (49.4%) of the total respondents disagreed and seventeen (19.5%) of them strongly disagreed that they did not gain personal growth by learning different skills in their work. Thirteen (14.9%) of them remained neutral. Nine (10.3%) of them agreed and five (5.75%) of them strongly agreed and they believed they gained personal growth by learning different skills in their work. The mean value 2.33 also justified that the respondents did not gain personal growth by learning different skills in their work.

Thirty-six of (41.4%) of the total respondents disagreed, eleven (12.6%) of them strongly disagreed and one-third (33.3%) of them rated neutral about the proposed statement 'I deal effectively and professionally with employees in other areas.' Seven (8.0%) of the respondents agreed and four (4.7%) of them strongly agreed that they dealt effectively and professionally with employees in other areas. The mean value 2.51 also confirmed that respondents had weakness on the way to deal with employees in other areas. Hence, the communication among employees can be a factor for enhancing their job performance as it creates a conducive environment among workers.

A number of respondents exceeding one-third (34.5%) disagreed and a similar number of respondents (34.5%) remained neutral about managing data and information timely and effectively. Seven (8%) of the total respondents also strongly agreed. Majority of the respondents believed they had shortcomings in their management of data and information timely and effectively. However, there were thirteen (14.9%) respondents agreed and seven (8%) who strongly agreed that they were able to manage data and information timely and effectively. The mean value 2.80 (undecided) revealed that majority of the respondents had weakness in managing information and data timely and effectively.

The grand mean value 2.53 which is on the line of undecided of female employees in the selected CBE of Shashemene district in Bale Zone showed that the respondents job performance was less in their respective branches. This confirmed that when employee's job performance decreased the organizational goals cannot be achieved properly.

#### **4.7. Correlation Analysis**

On this study, Pearson's Product Moment Correlation Coefficient was used to determine the following relationships.

- The relationship between personal factors of WLB and female employees' job performance.
- The relationship between home or social related factors of WLB and female employees' job performance.
- The relationships between organizational factors of WLB and female employees' job performance.

In this study, Daniel and Gates (2006) suggested guide was used to describe the strength of the correlation when the absolute value of  $r$  is -1.00 to -0.8 "High negative relation", -0.8 to -0.6 "Substantial negative relation", -0.6 to -0.4 "Medium negative relation", -0.4 to -0.2 "Low negative relation", -0.2 to 0.2 "Very low relation", 0.2 to 0.4 "Low positive relation", 0.4 to 0.6 "Medium positive relation", 0.6 to 0.8 "Substantial positive relation" and 0.8 to 1.00 "High positive relation". In addition, the p-value is used to indicate the significance of the relationship.

**Table 4.7. Correlation between WLB factors and Job Performance**

		personal time arrangement	home/social relation and support	Organizational supports	Job performance
personal time arrangement	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	87			
home/social relation and support	Pearson Correlation	.176	1		
	Sig. (2-tailed)	.103			
	N	87	87		
Organizational supports	Pearson Correlation	.123	.337**	1	
	Sig. (2-tailed)	.258	.001		
	N	87	87	87	
Job performance	Pearson Correlation	.341**	.161	.439**	1
	Sig. (2-tailed)	.001	.136	.000	
	N	87	87	87	87

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

Source: (own computation, 2020)

As can be seen from Table 4.7 above, the correlation relationships can be explained in the following way:

The results of the correlation between personal time arrangement of work life balance factors and job performance of female employees in the selected CBE was found to be low positive relationship ( $r = 0.341$ ,  $p < 0.01$ ). This signifies as predictors of personal factors WLB increases, job performance increases as well.

As it is clearly indicated in the above table, a very low level of positive relationship ( $r = .161$ ,  $p < 0.01$ ) was found between predictors of home/social relation and supports of work life balance factors and job performance. Although very low level of relationship was found between the two variables, when home/social factors improved job performance of female employees in the selected CBE branches will also improved simultaneously.

The results of the correlation between predictors of organizational supports of work life balance and respondents' job performance was found to be medium level of positive relationship ( $r$

=.439,  $p < 0.01$ ). This signifies when employees get more support at their organization their job performance increases simultaneously increases.

