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# The Effect of Work Life Conflict on Employees Job Performance, The Case of North West Region Ethio Telecom

Million Mulugeta

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**THE EFFECT OF WORK LIFE CONFLICT ON EMPLOYEES  
JOB PERFORMANCE, THE CASE OF NORTH WEST REGION  
ETHIO TELECOM**

**A thesis Submitted to Bahir Dar University Business and economics  
college department of management for the Partial Fulfillment of the  
Requirements for the Degree of Master of Arts in Business  
Administration (Management)**

**By:Million Mulugeta**

**JULY 2020  
BAHIR DAR, ETHIOPIA**

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**Advisor:**

**Messelu Alamnie (Phd)**

**July 2020**

**Bahir Dar, Ethiopia**

## Statement of Declaration

I, Million Mulugeta have carried out a research work on the Effect of Work Life Conflict on employee's job Performance, the case of North West Region Ethio telecom independently in partial fulfillment of the requirement of the Masters of Art (MA) Degree in Business Administration with the guidance and support of the research advisor, Dr. Messelu Alamnie

I also declare that this thesis is my original work and that all sources of materials used for the thesis have been duly acknowledged.

### Declared by:

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Chair Man

Signature

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## **Acronyms**

SPSS=Statistical Package for social Sciences

NWR=North West Region

HRD=Human Resource Division

WLB=Work Life Balance

FWA=Flexible Work Arrangement

RO=Role Overload

FTW=Family to Work

WTF=Work to Family

WLC=Work Life Conflict

WLI=Work to family Interference

FWI=Family to Work Interference

WFC=Work to family Conflict

FWC=Family to work Conflict

## **ABSTRACT**

*This study is aimed at exploring the effect of work life conflict on employee's job performance in North West Region Ethio-telecom. To achieve this purpose, Explanatory study was used to analyze the data collected through cross-sectional survey questionnaire from a sample of 245 North West Region Ethio-telecom permanent employees. These respondents were selected using proportional stratified random sampling method from shops and region office. The data collected through questionnaire were analyzed using Statistical measures such as correlation and multiple regression analysis. The major findings of the study revealed that, the three work life conflict dimensions such as work to personal life interference, personal life to work interference, and work overload and employee job performance found to be inversely and significantly related with employees employee's job performance. The three work life conflict dimensions of this research significantly explain the variations in employee's job performance. Work to personal life interference, work overload and personal life to work interference statistically and negatively predict the variation in job satisfaction. Based on the findings of the study, it is recommended that Top management should realize the effect of work life conflict on employee's job performance and should implement work life balance programs, practices, and policies.*

*Key words: Work life conflict, Job performance, personal life interference with work, work interference with personal life, Work Overload.*

## **CHAPTER ONE: Introduction**

### **1.1 Background of the Study**

In today's working world, most of employees' time is spent at the workplace, doing their work take over their lives. The increasing demand from their job requires employees to be even more committed to their work, even after office hours. This has resulted in a lot of work-related problems such as stress and an imbalance in their roles as a worker, parent, or family member (Hamidi, 2005)

Business are expected to meet not only the demands of their customers but also their employees. Job seekers are making employment decisions by making an overall appraisal regarding remuneration, promotional aspects and a workplace that support a balance between their personal lives and paid occupation (Newaz & Zeman, 2012). Work Life Balance is the proper prioritizing between "work" (career and ambition) on the one hand and "life" (Health, pleasure, leisure and family) on the other hand (Gulbahar as cited by Melesse, 2017).

Authors say that achieving "work-life balance" is not as simple as it sounds. This is because work life and personal life are inter-connected and interdependent. Spending more time in office, dealing with clients and the pressures of job can affect the personal life, sometimes making it impossible to even complete the private responsibilities. On the other hand, personal life can also be demanding if employees have a kid or aging parent, financial problems or even problems in the life of a dear relative. It can lead to Absenteeism from work, creating stress and lack of concentration at work (Elloy & Smith, 2003).

The concept work-life conflict is described by some authors in terms of the conflict female employees experience between the demands of their work and their family roles (Underhill, 2005). It is, however, not limited to females, nor is it limited to people with family responsibilities. Studies by Tiedje and colleagues (Rantanen, Kinnunen, Mauno & Tilleman, 2011) found that women who experience high role conflict usually show more depressed symptoms. The traditional role expectations a society holds, is that men will be more active in the work role and women will be more active in the family role (Higgins, Duxbury & Lyons, 2010). Aryee et al. (2005) stated that men will, in general, experience more work overload and women more parental role overload, in accordance with the prevailing gender expectations the society has. Therefore, organizational support will tend to enhance men's work-life balance to a greater extent (Aryee et al., 2005). In

today's workforce, however, women are also actively involved in the working role, which leads to the domestic chores being shared with men and this puts more pressure on both men and women to find balance in their life (Carlier et al., 2011).

Recently the focus has shifted to positive interactions between family and work roles (Rantanen et al., 2011). Organizations have moved towards a focus on programs that create more flexibility for employees and give their employees the autonomy to manage their work-life balance (Stock et al., 2013). When an organization utilizes the family-friendly policies mentioned above, it enhances the employee's job-attitudes, commitment, and the productivity (Stock et al., 2013). It also reduces the health care costs for an organization (Casey & Grzywacz, 2008). According to Stock et al. (2013) family-friendly programs may assist the organization in recruiting a much wider range of employees. Work-life balance could be said to contribute to an individual's psychological well-being, for example, they will have a higher self-esteem, higher sense of fulfilment and an increased sense of understanding their different life roles (Rantanen et al., 2011). This implies that an organization has a moral obligation towards their employees to improve their quality of life in the workplace, to improve the employees' satisfaction, and maximize their productivity in the organization (Cherry, n.d.).

It can therefore be concluded that work-life conflict is an important concept, both for an individual and the organization. If an organization can control the work-life conflict problem, it will not only contribute to the organization's success but also to the well-being of the employee. Thus, family-friendly policies are very important to consider if the company has problems with work-life conflict.

Work life balance has been identified as an important area of Human Resource Management and has attracted increased attention from the government, researchers and management (Allen, 2006). According to Jim Bird (2006), work life balance can be referred to as meaningful achievement and enjoyment in everyday life. He emphasizes the importance to make a point to seek achievement and joy in both your work and personal life each day. Enjoyment in this particular case means, pride, satisfaction, happiness, celebration and a sense of well-being in whatever you do. Study has shown that, around the world, employees invest much of their time and energy at work to be able to make ends meet. It has therefore become inevitable for millions of people to lose the balance between work and personal lives.

Now days, with the aid of organizational resources, managers attempt to increase the productivity of their organizations as well as their employees. It is important to note that, among organizational resources, human resource is known as one of the most important one. Thus, taking into consideration the importance of human resources, it is urgent to pay attention to factors improving human resources' performance.

According to Hamidi (2005) the pressures of work, for those in work, have been intensifying in recent decades. Factors such as the advancement of information technology and information load, the need for speed of response, the importance attached to quality of customer service and its implications for constant availability and the pace of change with its resultant upheavals and adjustments all demand the employees' time and can be sources of pressure.

The area of work–life research in that work-family conflict has been shown to have an unfavorable relation with variety of variables associated with employee work life, home life, and general health and well-being; greater health risks for working parents, lowered performance in the parental role, lowered productivity at work, less life satisfaction, anxiety, and work stress (Hamidi, 2005). An inability to create a balance between work and private life could influence employees' effectiveness and productivity in the workplace (Elloy & Smith, 2003).

The line between work and life has been the subject of interest amongst scholars and practitioners nowadays. Several factors have been found to have sparked this interest and these include changes of demographic composition in the labor market and in the amount and pace of work, and increases in work hours (Helmle et al.,2014), A person can live a life that is happy, healthy and successful when there is work-life Balance. Work-life Balance has indeed become a primary concern to those wishing to have good quality of life (Breiteneckerand Shah, 2018) the notion of Work-life Balance has been described by many, and for the majority, work encompasses the venue of official tasks to be accomplished by individual while executing a given job. Accordingly, life encompasses a collection of activities not related to work for instance household chores and childcare. In this regard, balance is achieved when there is harmony between work and life. (Semlaliand Hassi, 2016) Since the last decades, the concept of Work-life Balance has been viewed as crucial to both organizations and people, and it has indeed been found to greatly contribute in the improvement of productivity of employees which in turn impacts the performance of organizations in positive



manner (Guthrie, 2012). Effective policy of work-life balance embraced by the organization allows the employees to socialize with the community while assuring that cost and turnover are under control and productivity is improved (Helmle et al., 2014).

This study therefore attempts to understand the effect of work life balance on employee's job performance in case of North West Region (NWR) Ethio telecom.

## **1.2 Statement of the Problem**

The work environment in an organization plays a crucial role in determining employees' performance (Mutia and Sikalieh, 2014). Even though researches show that more than half of the performance problems relay on work environment, many organizations pay a lot of attentions to the employee's performance enhancement through the acquisition of skill (Gitahi 2014, Awan and Tahir, 2015 cited Taiwo, 2010). Now days, organizations are working to improve the physical work environment, psychosocial environments and the work life balance of employee and also working on such activities like motivation, training and development, the relationship between management and employees and the relationship between co-workers which are mandatory for the enhancement of employee performance (Smith ,2010).

Inadequate work life balance is a problem that poses a big risk to workers wellbeing, their performance as well as the organizational performance. Many employees often have difficulties in attempting to balance employment responsibilities with their social life. Competing demands between work and home have assumed increased relevance for employees in recent years, due to demographic and workplace changes such as rising numbers of women in the labor force, an ageing population, longer working hours, and more sophisticated communications technology enabling near constant contact with the workplace. In response to these changes and the conflict they generate among the multiple roles that individuals occupy, organizations are increasingly pressured to implement work practices intended to facilitate employees' efforts to fulfill both their employment-related and their personal responsibilities. The way of how work-life balance can be achieved and enhanced is an important issue in the field of human resource management and has received significant attention from employers, workers, government, and academic researchers.

The employees in present are more involved in their jobs than past times. The working hours, work pressure, high demanding jobs, use of sophisticated technology made it difficult for employees to keep a balance between their job and work commitments (D.S.R. Adikaram 2016). Consequently,

several employees report experiencing stress and work life imbalance and often complaining about failing to balance their time, coworkers, and social life.

Although many of earlier studies have made to add their own contribution to the concept of work life conflict, work-life balance and its programs and stated their own policy implication, they were inclined towards the developed countries, and less developed countries received little attention in various writings on the issue. Particularly, our country Ethiopia has not received direct attention regarding the impact of work-life balance on employees' job performance in the service sector in general. The finding of the study in one country may not serve to another. The researcher has identified the gap that, it is evident extensive studies have been made on the areas related to the study, but our country Ethiopia has not received direct attention regarding the effect of work-life balance on job satisfaction in the service sector.

Due to the imbalance in spheres of work life and non-work life and employees not being satisfied which negatively affected employees; both have prompted the researcher to select this topic. This was also found by Guest (2001) for employer, the costs to the employer's business of failing to improve work life balance include poor performance, absenteeism, and sick leave.

The researcher has identified the gap that, there is no documented study on the impact of work life conflict/imbalance on the employee's job performance in Ethiopia telecom sector while the topic is so crucial in exploring the impact of work life conflict/imbalance on employee's job performance and how these two variable affect both the employees and employers themselves, as well as the national economy.

