



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**DETERMINANTS OF WORK-LIFE BALANCE: THE
CASE OF SBJ INDUSTRY PLC ARKI WATER**

Prepared by:
NATNAEL TEGABU

June, 2023
Addis Ababa



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SBJ INDUSTRY PLC ARKI WATER**

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**A Thesis submitted to the School of Graduate Studies of St. Mary's University
in partial fulfillment of the requirements for the Master of Business
Administration**

**June, 2023
Addis Ababa, Ethiopia**

DECLARATION

I **Natnael Tegabu**, do hereby declare that this thesis is my original work and that it has not been submitted partially; or in full, by any other person for an award of degree in any other university/institution.

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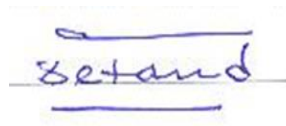
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LIST OF ACRONYMS

ANOVA	Analysis of Variance
CRF	Compensation Related Factor
DW	Durbin Watson
HR	Human Resource
HRM	Human Resource Management
ICT	Information Communication Technology
IT	Information Technology
OLS	Ordinary Least Square
SPSS	Statistical Package for the Social Sciences
US	United States
VIF	Variance Inflation Factor
WLB	Work-life Balance

ABSTRACT

This study aimed to investigate the determinants of work-life balance at Arki water PLC. Explanatory and descriptive survey designs were used, while a questionnaire was used to gather primary data. The study sample covered randomly selected employees of Arki water PLC. A sample of 154 was administered with the questionnaire, and 89.8% response rate was achieved. The data collected was analyzed with descriptive statistical techniques such as mean score and Standard Deviation. Multiple linear regressions were used to establish the relationship between study variables using Statistical Package of Social Sciences Version 25. Diagnostic and assumption test confirm authenticity, acceptability and usability of the data collected before being used for further analysis in inferential statistics. The study's findings revealed that all independent variables (individual factor, organizational and societal factor) have a significant relationship and effect on work-life balance at Arki water PLC. The result shows that the three independent (individual factor, organizational and societal factor) that were studied explain 51.9% of variation in work-life balance at Arki water PLC as represented by the R^2 value. The result further showed that, the all three independent variables that are individual factor, organizational factors, and societal factors are significant in explaining work-life balance at Arki water PLC since the p values were less than 0.05. The improvement of these factors by company has a higher potential of improving work-life balance at Arki water PLC. Therefore, the study recommends that the management of Arki Water PLC should influence these three factors to improve the work-life balance of its employees'.

Key Words: individual factor, organizational and societal factor, Arki Water PLC. Work - Life Balance.

CHAPTER ONE

INTRODUCTION

In this chapter, background of the study and the organization, statement of the problem, research questions, general and specific objectives, significance, scope, limitation of the study, definition of terms and organization of the study are presented.

1.1 Background of the Study

As the work environment becomes more dynamic every day, it is important for employers in both the private and public sectors to ensure a better work-life balance to ensure employee productivity. Globalization and Advances in technology have led to increased competition between companies (Evans, Pucik & Barsoux 2002), and that result prompting companies to focus on work-life balance initiatives to increase employee productivity. Employees are an important asset in any organization; therefore, it makes sense for HR managers optimizing their contribution to organizational goals and objectives as a means of maintaining effective employee performance while minimizing work-life conflict (Afshan, et al., 2012).

Fast profitability Growth and development around the world has created new companies and opened new doors for all business organizations. The globalization trend has made it difficult for companies to maintain a competitive advantage. This trend almost all sectors are affected. The pressure of an increasingly demanding work culture is perhaps the biggest and most pressing employee mental health challenge. The effects of working longer hours are significant they affect the lifestyle of a large number of people, affecting their mental well-being. Stressful working conditions and work-life imbalances are pieces of a more complex puzzle. Long working hours, work pressure, high demands Employment The use of advanced technology has made it difficult for workers to maintain a balance between work and family responsibilities (Nadeem and Abbas 2009). Due to the intense and competitive work environment, the number of jobs has increased significantly. People are under pressure, which leads to many problems. You must be able to maintain a work-life balance, which is the foundation of achieving work-life balance.

The issue of work-life balance has developed out of demographic and social changes that have resulted in a more diverse family/work model. Supporting work-life balance is seen as a way of attracting and retaining the labor force needed to support economic wellbeing (Siu & Cheung,

2015). In many organizations people are the most valuable and expensive resource. Successfully managed flexible working arrangements can result in enormous benefits to employer and employee (Wong & O'Driscoll, 2018). In both large and small organizations, one of the key roles of the Human Resource Management is to look for ways to help employees make their lives more manageable and their work more enjoyable and productive.

According to Jim Bird (2006), work-life balance can be defined as a significant achievement and joy in everyday life highlights the importance of striving for success and happiness every day, both at work and in your personal life. Joy, in this particular case, means pride, contentment, happiness, celebration, and well-being in whatever you do. Studies worldwide have shown these employees spend a lot of time and energy trying to make ends meet. As a result, losing work-life balance has become inevitable for millions of people.

In the late 1970s, work life balance became an issue of concern in the society, following health concerns and lack of family ties as people were busy looking for money (Haar & Russo, 2014). Ren and Caudle (2016) acknowledge that work life balance is a critical factor for employee well-being in the organization. All types of organizations are facing the challenge of how to develop and manage their employees in order to achieve more with less and make optimum use of their potential. The increased permeability of the work life boundary due to work role, work load and the work role of management presents new challenges in efforts to balance work and family needs (Tang & Cheung, 2014).

To avoid and minimize the impact of work-life imbalance, HR professionals typically employ a variety of practices. Mengistu (2012) argued that HR policies should include the concepts of fairness, work-life balance and an enabling work environment. Some of the practices offered address different aspects of work-life balance programs, such as: flexible working hours, internship management training, provision of respite support, work breaks (Baral and Bhargava, 2010), job sharing, compressed work weeks, telecommuting and shift work (Porter & Ayman, 2010). According to (Rothbard, 2001) this regulation significantly increases job satisfaction from an employee perspective, & helps employees maintain healthier habits. (Pooja, 2019).

However, simply creating work-life plans or practices does not guarantee that employees will benefit from them. Employees continue to find these interventions difficult to apply because of

the various variables that cause dissatisfaction (De Bruin & Dupuis 2010) this paper therefore aims to assess the determinants of some work-life balance practices on the studied analyzes organization.

1.2 Statement of the Problem

It is important for employers to support work life balance to comply with legal requirements that allow working parents the right to request to work flexibly, to promote equality of opportunities by ensuring that staff with caring responsibilities are not disadvantaged in the workplace, and to widen access to paid work and career opportunities. Mayberry (2016) also states that organizations that adopt work life balance practices whether formally or informally, report lower employee turnover.

Marjolein De Kort (2016) who examines the mechanisms by which work-life balance drives participation in employee development activities. Based on the literature, it was expected that there would be a positive association between Work-life balance and participation in employee development activities and that this relationship is mediated in part by work engagement. A number of factors determine the work life balance that influences the type of working arrangement an organization adopts its success.

Hana (2005) explored the relationship between work-life balance and perception factors Employee productivity. The factors involved are organizational policies, manager support, and employee demographics such as age, gender and marital status. The results indicated that job performance levels are relatively average and that company policies and supervisor support are important in determining employee performance.

As Susi (2010) states, a changing economy and an aging workforce can be combined to create a work environment where competent employees, dissatisfied with their current situation, are motivated to find a new place to find something to "hang their hats on". A highly engaged workforce is 50% more productive than a non-engaged workforce. Work-life balance is becoming increasingly important for engagement. HR professionals (78%) believe employee involvement is important extremely important for the success of the company. Employee engagement has become a key factor in business success in today's competitive marketplace.

Employee engagement is increasingly seen as a win-win strategy for businesses, employees and their communities.

Harrington & Ladge, (2009); and Nord et al. (2002) argues that the participation and involvement of all stakeholders is essential and that there must be consensus on the key issues that need to be resolved embracing well-thought-out strategic work-life balance initiatives at the enterprise level requires a supportive atmosphere that involves all stakeholders. Therefore, measuring employees' work-life balance will provide management with evidence or information they can.

Adikaram (2016) points out that work-life balance has a significant impact on employee job satisfaction in private sector commercial banks in Sri Lanka. Factors such as job satisfaction and work-life balance in relation to working hours play a role working conditions, work-life balance programs, employee intention to change jobs and work pressures.

Although many previous studies have contributed to the concept of work Work-life balance, work-life balance and their programs and their specific implications for one's own policies were aimed at developed countries, while least developed countries received little attention in various writings on the subject. In particular, our country, Ethiopia, has not paid direct attention to the determinants of work-life balance in the water sector particularly the utility sector. This has affected employee health, increased stress levels and increased turnover and absenteeism, which has had a negative impact on employee productivity and will also affect the company's productivity and efficiency in the long term. This study was therefore carried out based on the problem of how work-life balance factors influence employees at SBJ industry PLC Arki water. The study aims to close these gaps and expand existing knowledge on the subject in the Ethiopian context. Thus, this motivation motivates the researcher to analyze the employee perspective to demonstrate the success of the selected practices. The researcher assessed how the selected practices contribute to achieve work-life balance for the project staff. The researcher was interested in conducting an empirical study to understand the determinants of work-life balance in detail.

1.3. Research Questions

On the basis of the problem, the study is framed to answer the following research questions:

- 1) How do employees perceive work-life balance at Arki water PLC?
- 2) What is the effect of individual factors on work-life balance of the employee?
- 3) What is the effect of organizational factors on work-life balance of the employee?
- 4) What is the effect of societal factors on work-life balance of the employee?

1.4. Objectives of Study

1.3.1 General Objective

The main objective of this study was to investigate the determinants of work-life balance at Arki water PLC?

1.3.2 Specific Objectives

The specific objectives of this study are-

- 1) To assess the perceptions of employees' work-life balance at Arki water PLC.
- 2) To examine the effect of individual factors in work-life balance of employee.
- 3) To examine the effect of organizational factors in work-life balance of employee.
- 4) To examine the effect of societal factors in work-life balance of employee.

1.5. Significance of Study

The study aims to better understand work-life balance. The results of the study could be relevant to the business. The scope of the research organization will be able to measure their attitude to practice. This helps them identify their strengths and review their work-life balance practices for noticeable improvements. Employees benefit from actions taken according to the final recommendations. In general, other organizations in the same industry can learn from and use the results of the study.

This study is also important to increase the value of an organization because when employees are able to balance work and personal life, they are satisfied with their work. This allows them to attract new customers and keep existing ones. It also helps policymakers to contribute to the

development of policies related to work-life balance and is generally important as a reference for other research related to this research title and policymakers too.

More so, the study would be important to researchers and future scholars as it would provide empirical literature on determinant of work-life balance. In addition, the study would suggest areas for further research where future scholars can carry out research on.

1.6. Scope of the Study

The scope of this study was delimited in terms of subject (concept) and area (geography). The conceptual scope of this study is focus on some selected factors of work-life balance. In view of that, the study comprised three major determinants of work-life balance: individual factor, organizational and societal factor. These factors are identified mainly because they are mostly mentioned in the literature to work-life balance determinants in manufacturing sectors in general and water companies in particular. Regarding the geographical area coverage, the study is limited to employees of head office at Addis Ababa. Due to the broadness of the organization having more than 450 employees it was difficult to take sample and collect primary data from all employees. Due to this reason this research was delimited to only at head office.

1.7. Limitation of Study

Even though the study is designed to enable the researcher collect accurate and reliable data that can be used to make some inferences, it is however not free from limitations. Primarily, the study was done referring water company with particular reference to Arki Water PLC. Therefore, the findings, analyses and recommendations cannot be linked to the whole water sectors in Ethiopia. More so, only three major factors that affect the job life balance were selected, but other factors are still possible. As a result, the outcome of this research shall not be considered a comprehensive study on all determinants of job life balance.

1.8. Definition of Terms

The terms in the study includes those that related to organizational culture and employee performance. The definition of terms helps the readers to understand the meaning of the term based on the study context. The study mainly includes the following key operational terms.

Employee performance: It is defined as a record of the performance achieved in a specific role or job over a specific period of time. (Bernadrdin and Russell, 1998).

Leave: Authorized especially extended absence from duty or employment (webster)

Work-life balance: coordinating the efforts of workers and employers to stably and effectively manage competing demands inside and outside the workspace (Avgar, Givan& Liu, 2011; McCarthy et al., 2010).