The three independent variables (personal time arrangement of WLB, home/social relations and supports of WLB and organizational supports of WLB) correlation with the dependent variable (job performance) are statistically significant at 99% confidence level. This implies that at a 1% level of significance it was discovered that the respondents' personal time arrangement of WLB, home/social relations and supports of WLB and organizational supports of WLB played a significant role in determining the job performance of female employees at the selected CBE in Shashemene district of Eastern Bale Zone branches.

The findings on this study concurred with other research findings. Forsyth and Polzer (2007) found WLB programs, work arrangement and organizational support has a positive influence on job performance. Moreover, the perceptions of employees about WLB support directly influence job performance. The more the perceived employer support the more the job performance. WLB organizational factors like, work arrangement (flexible working hour), WLB Policy (Leave program) in an organization significantly influence employee job performance by enabling a balance between, personal commitment, responsibilities and organizational roles, duties of an employee. Flexibility in working hours enhanced employee motivation and commitment to the organization.

Women are obliged to take over the responsibilities of both professional and personal lives, which is a herculean task for the women professionals. Vijaya Mani (2013) quoted in Sumathi and Ramaswamy (2018) carried out a study that ascertained role conflict, poor recognition for meritorious staff members, internal politics that prevail at organizations, gender disparity, time management problems and lack of social support affect WLB of female employees. Niharika and Supriya (2010) ) cited in Sumathi and Ramaswamy (2018) in their study identified that flexible working time, provision of opportunity to work part-time and liberty to work from home and permitting women employees to take care of children, in case of emergencies, matter much in work life balance.

**Table 4.8. Regression Model between WLB factors and Job Performance****Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.526 <sup>a</sup>	.277	.251	.383
a. Predictors: (Constant), personal time arrangement, home/social relations and supports, Organizational support				

Source: (own computation, 2020)

The results as shown in the Table 4.8a, value of  $R=.526$ , indicates a positive prediction of the independent variables (personal time arrangement of WLB, home/social relations and supports of WLB and organizational supports of WLB) on the dependent variable, job performance. The adjusted  $R^2$  value indicated that the three independent variables explained a 25.1% of the variation in the dependent variable. Therefore, the remaining 74.9% is explained by other factors that were not considered in this study.

There might be other factors that influence work life balance of female employees and their job performance in an organization. Sumathi and Ramaswamy (2018) identified that age, marital status, area of residence, educational qualification, type of family, monthly income and experience are some of the factors that influence WLB of female employees. Wondu et, al. (2019) ascertained that lack of policies implementation/customization, co-workers support and work overload were the factors that affect WLB and employees job performance.

**Table 4.9. ANOVA Result of Multiple Regression Model**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.349	3	.783	18.748	.000 <sup>b</sup>
	Residual	3.467	83	.042		
	Total	5.816	86			
a. Dependent Variable: Job performance						
b. Predictors: (Constant), personal time arrangement, home/social relations and supports, Organizational support						

Source: (own computation, 2020)

The F-ratio in the ANOVA table (see table 4.9) tests whether the overall regression model is a good fit for the data or not. The table shows that the independent variables (personal time arrangement, home/social relations and supports, organizational support) statistically significantly predict the dependent variable which is Job performance,  $F(3, 83) = 18.748$ ,  $p < .05$  which means the regression model is a good fit of the data. Therefore, the influence is significant that  $p = 0.000$ .

#### **4.8. Challenges of Work-life Balance**

There are different barriers that hinder the balance between work and life. Imbalance between work and life affects both the life of an employee and organization. Minimizing the constraints that challenge work life balance enhances achieving organizational goals. The following are some of the challenges of WLB that are reviewed from different literatures.

##### **1. Lack of Managerial support**

Managerial support is consistently emphasised as a factor influencing WLB. Managers play an important role in the success of work/life programs because they are in a position to encourage or discourage employees' efforts to balance their work life and family life. The employee turnover will increase if there is mismatch between management and employees (Dawley et al., 2010). Employees cannot perform better if they are working with tactless and inflexible manager.