### **1.3 Objective of the Study**

#### **1.3.1 General Objectives**

The general objective of this study is to investigate the effect of work life conflict/imbalance on employee's job performance in North West Region Ethio-telecom as a case study.

#### **1.3.2 Specific Objective**

In line with the above general objectives, the study has the following specific objectives:

- To describe the prevalence of work-life imbalance and level of employee's performance in North West Region Ethio telecom
- To examine the association between work life imbalance and employee's performance in North West Region Ethio telecom.

- To investigate the the effect of work-life imbalance on employee’s performance in North West Region Ethio telecom.
- To show the relative importance of dimensions of work-life balance to influence employees job performance in North West Region Ethio telecom.

#### **1.4 Research Questions**

To this end, this study was tried to answer the following research questions

- What is the effect of work to personal life interference on employee’s job performance in North West Region Ethio telecom?
- What is the effect of personal life to work interference on employee’s job performance in North West Region Ethio telecom?
- What is the effect of work overload on employee’s job performance in North West Region Ethio telecom?

#### **1.5 Hypothesis of the Study**

Considering the Questions articulated above, the following hypotheses were investigated:

Ho2: Personal life to work interference has negative and significant effect on job performance.

Ho1: Work to personal life interference has negative and significant effect on job performance.

Ho3: Work overload has negative and significant effect on job performance.

#### **1.6 Significance of the Study**

This study will benefit the organizations because it focuses on the effect and relationship between work-life balance factors and job performance. Understanding this problem gives organizations an in depth understanding of how far work-life balance requires the attention of the management. The findings of this study will also be highly significant to the Ethio telecom. Ethio telecom will be able to know whether, its employees are experiencing a balance in their work and personal life, or not. This study intends to help the organization’s management to straighten their attention to this highly essential and contemporary function of human resource management. With this regard, the study will have the following importance:

- The findings of this research will help to understand the role of work life balance practices on job performance.

- It will serve as a reference for upcoming new researchers on related topics in doing research.
- It will provide accurate information to the policy makers, so that they can use it as input in their human resource policy development and rearrangement.
- It will also improve employees and society awareness on work-life balance issues as well as its importance for organizations and job performance

### **1.7 Scope of the Study**

Both the theoretical aspect and empirical evidence show that the work life conflict impact has an impact on the employee's job performance. However, this research was limited to conceptualize and develops three dimensions of work life conflict (personal life to work conflict, work to personal life conflict, and workload) and tests the relationships with the employees job performance.

The geographic boundary was NWR ethio telecom shops and regional office). The researcher was adopted to consider the currently data. The data was collected from the employees of CBE and the respondent was selected by using stratified sample techniques.

### **1.8 Organization of the Study**

The study was organized into five chapters. Accordingly, the first chapter commences with the introduction part of the study; the second chapter discusses the details of related literature of the study; the third chapter focuses on research methodology and the fourth chapter discusses data presentation, analysis and finally in chapter five conclusion will be drawn based on analysis and possible recommendations will forwarded by the researcher based on the investigation.

## **CHAPTER TWO: Review of Related Literature**

### **2.1 Introduction**

This chapter provides a literature review on the effect of work life conflict on employee's job performance. The chapter analyses the literature review in accordance to the stated research objectives in the first chapter. As Delina & Prabhakara (2013) mentioned there is a saying by the great brilliant scientist Albert Einstein that "Life is like riding a bicycle. To keep our balance, we must keep moving". While riding if there is an imbalance and if the rider is unable to control, he may fall. This is true for all employees who are struggling with work life balance issues especially employees who face many challenges both at workplace and home. If they are unable to maintain the balance the Impact will be serious. Today with increasing demands at work place the interface between work life and personal life assumed significance which demands more attention.

### **2.2 Conceptual Clarification on Work - life Balance**

#### **2.2.1 Definition and Concept of Work - life balance**

The changing economic conditions and social demands have changed the nature of work throughout the world. Originally, work was a matter of necessity and survival. Throughout the years, the role of "work" has evolved, and the composition of the workforce has changed. Today, work is widely viewed as a source of personal satisfaction. A good balance in work and life can play a phenomenal role in the attainment of personal and professional goals (Collins, 2007).

Work-Life balance is at the core of issues central to human resource development (HRD). Grzywacz and Carlson (2008) provide evidence to the effect that, implicitly or explicitly, work-family balance is at the core of HRD's major functions and that it may be a powerful leverage point for promoting individual and organizational effectiveness.

Work-Life Balance (WLB) has been an issue of concern for the last few decades. The current work scenario is marked by the fast pace of change, intense pressure, constant deadlines, changing demographics, increased use of technology and the co-existing virtual workplace. Juxtaposed with this, the increase in average income and rise in living standards have individuals striving for better work atmosphere, improved family and personal life.

The fundamental theory behind the concept of "work-life balance" is that individuals have varying, and sometimes mutually exclusive, demands on them due to the roles that they play in the different

facets of their lives (for example, mother versus worker) (Ford, Heinen, & Langkamer, 2007; Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). As Shelton, Danes and Eisenman summarised, “meeting the demands from one domain reduces the time and energy available to function in the other domain and this tends to create conflict when individuals seek to function effectively in both domains” (2008, p. 318). Work-life balance practices therefore assist individuals to gain greater control over their circumstances, in order to manage their life effectively (Ruderman, Ohlott, Panzer, & King, 2002; Shelton, et al., 2008).

Earlier research had found WLB to be positively related to both organizational and individual outcomes such as giving the employees flexibility, information, and financial assistance can improve the organization's financial performance and raise employee satisfaction and labor productivity (Perry-Smith & Blum 2000, Konrad & Mangel 2000), employee-organizational commitment and attachment (Wang & Walumbwa 2007) and organizational citizenship behavior (Lambert 2000 cited in Wang & Verma 2009). Many employers continue to strive to create better WLB in order to: increase employee commitment and engagement, improve retention, and improve mental health and productivity (Gallinsky 2005).

Some widely used definitions of work-life balance, found in the literature, are listed below:

“Work-family conflict is defined as a form of role conflict characterized by the incongruence between responsibilities of the home and workplace which are mutually incompatible” (Greenhaus and Beutell, 1985).

Work-life balance for any person is having the “right” combination of participation in paid work (defined by hours and working conditions) and other aspects of lives. This combination will change as people move through life and have changing responsibilities and commitments in their work and personal lives (Frone, Russell, & Cooper, 1992).

Work-family balance is defined as “satisfaction and good functioning at work and at home, with a minimum of role conflict” (Clark, 2000).

Work-life balance is defined as “the absence of unacceptable level of conflicts between work and non-work demands” (Greenblatt, 2002).

Work-life balance as “the extent to which an individual is equally engaged in – and equally satisfied with – his or her work role and family role” (Greenhaus, Collins & Shaw, 2003).

Parkes and Langford (2008) defined this as “an individual’s ability to meet work and family commitments, as well as other non-work responsibilities and activities”.

Work-life balance is “the extent to which an individual’s effectiveness and satisfaction in work and family roles are compatible with the individual’s life priorities” (Greenhans and Allen, 2006).

Work–family balance is defined “as accomplishment of role related expectations that are negotiated and shared between an individual and his or her role-related partners in the work and family domains” (Grzywacz and Carlson, 2007).

“Work-life balance for any one person is having the ‘right’ combination of participation in paid work (defined by hours and working conditions) and other aspects of their lives. This combination will not remain fixed but may change over time” (Jain, 2013).

Work-life balance is a concept that includes proper prioritizing between “workaholics” (careers and ambition) on the one hand and lifestyle (health, pleasure, leisure, family and spiritual development) on the other hand. It is the term to describe practices in achieving a balance between the demand of employees’ family (life) and work lives as (Purohit, 2013) described.

## **2.3 Review of Theoretical Literature**

### **2.2.1.1 Theories of Work-life Balance**

As stated above, the term work-life balance means different things to different individuals. That however has not dissuaded scholars and researchers from postulating various theories on the relationship between work, personal and family life. This section explores some of the popular theories on work-life balance. These are the Structural Functionalism Theory, the Compensation Theory, the Work Enrichment Theory, the Segmentation Theory and the Spillover Theory.

#### **A. Structural Functionalism Theory**

Prior to the emergence technological advancements in machinery and manufacturing in the 19th century, there was little separation between work and personal/family life as most families worked together as a unit. Consequently, discussions on work-life balance were for the most part non-existent. However, following the 2nd World War and the industrial revolution which largely influenced and led to the separation of economic work from personal life as well as changes in the social role of men and women during that period, discussions about work-life balance started to emerge (Doherty, Boss, LaRossa, Schumm, & Steinmetz, 1993). One of the earliest theories to emerge was the Theory of structural functionalism which emerged as one of the dominant

sociology-based theories of early 20th century. The structural functionalism theory postulates that every individual's life is concerned mainly with two separate spheres. These are (i) a productive work life which helps an individual produce a product or a service and (ii) an emotional life spent on time for oneself, spouse, children, parents, leisure, etc. The structural functionalism theory therefore believes in the existence and postulates a radical separation between work (institution, workplace, or market) and families. However, by the late 1960s, many researchers had started to question the dominance and relevance of structural functionalism in describing the social issues of the time (Demerath, 1966). This therefore led to the development of new views for describing the work-family relationship.

### **B. The Segmentation Theory**

Just like the structural functionalism theory, the segmentation theory is also one of the earliest views of work-life relationship and goes back to industrial revolution of the early 20th century as well (Miri-Lavassani and Movahedi, 2014). According to Blood and Wolfe (1960), who were pioneers of this theory, work and life do not affect each other since they are segmented and independent from each other (see also Hart, 1999). Consequently, the segmentation theory postulates that the two roles do not influence each other and are separate entities (see Zedeck, 1992; see also Edwards and Rothband, 2000). The implication of this is that work, and life are separate entities that do not influence or interfere with each other in any manner whatsoever. In applying this theory to blue collar workers, Blood and Wolfe (ibid) explained that workers in unsatisfying or uninvolved jobs would naturally separate work and home. Furthermore, any role specific pressure (such as work related or family related pressures) does not affect the role pressure in the other sphere (Michela & Hargis, 2008). Just like the structural functionalism theory, the relevance of the segmentation theory was also questioned by many of the researchers of the late 1960s (Demerath, 1966)

### **C. The Compensation Theory**

Following the criticisms of the structural functionalism and the segmentation theories, the second era of work-family theories started in the late 1970s. Consequently, in 1979, Piotrkowski in his seminal study of exploring the relation between work and family described that employees “look to their homes as havens, [and] look to their families as sources of satisfaction lacking in the occupational sphere”. Piotrkowski work influenced more researchers to examine the relationship



between work and life and in 1990, Lambert while exploring workers' response to occurrences in both their work and their personal/family lives postulated the compensation theory. According to (Clark, 2000), the compensation theory postulates that there is a contradictory relationship between work and life. Consequently, individuals attempt to achieve balance by satisfying the voids from one sphere with satisfactions from the other (Lambert, 1990; see also Tenbrunsel et al., 1995).

The Compensation theory of work-life balance can therefore be described as the efforts of an individual to counter the unconstructive experiences in one domain (e.g. work) through increased efforts for optimistic experiences in another domain (e.g. life). It may also be described as an individual's allocation of his or her preferences for being happy in one domain while accepting difficulties in the other domain (Edwards and Rothbard, 2000). Thus, in the opinion of the compensation theorists, a dissatisfied worker would most likely focus more on family than work while a satisfied worker would probably focus more energy on work while compromising on family life.