Work-life imbalance: inability to balance professional and personal activities (Aziz, Adkins, Walker & Wuensch, 2010).

1.9. Organization of the Study

The study is organized into five chapters. Chapter one discusses the introduction part. It contains the background to the research study, presents the statement of problem, and research objectives. Also, the chapter has the significance, scope, and limitations of the study. Chapter two contains theoretical review, empirical review of previous studies and conceptual framework of study. Chapter three outlines the research methodology adopted in this study. Chapter four discusses about the data analysis and interpretation of the outputs. Chapter five outlines the summary of the finding, conclusions, recommendations and further research suggestions.

CHAPTER TWO

RELATED LITERATURE REVIEW

In this chapter the researcher reviews relevant literature on theoretical, empirical and conceptual framework issues which are found to be essential to the research inquiry. Thus, the first section discussed theoretical framework related to the study variables which were considered in order to lay solid foundation for the research. Then a brief summary of some of the related previous work on this study were discussed. In the final analysis, the chapter reviewed the literature related to the key study variables as presented in the conceptual framework.

2.1 Review of Theoretical Literature

This opening section discusses the conceptual background of basic concepts concerning the main study variables which are discuss in order to laid strong conceptual foundation for the research. The meaning of terms varies from study to study depending on their purpose and the context in which they are utilized. The precise clarifications of basic concepts and theories make clear how they are utilized in the study. The main concepts and theories that this study cover is explain in the following section.

2.1.1. The concept of Work Life Balance

Work-life balance (acronym WLB) is the separation of work and personal life of an employee in an organization. It's the line you draw between your professional lives, your career advancement, your personal life, or any other period that is the life of an individual. In addition to working life, these segments also include family, personal development, health and fitness, social relationships and friendships. Finding the balance between career and private life has always been it has been a challenge for workers (Raisinghani&Goswami, 2014).

De Bruin & Dupuis (2009) state that work-life balance programs and routine agreements, as well as formal and informal practices, are easily established for Employees to navigate the often-conflicting worlds of work and outside of work the aim is to increase the flexibility with which an employee can fill professional and non-professional roles without risk.

According to Greenhaus et al. (2003) Work-Family-Balance refers to a 50/50 balance between work and family in terms of time, commitment and satisfaction. Time off refers to equal time for

work and family responsibilities. The balance of commitment consists in being psychologically involved in work and family roles to the same extent. The balance of contentment occurs when a person is also satisfied with their work and their roles in the family. A limitation of this approach is that not all individuals may require a 50/50 work-life balance (Rapaport et al. 2002). As with The concept of family conflict work makes using the term "family" difficult. Rather than using the term 'family', some researchers suggest using the term 'personal life' in a way that takes into account the experiences of people who are single, single or childless (Burke, 2004). And also, Life is about both family (traditional family experiences) and personal life (other non-work-related aspects such as leisure and social services) (Barnett, 1998; Reynolds, 2005).

2.1.2. Work Life Balance Benefits

Benefits in working life can be based on “motivational factors” and “hygiene factors”. Hygiene factors are basic human needs in the workplace and if they are not met, there will be an imbalance between work and private life. Organizations need to meet the financial needs of employees, bearing in mind that employees need a good compensation package to be able to meet their needs in professional and personal activities. Fear of job security is also a major demotivation for employees. Other hygienic factors are working conditions, company policies, health monitoring and autonomy, office and home life that can affect work-life balance (Marr and Parry, 2004).

Senior staff members' recognition of accomplishments is a motivating factor for workers since it enhances self-esteem. Management should make every effort to assign tasks that are compatible with each employee's interests both inside and outside of the workplace. Responsibility is the chance to use authority and power by exercising leadership abilities, making decisions, and providing guidance that will help you keep a motivated workforce. Examples include letters of congratulations, end-of-year prizes, and praise from management, among other things like family vacations and leisure activities in other areas. These parts of the workplace give workers enjoyment at work and outside of work that is pleasant and rewarding. Work-life balance may be impacted by employee communication about workplace difficulties (Winkler, 2010).

According to Winkler (2010), work-life balance may be impacted by factors like flexible work schedules, a welcoming work environment, work facilities, and job-related equipment. Work life

benefit policies should be fair, practical, and compassionate in order to encourage employees to do well at work. The rank, power, and relationships a person has with others establish their status, which reflects their level of acceptance. There shouldn't be too much autonomy or supervision. Hence, it should limit the number of supervisors in terms of how much influence each employee has over the nature and performance of their work. The level and nature of interpersonal relationships in a person's working environment should be taken into consideration. As a result, one's personal life, which includes time spent with friends, family, and interests, shouldn't be significantly limited by time spent at work. A good work-life balance has many benefits, but finding the right balance is still a challenge. In order to find a good balance, it is necessary to prioritize certain aspects of daily life and organize good time management. The search for Gavin, Cooper and & Quick (2004) on work-life balance in the workplace presented an entirely different approach and ways of prioritization, further arguing that when work or family life is overwhelming, people should prioritize their emotions and work. Positive consequences of the work-life balance the benefits that employers can derive from apprenticeships are also numerous According to Commission of the European Communities (2008), the following are major benefits of work-life balance.

- Improved teamwork, communication and relations between employees and with customers
- Enhanced capacity to attract a broader range of candidates and retain high-quality employees, both men and women, in a competitive job market (organizational attractiveness)
- Decreased likelihood of unethical business practices
- Increased efficiency and cost effectiveness resulting from a decrease in downtime or overheads (employees working from their homes)
- Enhanced capacity to attract a broader range of candidates and retain high-quality employees, both men and women, in a competitive job market (organizational attractiveness)
- Enhanced performance and motivation among employees and improve productivity (Commission of the European Communities, 2008).

2.1.3. Measuring Work Life Balance

As noted by Shobitha (2014), Fisher pointed out that work-life balance consists of four elements, namely time, individual behavior, tension and energy. Time is how time spent at work compares to time spent in other roles. Personal behavior is the study of a person's behavior at work and in their personal life. Tensions are role conflicts that can arise, and ultimately energy is limited to the resources employees need to achieve professional or personal goals.

To measure this, Opatha (2010) proposed a 360-degree assessment. In this evaluation, all major parties can make an evaluation, for example trade union parties Family members and employees. Workgroups can be clients, subordinates, superiors, colleagues, etc. Family members are spouses, parents, children or close relatives. This approach helps you measure the extent to which your needs and expectations are being met & Responsibility of the parties, compliance with which to a large extent implies a high level of satisfaction and a good work-life balance. Another similar researcher invented his own Models Factors to consider when considering quality or work-life balance.

2.1.4. Work Life Balance Theories

Theories give a general explanation and rationalization to events. Hence a researcher should be familiar with those theories relevant to his area of research (Kombo & Tromp, 2009). Muiruri & Ngari (2014), note that a theoretical framework guides research, assist in identification of the variables to be measured, and determining what statistical relationships to look for in the context of the problems under study. Hence, the theoretical review of literature helps the researcher to detect clearly the variables of the study; assists in the selection of applicable research design; and provide a general framework for data analysis. Several theories have been put forward by various experts to explain the work life linkage and the different aspects of the relationship between work, personal and family life. Some of the prominent theories are discussed here under.

2.1.4.1. Integration Theory

Inclusion theory is based on the general idea that a healthy structure of flexible boundaries between private and professional life can best facilitate and promote professional, private and social areas of life (Clark, 2000). Similarly, Mason (2002) admitted that embedding theory works better represent the inclusion of additional contextual elements such as knowledge about

community, work and life. Integration theory requires a contemporary understanding that redefines traditional paradigms of work and personal life and activates all stakeholders such as employers, workers and communities' equal partners in creating a holistic and achievable work-life balance model.

2.1.4.2. Border Theory

Clark (2000) introduced the work-life boundary theory, a new dimensional theory of work-life balance. The theory deals with the topic of "crossing borders" between areas of life, especially the living and working area. According to this theory, the flexibility and constraint of crossing the boundaries between work and family affects the degree of integration and determines the ease of transition between these two domains, and the level of conflict between these domains is closely related. Flexible borders facilitate integration between professional and private areas (Mason, 2002).

According to the theory even though the work and family system differ from each other, they are interconnected and individuals often manage to integrate them to certain degree thus, people shape their environments, and in turn, they are shaped by them. According to Clark (2000) work family border theory attempts to explain a complex interaction between border crossers and their work and family lives, to predict when conflict will occur, and give a framework for attaining balance, this theory opens up an interesting analysis of the nature of borders, their permeability, the ease with which they can be managed or moved. Also, it brings new insights about the existence of borders for those utilizing modern forms of work such as the use of new technologies in order to work from home rather than in the traditional office (Clark, 2000).

The borders can be physical things such as walls that define where domain relevant behavior takes place, or Temporal such as work hours that divide when work is done from and when family responsibilities can be pursued, or psychological such as rules created by individuals that dictate when thinking patterns, behavior patterns and emotions are appropriate for one domain but not the other (Donald & Linington, 2008). The border theory gives a theoretical framework that is missing from most research on work life balance by identifying what determines work life balance and why conflicts exists and providing a framework for individuals and organizations to encourage better balance between work and families (Desrochers and Sargent, 2014).

2.1.4.3. Overall Appraisal Theory

The lesson of Grzywacz and Carlson (2007) on work-life balance can be illustrated with a simple term that represents the theory behind the general evaluative approach to work-life balance. The overall rating refers to the overall rating of the company as a whole our living situation. For example, Clark defined work-life balance as “satisfaction and achievement at work and at home with as few role conflicts as possible” (Clark, 2000, p.751), further describes it as "an assessment that work and family resources are sufficient to balance work and family responsibilities in a way that makes effort in both areas worthwhile." applies to different people and situations.

2.1.4.4. Spillover Theory

Spillover is a process where experiences in one role influence experiences in another role, role plays are more comparable. Spillover experiences can be positive or negative (Morris and Madsen, 2007). There are two interpretations of the side effect (Edwards & Rothbard, 2000).

The Spillover theory proposes a link between work and family. Several researchers have suggested Employees transfer the feelings, emotions; attitudes, skills, and behaviors they develop at work to their personal lives and vice versa (Belsky et al. 1985). The indirect effect takes into account the multidimensional aspects of professional and family relationships. Theoretically, a Spillover is perceived as one of two types: positive or negative. The positive side effect is that happiness and success in one area (work) can be linked to happiness and success in another area (life). Negative side effects, on the other hand, relate to the fact that problems and hopelessness in one area can transfer the same emotions to another area (Xu, 2009).

Research has examined the spill-over of mood, values, skills and behaviors from one role to another, although most of this research has focused on mood spill-over. There are two interpretations of spill-over; the positive association between life and work satisfaction and life and work values and transference in entirety of skills and behaviors between domains such as when fatigue from work is experienced at home or when family demands interfere with work demands. In a study of spill-over, Williams and Vandello, (2016) used experience sampling methodology to examine mood-related spillover on a daily basis, the findings suggested that working parents in their sample were more likely to bring work-related emotions home than they

were to transfer family related emotions to the workplace. For example, an employee who is stressed at work is likely to bring the stress at home and transfer it to the family.

2.1.5. Factors of work life balance

There are different factors of work life balance. These causes can be broadly grouped based on the main dimensions of WLB, namely individual, organizational and social factors.

2.1.5.1. Individual Factors Influencing WLB

Studies conducted to identify individual factors influencing employee perceptions of work-life balance are explained in terms of personality, well-being and emotional intelligence, as added (Shobitha & Sudarsan, 2014).

2.1.5.1.1. Personality and WLB

Parasuraman and Greenhaus (2001) suggested that personality traits can be influenced by an individual's ability to interact and respond to a situation, and that it helps them to proactively shape their environment, and that they have the ability to gain social ground. Support and implement appropriate coping strategies dealing with stressful situations that manifest themselves in a negative relationship to work-family conflicts and a positive relationship to work-family facilitation.

2.1.5.1.2. Well-being and WLB

Psychological well-being refers to positive psychological attributes such as self-acceptance, contentment, hope and optimism (Ryff& Singer, 1996). Gropel and Kuhl (2009) state that the satisfaction of needs plays a mediating role in Relationship between work-life balance and subjective well-being the study used two components of subjective well-being, namely a cognitive component (satisfaction with life) and an affective component (feeling good).

