

Work Life Balance and Its Effect on Job Satisfaction: In case of Commercial Banks, Burie Town

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ABSTRACT

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The approach for the study was quantitative and a self-developed questionnaire was the research instrument used to collect the data. The study has employed an explanatory research design by which it allowed to use regression analysis. The researcher has selected 182 respondents using simple random sampling technique. The finding showed that except working hour and work load the rest three dimensions of work life balance had significant and positive effect on job satisfaction. And 90.2% of job satisfaction was explained by the total variables of work life balance of the model as the multiple regression analysis revealed. It is conclude that the entire work life balance categories are statistically explained the variation in job satisfaction. Based on the finding it was recommended that the organizations should inspire work life balance initiatives, guarantying a vigorous work life balance, allows an employee to work from home when required and making working environment helpful for family and personal commitment.

Keywords: Work life balance, Job satisfaction, Working hours, Personal life to work interference

INTRODUCTION

Employees are the most crucial assets for a given organization in order to achieve its objectives and help to reach the missions and vision specified. However, without balancing their life and the work they are assigned it is impossible to get job satisfaction and the organization will not be successful (Lazar and Osoian, 2010). According to Lockwood (2003) work life balance is a state of equilibrium in which the demands of both a person's job and personal life are equal. Therefore, work-life balance has become an important issue for both employees and organizations (Adams et al., 1996). On the other hand job satisfaction refers to the employee's individual feelings towards their job positions (Sajid & Siddiqui, 2017).

The concept of work life balance concerns the proper prioritization between work (career and desire) and lifestyle (health, happiness, spare time, family) Adikaram 2016. It is the capability to cope or manage a balance between jobs and personal life and to continue effective and successful at work while preserve a joyful, healthy home life with adequate leisure time, though having work stress and everlasting activities which need your time and concentration (Kundnani, 2015 and Lazar & Osoian, 2010). Hence every organization is very eager to exploit its man power in an efficient and competitive manner to reach the proposed objectives. However, unless employees are satisfied with their job every effort done by the organization will be ambition to reach its objectives Kaliannan et al., (2016). In this regard the paper clearly shows how job satisfaction is an emotional response towards one's job which reflects the extent to which an individual likes or dislikes the job in a town like Burie and you may well understand the value of work life balance as a major component of employee's job satisfaction in this study. Work life balance does actually cover all the categories of the workers, regardless of the age, employment status, gender etc (Evandrou and Glaser, 2004). Therefore this study tried to identify the effect of work life balance on employee job satisfaction in commercial bank of Ethiopia in Burie, west Gojjam. Though the findings from the previous

studies that emphasized on the relationship between work life and job satisfaction in various organizations and sectors, their findings can be similar or different from the one in which the Ethiopian bank service operates on this issue under the present study. Such as Da Costa et al., (2020), Abdulahi H. et al., (2023), Silaban H. et al., (2021), and Gounder, S. and Govender, P. (2018). Hence findings from these previous studies may not be generalized to fairly represent the Ethiopian bank service as the distinctiveness of each sector may require a separate study. Therefore the study was conducted to fill the gap by providing answers to the following objective:
With the objective of examining the effect of work life balance on employee' job satisfaction.

RESEARCH METHODOLOGY

Explanatory and Descriptive study designs along with a quantitative approach have been used to analyze the data collected from employees (Creswell, 2012). Nine commercial banks found in Burie town as the researcher has purpose to select those commercial banks was included in the study and employees were selected in census way. Closed ended questionnaire in Liker form was used for primary sources whereas the secondary were collected from international journal articles; E-sources, books etc. Regression models to analyze the effect of work life balance on job satisfaction in commercial banks was developed in the following manner.

$$Y = \beta_0 + \beta_{1X1} + \beta_{2X2} + \beta_{3X3} + \beta_{4X4} + \beta_{5X5} + \beta_{6X6} + ie$$

Where Y = Job satisfaction

β_0 = Constant term 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.

The internal consistency was considered to be sufficiently high which is 0.7 and above and have adequately measured the study variables Hair et al., (2010). Both content and face validity were checked meet the standard.

Results of the study

Coefficient of determination or R^2 value explains to which extent a percentage variation of dependent variables is explained by predictor variables. In accordance with the results and shown in table 1 it is conclude that 90.2% of the variation in job satisfaction is explained by the selected independent variables namely work hour, personal life work interfere, work with personal life, work load and work life balance policy. While the remaining variations 9.8% of employee's job satisfaction is explained by some other variables which are not considered in the study.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.950 ^a	.902	.899	.27261

Table 2: Coefficients of variables

Model		Un standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.603	.124		4.885	.000
	Work hour	-.173	.024	-.216	-7.094	.000
	Work load	-.128	.014	-.242	-9.338	.000
	Work life balance policy	.191	.032	.200	6.041	.000
	Personal life work interferes	.339	.022	.466	15.641	.000
	Work with personal life	0.459	.025	.510	18.551	.000

Predictors: work hour, personal life work interferes, work with personal life, work load and work life balance policy

For these data all the five predictors: workload, personal life work interference, work life balance policy, work life interference and working hour have positive b -values indicating positive effect. It tells us also to what degree each predictor affects the outcome. As the result in the table 2 shows that these factors not equally contributed to employee job satisfaction, For instance, work with personal life affects most dominantly the employee job satisfaction in 45.9%. If work with personal life increased by 45.9% employee job satisfaction can also increase by this percent, the next variable which mostly influence employee job satisfaction is persona life with work interfere having a coefficient of 0.339 if persona life with work interfere is increased by 33.9% employee job satisfaction should be increased by this much, the other variable work life balance policy has positive effect on the employee job satisfaction, when the work life balance policy increased by 19.1% employee job satisfaction should also be increased by this much, while the two variables working hour and workload negatively affect employee job satisfaction with the coefficient value of -0.173 and -0.128 respectively.

