

The Effect of Work-Life Balance Practices on the Organizational Performance: Evidence from Selected Higher Learning Institutions in Tanzania

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Abstract

The relationship between work-life balance practices and organizational performance is a subject of considerable interest among researchers, practitioners, and policymakers. Extensive research has been conducted to explore the potential effects of work-life balance practices on various dimensions of organizational performance, including productivity, employee engagement, retention, absenteeism, and financial performance. This study was conducted on the effect of work-life balance practices on organizational performance in selected higher learning institutions in Tanzania. The study used quantitative research design using a sample of 100 populations. The linear regression and correlation analysis were used to test the relationship and its strength on the work life balance and organizational performance. The study findings indicate that there is a strong positive correlation between work-life balance and employee engagement, job satisfaction, and employee productivity, which are the variables for organizational performance. This correlation highlights the importance of promoting work-life balance in organizations to enhance employees' well-being.

Keywords: Work-Life Balance, Organizational Performance, Employee Productivity, Job Satisfaction

1.0 Introduction

In today's fast-paced and competitive business atmosphere, organizations are increasingly recognizing the importance of work-life balance practices in achieving sustainable growth and maintaining a motivated workforce. Work-life balance has emerged as a critical aspect of contemporary work environments, as individuals seek to achieve equilibrium between their professional responsibilities and personal lives (Adnan Bataineh, 2019, 2019; Margaret, 2018; Thevanes & Harikaran, 2020). In an era marked by heightened productivity expectations and the pursuit of sustainable growth, understanding the impact of work-life balance practices on organizational outcomes has become paramount. Work-life balance focuses on the balance between professional duties and personal life, whereby employees effectively manage their work demands while fulfilling their personal and family obligations (Garg & Yajurvedi, 2016; Lee, 2022).

Over the past decade, there has been a surge in research examining the intersection of work-life balance practices and organizational performance (Garg & Yajurvedi, 2016; Jaharuddin & Zainol, 2019; Lee, 2022; Shouman et al., 2022). This growing body of knowledge underscores the significance of fostering work-life balance within organizational

contexts and sheds light on its far-reaching implications. As organizations grapple with the challenges posed by a competitive labour market, an ageing workforce, and the evolving expectations of employees, they are gradually acknowledging the pivotal role that work-life balance plays in shaping employees' experiences and fostering positive outcomes (Msuya & Kumar, 2022; Pai et al., 2021) "volume": "16", "author": [{"family": "Pai", "given": "Swathi"}, {"family": "Patil", "given": "Vathsala"}, {"family": "Kamath", "given": "Rajashree"}, {"family": "Mahendra", "given": "Mansi"}, {"family": "Singhal", "given": "Deepak Kumar"}, {"family": "Bhat", "given": "Vishal"}], "issued": {"date-parts": [{"2021}]}}, "schema": "https://github.com/citation-style-language/schema/raw/master/csl-citation.json".

According to Mella et al. (2023), one of the primary reasons as to why work-life balance practices are deemed instrumental in enhancing organizational performance is their impact on employees' engagement. When employees are empowered to effectively manage their work commitments alongside their personal lives, they experience higher levels of job satisfaction and commitment to their organizations (Chitenje, 2018; Irfan et al., 2023; Jawadu, 2020). Engaged employees are more motivated, focused, and willing to invest discretionary effort in their work, which translates into increased productivity and performance. Moreover, a strong sense of work-life balance facilitates a heightened sense of well-being and reduces the risk of employee burnout, thereby contributing to sustained engagement and overall organizational effectiveness.

As argued by Kibizi and Michael, (2018), the changing dynamics of the modern workplace, characterized by longer working hours, increased job demands, and advancements in technology, have led to an imbalance between work and personal life for many employees. This imbalance can have detrimental effects on individuals, such as increased stress levels, burnout, reduced job satisfaction, and a decline in physical and mental health (Msuya & Kumar, 2022). Consequently, organizations are faced with the challenge of addressing these issues and implementing effective work-life balance practices to mitigate the negative consequences and foster a positive work environment (Shabir & Gani, 2020) "volume": "28", "author": [{"family": "Shabir", "given": "Sana"}, {"family": "Gani", "given": "Abdul"}], "issued": {"date-parts": [{"2020}]}}, "schema": "https://github.com/citation-style-language/schema/raw/master/csl-citation.json".