Zedeck and Mosier (1990) points out that Compensation Theory falls under two broad categories. These are supplemental compensation and reactive compensation. According to Zedeck and Mosier (ibid), supplemental compensation occurs when individuals change their pursuits for highly rewarding experiences from a dissatisfying or unfulfilled role to a potentially more satisfying or fulfilling one. This happens in a situation where positive experiences are insufficient at work and are therefore pursued in other spheres of life. Reactive compensation on the other hand refers to the efforts by an individual to redress negative experiences in one role by actively pursuing positive experiences in the other role e.g. an employee who engages in leisure activities as compensation for a negative day at work. Consequently, reactive compensation occurs when negative work experiences are made up for in positive life experiences. Thus, unlike supplemental compensation which refers to insufficient positive experiences e.g. working in an unfulfilling role, reactive compensation refers to negative experiences e.g. having a bad or tiring day at work.

#### **D. The Work Enrichment Theory**

This theory was proposed by Greenhaus and Powell (2006) and has already attracted the attention of many scholars. The work enrichment theory postulates that good outcomes in an individual's workplace will lead to good personal life outcomes and vice versa. Consequently, unlike the compensation theory which postulates that there is a contradictory relationship between work and life, the work enrichment theory appears to stipulate that there is positive and complimentary

relationship between work and life so much so that the experiences in one role i.e. either work or family will enhance the quality of life in the other role (see Greenhaus and Powell, 2006). The work enrichment theory therefore refers to the degree to which experiences from domain improves the quality of the other domain (Morris and Madsen, 2005).

### **E. Spillover Theory**

Perhaps the most popular and widely accepted theory, the spillover theory postulates that every individual carries their skills, attitudes, behaviors, emotions and feelings from work into their personal/family life and vice versa (see Belsky et al., 1985). Spillover is therefore a process whereby experiences in one role i.e. work or life affects experiences in the other thereby rendering the roles to be more alike. Theoretically speaking, there are two types of spillovers that have been identified by scholars (Morris and Madsen, 2007). These are positive and negative spillover. With regards to positive spillover, this refers to a situation where achievements and satisfaction in one domain i.e. either work or personal/family life brings along satisfaction and achievement in the other domain. On the other hand, negative spillover refers to a situation where problems or the feeling of despair in one domain may bring along the same emotion into another domain (see Xu, 2009). Consequently, it is not uncommon for employees to experience mood spillover, value spillover, skills spillover, or even behavioral spillover. Further to the above, Edwards and Rothbard (2000) stated that there are two interpretations of spillover. These are (i) the positive association between life and work satisfaction and life and work values (Zedeck, 1992) and (ii) transference in entirety of skills and behaviors between domains (Repetti, 1987) such as when fatigue from work is experienced at home or when family demands interfere with work demands.

#### **2.2.1.2 Work Life Balance Programs and Practices**

Work-life balance practices 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. The transition from viewing work-life balance practices solely as a means of accommodating individual employees with care giving responsibilities to recognizing their contribution to organizational performance and employee engagement is an important paradigm shift that is still very much „in process.“ From the very beginning it is important to understand that work-life balance does not mean to devote an equal amounts of time to paid work and non-paid roles; in its broadest sense, is defined as a satisfactory level of involvement or „fit“

between the multiple roles in a person's life. Although definitions and explanations may vary, work-life balance is generally associated with equilibrium between the amount of time and effort somebody devotes to work and personal activities, in order to maintain an overall sense of harmony in life (Clarke, et al 2004).<sup>10</sup> According to Fisher (2010), many organizations have begun to offer flexible work arrangements to help employees balance work and life demands. Most organizations are left to decide how they will offer flexibility, and decisions are largely based on how they perceive such arrangements will affect their ability to be responsive to organizational needs. By creating a Flexible Work Arrangements (FWAs), organizations can keep good employees and not force them to sacrifice personal life. Flexible work arrangements will help employees benefit personally and professionally, and the result will make people who are more loyal, committed and productive (Smith, 2002).

According to Fisher (2010), the term flexible working covers flexibility in terms of the hours that are worked and the location and includes the following: Part-time, Flexi-time, Compressed working, Job sharing, Time off in lieu, Term-time working, Annual hours, Home working/telecommuting, Sabbatical/career break, and others.

Organizations can implement various work-life balance initiatives that may assist employees to better balance their work and family responsibilities, gain improvements in well-being and provide organizational benefits. There are a large variety of family friendly policies which include but are not limited to the following: flexible working hours, job sharing, part-time work, compressed work weeks, parental leave, telecommuting, on-site childcare facility, (Heraty et al 2008). In addition, organizations may provide a range of benefits related to employees' health and wellbeing, including extended health insurance for the employee and dependents, personal days, and access to programs or services to encourage fitness and physical and mental health. Still, other practices may support children's education, employees' participation in volunteer work, or facilitate phased retirement.

According to Gottlieb et al (1998) and Dessler (2008) the definitions of the five popular types of alternative work arrangements and additional practices can be viewed as supporting employees' health, well-being, and work-life balance.

## **I. Flexitime**

According to Dessler (2008), flexitime is a work schedule in which employees' workdays are built around a core of mid-day hours when all workers are required to be present. The most prevalent

alternative work arrangement, flextime or flexible work hours typically consists of flexible workday start and finish times. Most organizations that offer flextime require all employees to be on the job during a set of core hours, but allow employees more choice over their work schedules on either side of these core hours (Ridgley et al., 2005). It allows employees, to determine (or be involved in determining) the start and end times of their working day, provided a certain number of hours is worked. This can allow them to meet family or personal commitments/emergencies (enable employees to respond to both predictable and unpredictable circumstances), during the day or to reduce their commuting time by starting and ending work before or after the rush hour.

## **II. Telecommuting**

It is becoming more and more common for people to do at least some of their regular work from home instead of going into the office. This type of arrangement is often called 'telework' or 'telecommuting' and can be advantageous for employees by allowing them: to organize their work day around their personal and family needs; to decrease work-related expenses; to reduce commuting time; and to work in a less stressful and disruptive environment. It may also help to accommodate employees who, because of disabilities, are unable to leave home.

## **III. Compressed Work Weeks**

A compressed work week is an arrangement whereby employees work longer shifts in exchange for a reduction in the number of working days in their work cycle (e.g. on a weekly or biweekly basis). This is an arrangement whereby a standard work week is compacted into fewer than five days by extending the length of the workdays. According to Dessler (2008), compressed workweek is a work schedule in which employee works fewer but longer days each week.

## **IV. Part-Time Work**

Part-time arrangements can also allow people with health problems, disabilities or limited disposable time (e.g. students) to participate in the labor force, develop their skills and obtain work experience. According to Tarrant (2007) part-time work is a work schedule that is less than full-time but is at least half of the regularly scheduled full time workweek or work less than 30 hours a week.

## **V. Job sharing**

Job sharing is an arrangement which allows two (or sometimes more) employees to jointly fill one fulltime job, with responsibilities and working time shared or divided between them. It may be appropriate where opportunities for part-time jobs or other arrangements are limited. According to

Perrine (2009) job sharing is an arrangement in which two people voluntarily share the responsibilities, salary, and benefits of one full-time position, each working part-time on a conventional basis.

### **2.3 Definition and Concept of Work Life Conflict**

When people play multiple roles in different domains, it does not take much to propel the emotions and stress from one role to another (Greenhaus and Powell 2006). This leads to work-life conflict. Work-life conflict is “a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. That is participation in the work (or family) role is made more difficult by virtue of participation in the family (or work) role” (Greenhaus and Beutell, 1985).

Duxbury and Higgins (2001) identified three areas of conflict between these two overlapping domains of roles as:

- Role Overload (RO); which directly translates to having too much work to do and too little time to do it. For instance, in the life domain, a working mother may have multiple responsibilities to her baby to the extent of having a very little time to sleep at night while also contemplating going to work at daybreak. In this case there is an overload of role functions from the family-life sphere, which could result in increased stress.
- Family to Work (FTW) interference; where role interference from the family affects work negatively.
- Work to Family (WTF) interference; where role demands of work affects commitments to family demands

Although most research focuses on family life, recent evidence (e.g., Galinsky et al. (1996)) suggest that even employees without traditional families (e.g., non-parents and single employees) experience conflict between their roles and should be included in research. Thus, rather than focusing on general work–family conflict, it seems beneficial to consider the broader aspects of both work–personal life conflict as well as personal–work life conflict. There are real costs related to work and family conflict for employees and organizations.

According to Burke (1988) Thomas & Ganster (1995), there is evidence that the conflict related to work and personal demands can lead to negative health outcomes for employees and may decrease organizational commitment and job satisfaction and increase burnout. Detrimental health outcomes encompass both physical health (e.g., somatic complaints, blood cholesterol) and mental wellbeing (e.g., stress, depression, vitality/energy, and life satisfaction).

According to Greenhaus & Beutell (1985) work/life conflict is a form of inter-role conflict in which the role that pressures from work and family domain is mutually incompatible in some respect. The working world has changed dramatically over the years. More people in the workforce are more educated; workers are left with higher expectations and about gaining fulfillment at work, and people are working longer hours.

According to Stebbins (2001) points out that the employees' responsibilities and duties are changed in the workplace and at non workplace and also the changing face of the workforce has increased the amount of research looking at how people manage the demands of both work and personal life/family.

According to Lockwood (2003) the term Work Life Conflict (WLC) used contradictory with Work Life Balance (WLB). Work life balance (WLB) is defined as a state of equilibrium in which the demands of both a person's job and personal life are equal. However, when the demand of job or personal life increases it creates an unbalance situation and resulted in work life conflict. Creating a balance with job responsibilities and family responsibilities is a dilemma for the employees and almost impossible due to turbulent work environment, and fast-moving economic development across the globe which resulted in demanding jobs and long working hours. Organizations were structured and employee loyalty based on the efforts to make the organization profitable. The period of industrialization served as a fore runner to the work/family conflict that intensified in the subsequent year (Duxbury & Higgins 2006).

### **2.3.1 Dimensions / Determinants of Work-Life Conflict**

The origin of work-life conflict is a legitimate issue. Authors have various explanations for the determinants of this kind of conflict. According to Fu and Shaffer (2001) distinguish between two different directions of role interference, namely family-to-work and work-to-family interference. The determinants for the first type arise from the family domain whilst work-to-family interference arises from the work domain. They suggest that the determinants are unique to the six dimensions

of work family conflict (namely, work-to-family time-, strain- and behavior-based conflict and family-to-work, time-, strain- and behavior-based conflict). They found that determinants arising from the work domain have much stronger effects and are significant contributors to time- and strain-based work-to family conflict. Supervisor social support was found to reduce strain- and behavior-based work-to-family conflict. The only significant determinants arising from the family domain are parental demands and hours spent on household work and these are correlated with time-based conflict solely.

### **A. Work to Family Interference (WLI)**

According to Googins (1991) the relationships, struggles, and conflicts between workers and employers and between families and the workplace grew in this era. The time to perform one task (related job or family) does not left sufficient time to take up with other task related to family (personal life) or work. When work takes priority over personal life it is Work to personal life Interference (WLI). This type of conflict is mostly seen in male employees as they are more committed toward their work responsibilities in relation to the family responsibilities. However, women are not fully exempted with this type of conflict.

### **B. Family to Work Interference (FWI)**

When family responsibilities become a hindrance to perform the work effectively it becomes Family to Work Interference (FWI). Many factors contribute to intensify family to work interference which mainly includes family responsibilities such as child and elderly care. The conflict between work and family is now become a crisis for the organizations. With the increase in dual family parents, more job demand and long working hours made it almost impossible to create a balance between work and family.