##### **2. Organisational time demand**

Organisational time demand refers to the expectations of the superiors for their employees that work should precede family duties. Working for long hours at the work place is seen as a sign of commitment, loyalty, competence and high potential (Beauregard and Henry, 2008), it is a major barrier to achieving work/life balance. Organizations that want to increase WLB need to introduce new performance measures that focus on objectives, output and performance (Lazar 2010).

##### **3. Work load**

Additional work hours deduct home time thus high work intensity or work pressure resulting in fatigue, anxiety or other adverse psycho-physiological consequences that has its adverse

effect on the quality of home and family life (White et al., 2003). Many employees take their work to home with them that has often blurred the boundary between work and family.

**4. Inflexible Work schedule**

**5. Unavailability of daycare center in the organization for children**

**6. Competitive environment:** The global economy and corporate life are structured to be competitive and this competition always lead to work pressures.

**7. Work-family conflict:** WFC is defined as a type of inter role conflict in which role pressures from work and family domains are incompatible with each other (Greenhaus and Beutell, 2003). Women experiencing work life imbalance affects both the family as well the organisation.



## CHAPTER FIVE

### 5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter provides a summary of the main findings and gives conclusion on the research questions raised. It also gives a brief recommendation about the findings of the research.

#### 5.1. Summary

The main objective of this study was to examine the effect of work life balance on female employees' job performance in Commercial bank of Ethiopia some selected Shashemene district branches. Work-life balance (WLB) depicts how effectively a person manages her/his work and life commitments and the way in which they impact one another. Effective WLB is a necessary aspect for female employees in CBE branches for a good job performance, which consequently influence organizational goals achievement. A good balance between work and life is possible, only when there is a conducive atmosphere both at home and the work place.

It is evident from the findings of this study that female employees in the selected CBE of Shashemene district Eastern Bale Zone branches work life balance dimensions such as personal time arrangement, home/social relations and supports and organizational supports affected employees' job performance.

Personal time arrangement was one of the predictors about WLB. The grand mean value 2.48 revealed that the respondents disagreed with the personal items. Majority of the respondents (21.84% neutral, 37.93% disagree and 21.84% strongly disagree; which was 81.61%) did not have sufficient time to take care of themselves. This confirmed that the female employees in the selected branches of commercial bank of Ethiopia did not properly take care of their own personal life due to shortage of time that occurred from work life imbalance.

Home/social relations and supports were also predictors that affected female employees' job performance in the selected CBE branches. Shortage of time affected employees' contact with their family and loosen their bondage with societies. Hence, their work life was imbalanced. Significant number of female employees (24.14% neutral, 47.13% disagreed and 11.49% strongly disagreed; which was 82.76% did not have time for social activities engagement. This revealed work life imbalance. Female employees had complained about the support they got

from their spouse. The home/ social related factors grand mean value is 2.65 which indicated the respondents were remaining neutral. This indicated there was work life imbalance among employees regarding home/social related factors.

The data obtained concerning organizational supports of work life balance showed there were some weaknesses. Absence of organizational on-site child care center, lack of flexible time arrangement for employees, lack of on-site recreation center and lack of supervisory support were some of the organizational factors that may affect WLB. The grand mean value of organizational factors 2.53 which is in the line interval of undecided of female employees in the selected CBE of Shashemene district in Bale Zone showed that the respondents job performance was less in their respective branches. This confirmed that when employee's job performance decreased the organizational goals cannot be achieved properly.

Female employees' job performance in the selected CBE branches showed less effectiveness of the employees. The grand mean value 2.53 which is undecided of female employees in the selected CBE of Shashemene district in Bale Zone showed that the respondents' job performance was less in their respective branches. Majority of the respondents (21.8% neutral, 44.8% disagreed, 20.7% strongly disagreed; which was 87.3%) did not feel comfort to fulfill the responsibilities specified in my job description. This might be because of work life imbalance. This confirmed that when employee's job performance decreased the organizational goals cannot be achieved properly.