Wilkinson (2013) studied the relationship between work-life balance and psychological well-being in a non-random sample of selected participants from three Southeastern United States companies and found that work-life balance and psychological well-being can be positively correlated. The study found that sex mediates between work-life balance and psychological well-being.

2.1.5.1.3. Emotional Intelligence and WLB

According to Schutte, Malou, Hall, Haggerty, Cooper, Golden & Dornheim (1998), emotional intelligence is defined as "the ability to adaptively recognize, express, regulate and exploit emotions". Defeat and Raza (2013) investigated the relationship between a manager's emotional intelligence and its impact on quality of working life, burnout and staff performance among physicians working in different hospitals in Pakistan. The results show that the emotional intelligence of executives is positively related to the quality of work life and can be considered a reliable indicator of job quality and employee productivity, although it has no association with burnout.

2.1.5.2 Organizational Factors influencing WLB

Studies conducted to identify work-related factors that affect perceptions of work-life balance are presented in relation to flexible work arrangements, work-life balance policies and programs, home life, work support, Work stress, technology, etc. explains role factors as suggested (Shobitha & Sudarsan, 2014).

2.1.5.2.1. Work Arrangements and WLB

Several studies have shown that flexible working arrangements help workers to better combine work and extracurricular activities and help organizations to recruit, retain and motivate employees (Bachmann, 2000) and (Kaur, 2004). Christensen and Staines (1990) found that flexible working hours reduced delays, absenteeism and turnover. The study showed that the flextime strategy improve employee productivity by minimizing absenteeism, turnover and family disputes. Hill, Hawkins, Ferris & Weitzman (2001) conducted a study of 6,451 IBM employees in the United States, and the study empirically suggested the importance of flexible working hours and the workplace in downsizing Employee work-life imbalance. The study found that people with perceived work-life flexibility enjoy a good work-life balance and are able to work longer hours. Wayne, Music & Fleeson (2004) suggested that reduced hours can benefit workers by improving their work-life balance, as shorter hours can help reduce family conflicts in the workplace. Hill, Erickson, Hoimes & Ferris (2010) found that flexible working hours help workers effectively manage their work and family responsibilities, enabling them to minimize work-family conflict and increase productivity at work and at home.

Julien, Somerville & Culp (2011) examined the role of alternative work organizations in reducing work-life conflict in the public sector. The results showed that the shortened working week is viewed as an alternative way of working life that reduces work-life conflict and improves life Balance. High Management & Increased support for flexible working arrangements, such as flexible hours and reduced workweeks, has been positively associated with the ability to reconcile personal, family and work needs. Currently, most international studies place more emphasis on flexible working arrangements and new working conditions than other work-life balance initiatives such as (Kramar, 1998; and Carlson, Gryweczacz & Kacmar, 2010).

2.1.5.2.2. Work-Life Balance Policies and Programs and WLB

Straub (2007) examined the impact of work-life balance practices and policies in 14 European countries on improving women's advancement to managerial positions. The study showed that only paying Maternity pay had a positive impact on WLB. Hyman and Summers (2007) showed that financial service providers in Scotland are vulnerable to work-life balance problems and emphasized the need to organize and Trade unions will focus on work-life balance programs.

2.1.5.2.3. Work Support and WLB

Warner and Hausdorf (2009) conducted a study of work-related problems among health care workers in Canada. The results show that there is a positive association between organizational and managerial support in matters of work and personal life and working time reduction Family conflict. Tremblay, Genin & Loreto (2011) illustrated the importance of organizational support for work-life balance in a challenging work environment among police officers and police officers in Quebec using a case study method using a questionnaire and interviews. The results confirmed the importance of organizations that offer workers formal and informal support in the workplace to reconcile work and family life.

2.1.5.2.4. Job Stress & WLB

According to Stanton, Balzer, Smith, Parry, and Ironson (2001), work-related stress can be defined as an individual's perception of the work environment as threatening, challenging, or uncomfortable at work. Work-life balance has been associated with different levels of work stress among workers in different occupations (Wallace, 2005) and (Wong and Lin, 2007). Bell,

Rajendran and Theiler (2012) examined the relationships between work-related stress, health, work-life balance and work-life conflict in Australian scholarship. Results show that high levels of work-related stress are positively correlated with increased work and family conflict and poor well-being, while they are negatively correlated with work-life balance and well-being. Devadoss & Minnie (2013) examined the impact of work-related stressors on work-life imbalances according to experts.

2.1.5.2.5. Technology and WLB

Lester (1999) found that technology can help or hinder work-life balance by creating a more accessible and flexible 24/7 environment that allows you to work anywhere, anytime work. Waller and Ragsdell(2012) examined the impact of organizations with a dominant messaging culture on employees' lives outside of work hours. The study examined both positive and negative effects of culture on employees.

2.1.5.2.6. Role Related Factors and WLB

Greenhaus and Beutell (1985) found that work-related factors such as role conflict, role ambiguity, work schedules, and work schedule rigidity play a key role in the emergence of work-family conflicts. Role conflict is the simultaneous occurrence of two or more groups Pressures such as fitting into one role make fitting into another role more difficult (Kahn, Wolfe, Quinn, Snoek& Rosenthal, 1964), while role ambiguity refers to a lack of clarity about role expectations arising from a lack of role expectations can understanding (Pareek&Surabhi, 2010).

2.15.3. Societal Factors Influencing WLB

When Shobitha and Sudarsan (2014) conducted a study to identify social factors that affect people's perceptions of work-life balance, they explained them in terms of childcare responsibilities, family and social support, and other social factors.

2.1.5.3.1. Childcare Responsibilities and WLB

Several studies suggest that family factors such as the number of children and childcare responsibilities lead to an imbalance between work and family roles. Fathers suffered from the stress of caring for children while their working wives were away from home (Gerson, 1993).Elliott (2003) examined the main challenges faced by working parents with young children, particularly those under the age of six, in providing adequate childcare. Like care for

the elderly, childcare also requires more emotional distress of women compared to men. Ross and Mirowsky (1998) have shown that working mothers who have difficulties organizing childcare suffer from major depression.

2.1.5.3.2. Family Support and WLB

Social factors, particularly family support, including spousal support, have been observed to influence work-life balance. Edralin (2013) examined the balance between professional needs, personal needs, and family commitments among Filipino entrepreneurs (Between Pinays) to keep your business running while you live a full and happy life. The results revealed the positive and negative side effects of work-life relationships. Stimulate negative side effects Stress in entrepreneurs, while the positive side effects can lead to an increase in life satisfaction.

2.1.5.3.3. Other Societal Factors and WLB

Greenhaus and Beutell (1985) identified familial dominance factors that play a key role in the development of work and family conflict, and these factors included number of children, marital occupation, family disputes, low support, and Expectations of the family spouse of affection and openness. Parasuraman and Simmers (2001) examined the relationship between parental responsibilities and family responsibilities and work-family conflicts in the self-employed and in organizations. The results showed that the contours of work-family conflict Predictors in the family domain differ by employment status. Parental demand was positively associated with work-family conflict among self-employed, while family involvement was negatively associated with work-family conflict among workers in organizations.

2.1.5.4. Other Factors Influencing WLB

Many studies have examined the impact of demographic variables and attitudinal issues on work-life balance in the workforce. Duxbury and Higgins (2001) independently observed a significant increase in work-life conflict Gender, occupation and parental status compared to a 1991 study of a large sample of workers in Canada. Parasuraman and Simmers (2001) have shown that gender and job type have a significant impact on family and work issues, job engagement and job satisfaction. The influence of gender on issues of professional and personal life has been described in numerous publications. Studies have also shown that the main stress women experience stems from the demands of family rather than work, especially when the

family has children (Tausig and Fenwick, 2001). Emslie, Hunt and Macintyre (2004) found that factors affecting work and family life differ by gender. Caring for children and a higher position were more closely related to work, household Conflict for women than for men. Barnett, Campo, Campo & Steiner (2003) identified the income dependency of employees and the compatibility of family and work. Low-income workers, especially singles Mothers find it more difficult to balance work and family life.

According to Fu and Shaffer (2001), they distinguish two different directions of role interference, namely family-work and work-family-interference. The determinants of the first type relate to the family domain, while the work-family inference relates to the work area. They suggest that the determinants are specific to the six dimensions of work–family conflict (ie, work–family conflict, time, stress, and behavior and family–work conflict, time, stress, and behavioral conflict). They found that work domain determinants had much stronger effects and contributed significantly to time and workload conflicts between work and family. Social support from a supervisor has been found to reduce work-family conflicts resulting from tension and behaviors. The only significant determinants of family sphere are parental demands and time spent on housework, and they correlate only with time conflicts.

Work to Family Interference (WLI): According to Googins (1991), this era intensified relations, struggles and conflicts between workers and employers and between families and the workplace. Time to do one activity (work or family) does not leave enough time to do another activity related to family (home life) or work. When work takes precedence over private life, it is called Work Life Involvement (WLI). This type of conflict is particularly prevalent among male workers as they are more involved in their professional than family responsibilities. However, women are not entirely exempt from this type of conflict.

Family to Work Interference (FIW): When family responsibilities become an obstacle to effective job performance, it becomes family interference at work (FIW). Many factors contribute to an increased impairment of family and work, including above all family obligations such as caring for children and the elderly. The conflict between work and family has now become a crisis for the organization. With the increase in the number of parents with two families, increased work demands and long working hours, it has become almost impossible to reconcile work and family life (Duxbury and Higgins, 2001).

2.2. Review of Empirical Literature

In order to strengthen the study, various research reports were reviewed. This section highlights some literature and findings from previous researches regarding the determinants of work life balance.

Most research on this title comes from outside Ethiopia. There are plenty of empirical studies in developed and emerging market countries concerning the determinants of work life balance. Jindal (2013) assessed the relationship between job design and work life balance among managers in FMCGs by examining how job design affects the core dimensions of work-life balance. A total of 300 managers were surveyed with questionnaires that assessed the dimensions of the variables. It was hypothesized that there is positive correlation between job design and work-life balance. The hypotheses were tested on the basis of Pearson Correlation and Stepwise Regression Analysis. The study has also been extended to Principal Component Analysis. The hypothesis was transformed into sub hypotheses. Results of the study confirmed and validated the hypotheses, and substantiated that there is a significant and positive correlation between job design and work-life balance. Out of the dimensions of the job design, skill variety and autonomy were strongest predictors of the outcomes. Whilst the correlation is validated in the context of managers in FMCGs, it forms a conceptual baseline on which further research can be built to test its significance for many other public and private sector settings, and for various professional services. Effective management measures can be identified to optimize work-life balance.

Mazerolle and Goodman (2013) assessed the Fulfillment of work–life balance from the organizational perspective: a case study. Participants responded to a series of questions by journaling their thoughts and experiences. Family-oriented and supportive work environment was described as a workplace that fosters and encourages work–life balance through professionally and personally shared goals. Non-work outlets included activities, such as exercise and personal hobbies that provide time away from the role of the athletic trainer. Individualistic strategies reflected that although the athletic training staff must work together and support one another, each staff member must have his or her own personal strategies to manage personal and professional responsibilities. Gayathiri & Ramakrishnan (2013) conducted research aimed at examining the concept of quality of working life and analyzing the nature of its relation

to job satisfaction. The result shows that the concept of quality of life at work is multidimensional and affects the well-being of employee's use of professional skills, knowledge, relationships with others, interactions and collaborations. There is a positive correlation between job satisfaction and job quality.

Webber, Sarris and Bessell, (2014) conducted a study organizational culture and the use of work-life balance initiatives: Influence on Work Attitudes and Work-Life Conflict. The study examined attitudes toward work-life balance (WLB) using survey data from 292 employees in an Australian university. Perceptions of managerial support of WLB initiatives were related to initiative use; however, overall initiative use was not related to perceived career consequences damage one's career, organizational time expectations, or levels of employee control. Results showed that perceptions of a supportive organizational culture were positively related to organizational commitment and negatively related to work-life conflict and employees' intentions to leave.

Thakur and Kumar (2015) conducted a study on the effect of perceived organizational support, role related aspects and work involvement on work-life balance: self-efficacy as a moderator. The sample comprises 96 employees from a multi-national company. Standardized questionnaires were used for data collection. Result of the direct effects indicated: a) a positive correlation between perceived organizational support and work life balance; b) a negative correlation between role related aspects (overload, distance, stagnation) and work life balance; c) a non-significant correlation between work involvement and work life balance (Thakur & Kumar, 2015).