According to Frone (2003) Hammer & Thompson (2003) Collectively, a manifestation of stress due to competing role demands, conflict is considered a bi-directional construct, in that work can interfere with family (i.e., work-to-family conflict WFC) and family can interfere with work (i.e., family-to-work conflict [FWC]). WFC and FWC are a reflection of the three primary stressors (i.e., causes of conflict), which serve as manifest variables according to Greenhaus &Beutell (1985, pg 77-82):

**1. Time-based conflict:** Time-based conflict is defined as stress resulting when “time devoted to one role makes it difficult to fulfill requirements of another role”.

**2. Strain-based conflict:** Strain-based conflict is defined as stress resulting when “strain produced by one role makes it difficult to fulfill requirements of another role”.

**3. Behavior-based conflict:** Behavior-based conflict is defined as stress resulting when “behavior required in one role makes it difficult to fulfill requirements of another role”.

Other international research on the determinants of work-life conflict includes an early study conducted by Pleck et al (1989) who concluded that certain job characteristics were strongly correlated with work-life conflict. These included the number of hours worked, irregular starting times, frequent and uncontrollable overtime work, an inflexible work schedule and physically or psychologically demanding work. Burke (1997) on the other hand, found that organizational values, associated with high performance and involvement, created an environment that can make it more difficult for employees to achieve or even wish to achieve balance in their work and life roles. Apart from the job characteristics and organizational values mentioned above, Papalexandris and Kramar (1997) stated that individual variables could also influence work-life balance. These included ages, sex, qualifications, pay, professional aspirations and family status as well as attitudes, expectations and priorities assigned to the various roles by both partners. Finally, Duxbury and Higgins’ (2001) found that the greater number of roles that individuals have, the more likely that they will experience high work overload. Amongst these, married individuals with children or eldercare experienced the highest conflict.

### **C. Work Overload**

According to Rizzo et al (1970), work overload is defined as incompatibility between the work requirements and the amount of time and resources available to comply with these requirements. Work overload occurs when an individual’s work role is characterized by too much work, time pressures, deadlines, and lack of necessary resources needed to fulfill duties, commitments, and responsibilities associated with work role (Beehr & Glazer, 2005). Work overload happens when job demands exceed the time and resources available (Frank & Gryna, 2004).

Overload occurs where multiple demands exceed resources and may be either qualitative or quantitative. Qualitative overload refers to a situation where a task is too difficult to complete, while quantitative overload is experienced when there are too many tasks that need to be done. Most authors discuss overload in terms of the latter. A consequence of dual-career couples undertaking multiple roles is that they may become more susceptible to overload in the home and



work environment. While the two sets of overloads may be independent, there may also be reciprocal relationships between them, as a combination of tensions between career and domestic demands (David et al., 2003).

According to Linda (2004) quantitative work overload occurs when an employee is assigned too great a volume of work to accomplish in a specified timeframe. It is very prevalent in our achievement-oriented society and is associated with job tension, job dissatisfaction and various physical and psychological strain symptoms. Linda also described that qualitative work overload occurs when the work requires skills, abilities, and knowledge beyond what the person has. It occurs when employees feel that they lack the ability to do the job regardless of the amount of time available to them to complete the job. It may also result when performance standards are set so high as to appear unattainable.

### **2.3.2 Employee Performance**

Employees are highly valued asset in any firm (Baral & Bhargava, 2010), explains that a successful and productive business can easily be achieved by actively engaging employees in the process of improving the performance. Michael Armstrong, (2007) defines performance in terms of output; “the achievement of the set quantified objectives. Performance is how best an employee is achieving his or her job requirements. High performance rate emanates from the appropriate behavior and effective application of knowledge, skills and expertise. Not all employees are equal in their working; some have high working capabilities regardless of incentives while others may need occasional jump-start. If well handled with a lot of effectiveness, the result can be even greater hence improving the employees’ morale (Wilderom & Maslowski, 2000).

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

According to Campbell (1990) performance is related to that which the individual that is hired do in fulfilling her / his duties and the activities that can be examined and measurable are reflected. According to business dictionary employee performance is the job-related activities expected of a

worker and how well those activities were executed. The organization success depends on the employee performance.

Performance is described as the attained result of skilled workers in some specific situations (Prasetya & Kato, 2011). Robbins (2001) indicated that when employee feels happy about work-related tasks then their performance is increased, and he/she performs tasks in better way.

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

### **2.3.2.1 Work- life Balance and Employee Performance**

Obstruction amid non-work and work roles has a host of unfavorable consequences as noted from the literature. Regarding job attitudes, workers with increased levels of both life, work and work-life conflicts have the propensity of showing lower levels of company commitment and employment gratification. Greenhaus et al. (1997) argue that the behavioral consequences of both directions of divergence are reduced performance, higher turnover, increased absenteeism, and reduced work effort. All these types of conflicts have also been related to the reduced level of energy and general health as well as increased stress and burnout cognitive problems like lower alertness and lack of concentration. Tausig and Fenwick (2001) remark that whereas a great deal of WLB studies concentrates on the family roles of employees, we also have many researchers works that focus on commitments to community and friends' groups, extending the affected populace to online workers. This implies that work-life conflict can have negative consequences to the performance of employees (Forsyth & Debruyne, 2007).

A report by Human Resources and Social Development Canada (2006) conducted on a majority of government bodies and firms, such problems to firms can be dealt with through implementation of programs that aid in the management of work-life dispute. This standpoint suggests that WLB activities can aid workers in finding a moderate course amid family and work demands that in the end may result in significant business improvements and enhanced employee productivity. These

practices are aimed at eliminating or reducing degrees of work-life conflict hence increasing organizational effectiveness and employee performance through helping workers obtain third-party assistance with caregiving roles and by allowing them to arrange their time so as to strike a balance between the demands of the family and work (Hyman & Summers 2004).

## **2.4. Empirical Review**

In most of the available literature, work-life balance problem was listed in different ways and by connecting it to different determinants like employees' job satisfaction, family issues, and flexible working time. And also, there are a lot of researches done related to work life balance and its connection to organizational productivity and employees' motivation and performance. In most papers, the problems faced people especially women are mainly restricted to technical problems hindering business efforts or motivation- and stress-related issues (Lily, 2009).

As several empirical studies have showed that the experience of work-life balance is positively related to employees' performance and organizational performance as well (e.g., Harrington and Ladge, 2009; Parkes and Langford, 2008). More specifically, worklife balance has been shown to have positive outcomes, such as low turnover intention, improvement of performance, and job satisfaction (Cegarra, Sánchez and Cegarra, 2012; Nelson, Quick, Hitt, and Moesel 1990; Scandura and Lankau, 1997). Work-life balance contributes to increasing employees' in-role performance (Magnini, 2009). The experience of psychological well-being and harmony in life helps employees concentrate on their work, resulting in better performance. For example, Netemeyer, Maxham, and Pullig (2005) asserted that work-family conflict can yield a negative impact on both in role performance and extra-role performance. In addition, work-life balance has a positive effect on employees' affective commitment to their organizations (Casper, Harris, Taylor and Wayne 2011; Muse, Harris, Giles and Feild, 2008). That is, the experience of work-life balance generates feelings of loyalty to the organization and increases affective commitment. Affective commitment is an emotional attachment to the organizations or the employers which can cause employees to want to remain with the organizations (Allen and Meyer, 1996). Employees become strongly attached to their organizations when their needs and expectations are satisfied (Meyer, Allen and Smith, 1993). The experience of work-life balance satisfies employees' psychological demands to maintain the balance between work and life. Several empirical studies have supported that

employees' experience of work-life balance contributes to favorable evaluation of their organizations and affective commitment (Muse et al., 2008)

There are different findings revealed in Africa continent as well related to WLB. As Mukururi and Ngari (2014) found out, there is significant relationship and influence among WLB programs and policies and job satisfaction. Also Kamau, et al. (2013) determines the effects of organizational work-life balance programs on employee job performance at ECO Bank Kenya. Also as Obiageli, Uzochukwu & Ngozi (2015) identified that poor working organizational culture in the commercial banks which may not encourage various types of work life balance practices. The specific objective of this research was to determine the extent to which leave policy affects service delivery. Most of studies related to this title were from outside of Ethiopia even though there are limited numbers of research done in this countries regarding work life conflict and outcomes In a most recent study conducted in our country Ethiopia by Mulu (2012) and Filimon (2015) on the relationship between work overload and job satisfaction in public service organizations, and Work to personal life Interference Personal Life to work Interference Work Overload Job Autonomy, Job Satisfaction found that statistically significant relationship was found between facets of job satisfaction. On the other hand, Wossen (2015) has identified relationship between quality of work life and different factors like environmental, social and managerial factors.

Meanwhile, the WLB issues of employees in Ethiopia are very new. Even in the international arena, studies on this topic are scarce, especially with regard to developing and developed countries. The available reports (Godwyn, 2009; CIBC, 2004) mainly mentioned, developed nations where the prevailing situations are quite different than those of developing and underdeveloped nations.

### **Work-Family Conflict, Family-Work Conflict and Job Performance**

Generally, in developing countries, there are two variables (i.e. work-life conflict and job overload) connected to works giving significant effect on employees' performance (Ashfaq et al., 2013). Those variables (i.e. work-life conflict and job overload) also related to long working hours that need a high level of energy to fulfill. It relates to job demand exceeding human ability (-employees have to do many tasks with a very limited time-). It deals with the request from organization to do hard and fast work, and many other things, at the end; it will drive unfavorable reactions, such as

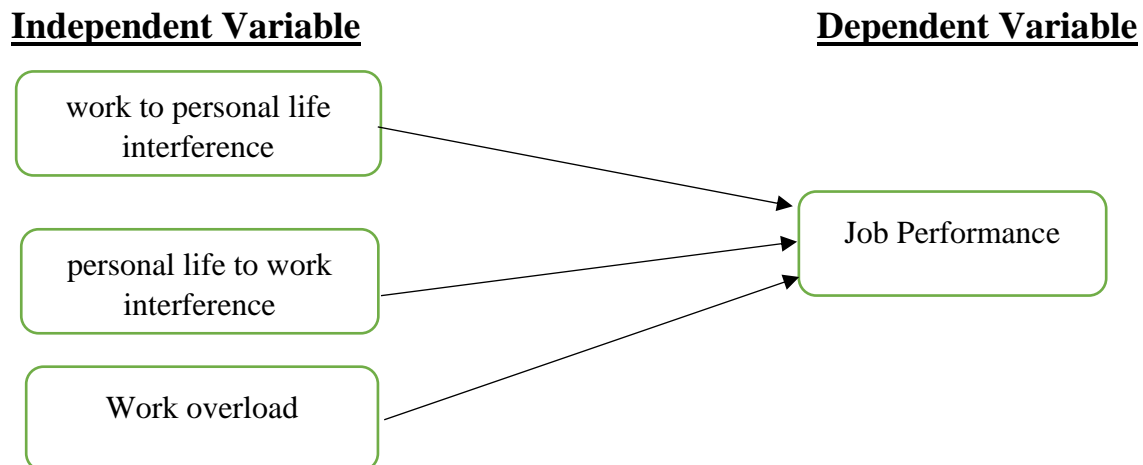
stress, tardiness, dissatisfaction, or nonattendance behaviors (Boyar et al.,2005). To analyze these issues, there are several studies striving to find out the valid influence and give an empirical support to those conflicts on job performance, although still in a limited number (Netemeyer et al., 1996). For example, the research of Patel et al. (2006) rejects the relationship between family-work conflict and job performance. On the contrary, Ashfaq et al. (2013) reported that employees’ performance was affected by work-life conflict and work overload in the banking sector.