## **5.2. Conclusion**

This study concludes that work life balance philosophy is associated with real benefits for an organization. A good balance between work and life exist when there is balanced control over work activities and life activities. It is important for an organization or employer to look for better ways in improving employee performance. This can be done by helping them prioritize their work and life activities. When this is achieved, employee is motivated to render their service efficiently and effectively. Several empirical studies have disclosed that the experience of WLB is positively related to employees' performance and organizational performance as well (Harrington and Ladge, 2009; Parkes and Langford, 2008). Thus, based on the finding of the study the following conclusions were drawn:

1. Female employees of the selected CBE branches do not have balanced working life and personal life. Their personal and family life is imbalanced and they are affected by work overload and also they were not getting time to maintain friendships and extended family relationships. Employees felt that they have busy working life and have missed important times with their family, relatives and social engagements.
2. Respondents confirmed that there are different leave arrangements and employee assistance programs (EAP) in the areas of personal issue, relationship issues, parenting issue, job stress, long term illnesses and disability issues. On the contrary, respondents complained about absence of on-site child care center, inflexibility of time arrangement for employees, lack of supervisory support and lack of organization supports in terms of combining professional's life with family life.
3. Work life balance organizational supports (working time arrangement, assistance program, and leave program) have a positive and significant relationship with employee performance. Flexibility in working hours allowed employees to balance between work and their personal life commitments such as family and personal development.
4. The independent variables personal time arrangement, home/social relations and supports and organizational supports of WLB affected the dependent variable job performance of the female employees of the selected CBE branches. There was a positive relationship between the independent variables and dependent variables.
5. The findings of this study and reviewed literature indicated that work overload, inflexible working schedules, poor customization of the work life policies, unavailability of daycare center in the organization for children, competitive environment and lack of supervisory (managerial) supports were the major challenges of female employees in the selected CBE branches.

### **5.3. Recommendations**

On the basis of the findings and conclusion drawn from the study, the following recommendations were made about the effect of WLB on job performance of female employees of the selected CBE branches.

1. The management of the commercial banks should make sure they properly design and implement different strategies of work life incentive that will encourage the employees to be more productive on their job as well as on their personal life. The incentive can include various work-life balance initiatives that may assist employees to better balance their work and family responsibilities
2. It is the recommendation of this study that female employees in the CBE should avoid taking their professional work to their home and try to complete their professional work at the thereby saving time to spend with their family and society.
3. Commercial Bank of Ethiopia needs to take a proactive step to adopt work family policies, leave policies and social security benefits to improve the quality of reconciliation of employment and family responsibilities. Therefore, the organization had better successfully implement the multitude of work family policies that will enhance healthy balance and harmonious relationships among female employees and their multiple roles.
4. Managers should implement flexible working time arrangement in the organization. It significantly supports work life balance by enabling a balance between personal commitments and responsibilities and organizational roles and duties of an employee. Flexibility in working hours enhanced employee motivation and commitment to the organization.
5. Management of CBE's should create child care assistance service this will help the employee which are crèche services, day nursery and after school childcare in order to reduce female employees job stress and for enhancing their job performance.
6. Commercial bank of Ethiopia should work their best to develop practices on work life balance issue that will insure WLB of employees.
7. Female employees should create activities that can be a supportive for their well-being like different kind of entertainment activities and sport activities.

8. Finally, 'hopefully' the research findings in this paper will encourage an extension of research into the effect of WLB and job performance or satisfaction of female employees in CBE branches. A range of conceptualization, rich in detail, is further needed to provide solution for work life imbalance of employees. This study is not intended to generalize. Therefore, any concerned and interested body can make use of this study as opportunity for further studies and is suggested to contribute a lot.

In general, transforming the work place pro-actively using a condition of well- designed WLB initiatives for the employees will yield competitive advantage as it will increase employee job performance, satisfaction and commitment to organization. This in turn will motivate the employees to perform in superior way, leading the organization and their stakeholders to better future by yielding the expected outcome.

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## Appendix A: Respondent's Questionnaire

MADDA WALABU UNIVERSITY

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENTS OF MASTERS OF BUSINESS ADMINISTRATION

Dear Respondents,

This questionnaire is designed to collect the necessary data on the topic **“The effect of work life balance on female employee’s job performance in case of some selected Commercial bank of Ethiopia in Shashemene district branches”** for the partial fulfillment of the requirements of Masters of Business Administration at Madda Walabu University . Your response will be kept confidential and it is only for academic purpose.