Various scholars confirmed that work-life balance practices have a direct bearing on employee well-being, both mentally and physically (Roopavathi & Kishore, 2021; Wood et al., 2020). By enabling employees to strike a harmonious balance between work and personal life, organizations can mitigate the negative effects of chronic stress and foster a healthier workforce. When employees feel supported and encouraged to prioritize their well-being, they are less likely to succumb to stress-related illnesses and are more likely to experience higher levels of psychological well-being (Jawadu, 2020). Consequently, reduced absenteeism due to illness, enhanced job satisfaction, and improved overall health outcomes contribute to organizational performance by minimizing disruptions and optimizing employee functioning (Bellmann & Hübler, 2021).

In the context of educational institutions such as the College of Business Education (CBE) - Dar es Salaam Campus, Institute of Finance Management (IFM) - Main Campus, and Dar es Salaam Institute of Technology (DIT) in Tanzania, implementing effective work-life balance practices is essential to ensure the well-being and productivity of both students

and staff (Franco et al., 2021). By promoting work-life balance among faculty, staff, and students, these institutions can create a conducive environment for learning, innovation, and overall well-being. For example, offering flexible work arrangements, promoting mental health support services, and encouraging a healthy work culture can contribute to the holistic development of individuals within the academic community (Diego-Medrano & Salazar, 2021). Furthermore, work-life balance practices in higher learning institutions can also have a direct impact on student outcomes (Yusuf et al., 2022). When educators and administrative staff are supported in achieving a healthy balance between their professional roles and personal lives, they are likely to be more motivated, engaged, and effective in their interactions with students. This can lead to improved teaching quality, mentorship opportunities, and overall student satisfaction (Talip et al., 2021).

Numerous work-life balance practices have been developed and implemented by organizations worldwide to support their employees in achieving healthy work-life integration. These practices encompass a wide range of initiatives, including flexible work arrangements, telecommuting, compressed work weeks, family-friendly policies, wellness programs, and employee assistance programs (Shabir & Gani, 2020). By promoting work-life balance, organizations aim to enhance employee well-being, job satisfaction, and overall quality of life, leading to improved organizational performance (Roopavathi & Kishore, 2021; Wood et al., 2020). One of the key benefits associated with effective work-life balance practices is increased employee productivity. Employees who experience a healthy work-life balance are more likely to be motivated, focused, and engaged in their work. They are better equipped to manage their time, set priorities, and allocate their energy effectively, resulting in higher levels of productivity and performance. Moreover, work-life balance practices that provide employees with flexibility and autonomy in their work arrangements can lead to a sense of empowerment and ownership,

The relationship between work-life balance practices and organizational performance is a subject of considerable interest among researchers, practitioners, and policymakers. Extensive research has been conducted to explore the potential effects of work-life balance practices on various dimensions of organizational performance, including productivity, employee engagement, retention, absenteeism, and financial performance (Bellmann & Hübler, 2021; Jaharuddin & Zainol, 2019; Jawadu, 2020; Kibozi & Michael, 2018; Thevanes & Harikaran, 2020; Wood et al., 2020). Understanding these effects is critical for organizations in seeking to create a competitive advantage by attracting and retaining top talent, enhancing employee morale, and boosting overall productivity (Shouman et al., 2022). This research seeks to explore the multifaceted relationship between work-life balance practices and organizational performance, delving into the various dimensions and mechanisms through which work-life balance influences the overall effectiveness and success of an organization. Specifically we examine the effect of work-life balance on employee's productivity, job satisfaction, and employee engagement.

2.0 Literature Review

2.1 Theoretical Review

The study has been guided by three theories, Effort-Reward Imbalance Theory, Job-Demands Resources (JD-R) Model, and Social Exchange Theory. The theories provide insights of the relationship between the specific objectives adopted by the study.