## 2.5 Conceptual Framework

According to Reichel and Ramsey (1987), a conceptual framework is a set of wide ideas and principles taken from appropriate fields of inquiry and used to structure a subsequent presentation. It is a research tool intended to support a researcher in developing an understanding of the situation under investigation.

Generally, to give direction to the future researchers on the Effect of Work Life Conflict on employee’s job Performance, the present researcher developed a conceptual framework that clearly depicted the relationship between the independent and dependent variables based on the insights gained from the theoretical and empirical literature review in order to meet the objectives and research questions of the research.

Conceptual framework of the effect of work life conflict on job performance



**Figure 2. 1 Conceptual framework of the effect of work life conflict on Job Performance**

**Source:** Self-extracted from review of literature

## **CHAPTER THREE: Research Methodology**

### **3.1 Chapter Introduction**

The research methodology is a term which describes how we come to know in a very practical manner, it focuses on the specific methods and means of obtaining knowledge through which we can try to understand our world better (Trochim, 2006). In this unit, the investigator will present the type of information sought and the steps that will be taken to obtain the information. Thus, after identifying the research problem, research objectives, and hypotheses, and review the published and unpublished information, the researcher going to mention the research methodology in this chapter. As a result, this chapter discuss in detail about the research approach, research design, data type and sources of data, population and sample frame, sample size, sampling technique, data collection tools, measurements of variables, data analysis techniques, validity, reliability, and ethical considerations are presented in detail.

### **3.2. Research Methodology**

#### **3.2.1 Research Method and Design of the Study**

According to Creswell and Clark (2007), research design forms the blueprint or maps that details how the research is going to collect information that is relevant to addressing the research questions. It is a general guide for data collection, measurement of variables and analysis of data, with the central goal of solving the research problem.

The researcher applies explanatory survey method. Explanatory survey method is appropriate to analyze the effect of work life conflict on employee's job performance in North West Region Ethio Telecom. This study is carried out through use of questionnaire based cross-sectional survey due to the fact that questionnaires are perceived to be popular and authoritative way that allow the collection of large amounts of data from a size-able population in a highly economical way. It is therefore justified that descriptive design is most suited and justifiably adopted in this study

#### **3.2.2 Research Approach**

For the purpose of this study a quantitative approach of doing research was used because, quantitative research answers questions through a controlled deductive process, allowing for the collection of numerical data, the prediction, the measurement of variables, and the use of statistical procedures to analyze and develop inferences from that data.

Through the adoption of the approach of the use of structured questionnaires this study will utilize cross-sectional survey; all relevant data will collect at a single point in time. The reason for using cross-sectional design is to obtain pertinent information from cross-section of population at a single point of time.

### 3.4. Sampling Techniques and Sampling Procedures

#### 3.4.1. Population of the Study

The population of this study consists of all North West Region Ethio Telecom. This research is aimed to examine the effect of work life conflict on employee's job performance North West Region Ethio Telecom. Therefore, the total populations of this research was all permanent employees of North West Region Ethio Telecom. In North West Region Ethio Telecom there are total of 637 employees, therefore, the total populations of this study will be 637 permanent employees of North West Region Ethio Telecom and it is depicted in the following table.

**Table 3. 1 Total population of the study**

Shop Name	Population (N)	Remark
Abaymado	10	
Bahirdar 1	21	
Bahirdar 2	15	
Bahirdar 3	12	
Bichena	15	
Bure	9	
Chagni	9	
Dangila	18	
Debre Markos	72	
Debre Markos 2	9	
Dejen	10	
Finoteselam	33	

Kosober	35	
Lumamie	7	
Mertolemariam	7	
Motta	23	
Region	332	
Total	637	

Source: region HR Dep't

### 3.4.2 Sample Size and Sampling Technique

#### 3.4.2.1. Sampling Technique

It is obviously difficult to undertake all permanent employees of North West Region Ethio Telecom, since it requires adequate time, financial resource, and other study related resources.

The sampling technique that was employed in this study is stratified random sampling in stratifying the total population into stratum and uses systematic random sampling in selecting the representatives following the method of proportional allocation under which the sizes of the samples from different stratum were relatively kept proportional to the sizes of the stratum. To prepare for stratified random sampling, researchers can randomize the sample selection process using several different techniques. For this study the researcher stratifies the population in to seventeen (17) strata's in which NWR ethio telecom is organized by shops. The researcher will use simple random sampling to select respondents from every shop.

#### 3.4.2.2. Sample size

Gill and Johnson (2010) stated that we try as much as possible to avoid or at worst minimize sampling errors or biases by keeping the sample size to an adequate size after considering issues such as population, sampling error, non-response bias and the extent to which subgroups in the sample was analyzed. The sample size is the subset or subgroup of the population from which the researcher intended to generalize about the entire population. According to Sekaran and Bougie (2013) it's nearly impossible to be a 100% perfect in surveys so errors will always occur but what needs to be curbed is the level of error in data collection which in most cases is referred to as the



margin of errors. Researchers mostly work with a plus or minus 3-5% of the true value of the population characteristic. Therefore, for this study, the researcher will adopt the 95% level of certainty to produce results among variables that are significantly different, and it broadened the range of possible data and formed a better picture for analysis.

So, this study will use Yamane (1967) formula in determining the sample size:

$$n = N / (1 + N(e))^2, n = 637 / (1 + 637(.05))^2 \quad n = 637 / 2.2 = 245$$

Where N= is the population size i.e. 637

n = is the sample size to be calculated

e= is the margin of error i.e. 5% (0.05)

Applying a 5% error margin, the sample size of employees for the study are 245 members of the target population. Therefore, the study's sample size of 245 is fair enough to represent the target population of the study area. Since the number of employees in each stratum is not the same, the number of samples for each stratum will be calculated by the following way:

**Table 3. 2 Total population of the study**

Strata's by shop	Population (N)	No of employees to be included in the sample.
Abaymado	10	$10 * 245 / 637 = 4$
Bahirdar 1	21	$21 * 245 / 637 = 8$
Bahirdar 2	15	$15 * 245 / 637 = 6$
Bahirdar 3	12	$12 * 245 / 637 = 5$
Bichena	15	$15 * 245 / 637 = 6$
Bure	9	$9 * 245 / 637 = 3$
Chagni	9	$9 * 245 / 637 = 3$
Dangila	18	$18 * 245 / 637 = 7$
Debre Markos	72	$72 * 245 / 637 = 28$
Debre Markos 2	9	$9 * 245 / 637 = 3$
Dejen	10	$10 * 245 / 637 = 4$

Finoteselam	33	$33*245/637=13$
Kosober	35	$35*245/637=13$
Lumamie	7	$7*245/637=3$
Mertolemariam	7	$7*245/637=3$
Motta	23	$23*245/637=9$
Region	332	$332*245/637=128$
Total	637	245

### **3.4.5. Data Source and Collection Method**

#### **3.4.5.1. Data Source**

According to Kothari (1990) the task of data collection begins after a research problem has been defined and research design/plan chalked out. While deciding about the method of data collection to be used for the study, the researcher should keep in mind two types of data viz., primary and secondary. Thus, data collected from both primary and secondary sources.

#### **3.4.5.2. Primary Sources**

Primary data was collected using questionnaires. Naresh (2004) describes a questionnaire as a booklet of structured, standardized procedure, pre-coded and containing open ended questions at times that are used to collect information from the respondents who record their own answers. In order to realize the target, the researcher will be engaged in well-designed questionnaire as the best instrument for the collection of primary data.

For the purpose of this study, a quantitative methodology involving a close ended questionnaire will be used as the measuring instrument because it is helpful for the researcher to reach respondent in less cost and less time. It provides an opportunity to respondents to express their feelings freely.

Moreover, the variables will attitudinal and measured using Likert scale with five response categories (strongly disagrees, disagree, neutral, agree, and strongly agree).

#### **3.4.5.3. Secondary Sources**

The secondary data are those which have already been collected by someone other than the investigator himself, and as such the problems associated with the original collection of data do not arise here. This study was conducted by gathering secondary data from various sources such

as researches, international journal articles; E-sources research papers conducted locally, important books, related to the topic, and etc.

### **3.5. Data Analysis**

Sekaran (2005) observes that data analysis involves several closely related operations which are performed with the purpose of summarizing the collected data and organizing them in such a manner that they answer the research questions. The operations include editing, coding, classifying and tabulating. It also entails categorizing, ordering, manipulating and summarizing data, to find answers to the research questions. Before the analysis of data using SPSS, data was cleaned, edited, checked for accuracy and will coded. These processes are essential to ensure that the collected data will systematically organize in a manner that facilitates analysis (Mugenda & Mugenda, 2003). The data collected is analyzed using descriptive statistics (measures of central tendency and measures of variations) to achieve the objectives of the study.

Statistical Package for Social Science (SPSS) software was employed to analyze and present the data through the statistical tools used for this study, namely descriptive analysis, correlation and multiple regression analysis.

#### **3.5.1. Inferential Analysis**

According to Sekaran (2000:401), “inferential statistics allow researchers to infer from the data through analysis the relationship between two variables; differences in a variable among different subgroups; and how several independent variables might explain the variance in a dependent variable.” The following inferential statistical methods were used on this research.

##### **3.5.1.1. The Pearson Product Moment Correlation Analysis**

Cohen and Swerdlik (2002) posit that the Pearson Product Moment Correlation Coefficient is a widely used statistical method for obtaining an index of the relationships between two variables when the relationships between the variables is linear and when the two variables correlated are continuous. To ascertain whether a statistically significant relationship exists between work life conflicts dimensions (work to personal life interference, personal life to work interference, and work overload) and employees job performance the Product Moment Correlation Coefficient has been used.

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

**Table 3. 3 Pearson correlation coefficient and interpretation**

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

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

- The relationship between work to personal life interference and job performance
- The relationship between personal life to work interference and job performance
- The relationships between work overload and job performance

### **3.5.1.2. Multiple Regression functions**

The equation of multiple regressions on this study was built around two sets of variable, namely dependent variables (job performance) and independent variables (work to personal life interference, personal life to work interference, and work overload). The basic objective of using regression equation on this study is to make the researcher more effective at describing, understanding, predicting, and controlling the stated variables.

### **Regress Job Performance on the Work Life Conflict Dimensions**

Job Performance = f (work to personal life interference, personal life to work interference, and work overload)

$$JS = \alpha + \beta_1 WIP + \beta_2 PWI + \beta_3 W_{oload} + e$$

Where

JS = job satisfaction

WIP = work to personal life interference

PWI = personal life to work interference

WOLD = Work Overload

e = model error term

Mathematically,

$$Y_i = \alpha + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + e$$

Where Y is the dependent variable- Job Performance

X1, X2, and X3, are the explanatory variables (or the repressors)

$\beta_1$  is the intercept term- it gives the mean or average effect on Y of all the variables excluded from the equation, although its mechanical interpretation is the average value of Y when the stated independent variables are set equal to zero.

$\beta_2$ ,  $\beta_3$ ,  $\beta_4$  and  $\beta_5$  refer to the coefficient of their respective independent variable which measures the change in the mean value of Y, per unit change in their respective independent variables.