**Contact Address:** If you have any query, please do not hesitate to contact me and I am available as per your convenience at (Tel No: 0964324879. or e-mail address: [hanaseifu2012@gmail.com](mailto:hanaseifu2012@gmail.com))

Thank you in advance for your cooperation!

### Instruction

- i. You do not need to write your name
- ii. Put (√) sign for choices in the boxes provided.

### **Part I: Back ground Information**

1. Age                                      below 25                       25-35                       36-46                       47 and above

2. Marital status                      Single                       Married                       Widowed                       Divorced

3. Education level                      Diploma                       Degree                       Masters

4. Position in the bank

Manager                       CSM (Customer service manager)

CRO (customer relationship officer)                      SCSO CASHIER

Accountant                       Auditor                       KYC (Know your customer)

CSO (Customer service officer)                      JCSO (Junior Customer service officer)

## Part II: Work Life Balance Practices and Work Life Balance Variables

How do you agree/disagree with the following work life balance practices and work life balance variables at your workplace? **Indicate the most appropriate rating scale for each given item.**

**Strongly Agree = (5), Agree= (4), Neutral= (3), Disagree= (2), Strongly Disagree= (1)**

№	Statements	5	4	3	2	1
<b>A</b>	<b>Personal Time Arrangement of Work Life Balance</b>					
1	I have sufficient time to take care of myself.					
2	I can spend the time I want on my own self development.					
3	I undergo physical exercise regularly.					
4	I have time and energy to engage in any leisure activities that I want to do.					
5	I have nice sleep of minimum 8 hours at night.					
6	I always do prayer either in the morning or evening.					
7	I have enough time to think, plan and to schedule my day to day activities.					
<b>B</b>	<b>Home/ Social Relations and Supports of Work Life Balance</b>					
8	I spend enough time with my family.					
9	I have time for social activities engagement.					
10	I feel close to my colleagues after work.					
11	I have a regular contact with relatives and my family members.					
12	My spouse equally shares household activities and child caring responsibilities.					
13	My spouse equally concentrates in child studies.					
14	I have patience to hear my kids conversation with me.					
15	I can give healthy food to my spouse and children in containers.					
16	I can manage issues through my social network.					

<b>№</b>	<b>Statements</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>C</b>	<b>Organizational Supports of Work Life Balance</b>					
17	There are different leave arrangements in my organization.					
18	My organization have employee assistance programs in the areas of personal issue, relationship issues, eldercare, parenting issue, harassment, substance abuse, job stress, financial and family violence, long term illnesses, disability issues and counseling for crisis situation.					
19	My organization have On-site child care center For employees.					
20	There is job sharing between employees in my organization.					
21	My organization has flexible time arrangement for employees.					
22	My organization provides sport facilities for employees.					
23	In my organization there is flexibility to work from home using a computer.					
24	My organization has on-site cafe and restaurants for employees.					
25	My organization provides financial support for staff education.					
26	My organization have comfortable work environment.					
27	My supervisor gives more important towards the wellbeing of the employees.					
28	My organization supports the employees in terms of combining professional's life with family life.					

**Key: Strongly Agree = (5), Agree= (4), Neutral= (3), Disagree= (2), Strongly Disagree= (1)**

### III: Job Performance

To what extent do you Agree/Disagree with the following Performance evaluation criteria at your workplace? **Indicate the most appropriate rating scale for each given item.**

№	Statements	5	4	3	2	1
1	I fulfill the responsibilities specified in my job description.					
2	I always receive a positive feedback from my supervisor.					
3	I propose solutions to problems.					
4	I complete assigned duties adequately.					
5	I arrive for work on time.					
6	I demonstrates appropriate interaction with customers					
7	I gain personal growth by learning different skills in my work.					
8	I deal effectively and professionally with employees in other areas.					
9	I manage information and data effectively.					

**Key:** Strongly Agree = (5), Agree= (4), Neutral= (3), Disagree= (2), Strongly Disagree= (1)

**THANK YOU!**