Ogunsanya (2016) assessed organizational support and employees' Work-Life Quality among employees of a large manufacturing organization located in the Southeastern United States. The study involved multiple linear regressions to analyze data collected through an online survey from 74 randomly selected manufacturing employees. A statistically significant correlation was found between the provision of formal organizational support and job satisfaction and turnover intention, but not with work-family conflict. Informal supports were not statistically significant for predicting work-family conflict, but they were statistically significant for predicting job satisfaction and workplace turnover rates.

Suranji and Thalaspitiya (2016) studied the impact of Perceived Organizational Support for Work Life Balance on the Job Outcomes of the Dual Career Couples in Private Sector Banks in Colombo, Sri Lanka. The data was collected from 5 dual career couples in selected banks using structured questionnaires. The study found that organization support for work life balance was positively correlated and impact on the job outcomes and of dual career couples than the work-family benefit and policies and work-family culture.

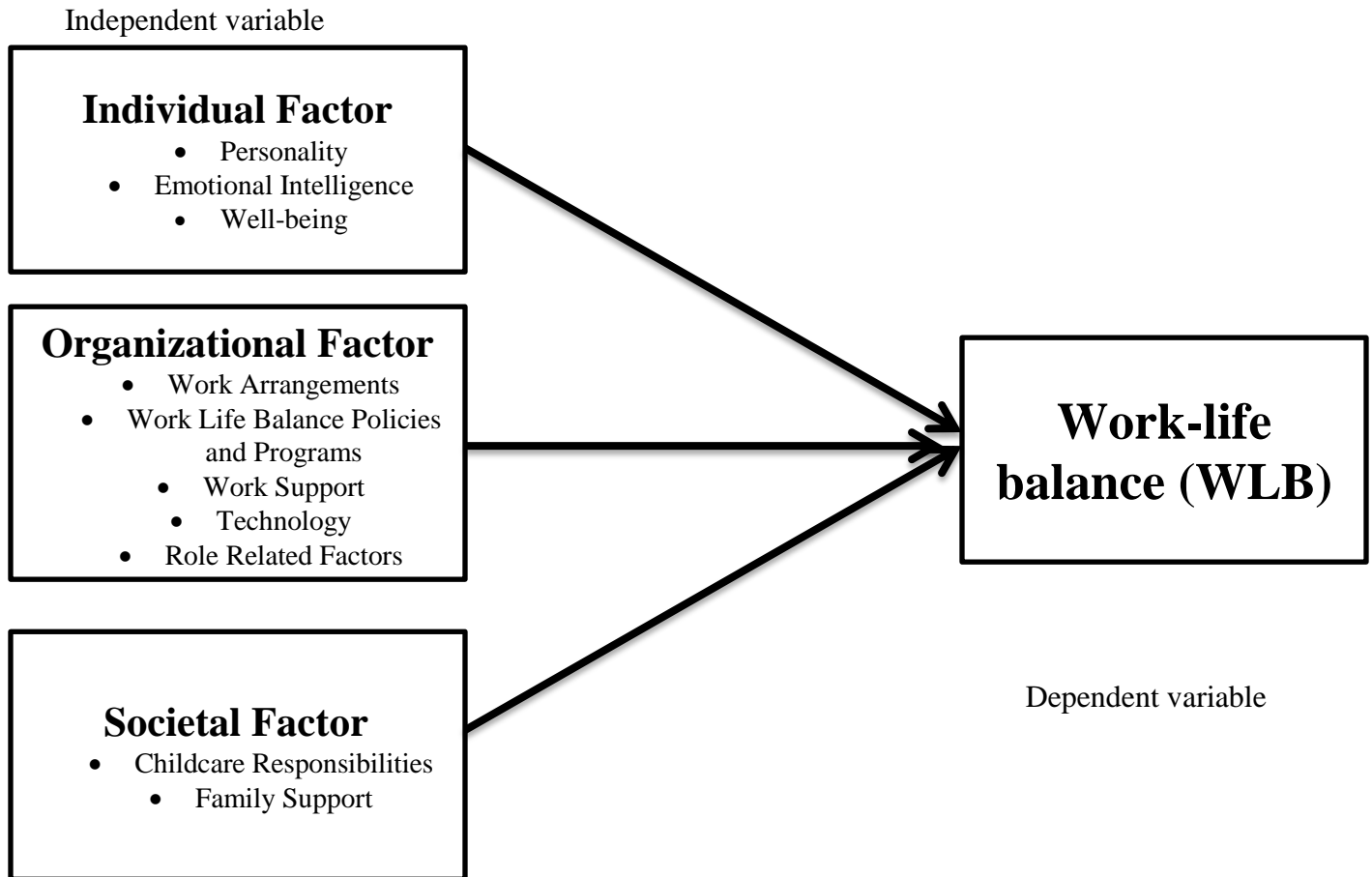
Most research on this title comes from outside Ethiopia, although few studies on workplace conflict and its consequences have been conducted in these countries. Tsehay (2015) on the relationship between work overload and work satisfaction in public service organizations and influence of work on private life influence of private life on work workload work autonomy, job satisfaction found a statistically significant association between aspects of job satisfaction. On the other hand, Wossen (2015) a link has been found between the quality of working life and various factors such as environmental, social and managerial factors. The issue of WLB workers in Ethiopia is very new. The Health Insights study by Ethiopian Tegegn (2019) shows that the practice of work-life balance, leisure time, the organization of social and family events, and mental health relaxation programs must be properly implemented, to improve their employees.

The study by Hiwot (2019) finds that long hours, long workdays, a limited number of people with whom to share responsibility, and limited support from a supervisor all impact the work-life balance and affect employees' private lives, then the study recommendation suggests that the organization should take proactive steps to adopt WLB principles and apply them appropriately.

2.3. Conceptual Framework and Research Hypotheses

A conceptual framework is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Kombo & Tromp, 2009). It is a research instrument that helps a researcher to develop awareness and understanding of the situation under inquiry and to communicate it. Unlike theory, a concept is an abstract or overall impression inferred or deduced from specific instance. The conceptual framework for this study was adopted as shown in the figure below. They are based on research goals and insights gained through literature research

Figure 2.1 Conceptual Framework



Source: Self-extracted from review of literature

Figure 2.1 present the conceptual framework of the study which adopted from previous literature. In this framework, work-life balance (WLB) is dependent variable; whereas **Individual Factor** (Personality, Emotional Intelligence, Well-being); **Organizational Factor** (work arrangements, work-life balance policies and programs, work support, technology, Role related factors); **Societal Factor** (childcare responsibilities, family support and other societal factors) are independent variable.

Research Hypotheses

The study empirically tested the following research hypotheses:

- Hypothesis 1: individual factor have significantly affecting work-life balance of employee at Arki water PLC.
- Hypothesis 2: Organizational factors have significantly affecting work-life balance of employee at Arki water PLC
- Hypothesis 3: Societal factors have affecting work-life balance of employee at Arki water PLC.

CHAPTER THREE

RESEARCH DESIGN AND METHODS

In this chapter, the researcher describes the procedures to ensure a methodical and well-informed investigation, focusing on sampling procedure, data collection and analysis methods. Data collection instruments and procedures are discussed as well as the target population and sampling procedures. Research methodology is described as a method of illuminating scientific procedures in a way suitable for the purpose. It is the general standard that describes the methods applied in conducting the research study, how to and what analysis to be done to the data so collected (Akinyele, 2016). These are realized in addressing research methods used for the study, the data collection, and how the fieldwork for the study is conducted.

3.1. Research Design

Regarding research design, an explanatory and descriptive survey research design was used. Descriptive research is aimed at describing phenomena and is not particularly concerned with understanding why behavior is the way it is. It doesn't involve changing or modifying the situation under investigation. More so, the study was also used explanatory research design to empirically identify factors affecting of work-life balance at Arki water PLC. Explanatory research design focuses on analyzing a situation or a specific problem to explain the patterns of relationships between variables. It helps to understand the nature of the relationship between the independent and dependent variables. Therefore, it is justified in view of the above definitions, descriptions, and strengths that descriptive and explanatory research design was the most suited and appropriate design for this study.

3.2. Research Approach

Regarding the research approach, this research was based on the assumptions of deductive approach which is highly advocated by positivist philosophers. The researcher chooses this approach because, a deductive approach is concerned with “developing a hypothesis (or hypotheses) based on existing theory, and then designing a research strategy to test the

hypothesis” (Wilson, 2010). In this research, the study begins from the existing theories, models and literature concerning work life balance.

The research was followed quantitative approach because the study requires an analysis of the determinants of work-life balance at Arki water PLC. The relationships among variables statistically tested, which required a quantitative approach and also used to determine the relationship among the study variables.

3.3 Target Population

Target population of survey is the entire set of units for which the survey data are used to make inferences (Smyth, 2004). It is the population that a researcher wants to generalize the results of the study. The study was conducted at Arki water PLC which has a total employee of 201-500 and out of them 250 are permanent also are the focus of the study. The target population included all available permanent employee only at the head office it was very convenience to collect the data via their email regardless of their whereabouts. The total number of permanent employees of Arki water PLC reached around 250 at the end of December 31, 2022 which constitutes the target population of the study.

3.4 Sample Size and Sampling technique

Lavrakas (2008) explains a sample in survey research as a subset of elements drawn from a larger population. Obviously, such a sample should be typically identical with the population thus provide adequate representation. If a sample is not precise and inadequate both in characteristic and size, it may lead to rejection of false null hypothesis, wrong result and therefore a waste of resources (Gerstman, 2003). Likewise, a study that collects too much data is wasteful. Therefore it is essential to establish adequate sample size before going on data collection for a study.

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

Simplified formula for population

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

Where n= the sample size

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

$$n = 250 / (1 + 250 * (0.05)^2)$$

$$n = 153.84 \approx 154$$

n= 154 respondents.

Regarding the sampling technique, the study used simple random sampling technique so that all population has equal chance of responding.

3.5. Data Sources and Types

Data were collected from both primary and secondary sources to analyze factors affecting the work-life balance at Arki water PLC. In this case, the primary tool for gathering primary data was questionnaires. In addition, the study employed secondary data. Dawson (2009) states that secondary research data involves the data collected using information from studies that other researchers have made of a subject. The secondary data were collected from different published material like, manual, journal articles; websites, research findings and any other concerned bodies were used to extract any sort of essential information to strengthen the study findings.

3.6 Data Collection Instrument

The study was utilized questionnaire as major instrument for collecting primary data. Schwab (2005) defined questionnaire as measuring instruments that ask individuals to answer a set of questions or respond to a set of statement. A questionnaire is research instrument that is used in data collection when dealing with a large sample (Kombo, et al.2002). A questionnaire was preferred because of its convenience and ease of administration. In view of the advantages and the need to gather more information, questionnaire was administered to company employees to solicit their views concerning the determinants of work-life balance at Arki water PLC.

The classification of the questionnaire was divided into three sections: (1) Demographic data of the respondent employees, (2) Questionnaires on determinants of work-life balance and (3) Questionnaires on work-life balance measure. The instruments were adopted from previous literature. The individuals were expected to respond based on their perceptions, and the questionnaire responses were expected to fall on the five-point Likert scale of (Strongly agree (5) Agree (4), Neutral (3), Disagree (2), StronglyDisagree (1).

3.7. Instrument Reliability and Validity

3.7.1 Instrument Validity

Validity refers to the extent to which the scores from a measure represent the variable they are intended (Gakure, 2010). A validity test of the questionnaires was done on its content. Content validity measures the extent to which a test acts to measure a concept analysis of the items so as to confirm adequate coverage of the scope of the study by the measuring instrument (Oyerinde, 2011). In order to ascertain the relevance of each question to variables being measured and to ensure that the content of the instrument provide answers to the objectives of the study and the formulated hypotheses, content validity of the pilot questionnaire was tested. The clarity of the instrument items to the respondents was established so as to enhance the instrument's validity. To establish the validity of the research instrument the researcher required opinions of experts in the field of study especially the feedback obtained from the advisor of this research, who assessed and reviewed the appropriateness of questions and the scales of measurement. Moreover, pilot test has been made to check the questionnaires.