#### **3.5.1.3. Descriptive Analysis**

Descriptive analysis was used to reduce the data into a summary format by tabulation (the data arranged in a table format) and measure of percentage and frequency. The reason for using descriptive statistics is to describe the different factors that influence employee performance.

#### **3.5.2. Reliability and Validity of Data Collection Tools**

In the quantitative research, reliability and validity of the tool are very essential for decreasing faults that might arise from measurement difficulties in the research study. The reliability indicates how free it is from random errors. The research is reliable in that the researcher will contact and communicate respondents on how to fill the questionnaire and allow them to call the researcher for any difficulty by giving contacts of the researcher. The researcher will conduct a pilot test to make the questionnaire more accurate and to get feedback before distributing it to all respondents.

The reliability of the questionnaire will test using Cronbach 's Alpha. By convention, an Alpha of 0.70 or higher is generally considered acceptable for a reliable measurement tool. The Cronbach's Alpha is indicated in the below table:

**Table 3. 4 Cronbach Alpha Measures**

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

### **3.6. Ethical Considerations**

The research was conduct based on the ethical considerations of not to plagiarize, not to construct or falsify data, research techniques, or data analysis, keep the rights of research subjects, mainly their rights to information confidentiality, and to being learned about the nature of the research and the kinds of actions in which they will request to involve, and not to use or take published data of others deprived of acknowledgment, or unpublished data without both consent and acknowledgment. Prior to the distribution of the questionnaire, the researcher will give briefings to the sample participants regarding the research and will receive their consent.

# CHAPTER FOUR: Presentation, Analysis and Discussions of Findings

## 4.1. Introduction

This chapter presents data analysis of the findings obtained from the survey. It presents the background information of the respondents and findings of the analysis based on the objectives of the study.

### 4.1.1 Response Rate

The study targeted a sample size of 245 respondents from which 202 filled in and returned the questionnaires making a response rate of 82.4%. This response rate was satisfactory to make conclusions for the study as it acted as a representative.

## 4.2 Demographic Characteristics of the respondents

The characteristics of respondents considered in the study were gender, age, education, job title and experience in ethio telecom are here below presented in the following paragraphs:

### 4.2.1 Analysis of Gender Distribution of Respondents

Table 4.1 below shows the gender distribution of the respondents who participated in this research. Usage of descriptive statistics has been adopted to describe the demographic characteristics of the sample selected for this study.

**Table 4. 1 Gender distribution of the respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid MALE	148	73.27	73.27	73.27
FEMALE	54	26.73	26.73	100.0
Total	202	100.0	100.0	

**Source: Field Data, July 2020.**

As shown from the above table gender distribution of the sample, 148 (73.27%) of the total respondents are male, 54 (26.73%) are female. This implies that the proportion of male employees is larger than that of female employees in NWR ethio telecom.

#### 4.2.2 Analysis of Respondents' Age Distribution

The below Table 4.2 shows the age distribution of the respondents,

**Table 4. 2 Respondents' Age Distribution**

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 25	42	20.79	20.79	20.97
26-35	65	32.18	32.18	52.97
36-40	54	26.73	26.73	79.70
Above 41	41	20.30	20.30	100.0
Total	202	100.00	100.00	

**Source: Field Data, July,2020.**

The age distribution of the respondents who participated in this research is analyzed in Table 4.2 above. It can be observed that respondents of the age group of below 25 years of age were 42(20.79%) of all respondents. Age between of 26-35 years were 65 (32.18%) of total respondents whereas 54(26.73%) of respondents represented the age group of 36-40 years of age of all respondents. For the group of above 41 years of age the respondents were 41(30.30%) of all respondents. Hence, the findings indicated that the majority of the respondents were between the ages of 26 to 35 years of age.

#### 4.2.3 Analysis of Respondents' Marital status

**Table 4. 3 Characteristics of Marital Status of Respondents**

		Frequency	Percent	Valid Percent
Valid	Married	103	50.98	50.98
	Single	87	43.07	94.05
	Divorced	12	5.94	100
	Total	202	100.00	

**Source: Field Data, July 2020**

Table 4.3 above shows the marital status distribution of the respondents. Out of 202 respondents, 103 are married equaling 50.98% while 87 equals to 43.07% of the total respondents are single.



From the total respondents 12 equaling 5.94% are divorced. Therefore, the findings concluded that majority of the respondents are married.

#### 4.2.4 Analysis of Respondents' Educational Background

**Table 4. 4 Educational Background/level of respondents**

			Frequency	Percent	Valid Percent
Valid	Certificate	13	6.43	6.43	6.43
	College Diploma	31	15.35	15.35	21.78
	First degree	135	66.83	66.83	88.61
	Second degree and above	23 202	11.39	11.39	100.00

Source: Field Data, July 2020

Regarding the respondents' educational background, it has been observed that 13 (6.43%) of respondents are certificate owners, 31(15.35%) of the total respondents had owned College diploma, the total of 135(66.83%) of respondents had first degree while 23(11.39%) of total respondents are owner of second Degree. Therefore, the findings concluded that the majority of the respondents were well educated.

#### 4.2.5 Analysis of Respondents' Work Experience in NWR Ethio Telecom

In this study, the researcher also interested in finding out the duration employees has worked in the ethio telecom.

**Table 4. 5 Number of years of experience in ethio telecom**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 1 year	7	3.47	3.47	3.47
	1-5 years	40	19.8	19.80	23.27
	6-10 years	76	37.62	37.62	60.89
	11-15 years	61	30.2	30.20	91.09
	above 15years	18	8.91	8.91	100
	Total	202	100	100.00	

Source: Field Data, July, 2020

Respondents who have experience of working with Ethio telecom for a length of below 1 year are 7 representing 3.47% of the all respondents. Between 1-5 years are 40 equaling 19.8% of all respondents and those who have worked for the Bank between 6-10 years are 76 representing 37.62%. For those who worked with Ethio telecom for duration of between 11-15 years are 61 equaling 30.2% whereas 18 respondents equaling 8.91% have worked with Ethio telecom for 16 and above years. The result indicates that most of the employees are in the range of 5 to 10 years' experience.

#### 4.2.6 Analysis of the Respondents' job title

**Table 4. 6 Characteristics of job positions of Respondent**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Manager	11	5.45	5.45	5.45
Supervisor	32	15.84	15.84	21.29
Other	159	78.71	78.71	100
	202	100	100	

Source: Field Data, July, 2020

Table 4.6 above shows that from the total respondents 11(5.45%) are managers, 32(15.84%) are supervisors, and 159(78.71%) are ethio telecom employees who work in other positions other than manager and supervisors.

### 4.3. Description the Extent of Work life conflict and Job Performance

**Table 4. 7 Work to Family Conflict**

Work to Family Conflict	N	Minimu m	Maxim um	Mean	Std. Deviation
After work, I come home too tired to do some of the things I'd like to do.	202	1	5	2.38	1.11
On the job I have so much work to do that it takes away from my personal interests.	202	1	4	2.09	.86
My family/friends dislike how often I am preoccupied with my work while I am at home.	202	1	5	3.51	.93
My work takes up time that I'd like to spend with family/friends.	202	1	5	2.41	1.05
My job or career interferes with my responsibilities at home, such as cooking, cleaning, repairs, shopping, paying the bills and childcare.	202	1	5	2.05	.93
My job or career keeps me from spending the amount of time I would like to spend with my family.	202	1	5	2.19	.89

Source: (own computation, July 2020)

As it can be seen on the table 4.7 for the statements that indicate the respondent's degree of agreement for the work to family conflict mean result indicates the maximum 3.51 and the minimum 2.0519. The average mean and standard deviation result were 2.44 and 0.96, respectively.

**Table 4. 8 Family to Work Conflict**

Family to Work Conflict	N	Minimum	Maximum	Mean	Std. Deviation
I am often too tired at work because of the things I have to do at home.	202	1	5	2.28	.95
My personal demands are so great that it takes away from my work.	202	1	4	2.24	.93
My superiors and peers dislike how often I am preoccupied with my personal life while at work.	202	1	5	2.27	1.11
My personal life takes up time that I'd like to spend at.	202	1	5	2.20	1.12
My home life interferes with my responsibilities at work, such as getting to work on time, accomplishing daily tasks, or working overtime.	202	1	6	2.43	1.12
My home life keeps me from spending the amount of time I would like to spend on job or career related activities.	202	1	6	2.25	1.03

As it can be seen on the table 4.8 for the statements that indicate the respondent's degree of agreement for the Family to Work Conflict mean result indicates the maximum 2.43 and the minimum 2.2. The average mean and standard deviation result were 2.28 and 1.04, respectively.

**Table 4. 9 Workload**

<b>Workload</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
The workload is shared fairly.	202	1	4	2.08	.97
The amount of work I am given to do is reasonable.	202	1	5	1.93	1.013
The level of responsibility I am given is reasonable.	202	1	5	2.13	1.12
There is sufficient time to provide the type of care I would like to.	202	1	5	2.22	1.17
Staffing levels are adequate for the workload.	202	1	4	2.38	.96

As it can be seen on the table 4.9 for the statements that indicate the respondent's degree of agreement for Workload mean result indicates the maximum 2.38 and the minimum 1.93. The average mean and standard deviation result were 2.15 and 1.04, respectively

**Table 4. 10 Employee performance**

<b>Employee performance Scale</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
I managed to plan my work so that it was done on time.	202	2	5	4.13	.601
I always set priorities in my work.	202	4	5	4.14	.352
I have been able to separate main issues from side issues at work.	202	2	5	4.77	.629
I was able to perform my work well with minimal time and effort.	202	2	5	4.16	.594

I worked towards the end result of my work.	202	2	5	3.98	.392
I have been rated as one of the best employees in terms of the quality of my work in ethio telecom.	202	2	5	4.31	.635
I have been rated as one of the best employees in terms of the quantity of my work in ethio telecom.	202	2	5	4.00	.366

As it can be seen on the table 4.10 for the statements that indicate the respondent's degree of agreement for the dependent variable Employee performance mean result indicates the maximum 4.77 and the minimum 3.98. The average mean and standard deviation result were 4.21 and 0.51, respectively

#### **4.4. Results of Inferential Statistics**

The primary data collected from the sample were analyzed using the computer based statistical data analysis package, SPSS (version 23.0) for reliability, and relationship testing. The data analysis included bivariate and multivariate analyses.

##### **4.4.1. Analysis of Association between Work-Life Balance and Employees**

##### **Performance**

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

- The relationship between work to personal life interference and job performance
- The relationship between personal life to work interference and job performance
- The relationships between work overload and job performance

To determine whether there are significant relationships between the dimensions of work life conflict and job performance, Pearson's Product Moment Correlation has been computed.

Hence, Table 4.11 below presents the results of Pearson correlation on the relationship between work life conflict dimensions and job performance.

**Table 4. 11 The relationship between work life conflict dimensions and employees job performance**

		PLIW	WIPL	Work overload	Job performance
PLIW	Pearson Correlation	1	.751**	.718**	-.739**
	Sig. (2-tailed)		.000	.000	.000
	N	202	202	202	202
WIPL	Pearson Correlation	.751**	1	.722**	-.702**
	Sig. (2-tailed)	.000		.000	.000
	N	202	202	202	202
Work overload	Pearson Correlation	.718**	.722**	1	-.731**
	Sig. (2-tailed)	.000	.000		.000
	N	202	202	202	202
Job performance	Pearson Correlation	-.639**	-.657**	-.655**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	202	202	202	202

Table 4.11 above demonstrates the results of Pearson’s Product Moment Correlation on the relationship between work life conflict dimensions (Personal life to work interference, work to personal life interference, and work overload) and job performance for the sample respondents. It shows that, there is significant and negative correlation coefficients for the relationship between work-life conflict dimensions and job performance.