If the effect of all other predictors is held constant: therefore, as shown in the coefficient table the model formula is as follows and as stated earlier what stand for what:-

$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + \varepsilon$ were used.

$Y = 0.603 - 0.173(x_1) - 0.128(x_2) + 0.191(x_3) + 0.339(x_4) + 0.459(x_5) + \varepsilon$

DISCUSSIONS

H1: Working hours has a negative and significant effect on employee job satisfaction.

As presented in table 2 above, the results of multiple regressions revealed that working hour had negative and significant effect on employee job satisfaction with values ($\beta = -0.173$, $t = -0.216$, $p = 0.000$). Thus, P is less than 0.05 and the proposed hypothesis is rejected. The beta value of working hour ($\beta = -0.173$) which shows that keeping other factors constant, 1 unit change in working hour will cause negative change in employee job satisfaction. And it is statistically significant at $p < 0.05$ with its value of $P = 0.000$. Yadav & Dabhade (2013) and conducted a study on the effect of work-life balance, specifically working hours on employees' job satisfaction and finds a positive relationship between them.

H2: Work load has a positive and significant effect on job satisfaction.

As revealed in the table 2, work load has a beta value of -0.128, and p -value is equal to 0.000. From this finding one can inferred that work load has negative and significant effect on job satisfaction. As a result, this hypothesis is rejected. In this case the beta coefficient illustrate that keeping the other variables constant, in this model a one unit (%) change in work load, the consequence would be decrease in job satisfaction by 12.8% thus the proposed hypothesis was rejected.

H3: Work life balance policy has a positive and significant effect on employee job satisfaction.

The results of multiple regressions, as presented in table 2 above, shown that work life balance policy had a positive and significant effect on job satisfaction with values ($\beta = 0.191$, $p = 0.000$, $P < 0.05$ and statically significance. Thus, the proposed hypothesis was accepted. Here also the beta coefficient is positive implies by keeping the other variables constant that if work life balance policy of organization is increased by one unit (%) , employee job satisfaction is increased by 0.191 unit (19.1%). A study conducted by Maren (2013) is similar with the current findings and concluded that work life balance programs have positive and significant effect on job satisfaction of employee working in business organizations of Japan.

H4: Personal life work interference has a positive and significant effect on employee job satisfaction

As clearly indicated in the table 2, the beta value of personal life work interference is ($\beta = 0.339$). In this case also the beta coefficient is positive entails by keeping the other variables constant that work with personal life

interference of organization is increased by one unit (%), employee job satisfaction is also increased by 0.339 units (33.9%). And it is statistically significant at $p < 0.05$ with is p value 0.00 consequently, this hypothesis is accepted. His result also asserts that there is highly strong with a positive and significant correlation between work with personal life interference and employee job satisfaction and consistent with the result with previous studies of Ezra and Deckman (1991) who stated work to personal life interference was positive association with employee job satisfaction

H5: Work with personal life interference has positive and significant effect on employee job satisfaction.

The last hypothesis is work with personal life interference and has positive significant effect on employee job satisfaction As shown in the table 2, work with personal interference has beta value of 0.159 and p-value =0.000. Thus a one unit change in work with personal life interfere will cause a 0.459 unit (45.9%) positive change in employee job satisfaction and it is statistically significant at $p < 0.05$. Therefore, the proposed hypothesis was accepted. This result also claims that there is strong positive and significant effect of work with personal life interference on employee job satisfaction and agreed with the studies of (Nadeem and Abbas, 2009; and Cabrita and Heloisa, 2006); who stated work to personal life interference was positive association with employee job satisfaction.

CONCLUSIONS AND RECOMMENDATIONS

Finally, the four work life balance dimensions shown in the conceptual framework are work to personal life interference, work overload, personal life to work interference, work life balance policy and working hour was found to be significantly predicting the change in job satisfaction. Therefore, it is conclude that the whole work life balance categories are statistically explained the variation in job satisfaction. Finally, work life balance type found to be the most imperative factors impacting employee job satisfaction. Therefore organizations should be active enough in motivating a method such as, hours worked amount and family-friendly culture, perceived control, flexible hours and domestic variables that permit for the increment of work life balance and the consequential increases in job satisfaction and organizational performance.

Finally, Work life balance dimensions found to be the most important factors affecting employees' job satisfaction. Therefore Organizations must be interested in encouraging a mechanism, such as, hours worked, amount and reconciliation of work, management support and family-friendly culture, perceived control, flexible hours and domestic factors/personal support that allows for the increment of work life balance and the resultant increases in life satisfaction and organizational performance.

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