2.1.1 Effort-Reward Imbalance Theory

The Effort-Reward Imbalance (ERI) Theory developed by Johannes Siegrist, posits that individuals evaluate their work environment based on the balance between the effort they exert and the rewards they receive (Siegrist, 2016). This theory suggests that employees expect a fair exchange between their efforts and the rewards they obtain, such as salary, recognition, and career advancement opportunities. The ERI Theory is useful in this study as it provides a framework to understand the relationship between work-life balance and employee productivity. When employees perceive a significant imbalance between their efforts and rewards, it can lead to increased stress, decreased motivation, and lower productivity. Examining the effect of work-life balance on employee productivity through the lens of the ERI Theory allows researchers to explore whether an improved work-life balance contributes to a more favourable effort-reward balance, thereby positively influencing productivity.

2.1.2 Job-Demands Resources (JD-R) Model

Arnold Bakker and Evangelia Demerouti created the Job-Demands Resources (JD-R) Model, which is a well-known paradigm for explaining how job demands and job resources interact to predict employee performance and well-being. The physical, psychological, social, or organizational components of work that demand consistent effort and have corresponding expenses are referred to as job demands in this approach. On the other hand, the physical, psychological, social, or organizational components of a job are considered job resources because they assist people to accomplish their goals at work, lessen work-related stress, and promote personal development (Bakker & Demerouti, 2017; Bauer, 2014).

The JD-R Model is pertinent to this study because it clarifies how work-life balance and job satisfaction are related. Work-life balance can be viewed as a professional resource that helps people successfully balance the demands of their personal and professional lives. Employees are more likely to feel happy with their jobs when they have a better work-life balance. Researchers can learn more about the significance of work-life balance as a crucial job resource that contributes to higher levels of job satisfaction by analysing the impact of work-life balance on job satisfaction through the JD-R Model.

2.1.3 Social Exchange Theory

The focus of Peter Blau's Social Exchange Theory is on the sharing of resources and advantages in interpersonal interactions (Blau, 1968). This idea contends that people choose their partners and interact with others depending on the perceived benefits and drawbacks. Employees interact socially with their employers in the workplace, contributing their time, effort, and abilities in exchange for a variety of benefits and rewards (McLeod

et al., 2021; Xuecheng & Iqbal, 2022). The Social Exchange Theory offers a framework for understanding the connection between work-life balance and employee engagement, which makes it relevant to this study. Employees feel more reciprocal when they believe their employer values and supports their need for a work-life balance. Their engagement and dedication to the company are subsequently strengthened as a result. Researchers can learn how organizations can foster a positive exchange relationship with employees by supporting their work-life balance, which in turn will increase engagement and commitment levels, by examining the relationship between work-life balance and employee engagement through the lens of social exchange theory.

2.2 Empirical review

Irfan et al. (2023) examined the relationship between work-life balance and project performance, as well as how job burnout and organizational support mediated the relationship and what direct effects work-life balance had on project performance. Regression analysis was applied, and the Preacher and Hayes model was used to determine variable mediation, moderation, and conditional process analysis. The study findings indicate that work-life balance was instrumental to project success, with organizational support having the biggest influence. The study findings also show a link between job burnout and improved project success. The bootstrapping results also revealed a total mediation effect between work-life balance and project performance. Strengths of the research include the use of regression analysis and the Preacher and Hayes model for mediation analysis. However, potential limitations may include the generalizability of findings to different industries or regions, as well as the reliance on self-reported data which could have a bias.

Msuya and Kumar, (2022) evaluated the impact of supervisor work-life support on the productivity of bank employees by relating work autonomy and employee workload. In Tanzania's Central Zone, a survey was made to the bank staff. In all, 417 survey forms were filled out by bank employees. Structured equation modelling was then used to analyse the data. The study findings showed that the relationship between job performance and supervisor work-life support was strongly mediated by work autonomy. Contrary to expectations, there was a negative and insignificant association between workload and work performance in the supervisor's work-life support model. Furthermore, the study findings show that workload and work autonomy have a big impact on how well bank personnel do their jobs. Furthermore, the study findings showed a positive relationship between supervisor work-life support and employee performance. Strengths of the research include the use of structured equation modelling for data analysis, a sizable sample of 417 bank employees, and valuable insights into the factors influencing employee productivity. Limitations may arise from biases in self-reported survey responses and the particular context of the study, which could restrict the generalizability of the findings.