The results in table 4.11 indicate that, there is negative and significant relationship between Personal life interference with work and job performance ( $r = -.739$ ,  $p < 0.01$ ), Work to personal

life interference and job performance ( $r = -0.702$ ,  $P < 0.01$ ), and work overload and job performance ( $r = -.731$ ,  $P < 0.01$ ).

#### 4.4.2. The Effect of Work Life Conflict Dimensions on Job Performance

##### 4.4.2.1. Multiple Regressions

Regression analysis is used to predict the value of a variable based on the value of another variable. The variable we want to predict is called the dependent variable (or sometimes, the outcome variable). The variable we are using to predict the other variable's value is called the independent variable (or sometimes, the predictor variable). Multiple regression analysis was employed to examine the effect of work life conflict dimensions on job performance. To determine the extent to which the explanatory variables explain the variance in the explained variable, multiple regression analysis was performed before that Multicollinearity test has been checked.

##### 4.4.2.1.1. Multicollinearity Test

In multiple regression analysis, Multicollinearity refers to the correlation among the independent variables. According to the rule of thumb test, multicollinearity is a potential problem if the absolute value of the sample correlation coefficient exceeds 0.7 for any two of the independent variables, (Anderson et al., 2011). Before conducting the multiple regression analysis, the researcher examined the result of multiple correlations among the independent variables and found that, the pair wise correlation between the independent variables is below 0.7, as shown in table below,

**Table 4. 12 Coefficients of Multicollinearity test**

Model	Collinearity Statistics	
	Tolerance	VIF
1     PLIW	.555	2.766
WIPL	.412	2.748
WORK OVERLOAD	.377	2.817

a. Dependent Variable: JOB PERFORMANCE



#### 4.4.2.1.2. Normality Test

The table below demonstrates that most of values for the items fall within the range of the rigorous level of -1 to +1 for skewness and kurtosis, however there are some values outside the range for both variables. The assumption of normality is not satisfied Furthermore, the underestimation of variance with positive kurtosis diminishes with large sample sizes (200+) (Tabachnick & Fidell, 2007). Therefore, all variables can be normally distributed.

**Table 4. 13 Normality test**

<b>Descriptive Statistics</b>					
	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
PLIW	202	.002	.176	-1.375	.350
WIPL	202	-.116	.176	-1.499	.350
WORK OVERLOAD	202	-.350	.176	-.957	.350
JOB PERFORMANCE	202	.897	.176	1.561	.350
Valid N (listwise)	202				

Based on the above tests undertaken the researcher can analyze and interpret regression model.

In this study, a simple linear regression analysis was conducted to test the effect of work life conflict on job performance. For this purpose, a composite score for work life conflict was computed by averaging scores for Personal life interference with work, work interference with personal life, and work overload.

#### 4.4.2.1.3. Homoscedasticity test

Homoscedasticity errors are generally assumed to have an unfamiliar but finite variance that is constant across all levels of the predictor variables. This assumption is also known as the homogeneity of variance assumption. If the errors have a variance that is limited but not constant across dissimilar levels of the predictors (i.e., heteroscedasticity is present), ordinary least squares

estimates will be unbiased and stable since the errors are independent, but will not be efficient(Weisberg, 2005).As we have seen in figure 4.2 below, it can be assured that the point is random and evenly throughout the scattered diagram and no evidence of funnel-like the shape of points on one side than the other is observed, so no heteroscedasticity in the data is confirmed.

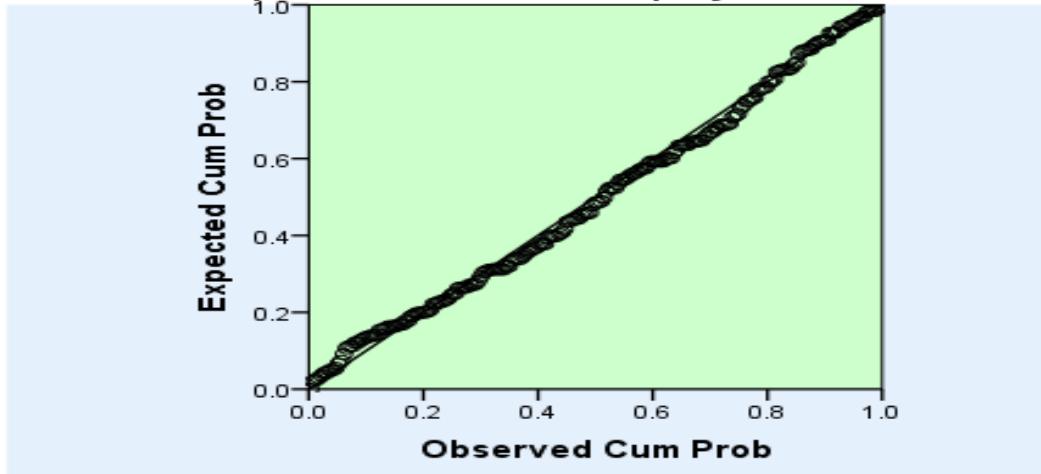


**Figure 4. 1 Scatter Plot of regression of standardized residual of work life conflict and employee performance**

#### **4.4.2.1.4. Linearity Assumptions**

The model that shares the response Y to the predictors  $X_1, X_2, X_3... X_N$  is assumed to be linear in the regression parameters (Chatterjee and Hadi, 2012). This means that Standard multiple regression can only precisely estimate the relationship between dependent and independent variables if the relationships are linear in nature. As in the equation:  $Y=B_0 + B_1X + B_2X + B_3X + B_4X$ . This regression equation is still a linear regression equation because Y is modeled as a linear function of the parameters. According to the information in figure 4.3 below indicated Normal P-P Plots show that this assumption had been met for this study.

**Normal P-P Plot of Regression Standardized Residual  
Dependent Variable: Employee Performance**



**Figure 4. 2 : Normal P-P Plot of dependent variable employee performance**

In conclusion, all the assumptions are necessary for regression analysis. According to Tabachnick and Fidell (2001) stated that multiple regression is fairly strong to any violations of the assumptions and hence the results of the regression analysis will be taken to be statistically viable.

#### **4.4.3. Regression Test on the Effect of Work Life Conflict Dimensions on Job Performance**

The regression analysis was used to measure the link between the independent and the dependent variables. Regression test is used to recognize the ability of each individual independent variables (work to personal life interference, personal life to work interference, and work overload) to predict the dependent variable (employee performance), where each of the individual emotional intelligence components are examined and clarified.

##### **4.4.3.1 Multiple regression analysis of Work Life Conflict Dimensions on Job Performance**

**Table 4. 14 Multiple Regression Analysis of the Model**

<b>Model Summary</b>				
Model	R	R <sup>2</sup>	Adjusted R Square	Std. Error of the Estimate
1	.736 <sup>a</sup>	.541	.532	.30191

a. Predictors: (Constant), WIPL, PLIW, WORKOVERLOAD

As shown in the table 4.12, coefficient of determination was significant ( $R^2 = 0.541$ ,  $F= 54.903$ ,  $P<0.001$ ) implying that 54.1% of the variance in job satisfaction is explained by work life conflict. The remaining 45.9% is due to factors not included in the study. Furthermore, the model fit is confirmed. This means that the regression model was appropriate for the analysis..

#### 4.4.3.2 ANOVA of Multiple regression analysis of Work Life Conflict Dimensions on Job Performance

The study further tested the significance of the model by use of ANOVA technique. The findings are tabulated in Table 4.15 below

**Table 4. 15 ANOVA Test**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.017	4	5.004	54.903	.000 <sup>b</sup>
	Residual	16.953	186	.091		
	Total	36.970	190			

a. Dependent Variable: JOBSATISFACTION

b. Predictors: (Constant): WIPL, PLIW, WORKOVERLOAD

From Table 4.15, F- Value = 54.903 at  $P>0.001$ . This indicates that the regression model fits the data and this use in the analysis is appropriate.

#### 4.4.3.2 Coefficient of Multiple regression analysis of Work Life Conflict Dimensions on Job Performance

Regression coefficients for the test of the effect of work life conflict on job performance are presented in table 4.16 below

**Table 4. 16 Regression coefficients**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.233	.278		11.616	.000		
	PLIW	-.117	.057	-.170	-2.054	.041	.362	2.766
	WIPL	-.170	.055	-.256	-3.115	.002	.364	2.748
	Work overload	-.159	.065	-.206	-2.469	.014	.355	2.817


a. Dependent Variable: JOB Performance

From the regression results in the Table 4.14, the regression equation is specified as follows

$$Y = 3.233 + (-0.117X_1) + (-0.170X_2) + (-0.159X_3)$$

The regression equation above has established that holding all independent variables (personal life interference to work, work interference to personal life, and work overload) constant, other variables influencing job performance will increase by 32.33%. From the above regression model, a unit increase in personal life interference to work while holding the other factors constant would lead to 11.7% decrease in job performance, a unit increase in work interference to personal life, while holding the other factors constant, would lead to a decrease in job performance by 17%, a unit increase in work overload while holding the other factors constant would lead to a decrease in job performance by 15.9%.

The R<sup>2</sup> of the model is 0.541, which shows that approximately 54.1% of variance in dependent variable (job performance) can be explained by the linear combination of the independent variables work life conflict (work to personal life interference, personal life to work interference, and work overload).

 **Hypothesis 1**, Personal life to work interference has negative and significant effect on job performance.

The results of Pearson correlation analysis, as presented in table 4.7 revealed that work to personal life interference has a negative and significant relationship and an effect with job performance ( $r = -0.739$ ,  $p < 0.01$ , at 99% confidence). The linear regression model also showed that an increase in personal life interference with work while other factors remain constant leads to job performance to decrease by factor of  $-0.117$  equaling to 11.7%. Therefore, the researcher may fail to reject the hypothesis and so the researcher had accepted the given hypothesis.

✚ **Hypothesis 2**, Work interference to private life has negative and significant effect on employee's job performance.

The results in table 4.7 above, revealed that work to personal life interference has a negative and significant relationship with job performance ( $r = -0.702$ ,  $P < 0.01$ , at 99% confidence).

From the regression model above (table 4.8) the researcher had easily looked the effect of work life interference on job performance. A unit change in work interference to personal life while other things remain constant leads to a decrease in job performance by a factor of  $-0.17$  equaling to 17%. This proves the hypothesis which stated that a negative and significant effect exists between work interference with personal life and job performance. Hence, the researcher may fail to reject the given hypothesis it is accepted that work interference with personal life has a negative, significant effect on job performance

✚ **Hypothesis 3**. Work overload has negative and significant effect on employee's job performance.

As shown in table 4.7 above, work overload has a negative and significant relationship with job performance ( $r = -0.731$ ,  $P < 0.01$ , at 99% confidence). The study results also supported the hypothesis by the regression model. The regression model states that a unit change in work overload leads to a decrease in job performance by a factor of  $-0.159$  relatively equal to 15.9%. So, the results of the correlation and regression makes the researcher fails to reject the hypothesis and obliged to accept.

