



## **Effect of Work-Life Balance on Employee Performance in Selected Humanitarian Organizations in South Sudan**

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### **ABSTRACT**

The study intended to establish the effect of work life balance on employee performance in selected humanitarian organizations in Juba South, Sudan. The study based on primary data that was collected through use of questionnaire. The questionnaires were tested for validity and reliability before being administered. Thus, the study employed a survey design with a sample of 178 respondents that were selected from the population. The findings reveal that work life balance have positive significant effect on employee performance in selected humanitarian organizations in Juba South, Sudan. Therefore, the study concludes that; leave once advanced to employees can help in improving their performance; well organized physical work environment offer convenience to employees which makes them comfortable at the workplace hence increase in their performance.

Keywords: Work life balance; Leave; Physical environment; Employee performance

### **1. INTRODUCTION**

Work-life balance might talk over with one among the following: structure support for dependent care, versatile work choices, and family or personal leave (Estes and Michael, 2015). Work-life balance practices involved providing scope for workers to balance what they are doing at work with the responsibilities and interests they need outside work (Armstrong, 2016). By thus doing, they reconcile the competitive claims of labor and residential by their desires yet as those of employers. Work-life balance policies can lower absence and facilitate tackling low morale and high degrees of stress which results in underperformance since the staff gets uninterested in moving work and life responsibilities. Several researchers have cohesively pointed at the necessary role of labor-life balance because it is expounded with employees' psychological well-being and overall sense of harmony in life (Clark, 2019). Balanced work-life is related to magnified job satisfaction and structure commitment. Employees' work-life experiences deepen their role-related engagement that is expounded to structure performance improvement

### **2. LITERATURE REVIEW**

Greenhaus and Allen (2006) maintain that work-life balance is the degree to which an individual's satisfaction and effectiveness in the roles of work and family domain are well matched with the individual's life priorities. According to Holt, Bauld, Biggs, and Ryan, (2008) employees all over the world continue to experienced problems as they trying to balance family, work, and other private matters that relates to their life. The demand to meet target at work, family related pressure, and the pressure to balance the two has affected most employees' well-being, health.

Keino and Kithae (2016) conducted a study on the effects of work life performance on performance staff in telecommunication companies in Kenya. Their study revealed that the factors of Work life balance such as long hours at work, lack of vacations, overtime, work and family conflict have negative effects on staff performance at work. While Ezra and Deckman, (2006) noted that the employees having on-site child care facilities tend to work more efficiently and they were the ones working overtime. Due to the child-care facilities provided during their working hours, they were more satisfied with their work.

Sehrish, Kiran, Rabia and Syed (2015) in their study reveal that, work-life balance practices, when connected appropriately, would impact employee performance positively. A happy employee will be self-driven to work compared to an unhappy employee who is striving to get the right balance between work, family and self. Lee and Bruvold (2003) argued that the perceived care and value attached to employees create a casual chain of processes from the intended Human Resource Practices to actual practice which triggers employee's performance.

Purcell (2009) observed that work life balance is important in developing a performing culture as far as growth, customer service, productivity, quality, and ultimate contribution towards the value of the shareholders is concerned. McClean and Collins (2011) opined that WLB initiatives increases employee

effort and encourage a positive relationship that makes them work towards the achievement of organizational goals. Mulwa, (2017) in her study flexible work arrangements and family policies were found to be positively correlated to employees' performance.

Weerakkody, and Mendis, (2014) found that there is a strong relationship between work life balance and employee performance, a strong relationship between work life balance and employee job satisfaction and a strong relationship between employee job satisfaction and employee performance. All these relationships are positive and have significant levels. Maintaining work-life balance does not only benefit employee's health and personal relationships but also improve the efficiency of work performance. A study by Sianquita and Laguador (2017) showed that work-life balance has positive effect on employee performance. Their study Melayansari, & Bhinekawati (2019) showed that work-life balance has positive impact on employee loyalty and employee performance; and employee loyalty has positive impact on employee performance.