3.7.2 Instrument reliability

In addition, reliability test was carried out in order to ensure the consistency of the instruments used in main administration. The study was employed Cronbachs' alpha to assess reliability of the questionnaire. Cronbachs' co-efficient alpha is the most common way of measuring internal consistency. Cronbachs' coefficient (alpha) may range between 0 to 1, with 0 indicating an instrument full of errors and 1 indicating total absence of error. The closer Cronbach's alpha coefficient is 0 to 1, the higher the internal consistency reliability (Oyerinde, 2011). A reliability coefficient (alpha) of 0.70 is considered acceptable, reliable and recommended for new questionnaire. The reliability of the questionnaire was tested using the Cronbach's co-efficient alpha with the aid of Statistical Package for Social Sciences (SPSS) software. Accordingly, the factors and the sub items of the respective dimension, and work-life balance were tested as depicted below.

Table 3.1: Reliability Test Result

Variables	Cronbach Alpha	No. of Items
Individual Factors	0.82	15

Well-being	0.8	5
Personality	.861	5
Emotional Intelligence	0.79	5
Organizational Factors	0.832	25
Work role	0.843	5
Work Arrangements	0.809	5
Work-Life Balance Policies and Programs	0.824	5
Work Support	0.786	5
Technology	0.765	5
Societal Factors	0.829	10
Childcare Responsibilities	.799	5
Family Support	.859	5
Work-life balance (WLB)	0.766	10

Source: (Survey Data, 2023)

As Tavakol (2001) stated that, there are different reports about the acceptable values of alpha, ranging from 0.70 to 0.95. Hence, the Cronbach's alpha coefficient of all the above variables was fall within the stated range and concluded that there is consistency among each question in the questionnaire

3.8. Method of Data Analysis

In this study, the primary data was collected from distributed questionnaire. Once the questionnaires were gathered, the next step was to edit, clean, encode and look for errors in the data. This is the question of data processing. Data processing is a series of actions or steps performed on data to verify, organize, transform, integrate, and extract data in an appropriate output form for subsequent use. In recognition of this fact, therefore, the data processing of collected questionnaires were rigorously done. This helped in compressing and arranging the data into small sets for easy examination and analysis.

Next, the collected and processed primary data from the questionnaire was analyzed by descriptive statistics, and multiple linear regression analysis. Descriptive statistics such as mean scores, percentages, frequency distribution and standard deviations were computed to describe the characteristics of the variables of interest in the study. Besides, inferential statistics such as correlation analysis and multiple linear regression analysis was used to test to determine the

relative importance of each independent variable in explaining the variation Work-life balance of at Arki water PLC.

3.9 Ethical Consideration

The ethical issue is among the main focus of research. Before the data collection process all the necessary information about the study like who is conducting the study and for what purpose is the study conducted and other necessary information that respondents like to know were provided to all respondents so that it can help them to decide whether to participate or not in this study. They are also guaranteed the anonymity and confidentiality of their response.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

This chapter presents the discussions of the results the study. As mentioned earlier, the purpose of the study was to investigate the determinants of work-life balance at Arki water PLC. The first part presents an analysis of the demographic information such as gender, age, education, employee category and duration of work with Arki water PLC. The second part explored finding from descriptive statistics regarding the data designed to respond to the research question. Then, results and discussions from correlation analysis and multiple linear regressions are presented

4.1. Response Rate

As indicated in Table 4.1, the researcher distributed one hundred fifty-four (154) questionnaires. Out of these, one hundred and forty-three questionnaires (143) were completed and returned. This represents a response rate of 92.8% and none response rate of 7.2%. According to Mugenda (2003), a response rate of 50% is considered good and response rate greater than 70% is considered to be very good. The 92.8% response rate is thus considered a very good representative of respondents to provide enough information for analysis.

Table 4.1: Response Rate

Response rate	Sample size	Percentage (%)
Returned questionnaires	143	92.8
Un-returned questionnaires	11	7.2
Total	154	100

Source: (Own Survey, 2023)

4.2. Demography Information of Respondents

Under this section, the respondents' sex, age, education, employee category and duration of work with Arki PLC are presented. This information was sought to ascertain the respondents' demographic characteristics. The result is shown in Table 4.2.

Table 4.2 General Information of the respondent

Factor level	Frequency	Percentage
1. Sex		
Male	103	72.0
Female	40	28.0
Total	143	100.0
2. Age		
18 – 29 years	63	44.1
30 – 39 years	48	33.6
40 - 49 years	23	16.1
Over 50 years	9	6.3
Total	143	100.0
3. Education		
Primary	14	9.8
Secondary	45	31.5
Diploma	28	19.6
BA Degree	42	29.4
MSC or above	14	9.8
Total	143	100.0
4. Tenure in current Company		
Under 1 year	17	11.9
1 - 3 years	56	39.2
3 - 5 years	33	23.1
5 - 7 years	21	14.7
above 7 years	16	11.2
Total	143	100.0
5. Department		
HR	3	2.1
Finance	7	4.9
Sales & Marketing	34	23.8
Logistic	24	16.8
Manufacturing	75	52.4
Total	143	100.0
6. Types of job		
Clerical	59	41.3
Semi-professional	29	20.3
Professional	46	32.2
Managerial	9	6.3
Total	143	100.0

Source: (Own Survey, 2023)

As can be seen from Table 4.2, males and females constituted 72% and 28% of the sample population respectively. This shows that there is a noticeable disparity in representation between the two sexes in the sample population. This visible gap in gender representation was not due to sampling and or non-sampling errors; instead, it was due to the un-proportional representation of males and females in the organization, which is 72% males and 28% females. Generally, it is the reflection of the total population structure.

To maintain representativeness of the study's sample population, sample elements were taken from diverse age structures of the company's employees, which is for the purpose of this research, they were classified into four age groups as depicted in Table 4.2. Thus, 44.1% of the respondents are within the age group of 18-29 years, 33.6% represents the age group 30-39, 16.1% are within the age group of 40-49 and the remaining 6.1% respondents represent the age group 50 and above. Of the four age classes, the first class is termed as the youth group and all the others are groups of the adult population. From the adult population, the first age group 30-39 years of age is considered early adulthood, the 40-50 years represent middle adulthood and above 50 years of age represents late adulthood. Demographically, 29 years of age is considered the upper bound for the youth age group, and 30 years is the beginning of early adulthood. This implies that the company has a youth dominated population structure. This is again a reflection of the total population.

In terms of educational qualification, the sample population was classified into five categories, ranging from primary to highest academic qualification. Table 4.2 displays the different levels of educational qualification for the sample population along with their corresponding percentage. The highest share of the sample was having secondary education (31.5%), followed by Degree holders (29.4%) and Diploma holders (19.6%); staffs with master's degree and primary education have same proportion (9.8%). This implies that the respondents were represented from various education levels; hence, the sample represented employees from professional semi-professional and clerical positions.

Concerning the work experience of respondents, 11.9% of the sample population have worked for less than 1 year, 39.2% worked for 1-3 years, 23.1% worked for 3-5 years, 14.7% worked for 5-7 years, and the remaining 11.2% worked for more than 7 years. This implies that most

(74.2%) of the respondents has short tenure, i.e., 1-5 years. Higher percentages of the respondents were less than five years tenure, which indicates high turnover.

As it can be seen from Table 4.2, 2.1% of the respondents belong to HR competency, 4.9% belong to Finance, 23.8% belong to Sales and Marketing, 16.8% belong to Logistics, and the remaining 52.4% belong to Manufacturing. Accordingly, most respondents (76.2%) belong to the manufacturing, sales, and marketing department. This happened because most of the employees of the company were working in manufacturing and found in Sales and Marketing. Regarding the position status of respondents, Table 4.2 indicates that 41.3% of the sample is clerical staff, 32.2% is professional staff, 20.3% is semi-professional staff and the remaining 6.3% were the managerial staff.

4.3 Descriptive Analysis of Study Variables

Descriptive statistics were used to explain the basic features of the data that was collected from the field. With the aim of investigating the determinants of work-life balance at Arki water PLC, employees were asked to give their extent of agreement to the statements with regard to the three broader factors of work-life balance (individual factor, organizational factors, and societal factor) in a five-point Likert scale and then analyzed with descriptive statistics of mean score and standard deviation. Accordingly, the composite mean value shows the average of all respondents' perceptions on each question. According to Shrestha (2015) the mean score below 2.49 was considered as low, the mean score from 2.5 up to 3.49 was considered as moderate and mean score above 3.5 was considers as high. A 5-point Likert scale was used to rate the various indicators whereby 1 point was accorded to 'Strongly disagree', 2 point as 'Disagree', 3-point as 'Neutral', 4-point as 'Agree', and 5-point as 'Strongly Agree'. While, standard deviation shows how diverse are the perceptions of respondents for a given questions. Thus, detail of the analysis was presented as follows. Thus, summary of descriptive statistics for factors affecting financial performance of SMEs presented as follows.

Table 3.3: Summary of Descriptive statistics for determinants of work-life balance

Variables/Factors	N	Mean	STD
Individual Factors			
Well-being	143	3.36	0.95
Personality	143	3.32	1.1
Emotional Intelligence	143	3.12	1.12
Grand Mean		3.26	1.05
Organizational Factors	143		
Work role	143	3.26	1.02
Work Arrangements	143	3.56	0.96
Work-Life Balance Policies and Programs	143	2.54	0.96
Work Support	143	2.84	1.13
Technology	143	3.42	1.05
Grand Mean		3.12	1.02
Societal Factors	143		
Childcare Responsibilities	143	3.65	1.08
Family Support	143	3.58	1.11
Grand Mean		3.61	1.09

Source: (Own Survey, 2023)

4.3.1. Individual Factors

One of the broader factors that affect work-life balance is those related with individual factors like, well-being, personality and emotional intelligence. In this study individual factors influencing work-life balance are explained in terms of personality, well-being and emotional intelligence. Considering this fact, the study assesses the perception of employees towards individual factors influencing work-life balance in Arki Water PLC and the result of mean score value and standard deviation presented in Table 4.3.

Various questions were asked concerning the well-being as one of the individual factors influencing work-life balance and the mean and standard deviation result is depicted in Table 4.3. The grand mean value for the well-being questions was 3.26, which is considered moderate according to Shrestha (2015) mean interpretation guide. Accordingly, as indicated in the mean value, the result demonstrates that the well-being of employees is found to be at an average level. Well-being refers to positive psychological attributes such as self-acceptance, contentment, hope

and optimism. The total standard deviation aggregate was also found to be 0.95 which implying that there are some variations among the response of respondents when assess their well-being.

The study also assesses the respondents view on personality as one of the individual factors influencing work-life balance. Personality traits can be influenced by an individual's ability to interact and respond to a situation, and that it helps them to proactively shape their environment, and that they have the ability to gain social ground. Various questions were asked concerning personality and the mean and standard deviation result is depicted in Table 4.3 above. The grand mean value for the personality related questions was 3.12, which is considered moderate according to Shrestha (2015) mean interpretation guide. Accordingly, as indicated in the mean value, the result demonstrates that the emotional intelligence of employee is found to be at a moderate level. The total standard deviation aggregate was also found to be 1.1 which implying that there are some variations among the response of respondents when assess their personality.

Emotional intelligence is one of the individual factors influencing work-life balance. Emotional intelligence is the ability to adaptively recognize, express, regulate and exploit emotions (Schutte, et al., 1998). Various questions were asked concerning emotional intelligence and the mean and standard deviation result is depicted in Table 4.3 above. The grand mean value for the emotional intelligence related questions was 3.2. This is considered as moderate according to Shrestha (2015) mean interpretation guide. Accordingly, as indicated in the mean value, the result demonstrates that the personality traits of employee are found to be at an average level. The total standard deviation aggregate was also found to be 1.12 which implying that there are some variations among the response of respondents when assess their emotional intelligence.

4.3.2. Organizational Factors

One of the broader factors that affect work-life balance is those related with organizational related factors like, flexible work arrangements, work-life balance policies and programs, home life, work support, work stress, technology, etc. Many researches in different organizations and jobs have shown that organizational and job-related factors become a dominant factor of work-life balance and considering these various questions were asked related with the organizational and job-related factors. In this study organizational factors influencing work-life balance are explained in terms of work role, work arrangements, work-life balance policies and programs,

work support and technology. Considering this fact, the study assesses the perception of employees towards organizational factors influencing work-life balance in Arki Water PLC and the result of mean score value and standard deviation presented in Table 4.3.