A study by Takeuchi (2021) on American pharmaceutical companies carried out an in-depth analysis to examine the processes and impact of work-life balance policies on the advancement of women employees and corporate performance resulting from women's activities. The study utilized structural equation modelling to elucidate the intricate causality between the promotion of women employees and personnel policies within these organizations. The findings of the analysis revealed that despite accounting for the complex

relationships among the variables, there were no observable significant improvements in productivity stemming from the implementation of work-life balance policies. It was noted that while these policies did not directly influence the promotion or salaries of women employees, they did have an indirect effect on enhancing women's promotions and wage increments over the course of their employment tenure. The strengths of the research lie in its use of structural equation modelling to analyse complex relationships, revealing indirect benefits for women's promotions and wage increments. However, limitations include the lack of direct influence on productivity and salaries, potentially biased results due to specific industry focus, and the need for further research to generalize findings across different sectors

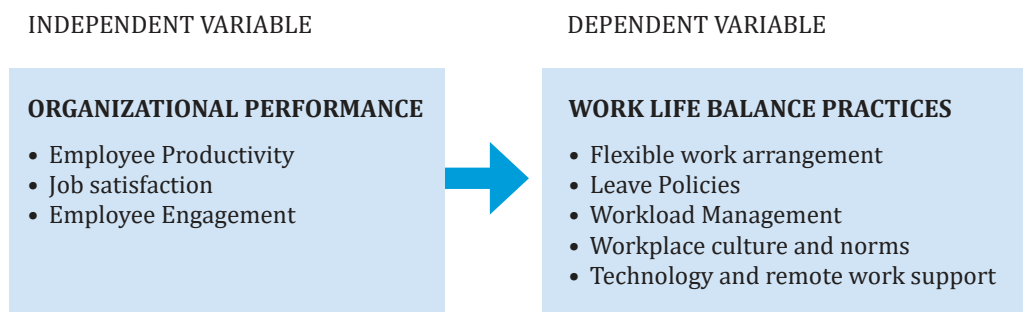
Preena (2021) analysed the impact of work-life balance on employee performance: an empirical study on a shipping company in Sri Lanka. In this respect, quantitative research was conducted by collecting basic information through a self-administered questionnaire. Books, journals and articles were used to collect secondary data for the study. Furthermore, this study included 84 employees of a well-known shipping company in Sri Lanka as a sample population. The sampling method was convenience sampling. Descriptive and inferential statistics were used in data analysis. Standard deviations, means and ranges were part of the descriptive statistics. The effect of work-life balance on employee performance was examined through simple linear regression analysis using SPSS tool when it comes to poor statistics. According to correlation research, there is a strong relationship between work-life balance and employee performance. Then, regression analysis confirmed that there is a significant effect of work-life balance on employee performance. The strengths of the study include a well-defined research focus, use of both primary and secondary data sources, and robust statistical analysis. However, limitations include potential biases in self-reported data and the generalizability of findings to other industries or regions

The study conducted by Jaharuddin and Zainol (2019) focused on investigating the impact of work-life balance (WLB) on job engagement and turnover intention among executive workers in Malaysia's Klang Valley. The researchers collected data through questionnaire surveys from 213 executive workers and analysed the data quantitatively. The study found direct correlations between work-life conflicts, job engagement, and turnover intention. Additionally, a significant relationship was identified between job satisfaction and employees' intention to quit the job. However, the research did not find that work-life balance and turnover intention was mediated by job engagement. Strengths of the research include the use of a quantitative analysis method, which provides statistical data to support the findings. The large sample size of 213 executive workers enhances the generalizability of the results to a broader population of executive employees in Malaysia. The study's focus on a specific region, allows for a more targeted analysis of work-life balance issues within a localized context. Limitations of the research may include potential biases in self-reported data from the questionnaire surveys. Participants may have provided socially desirable responses or inaccurately reported their levels of job engagement, turnover intention, and work-life balance. Additionally, the study's cross-sectional design limits the ability to establish causality between variables. Longitudinal studies could provide more insight into how changes in work-life balance over time impact job engagement and turnover intention.