Compo et.al, (2021) found that when organizations or supervisors care about their employees' personal and professional well-being, employees tend to reciprocate by helping them achieve their goals through improved performance. Work-life balance is one of the most important issues that human resource management should address in organizations, regardless of their size, organizations should ensure employee have adequate time to fulfill their family and work commitments (Abdirahman et.al, 2020).

### 3. METHODOLOGY

The research adopted a cross-sectional survey design. The study involved collecting opinions from different respondents at once. The questionnaires were developed and tested for validity and reliability before being administered. Many scholars in social sciences have adopted survey design such as Pushpakumari and Watanabe, (2017) and (Perengki et.al, 2022). A sample of 178 respondents was statistically drawn from the study population of the selected humanitarian organizations. The quantitative approach was adopted and statistical analysis was employed to achieve the purpose of the study. Regression analysis was used in an attempt to establish the effect of work life balance on employee performance in selected humanitarian organizations.

### 4. RESULTS

The results from the analysis of primary data we achieved through simple linear regression analysis. The analysis was aimed at establishing the effect of work life balance and employee performance and two variables were used to measure work-life balance. Leave and physical environment were tested against employee performance.

#### 4.1 Effect of leave on employee performance

**Table 1 Simple linear regression analysis to test effect of leave on employee performance in selected humanitarian organizations in Juba South, Sudan**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.534 <sup>a</sup>	.285	.281	.37040		
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.624	1	9.624	70.149	.000 <sup>b</sup>
	Residual	24.146	176	.137		
	Total	33.771	177			
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.512	.118		21.236	.000
	Leave	.303	.036	.534	8.375	.000

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Leave

Results reveal that leave has a significant effect on employee performance in selected humanitarian organizations in South Sudan as indicated by the Sig. value of 0.000 which is less than the conventional value of 0.05 to justify significance. The R<sup>2</sup> value of 0.285 suggests leave predicts about 28.5% variation in employee performance in NGOs. While the unstandardized beta coefficient indicates that leave explains 0.303 variation, in other word leave contributes about 30.3% change in employee performance. It is therefore, concluded that leave once advanced to employees can help in improving their performance. The positive beat coefficient signifies positive change in performance by employees.

#### 4.2 Effect of physical environment on employee performance

Table 2 Simple linear regression analysis to test effect of leave on employee performance in selected humanitarian organizations in Juba South, Sudan

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.354 <sup>a</sup>	.126	.121	.40962		
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.240	1	4.240	25.270	.000 <sup>b</sup>
	Residual	29.531	176	.168		
	Total	33.771	177			
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.803	.137		20.433	.000
	Leave	.205	.041	.354	5.027	.000

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Physical Environment

The findings suggest physical environment has a significant effect on employee performance selected humanitarian organizations in South Sudan. The sig. value of 0.000 which is less than 0.05, confirm the physical environment significantly affect employee performance. The R<sup>2</sup> value of 0.126 suggests that physical environment predicts employee performance by about 12.6%. The unstandardized beat coefficient of 0.205 suggests that physical environment explains about 20.5% variation in employee performance in selected humanitarian organizations in South Sudan. The implication of the results is, physical environment significantly contributes to performance of employees. Well organized physical work environment offer convenience to employees which makes them comfortable at the workplace hence increase in their performance.

## 5. Conclusion

Work life balance has a significant effect on employee performance, the variables considered in this study; leave and physical work environment were both found to have positive significant effect on employee performance. Therefore, it is necessary for the managers in humanitarian organizations to create an atmosphere where work life balance is valued. Employees have to be given leave when it due because it allows employees to get refreshed from the tedious routine work and get rejuvenated to get committed once they come back from leave. The work environment plays a significant role in enhancing employee performance. Conducive physical work environment offer employee the convenience needed for them to execute their duties which results in improved performance.

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