Firstly, various questions were asked concerning the work role as one of the organizational factors influencing work-life balance and the mean and standard deviation result is depicted in Table 4.3. A work role is a channel, which brings personal and work-related behavior and personal and work-related contextual horizons together, and funnels their combined impact on the work and subsequently on the work-related tasks and their outcome. The grand mean value for the work role related questions was 3.26, which is considered moderate according to Shrestha (2015) mean interpretation guide. Accordingly, as indicated in the mean value, the result demonstrates that the work role of employees at Arki Water PLC is found to be at an average level. The total standard deviation aggregate was also found to be 1.02 which implying that there are some variations among the response of respondents when assess their work role at Arki Water PLC.

Work arrangement is which is about flexibility in work arrangements like, flexible schedules, compressed work week, remote work, reduced work week/part-time, and job sharing is also another factor that may determine work life balance. In premise to this fact the survey was provided related questions to assess the respondents view on work arrangement at Arki Water PLC and the mean and standard deviation result is depicted in Table 4.3 above. The grand mean value for the work arrangement related questions was 3.56, which is considered high according to Shrestha (2015) mean interpretation guide. Accordingly, as indicated in the mean value, the result demonstrates that the work arrangement at Arki Water PLC is found to be flexible. The total standard deviation aggregate was also found to be 0.96 which implying that there are some variations among the response of respondents when assess work arrangement at Arki Water PLC.

Work-Life Balance Policies and Programs is the other important organizational sub-factor influencing work-life balance. Work-life balance policies and programs are incentives that allow the employee the flexibility to manage his or her life outside of work. They are deliberate organizational changes in programs or organizational culture that are designed to reduce work-life conflict and enable employees to be more effective at work and in other roles (Schutte, et al.,

1998). In line with this, various questions were asked concerning the company work-life balance policies and programs and the mean and standard deviation result is depicted in Table 4.3 above. The grand mean value for the company work-life balance policies and programs related questions was 2.54, which is considered low according to Shrestha (2015) mean interpretation guide. Accordingly, as indicated in the mean value, the result demonstrates that the company work-life balance policies and programs are found to be at lower level indicating that substantial improvement is needed in this area. The total standard deviation aggregate was also found to be 0.96 which implying that there are some variations among the response of respondents when assess the company work-life balance policies and programs.

Work support is another very important organizational related factor that may affect work-life balance. Several studies illustrated the importance of formal and informal work support in the workplace to reconcile work and family life (Tremblay, Genin & Loreto, 2011). In premise to this fact, the respondents were provided related questions to assess their perception towards the work support practice at Arki Water PLC and the mean and standard deviation result is depicted in Table 4.3 above. The grand mean value for the work support related questions was 2.84, which is an indication of less agreement among respondents regarding work support practice at Arki Water PLC. This finding is important as it provides key message for company management that substantial improvement is needed in this area. The total standard deviation aggregate was also found to be 1.13 which implying that there are some variations among the response of respondents when assess work support at Arki Water PLC.

Lastly, technology is another very important organizational related factor that may affect work-life balance several studies illustrated the importance of technology to reconcile work and family life (Tremblay, Genin & Loreto, 2011). In line with this, Lester (2019) found that technology can help or hinder work-life balance by creating a more accessible and flexible 24/7 environment that allows employee to work anywhere, anytime work. In premise to this fact, the respondents were provided related questions to assess their perception towards the technology support at Arki Water PLC and the mean and standard deviation result is depicted in Table 4.3 above. The grand mean value for the technology related questions was 3.42, which is considered moderate according to Shrestha (2015) mean interpretation guide. The total standard deviation aggregate

was also found to be 1.05 which implying that there are some variations among the response of respondents when assess the technology support at Arki Water PLC.

4.3.3. Societal Factors

The societal determinants of job life balance also play a very important role. The societal determinants of job life balance are those factors related with childcare responsibilities, family and social support, and other social factors. In this study societal factors influencing work-life balance are explained in terms of childcare responsibilities and family support. Considering this fact, the study assesses the perception of employees towards societal factors influencing work-life balance in Arki Water PLC and the result of mean score value and standard deviation presented in Table 4.3. As indicated in table 4.3 above, the overall grand mean score for societal factor is 3.61 which are considered high according to Shrestha (2015) mean interpretation guide. The total standard deviation aggregate was also found to be 1.09 which implying that there are some variations among the response of respondents when assess the societal factors.

From the two sub factors, childcare responsibilities have got the highest mean score of ($M=3.65$ with $SD=1.08$), which is considered high according to Shrestha (2015) mean interpretation guide. While reviewing responses provided to family support, a mean score of ($M=3.58$ and $SD=1.11$), which is considered high according to Shrestha (2015) mean interpretation guide. These findings show that the majority of respondents had additional duties related to childcare and family responsibilities in addition to their jobs, which in turn has roles in reconcile work and family life.

4.4. The Perceptions of Employees' Work-Life Balance at Arki water PLC

The first specific objective of the study was to assess the perceptions of employees' work-life balance at Arki water PLC. In premises to this, the study analyzed perceptions of employees' work-life balance at Arki water PLC using a five-scale measure. Accordingly, the result is presented in table 4.4 below.

Table 4.4: The Perceptions of Employees' Work-Life Balance at Arki water PLC

Indicators	Mean	STD
I do much worry about work when I am are not at work	3.45	1.10
The management in company are interested in improving our work life balance	2.69	.983
I am satisfied with my current work load on my work life balance	2.70	.962
I am satisfied with my current work role (position) on my work life balance	2.98	.907
To meet the demand of the job, I have to limit the number of things I do at home.	3.81	.746
My families are missing out on my input, because I don't see enough of them.	3.26	.968
Relaxing and forgetting about work issues is hard to do	3.58	.592
I would like to reduce my working hours and stress levels, but feel I have no control over the current situation.	3.92	.615
Finding time for hobbies, leisure activities, or to maintain friendships and extended family relationships is difficult.	3.74	.663
I often work late or at weekends to deal with paperwork without interruptions.	3.36	.633
Average	3.9	0.62

Source, (Own Survey, 2023)

As indicated in table 4.4, when respondents were asked if they would prefer to cut back on their working hours and stress levels but feel they have no influence over the existing situation, the mean value was 3.92, which is deemed high. This is a sign that the employee would like to cut back on their workload and stress levels but feels powerless to do so at the moment. More so, furthermore, the mean response when asked if they had to reduce the number of activities, they did at home to fulfil the demands of the job was 3.81, which is considered high. This indicates that in order to meet job demands, employees need to limit the activities they engage in at home. Question was also asked whether employees are satisfied with their current work load on their work life balance. The result shows the mean value of 2.7, which demonstrates that most employees are less satisfied with the impact of their present workload on their work-life balance. Furthermore, as revealed by the mean value, for majority of respondents it was found difficult to find time for hobbies, leisure pursuits, or to maintain friendships and extended family ties; and it was tough to relax and forget about work-related concerns. In general, the findings illustrate that there are significant gaps in terms of work life balance among employees of Arki Water PLC.

This is an indication that the company management requires lots of work in order to improve the work-life balance for its employees.

4.5. Correlation Results

This section describes the correlation analysis that was derived from the collected data and models. The study sought to identify the relationship between three independent (individual factor, organizational and societal factors) and at Arki water PLC.

The study conducted correlation analysis to test the strength of relationship or association between the research variables from the primary data. Correlation is the measure of the relationship or association between two continuous numeric variables (Kothari, 2004). Correlation indicates both degree and direction in which research variables co-vary with one another from case to case without implying that one is causing the other. Correlation analysis results present a correlation coefficient which measures the linear relationship or association between two variables (Crossman et al., 2013). A Pearson correlation was run to establish how the variables were related to each other. The value of correlation coefficient ranges between -1 and +1. A correlation coefficient of +1 indicates that two variables are perfectly related in a positive linear. A correlation of -1 indicates that two variables are negatively linearly related and a correlation coefficient of 0 indicates that there is no linear relationship between two variables. Accordingly, in order to identify whether the dependent variable and independent variables have a joint variation, a Pearson Correlation Coefficient was computed with aid of SPSS. The study used Marczyk, Dematteo, & Festinger (2005) guide to interpret the result which is presented in the Table 4.5.

Table 4.5: Correlation Result Interpretation Guide

Correlation value in range	Interpretation
0.00 to 0.19	Weak/ very low correlation
0.20 to 0.39	Low correlation
0.40 to 0.59	Moderate correlation
0.60 to 0.79	High correlation
0.8 to 1.0	Very high correlation

Source: (Marczyk, et al., 2005)

Accordingly, Marczyk, et al. (2005), guide has been used to interpret the results which are summarized in the coming sections. The findings of the correlation result of the study are presented in Table 4.6 below.

Table 4.6: Pearson Correlation of determinants of work-life balance

		Organizational Factors	Societal Factors	Individual Factor	Work-Life Balance
Organizational Factors	Pearson Correlation	1	.324**	.314**	.672**
	Sig. (2-tailed)		.000	.000	.000
	N	143	143	143	143
Societal Factors	Pearson Correlation	.324**	1	.506**	.436**
	Sig. (2-tailed)	.000		.000	.000
	N	143	143	143	143
Individual Factor	Pearson Correlation	.314**	.506**	1	.442**
	Sig. (2-tailed)	.000	.000		.000
	N	143	143	143	143
Work-Life Balance	Pearson Correlation	.672**	.436**	.442**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	143	143	143	143

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

Source; (Survey data, 2023)

As illustrated in Table 4.6 above, there are positive but relatively strong relationship among the three independent variables (individual factor, organizational and societal factor) and work-life balance at Arki water PLC. The results show that organizational factors are positively correlated to work-life balance at Arki water PLC with a Pearson's Correlation Coefficient of $r = 0.672$ and at level of significance of 0.000. This relationship was considered **high**.

The results also revealed that there is a moderately strong and positive relationship between individual factor and work-life balance at Arki water PLC with a Pearson's Correlation Coefficient of $r = 0.442$ and at level of significance of 0.000. This relationship was **moderate**. This result is consistent with previous studied. Gropel and Kuhl (2009) state that the satisfaction of needs plays a mediating role in Relationship between work-life balance and subjective well-being the study used two components of subjective well-being, namely a cognitive component (satisfaction with life) and an affective component (feeling good).

Wilkinson (2013) studied the relationship between work-life balance and psychological well-being in a non-random sample of selected participants from three Southeastern United States companies and found that work-life balance and psychological well-being can be positively correlated.

The results further illustrated that societal factors are positively correlated to work-life balance at Arki water PLC with a Pearson's Correlation Coefficient of $r = 0.436$ and at level of significance of 0.000. This relationship was **moderate**. This finding was consistent with Shobitha and Sudarsan (2014) study who found that social factors in form of childcare responsibilities, family and social support, are significantly related with work-life balance. Parasuraman and Simmers (2001) also in their study found that societal factors in form of parental responsibilities, family responsibilities and work-family conflicts are significant relationship with work-life balance.

Over all, all the three factors that this study assessed (individual factor, organizational and societal factor) are significantly relation with work-life balance at Arki water PLC with a Pearson's Correlation Coefficient of $r > 0.4$ in all cases. This indicates that all independent variables which include: individual factor, organizational and societal factor had a positive correlation with work-life balance at Arki water PLC.

4.6. Multiple Linear Regression Analysis

Multiple linear regressions are based on the assumptions of Ordinary Least Square (OLS). When one decides to analyze data by means of multiple regressions, part of the process involves checking to make sure that the data need to analyze can in fact be analyzed using multiple regression. One could do this for the reason that it is only appropriate to use multiple regressions if the data "passes" those assumptions that are required for multiple regressions to give a valid result. So, in the following section necessary diagnostic tests were carried out on the variables.