The study conducted by Mmakwe and Ukoha (2018) in the banking sector in Port Harcourt, Rivers state, Nigeria highlighted the importance of work-life balance on employee

performance. The research, which included 769 employees from 5 commercial banks in Port Harcourt City, utilized a sample size of 400 and achieved a return rate of 75 per cent. By employing the Spearman rank order correlation coefficient, the study found a strong correlation between work-life balance measures and employee performance indicators. The research recommended that banking organizations should implement supportive policies to enhance overall employee performance. Strengths of the study include a significant sample size and a high return rate, while limitations may include potential biases due to the specific location and industry focus.

Figure 1: Conceptual Framework



Source: Literature Review (2023)

3.0 Methodology

3.1 Research Design

The research design for this study was a quantitative research design. The selected research design involves collecting numerical data to answer research questions and test hypotheses which allow for a comprehensive understanding of the relationship between work-life balance practices and organizational performance (Bentahar & Cameron, 2015).

3.1.1 Research Approach

The study employed cross-sectional approaches mentioned as research approach. According to Kothari, (2017) a cross-sectional approach involves collecting data from a single point in time. Researchers gather information from a sample or population at a specific moment to examine the relationships between variables. This method allows researchers to capture a snapshot of a population’s characteristics or behaviours at a particular time. This involves comparing organizations that have implemented work-life balance practices with similar organizations that have not, to assess the impact on organizational performance. This approach can help establish a causal relationship between work-life balance practices and performance outcomes.

3.1.2 Population

The targeted population of the study was all academic staff in the higher learning institution in Tanzania. According TCU (2023), there are 8507 academic staff at higher learning

institution in Tanzania. The study involved three institutions, the College of Business Education (CBE) - Dar es Salaam Campus, the Institute of Finance Management (IFM)-Main Campus, and Dar Salaam Institute of Technology (DIT).

3.1.3 Sample size

According to the institutions profile, 8507 academic staff employees were targeted, therefore the sample size was calculated following formula by Mark slovin (1960).as follow,

Where n = sample size, N = population size, e =level of precision

$$n = 8507 + 8507 (0.1)^2$$

$$n = 8507 / 1 + 85.1$$

$$n = 8507 / 86.1$$

$$n = 98.8 \text{ Approximately } 100$$

In this study, a sample size of one hundred (100) were taken

3.1.4 Data Collection

Primary data were collected using questionnaires, and interviews. Questionnaires were administered to employees and managers to gather quantitative data on work-life balance practices, organizational performance indicators, and individual-level outcomes such as job satisfaction and work engagement. The five-point Likert scale statement were developed and the respondents were required to indicate the level of agreement by choosing (1) strongly disagree (5) strongly agree.

3.1.5 Data Analysis

Quantitative data were analysed using appropriate statistical techniques through Statistical Package on Social Science (SPSS). Correlation analysis used to determine the strength and direction of relationships between work-life balance practices and organizational performance indicators. The study also employed regression analysis to identify the specific impact of work-life balance practices on performance outcomes while controlling for other relevant factors. Employees productivity, job satisfaction and employee engagement were used as dependent variables, which were predicted by using independent variables work life balance.

3.1.6 Reliability and Validity of Study

Validity and reliability are the two important control objects in research design (Yin, 2017). The aspects of validity and reliability are also important in this study. Hence, the researcher's findings must be valid and reliable. Validity and reliability are factors that any researcher looking for good quality research should consider while designing a study and analysing and presenting the results.

3.1.7 Validity

Validity pertains to the degree to which an instrument accurately measures what it is intended to measure (Gupta & Gupta, 2022). Kothari (2017) proposes various methods

which were adopted in this study to ensure validity. Firstly, the study formulated clear and precise questions and conducted pre-tests on questionnaires, which helped to identify and address potential issues early on. Secondly, the study edited collected data to rectify errors and omissions ensured completeness, accuracy, and consistency.