## 4.4. Discussion of Results

This section discusses the findings of the statistical analysis in relation to the previous research and literature. According to table 4.7, the correlation result ( $r = -.739$ ,  $p < 0.01$ ) shows that personal life to work interference has a negative and significant relationship with employee's job performance. Correlation analysis indicates that, there is a moderately strong, though statistically significant, relationship between works to personal life interference with job performance. The linear regression model showed that there is a negative and significant effect by personal life interference with work on employees' job performance. It indicated that a unit increase in employees' personal life interference while other things remain constant leads to a decrease in employees' job performance by a factor of  $-0.117$  equaling to 11.7%.

This study also confirms with the study of Netemeyer, Maxham, and Pullig (2005) asserted that work-family conflict can yield a negative impact on both in role performance and extra-role performance. This shows that if employees are feeling burden from the family works as well as personal life interests so their overall job performance will be affected. Thus, an employee faces different non-working time problems along with their job responsibilities which decrease job performance. Success at work requires that, organizations must maintain the ways that minimize the interference of personal life with job of their employees.

According to table 4.7, the correlation result ( $r = -.702$ ,  $p < 0.01$ ) shows that work to personal life interference has a negative and significant relationship with employee's job performance. Correlation analysis indicates that, there is a statistically significant, relationship between works to personal life interference with employees' job performance. The linear regression model showed that there is a negative and significant effect of work interference to personal life on employees' job performance. It indicated that a unit increase in employees' work interference to personal life while other things remain constant leads to a decrease in employees' job performance by a factor of  $-0.17$  equaling to 17%.

The result in this study is in line with previous studies of Forsyth & Debruyne, 2007, who stated that work-life conflict can have negative consequences to the performance of employees (Forsyth & Debruyne, 2007). And Netemeyer, Maxham, and Pullig (2005) asserted that work-family conflict can yield a negative impact on both in role performance and extra-role performance. This shows that if employees are feeling their work is affecting their personal life by interfering beyond

the workplace duties, so their overall performance is affected. Thus, an employee faces different working time problems along with their personal life responsibilities which decrease job performance. Success at work requires that, organizations must maintain the ways that minimize the interference of work with their personal life.

Current study shows that low level of work to personal life conflict more likely result higher level of job performance.

Further, correlation result ( $r = -0.731$ ,  $P < 0.01$ , at 99% confidence) in table 4.7 shows that work overload has a negative and significant relationship with job performance. This study supported by findings of (Jex, 1998; Johns and Xie, 1995; Sullivan and Bhagat, 1992) who indicated that there is an inverted U-shape relationship between workload and quantitative task performance. The performance of employees is highest when workload is moderate but decreases when workload is low and high. Additionally, current study finding declares that ethio telecom must consider the important dimensions on which a job can be measured to determine the degree to which a job is pleasant to the performer. However, in ethio telecom job providers are enforced to work beyond their normal working hour, to work on weekends, high target is set specially salespersons, tight schedule to perform task. Therefore, it is right direction for ethio telecom to have the dominant framework for defining task characteristic and understanding its relationship to employee motivation, performance, and satisfaction



## **CHAPTER FIVE: Summary, Conclusions and Recommendations**

### **5.1. Summary**

This study was aimed at investigating the effect of work life conflict on job performance of employees in NWR ethio telecom. Depending on the questionnaire consisting of 245 randomly selected employees of NWR ethio telecom, specifically this study designed to examine the effect of job performance with personal life to work interference, work to personal life interference, and job overload.

Results from Pearson's Product Moment Correlation Coefficient revealed that, there is moderately strong and statistically significant relationship between work to life interference and job performance, personal life to work interference and job performance, work overload and job performance, which are statistically significant at 99% confidence level.

In terms of the stated research hypotheses, the following specific empirical findings emerged from the investigation: The three work life conflict dimensions (work to life interference, work overload and private life to work interference) and job performance found to be inversely and significantly related with employee's job performance.

In addition to this, the three work life conflict dimensions significantly explain the variations in job performance. The three work life conflict dimensions (work to personal life interference, personal life to work interference, and work overload) statistically and negatively predict the variation in job performance.

The model summary of multiple regression analysis revealed that the proportion of the variation in job performance explained by the liner combination of work life conflict dimensions jointly is 54.1% (from  $R^2$  value) which is statistically significant at 99% confidence level, as indicated from F-statistic. Moreover, when the other variables are controlled, all the explanatory variables are statistically significant at 99% confidence level, and work to personal life interference is the best predictor of job performance with Beta-value of -0.17. This is followed by work overload, and personal life to work interference with Beta-values of - 0.159, and -0.117 respectively.

## 5.2. Conclusion

The study was conducted to examine the state and effect of work life conflict on job performance among employees of NWR ethio telecom.

- In this specific study, work to personal life interference found to be negatively affect job performance. From this, it can be concluded that the more the work demand interference in private life will result in less performance.
- As can be seen from the summary, the relationship between personal life to work interference and job performance is negative, moderately strong, and statistically significant. Thus, the less the personal life demand interferes with work demand will result in high job performance and vice versa.
- The more work overload observed in the ethio telecom, will causes in less job performance and vice versa. Thus, it can be concluded that the more work overload in a job leads to lower job performance on employees.
- Finally, the three work life conflict dimensions that are work to personal life interference, personal life to work interference, and work overload was found to be significantly explaining the variation in job performance. Therefore, we can conclude that the three work life conflict dimensions are statistically explaining the variation in job performance.

## 5.3. Recommendations

Based on the findings, summary and conclusions of the study, the following recommendations are forwards to the management of the ethio telecom and suggestion for other researchers.

- ✓ Top management should realize the effect of work life conflict on job performance and should implement work life balance programs, practices, and policies such as time balance, involvement balance and satisfaction balance with work and non-work roles.
- ✓ The management is required to minimize the conflict between work and non-work life. To do so, management must recognize the employees` productivity.
- ✓ Higher job pressure (work overload) was found to be one of the most important factors causing in low level of job performance. Thus, top management should avoid higher job pressure (work overload) by prioritization of activities, having consistent schedule, defining the workspace and avoiding multi-tasking.

- ✓ It is essential that human resource departments are responsive to the needs and constantly changing requirements of workforce and the effect of environmental issues to improve programs and policies of work life balance like locally attainable flexible work time arrangements.
- ✓ Finally, Work life conflict dimensions found to be the most important factors affecting employees' job performance. Therefore, Organizations should be interested in promoting a mechanism, such as, hours worked, amount and peace of work, management support and family-friendly culture, perceived control, flexible hours and domestic factors/personal support that allows for the reduction of work/life conflict and the resultant increases in life satisfaction and organizational performance.

#### **5.4 Limitations of the study**

Despite the contribution of the present study, its limitations must be noted. The study was limited by the small sample size and the resources available to the researcher. In order to get a stronger picture of the issues in different organizations, the researcher would have liked to involve a larger number of respondents but due to the time frame limitations provided by the study program, this was not possible. The study covers only NWR ethio telecom. Furthermore, the other limitation of the study was the heavy reliance on the respondents' information. The entire study was based on perception, which might change from time to time; also, employees might not be frank while providing information on their competence and therefore the generalization of this study is based on the sampled sectors.

#### **5.5. Direction for Future Research**

This study was conducted to examine the effect of work life conflict on job performance of employees in NWR ethio telecom. The sample was drawn from NWR thus this study may be limited in its generalizability of the findings for employees more than 15,000 in 17 regions and 6 zones under ethio telecom. So, future research should have to draw sample of respondents on a greater number of regions and Zones in ethio telecom for the sake generalizing the results of the study.

This study is also limited in NWR ethio telecom meaning did not included other ethio telecom regions and Zones operating in the country. Therefore, future researcher may consider by addressing these regions and Zones to investigate the effect of work life conflict on employee's job performance.

This study included only in three dimensions of work life conflict, there could be some other relevant dimensions that may be perceived as important by organizations and employees, which were excluded from this study. Future researches, therefore, may consider more dimensions of work life conflict like job characteristics (job demands, job resources, and job stress), organizational values (associated with high satisfaction and involvement), and other variables which can influence job performance.

Furthermore, conducting a replication study in other service industries is also needed, for example in, the hotel service, in post office service, educational institutions.

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## APPENDIX A

# BAHIR DAR UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS DEPARTMENT OF MANAGEMENT MBA PROGRAM

### Questionnaire to be Distributed for the Employees of NWR ethio telecom.

Dear Respondents.

This questionnaire is developed for an academic effort planned for the collection of data to conduct a thesis paper on the title “**The Effect of Work Life Conflict on Employee’s Job Performance, the Case of North West Region Ethio Telecom**”, in order to fulfil the University’s (Bahir Dar University) requirement set for awarding of a Master of Business Administration. The information obtained from this questionnaire will be kept confidential and will not be used for any other purposes. Hence, I am kindly asking respondents to give your candid information.

NB:

- It is not necessary to write your name
- Try to address all the question given below
- For the closed ended questions use (√) mark for your choice in the given box.

### Contact Address:

**Million Mulugeta**

**Mobile: +251-918341424**

**Email: milion969@gmail.com**

*Thank you for your cooperation!*

### PART I: Demographic Information

1. Gender: Male  Female
2. Age: ≤ 25  26 – 35  36 – 40  41 and above
3. Marital Status: Married  Single  Divorced
4. Educational Qualification:



Certificate  College diploma  First Degree   
 Second Degree and above

5. Job title

Manager  Supervisor  Other

6. Experience in ethio telecom:

1 – 5 Year  6–10 year  10–15 year  over 15 year

**Part II: Questions Directly Related with the Study**

1. Here under the questions with regard to the work life conflict of the employees' in your company, therefore, you are kindly requested to put “√” or “X” mark on the box which represents your degree of agreement. **1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree 5= Strongly agree**

No	WORK TO FAMILY CONFLICT	5	4	3	2	1
1	After work, I come home too tired to do some of the things I'd like to do.					
2	On the job I have so much work to do that it takes away from my personal interests.					
3	My family/friends dislike how often I am preoccupied with my work while I am at home.					
4	My work takes up time that I'd like to spend with family/friends.					
5	My job or career interferes with my responsibilities at home, such as cooking, cleaning, repairs, shopping, paying the bills and childcare.					
6	My job or career keeps me from spending the amount of time I would like to spend with my family.					
<b>FAMILY TO WORK CONFLICT</b>						
7	I am often too tired at work because of the things I have to do at home.					
8	My personal demands are so great that it takes away from my work.					
9	My superiors and peers dislike how often I am preoccupied with my personal life while at work.					
10	My personal life takes up time that I'd like to spend at.					

11	My home life interferes with my responsibilities at work, such as getting to work on time, accomplishing daily tasks, or working overtime.					
12	My home life keeps me from spending the amount of time I would like to spend on job or career related activities.					
<b>WORK OVERLOAD</b>						
13	The workload is shared fairly.					
14	The amount of work I am given to do is reasonable.					
15	The level of responsibility I am given is reasonable.					
16	There is sufficient time to provide the type of care I would like to.					
17	Staffing levels are adequate for the workload.					

1. Here under the questions with regard to the job performance of the employees' in your company, therefore, you are kindly requested to put "√" or "X" mark on the box which represents your degree of agreement. 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree 5= Strongly agree

No	Employee performance Scale	5	4	3	2	1
1	I managed to plan my work so that it was done on time.					
2	I always set priorities in my work.					
3	I have been able to separate main issues from side issues at work.					
4	I was able to perform my work well with minimal time and effort.					
5	I worked towards the end result of my work.					
6	I have been rated as one of the best employees in terms of the quality of my work in ethio telecom.					
7	I have been rated as one of the best employees in terms of the quantity of my work in ethio telecom.					