4.6.1. Regression Model Diagnostic Tests

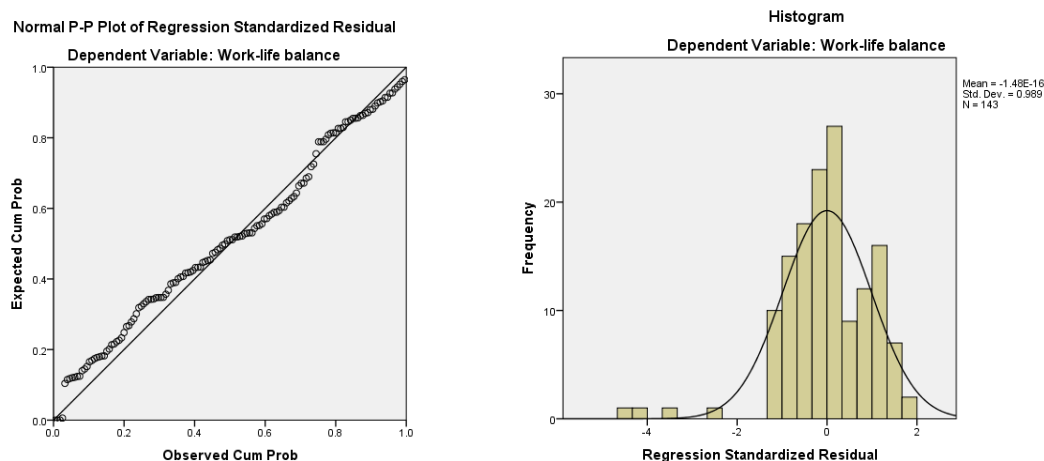
The cross-sectional data that were collected to investigate the determinants of work-life balance at Arki water PLC was diagnosed for tests of normality of residuals, linearity, heteroscedasticity,

multicollinearity and autocorrelation before full-scale data analysis was carried out. The result is presented hereafter.

4.5.1.1. Normality Test

Normality is one of the assumptions in linear regression that assumes residuals (errors) are approximately normally distributed. Normality assumption of residuals is attained if P-P plot dots are closer to the diagonal line; Normal P-P plot points should lie reasonably straight diagonal line from the bottom left to the top right. The P-P plot of regression of independent variables on dependent variable is showed below in Figure 4.1. As it is seen on the below figure, the points in the P-P plot lie on a straight diagonal line with a minimal deviation from the straight line. This indicates that the data were approximately normally distributed.

Figure 4.2 Normal P-P plot of regression standardized residual



Source: (Own Survey, 2023)

4.6.1.2. Homoscedasticity Test

One of the assumptions of ordinary least squares estimation is homoscedasticity that assume the errors in linear regression model have a common variance or equally distributed. If residuals have constant variance, it is said homoscedastic. On the other hand, heteroscedasticity in a study usually happens when the variance of the errors varies across observation (Long & Ervin, 2000). There are different ways of testing heteroscedasticity. The most commonly used methods is Breusch-Pagan test which was used to test the null hypothesis that the error variances are all equal versus the alternative that the error variances are a multiplicative function of one or more variables. Breusch-Pagan tests the null hypothesis that heteroscedasticity is not present. If sig-

value is less than 0.05, reject the null hypothesis. In this study, the sig-value for fitted values of fitted values for work-life balance was 0.1388, which is indicating that heteroscedasticity was not a concern.

Table 4.7: Breusch-Pagan for Heteroscedasticity

Breusch-Pagan / Cook-Weisberg test for heteroskedasticity
Ho: Constant variance
Variables: fitted values for work-life balance
chi2(1) = 2.19
Prob > chi2 = 0.1388

Source: (Survey data, 2023)

4.6.1.3. Multicollinearity Test

According to Myers (1990), multicollinearity refers to very high inter-correlation among predictor variables. A perfect linear relationship among the independent variables implies difficulty of computing unique estimates for a regression model. Variance inflation factor (VIF) was used to check the seriousness of multicollinearity among explanatory variables. According to Myers (1990) a variable having VIF greater than ten indicates high multicollinearity which requires further investigation. VIFs were calculated for all predictor variables and the tolerance level is less than two implying that multicollinearity was not a concern in this study. More so, as indicated in above in correlation table, a bivariate correlation between predictor variables is less than 0.8, which also shows multicollinearity is not a serious concern.

Table 4.8: Multicollinearity test for the Study Variables

Variable	VIF	Tolerance
Individual factors	.852	1.174
Organizational factors	.717	1.394
Societal Factors	.707	1.415

Source: (Survey Data, 2023)

4.5.1.4. Autocorrelation Test

The assumption of autocorrelation or serial correlation is the last assumption in multiple regressions which assume that the error terms are independent of each other. This is however

especially relevant with time series data where the data are sequenced by time. The most commonly used methods to determine whether there is autocorrelation, that is where there is a linear correlation between the error terms for one observation, is Durbin-Watson test. According to Cochrane, (1997), if a value of d is within the range 1.5 and 2.5 means there is no autocorrelation. Therefore, the result proved that there is no auto correlation as shown in table 4.9 below.

Table 4.9: Durbin-Watson Test for Autocorrelation

Test	Dependent variable	Value
Durbin-Watson	work-life balance	1.757

Source: (Survey data, 2023)

4.6.2 Analysis of Regression Results

The main objective of study was to investigate the determinants of work-life balance at Arki water PLC. This was mainly done through regression analysis. The independent variables are operationalized through: individual factor, organizational and societal factor. The result of the regression analysis is presented in the following section.

4.6.2.1. The Multiple Coefficient of Determination R^2

Coefficient of determination explains the percentage of variation in the dependent variable (work-life balance) that is explained by all the three independent variables (individual factor, organizational and societal factor). The table 4.10 below preset the model summary.

Table 4.10: Model Summary for Determinants of work-life balance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.728 ^a	.530	.519	3.402	1.757

a. Predictors: (Constant), Individual factor, organizational factors, Societal factors

b. Dependent Variable: Work-life balance

Source: (Survey data, 2023)

As indicated in the above table 4.10 R has a value of 0.728, representing the simple correlation between the three independent variables (individual factor, organizational and societal factor) and work-life balance. R-square on the other hand explains the percentage of variation in work-

life balance that is explained by the three independent variables. The result shows that the three independent (individual factor, organizational and societal factor) that were studied explain 51.9% of variation in work-life balance at Arki water PLC as represented by the R^2 value. The remaining 42.1% of the variability in work-life balance at Arki water PLC is left unexplained by the explanatory variables used in the study.

4.6.2.2. ANOVA Interpretation

The result in ANOVA table 4.11 shows that the sum of squares of the regression is 1810.829 at 3 degrees of freedom and a mean square of 603.610. The residual sum of squares is 1608.905 with 139 degrees of freedom and mean square value of 11.575. The test for the joint significant which is given by the F statistic is 52.148, it is statistically significant. This imply that the independent variables, that are individual factor, organizational factors, societal factors considered were relevant in explaining work-life balance at Arki water PLC.

Table 4.11: ANOVA result for Determinants of work-life balance ^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1810.829	3	603.610	52.148	.000 ^b
	Residual	1608.905	139	11.575		
	Total	3419.734	142			

a. Dependent Variable: Work-life balance

b. Predictors: (Constant), Individual factor, organizational factors, Societal factors

Source: (Own Survey, 2023)

4.6.2.3. Regression Coefficients

The findings in Table 4.12 show the coefficients of the regression. According to the findings, the all three independent variables that are individual factor, organizational factors, societal factors are significant in explaining work-life balance at Arki water PLC since the p values were less than 0.05. Accordingly, organizational factor has positive and significant effect on work-life balance at Arki water PLC with a beta value (beta =.914) and t value of 8.984 which is significant. Next, individual factor has also positive and significant effect on work-life balance at Arki water PLC with a beta value (beta =.383) and t value of 2.691 which is also statistically significant. Similarly, Societal factor has also positive and significant effect on work-life balance

at Arki water PLC with a beta value (beta =.272) and t value of 2.336 which is also statistically significant.

Table 4.12: Coefficients for Determinants of work-life balance ^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-5.746	2.854		-2.014	.046
	Individual factor	.383	.142	.185	2.691	.008
	Organizational Factors	.914	.102	.562	8.984	.000
	Societal factors	.272	.116	.161	2.336	.021

a. Dependent Variable: Work-life balance

Source: (Own Survey, 2023)

When these beta coefficients are substituted in the equation, the model becomes

$$Y = 0.383X_1 + 0.914X_2 + 0.272X_3 - 5.746$$

Where: Y is the work-life balance at Arki water PLC, CF is compensation, **X₁** is Individual factor; **X₂** is organizational factors; and **X₃** is societal factors. This means that holding other factor constant one unit change in individual factor result in 0.383-unit change in work-life balance at Arki water PLC, one unit change in organizational related factors result in 0.914-unit change in work-life balance at Arki water PLC and one unit change in societal factors result in 0.272-unit change in work-life balance at Arki water PLC.

4.7. Discussion of Findings

This research investigates the determinants of work-life balance at Arki water PLC. The findings revealed that there are significant relationships between individual factor, organizational and societal factor and work-life balance at Arki water PLC, Although all predictors (i.e., individual factor, organizational factor and societal factor and work-life balance) were significantly associated with work-life balance at Arki Water PLC (p<0.05). However, the beta values for organizational factor, individual factor, and societal factor and work-life balance were differed at 0.914, 0.383 and 0.272, respectively. Thus, the findings suggested that organizational related factor remains the major determinant that influences work-life balance at Arki Water PLC. All

the three null hypotheses as stated in chapter one of this study were tested using multiple linear regression models.

Hypotheses Testing

Table 4.13 Summary of Tested Hypothesis

No	Developed Hypothesis	T	Sig.	Test Result
1	Hypothesis 1: Individual factors have significantly affecting work-life balance of employee at Arki water PLC.	2.691	.008	Accepted
2	Hypothesis 2: Organizational factors have significantly affecting work-life balance of employee at Arki water PLC.	8.984	.000	Accepted
3	Hypothesis 3: Societal factors have significantly affecting work-life balance of employee at Arki water PLC.	2.336	.021	Accepted

Source: (Own Survey, 2023)

In this study, the finding showed that individual factor like well-being, emotional intelligence and personality are significantly affect work-life balance at Arki Water PLC ($\beta=0.383$, $p<0.05$). Consequently, with respect to hypothesis testing, the study supports the null hypothesis that individual factors have significantly affecting work-life balance of employee at Arki water PLC. This means that holding other factor constant one unit change in individual factor result in 0.383-unit change in work-life balance at Arki water PLC. This finding is consistent with the studies conducted by researchers (Makena, 2015; and Dulebohn & Werling, 2007) where they discovered that individual factors were the most important contributor towards work-life balance. Similarly, Defeat and Raza (2013) investigated the relationship between individual factors in form of a manager's emotional intelligence and personality traits and its impact on quality of working life, burnout and staff performance among physicians working in different hospitals in Pakistan. The results show that the emotional intelligence and personality traits of executives is positively related to the quality of work live and can be considered a reliable indicator of job quality and employee productivity, although it has no association with burnout.

Next, organizational related factors like work arrangements, work-life balance policies and programs, work support, technology, and role related factors were found to be significantly affecting work-life balance ($\beta=0.914$, $p<0.01$). Consequently, with respect to hypothesis testing, the study supports the null hypothesis that organizational factors have significantly affecting

work-life balance of employee at Arki water PLC. This means that holding other factor constant one unit change in organizational related factors result in 0.914-unit change in work-life balance at Arki water PLC. This result is similar to the studies of (Umaru and Ombugus, 2017; and Shah, 2012) where they found that organizational related factors are an important contributor towards work-life balance. Bachmann, (2000) and Kaur (2004), also found that organizational factor in form of flexible working arrangements important contributor towards work-life balance work. Similarly, Wayne, Music & Fleeson (2004) suggested that organizational factor in form of reduced hours can benefit workers by improving their work-life balance, as shorter hours can help reduce family conflicts in the workplace. Hill, Erickson, Hoimes & Ferris (2010) found that organizational factor in form of flexible working hours help workers Effectively manage their work and family responsibilities, enabling them to minimize work-family conflict and increase productivity at work and at home.

Finally, societal factor like childcare and family responsibilities, were found to have significantly affecting work-life balance ($\beta=0.272$, $p<0.01$). Consequently, with respect to hypothesis testing, the study supports the null hypothesis that societal factors have significantly affecting work-life balance of employee at Arki water PLC. This means that holding other factor constant one unit change in societal factors result in 0.272-unit change in work-life balance at Arki water PLC. This finding again was supported by researchers (Tessema, et al., 2013) where they found that societal factors in form of childcare and family responsibilities plays a significant role in work-life balance. The findings were also similar with Gorris (2006) who suggest that family factors such as the number of children and childcare responsibilities lead to an imbalance between work and family roles. Similarly, social factors, in form of childcare responsibilities, family and social support have been observed to influence work-life balance.