3.1.8 Reliability

The reliability of a study refers to the degree to which other researchers would obtain similar results if they were to conduct a study with the same case and procedures as the original researcher (Kothari, 2017). It is crucial for researchers to design studies that are transparent and clear, allowing for auditability. This transparency enables readers to replicate the method and potentially achieve the same results, or at least have confidence that the results were not manipulated in any way. In this study, the researcher prepared a sufficient number of questions and collected data from various respondents through questionnaires and interviews. Prior to the actual study, reconnaissance was conducted to test the research instruments.

3.1.9 Ethical Issues

Ethics pertains to a set of moral principles that focus on ensuring research procedures align with professional, legal, and societal responsibilities. Creswell (2013) underscores the importance of ethical considerations in research, such as informed consent procedures, deception or covert activities, confidentiality towards participants, sponsors, and colleagues, prioritizing benefits over risks for researchers, and accommodating participant requests that may exceed social norms. It is crucial for participants to provide their consent before engaging in any study (Bhandari, 2021). Ethical considerations were observed throughout the research process. Informed consent was obtained from all participants, ensuring they understand the purpose of the study and the voluntary nature of their participation. Participants' privacy and confidentiality were protected, and data were anonymized and securely stored. The study adhered to ethical guidelines and regulations set by relevant research institutions and organizations."

4.0 Findings

4.1 Background Characteristics of the Respondent

The findings from the provided data reveal insights about the surveyed population's gender distribution, age demographics, and working experience. Table one below shows that, males account for 56per cent of the sample, while females make up 44 per cent. This indicates a slight majority of males in the surveyed population. The gender distribution highlights the importance of considering gender-related factors when analysing the data, as there may be different perspectives and experiences based on gender. The data also indicate that individuals between the ages of 18 and 30 years constitute 24 per cent of the sample. The next age group, consisting of individuals between 30 and 45 years old, accounts for 29 per cent of the sample. This suggests a slightly higher representation compared to the youngest age group. The largest proportion, at 32 per cent, belongs to the age group of 45-55 years which indicates a significant presence of middle-aged individuals

in the surveyed population. Lastly, individuals aged 55 years and above make up 15 per cent of the sample, representing a smaller proportion of older individuals.

Regarding working experience, the data provide insights into the professional background of the surveyed population. Individuals with 0-5 years of work experience account for 22 per cent of the sample. This suggests a relatively smaller proportion of entry-level professionals. The next category, encompassing individuals with 5-10 years of experience, represents 31 per cent of the sample. This indicates a larger proportion of mid-level professionals. However, the majority of the surveyed population, comprising 47 per cent, falls into the category of individuals with 10 or more years of working experience. This finding points to a significant presence of experienced professionals in the sample. Further, 30 per cent of the respondents were from CBE, 32 per cent from DIT, and 28 per cent from IFM. This shows the equally participation of all three selected higher learning institutions.

Table 1: Background Characteristics of the Respondents

Gender	Frequency	Percent (%)
Male	56	56.0
Female	44	44.0
Age		
18-30	24	24.0
30-45	29	29.0
45-55	32	32.0
55 and above	15	15.0
Working Experience		
0-5 Years	22	22.0
5-10 years	31	31.0
10 years and above	47	47.0
Institution		
CBE	30	30.0
DIT	32	32.0
IFM	38	38.0
	100	100.0

Descriptive Data

4.2 The Effect of Work-Life Balance on Employee Productivity

The data provided in table two below offers valuable insights into the perceived impact of work-life balance practices on productivity. The mean scores indicate a generally positive attitude towards work-life balance and its relationship to productivity. With mean scores ranging from 4.26 to 4.74, it is evident that the respondents believe work-life balance practices play a significant role in enhancing their productivity levels. One of the key

findings from the data is that work-life balance practices positively impact productivity. The mean score of 4.62 suggests that the majority of respondents strongly agree that maintaining a healthy work-life balance leads to increased productivity. Another notable result is the correlation between work-life balance and motivation.

The mean score of 4.51 indicates that the respondents feel more motivated and productive when they have a good work-life balance. Furthermore, the data show that proper work-life balance practices are perceived as effective in managing workload. With a mean score of 4.74, the respondents strongly agree that work-life balance practices help them manage their workload effectively. In addition to workload management, work-life balance practices contribute to better time management and task prioritization. The mean score of 4.49 indicates that respondents recognize the positive impact of work-life balance on their ability to manage time efficiently and prioritize tasks effectively.