In summary, this research provides important information to the management of the Arki Water PLC to find ways to improve the work-life balance among its employees. Individual factor, organizational factors, and societal factors are the areas that should be given extra attention if the management would like to produce staffs with greater work-life balance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The previous chapter presented the analysis of the findings. This chapter presents summary of the findings, conclusions and the recommendation that the researcher provided. The first section presents summary of the findings, the second section presents conclusion of the research and the last section presents recommendation of the researcher.

5.1 Summary of Findings

The study was conducted with an aim of identifying factors that influence work-life balance at Arki water PLC. To conduct this research, existing literatures concerning the determinants of work-life balance have been reviewed by the researcher and various factors that can affect to work-life balance are identified. The researcher has taken work-life balance as a dependent variable that is measured by ten items, where at the same time three explanatory variables (individual factor, organizational and societal factor) have been selected in this study.

To meet the purpose of this study, the researcher has collected primary data from selected employees of Arki water PLC through questionnaire. The study sample had 154 questionnaires distributed and 143 were duly completed and returned for analysis. This represented a response rate of 92.8%. The collected data was analyzed by employing regression on SPSS version 25 to get the existing relationship between the explanatory and dependent variables. The descriptive analysis of primary data showed that a high reliability was attained by questionnaire instrument with acceptable range of reliability coefficients. Multiple linear regression was used to test the significance using t- tests has indicated varying level of significance amongst the independent variables as well as when combined, against the dependent variable.

The first specific objective of the study was to assess the perceptions of employees' work-life balance at Arki water PLC. Result from descriptive statistics revealed that most employees of Arki Water PLC found difficult to maintain work-life balance. When respondents were asked if they would prefer to cut back on their working hours and stress levels but feel they have no influence over the existing situation, the mean value was 3.92, which is deemed high. This is a sign that the employee would like to cut back on their workload and stress levels but feels powerless to do so at the moment. More so, furthermore, the mean response when asked if they

had to reduce the number of activities, they did at home to fulfil the demands of the job was 3.81, which is considered high. This indicates that in order to meet job demands, employees need to limit the activities they engage in at home. Question was also asked whether employees are satisfied with their current work load on their work life balance. The result shows the mean value of 2.7, which demonstrates that most employees are less satisfied with the impact of their present workload on their work-life balance. Furthermore, as revealed by the mean value, for majority of respondents it was found difficult to find time for hobbies, leisure pursuits, or to maintain friendships and extended family ties; and it was tough to relax and forget about work-related concerns. In general, the findings illustrate that there are significant gaps in terms of work life balance among employees of Arki Water PLC. This is an indication that the company management requires lots of work in order to improve the work-life balance for its employees.

The main objective of this study was to investigate the determinants of work-life balance at Arki water PLC. In line with this, the findings from inferential statistics of the study revealed that the all-independent variables (individual factor, organizational and societal factor) have significant relationship and effect on work-life balance at Arki water PLC. These findings were both supported by the correlation and regression result. The correlation result shows that all the three factors that this study assessed (individual factor, organizational and societal factor) are significantly relation with work-life balance at Arki water PLC with a Pearson's Correlation Coefficient of $r > 0.4$ in all cases. The finding also indicates that the highest relationship was found between organizational related factors and work-life balance, while the lowest relationship was found between individual related factors and work-life balance.

Furthermore, the result of regression also indicates that all predictor variables (individual factor, organizational and societal factor) have statistically significant contribution on work-life balance. The result shows that the three independent (individual factor, organizational and societal factor) that were studied explain 51.9% of variation in work-life balance at Arki water PLC as represented by the R^2 value. The result further showed that, the all three independent variables that are individual factor, organizational factors, societal factors are significant in explaining work-life balance at Arki water PLC since the p values were less than 0.05. Therefore, individual factor, organizational and societal factor have a positive and significant effect on work-life balance at Arki water PLC.

5.2 Conclusion

The study was undertaken to examine an aim of identifying factors that influence work-life balance at Arki water PLC. Accordingly, based on the findings presented in the above section the study concluded that individual factor, organizational and societal factor plays a stronger role in maintaining work-life balance at Arki water PLC. The improvement of these factors by company has a higher potential of improving work-life balance at Arki water PLC. This means, a better work life balance creates a number of positive consequences whereas imbalance between work and family of an individual holds a negative effect which is responsible for some serious issue for individual as well as for the organization. Therefore, the management of Arki water PLC should influence these three factors as a way of improving work-life balance at Arki water PLC.

5.3 Recommendation

Based on the findings and conclusions of the study, the researcher forwards the following recommendations.

- The study revealed that organization factors determine work life balance in work-life balance at Arki water PLC. Organization factors inform of flexible work arrangements, work-life balance policies and programs, work support, and, technology had a significance influence on work life balance in company. There is need for the company to establish supportive managers, flexible timings, accommodating policies and meaningful, well-structured work that tend to have better work-life balance. The company should provide flexibility and allow employees to take up shifts that they prefer to better manage their time around all obligations. The study recommends that the company should continue providing a culture that supports employees' families. Job sharing culture should be maintained to allow work life balance for the employees. The company should effectively implement such work-life balance policies and programs that govern employees work schedules. The working policy should have provisions to enable employees to take time away from work and control over workload.
- The study revealed that individual factors determine work life balance in work-life balance at Arki water PLC. The study recommends employees to develop and adopt positive personal factors like, regular schedules; healthy habits, hobbies, as well as high self-confidence and ambition are likely to have better work-life balance. The study

recommends employees to avoid negative personal factors like low self-esteem, poor social skills and depression that likely result in work-life imbalance.

- The study also revealed that societal factors determine work life balance in work-life balance at Arki water PLC. Thus, the study recommends to maintain positive social factors and strong social network can help people feel more involved in various aspects of life. In fact, even supportive governmental policies and welfare schemes can improve work-life balance. The study also recommends the company to avoid negative social factors like; discriminatory policies at work, unsupportive families, cultural stigma, patriarchal standards, and other social factors can interfere with work-life balance.

5.4 Area Further Research

This study focuses on to investigate the determinants of work-life balance at Arki water PLC and other studies could examine if similar findings can be obtained on other organization. More so, qualitative investigators must conduct research regarding the determinants of work-life balance. This research method will provide more in - depth understanding and different perspective of determinants of work-life balance. The study also recommends that future research will be conducted many other factors not addressed in this study that determine the significance of work-life balance policies on a business' productivity and profitability.

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APPENDIX I: RESEARCH QUESTIONNAIRE

The purpose of this questionnaire is to collect data for post graduate study at St. Mary's University for the study entitled "Determinants of Work-Life Balance: The Case of SBJ Industry PLC Arki Water". This questionnaire is required to assist in determining the objectives of the study. Your privacy will be kept anonymously and, therefore, no one knows who provided the information. Any information provided will be used for academic purpose only and will be treated in strict confidence. Therefore, you are kindly requested to provide your responses to different questions below. Thank you in advance for agreeing to participate in this study.

General Instruction: - Circle your response or indicate "√" in the box beneath for closed-ended questions among the provided alternatives. You don't need to write your name.

Section A: Demographic Profile of Respondent

Instruction: Circle your response against any response that applies to you.

1.	Sex:	Male <input type="checkbox"/>		Female <input type="checkbox"/>
2.	Age:	18-25 years <input type="checkbox"/>	41-55 years <input type="checkbox"/>	
		26-40 years <input type="checkbox"/>	over 55 years <input type="checkbox"/>	
3.	Education level	Secondary school <input type="checkbox"/>	First Degree <input type="checkbox"/>	
		Diploma <input type="checkbox"/>	Master & above <input type="checkbox"/>	
4.	For how long have you been employed in this company?	1 – 5 years <input type="checkbox"/>		
		6 – 10 years <input type="checkbox"/>		
		11– 15 years <input type="checkbox"/>		
		> 15 years <input type="checkbox"/>		
5.	Position in the Organization?	Clerical <input type="checkbox"/>		
		Professional <input type="checkbox"/>		
		Managerial <input type="checkbox"/>		

Section II: Determinants of Work Life Balance

Decide how you feel about the aspect of your work life balance described by the statement. 1, Strongly Disagree 2, Disagree 3, Neutral 4, Agree and 5 Strongly Agree

NO	Individual (Well-being, Personality, Emotional Intelligence)						
			1	2	3	4	5
1.	Well-being	I work in an environment that is supportive of my family and personal Commitments					
		I have significant support from my manager/supervisor in ensuring that I have a healthy work life balance					
		I feel valued when i am in this organization					
		I feel in control of my own decisions when I am in this organization					
		I deal with problems well when I am in this organization					
2.	Personality	When I like something, I like to collect a lot of different examples of the type of object, so I can see how they differ from each other.					
		I really enjoy caring for other people					
		I feel comfortable around people					
		I believe in working hard					
		I don't get nervous easily					
3.	Emotional Intelligence	It is important that people believe I am sincere in what I say and do					
		I am particularly good at sensing the motivation and hidden agendas of others					
		When communicating with others, I try to be genuine in what I say and do					
		I pay close attention to people's facial expression					
		I spend a lot of time and effort at work networking with others					

NO	Organizational (Work Arrangements, Work-Life Balance Policies and Programs,
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Work Support, Technology, Role Related Factors)			1	2	3	4	5
1.	Work role	Work responsibilities are uncertain to promote a balanced work life					
		Employees feel a sense of pride in their work activities					
		Many rules and procedures make work-life balance difficult.					
		Employees feel a sense of fulfillment in their non-work activities					
		Too much renewal of contracts for professional work					
2.	Work Arrangements	Flexible working hours motivate and give sense of satisfaction and wellbeing					
		Attendance and punctuality has improved as a result of utilizing flexible working hours					
		Flexible hours allow to balance working and personal life					
		Flexible working hours allow to balance personal commitments					
		Flexible working hours allow to focus more on the job at work					
3.	Work-Life Balance Policies and Programs	I am familiar with our Arki water's plc work-life balance policies and program					
		Human resource manager participate in addressing the organizations strategic, tactical, and policy issue					
		All work-life balance and programs which are used by the organization are effective					
		HR policies and program have a positive impact on your work life					
		There is budget dedicated to work-life balance programs					
4.	Work Support	Management communication with employees on issues affecting their work-life balance.					
		The management provides convenient working hours.					
		The management provides feedback to staff concerns on work-life balance					
		Difficulties with work colleagues in promoting work-life balance.					
		Difficulties with administrators in implementing work-life balance.					
		Technology enhances my professional development					

5	Technology	Technology Support activities that facilitate higher-order thinking(e.g. collaborative problem-based activities, activities that require analysis and synthesis of information)					
		Since technology can take a lot of other task my team can concentrate more and have longer periods of uninterrupted work					
		Technology makes it necessary for employee to acquire new skill					
		The top management has a clear vision for E-HRM goals					

NO		Societal (Childcare Responsibilities, Family Support)					
			1	2	3	4	5
1.	Childcare Responsibilities	My work schedule interferes with my ability to help my child with school work					
		I feel my contribution to my child education is valuable					
		I know how to help my child with his school homework.					
		As I work at my career, I have to spend with my child					
		I regularly communicate with my Child's about school, events, friendship's, social activities					
2.	Family Support	My family allows and supports me in terms of combining professional life with family life.					
		My partner advice and encourage to consult the division of labor in the household					
		My family is willing to help me make decision					
		I can talk about my problems with my family					
		My family appears difficult to achieve what we tend to					

Section III: Questionnaires on Work-life balance (WLB)

In the section below, indicate the extent to which you agree with each of the following statements regarding Work-life balance (WLB) by ticking (✓) that which most closely matches your opinion. Use the following rating scale. **1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree**

NO	Work-life balance (WLB)						
		1	2	3	4	5	
1.	Work-life balance (WLB)	I worry about work when I am are not at work					
		The management in company are interested in improving our work life balance					
		I am satisfied with my current work load on my work life balance					
		I am satisfied with my current work role (position) on my work life balance					
		To meet the demand of the job, I have to limit the number of things I do at home.					
		My families are missing out on my input, because I don't see enough of them.					
		Relaxing and forgetting about work issues is hard to do					
		I would like to reduce my working hours and stress levels, but feel I have no control over the current situation.					
		Finding time for hobbies, leisure activities, or to maintain friendships and extended family relationships is difficult.					
		I often work late or at weekends to deal with paperwork without interruptions.					

Thank you for your cooperation