Moreover, the data highlights that work-life balance practices facilitate focus and concentration on work. With a mean score of 4.31, the respondents acknowledge that work-life balance enables them to maintain focus and concentration on their tasks. Lastly, the data indicate that work-life balance practices support a healthier work environment, leading to improved productivity. The mean score of 4.26 emphasizes that the respondents believe work-life balance contributes to a healthier and more supportive work environment.

Table 2: The Effect of Work-Life Balance on Employee Productivity

	Mean	STD
Work-life balance practices positively impact my productivity	4.62	0.5993
I feel more motivated and productive when I have a good work-life balance.	4.51	0.6741
Proper work-life balance practices help me manage my workload effectively.	4.74	0.5966
Work-life balance practices contribute to better time management and task prioritization.	4.49	0.6435
With work-life balance practices, I can maintain focus and concentration on my work.	4.31	0.6146
Work-life balance practices support a healthier work environment, leading to improved productivity.	4.26	0.7052
I am able to achieve a better work-life balance, resulting in increased productivity levels.	4.43	0.6397
Work-life balance practices allow me to recharge and avoid burnout, enhancing my productivity.	4.23	0.7635
I find that work-life balance practices improve my overall work performance.	4.59	0.5336
Having a good work-life balance positively impacts my ability to meet deadlines and deliver high-quality work.	4.38	0.8851

Source: Survey Data (2023)

4.3 The Effect of Work-Life Balance on Job Satisfaction

According to the survey results in table three below, it is evident that my organization provides flexible working hours that allows the employer to effectively manage my personal and professional commitments. The mean score of 4.28 indicate that employees generally perceive the flexibility offered by the organization positively. Furthermore, the work-life balance initiatives implemented by the organization have a positive impact on job satisfaction, as indicated by the mean score of 4.14. The survey findings also highlight the strong support employees feel from their supervisors and colleagues in maintaining a healthy work-life balance. With a mean score of 4.74, it is evident that employees perceive a high level of support within their work environment.

Moreover, the availability of remote work options appears to enhance job satisfaction and overall well-being, as indicated by the mean score of 4.49. Remote work options provide employees with the flexibility to work from any location, enabling them to better manage their time and reduce the stress associated with commuting. Additionally, the survey findings reveal that my organization encourages and supports employees in taking regular breaks and vacations to recharge. With a mean score of 4.14, it is evident that the organization recognizes the importance of rest and rejuvenation. By promoting regular breaks and vacations, the organization acknowledges the need for employees to disconnect from work and recharge both mentally and physically. This approach contributes to a healthier work environment, prevents burnout, and enhances job satisfaction. Lastly, the survey results demonstrate that employees have sufficient control over their workloads and can manage them within reasonable working hours. With a mean score of 4.26, it is evident that employees feel empowered to manage their tasks effectively. This control over workload empowers individuals to maintain a healthy work-life balance by avoiding excessive work hours and ensuring that their professional obligations are manageable within a reasonable timeframe.

Table 3: The Effect of Work-Life Balance on Job Satisfaction

	Mean	STD
My organization provides flexible working hours that allows me to manage my personal and professional commitments effectively.	4.28	0.8655
The work-life balance initiatives implemented by my organization positively impact my job satisfaction.	4.14	0.9849
I feel supported by my supervisors and colleagues in maintaining a healthy work-life balance.	4.74	0.5966
The availability of remote work options enhances my job satisfaction and overall well-being.	4.49	0.6435
My organization encourages and supports employees in taking regular breaks and vacations to recharge.	4.14	0.3766
I have sufficient control over my workload and can manage it within reasonable working hours.	4.26	0.7052
The work-life balance practices in my organization contribute to my overall job satisfaction.	4.25	0.4578

	Mean	STD
I feel empowered to prioritize my personal and family commitments without compromising my work responsibilities.	4.23	0.7635
My organization promotes a culture that values work-life balance, leading to increased job satisfaction among employees.	4.59	0.5336
The work-life balance practices implemented	4.44	0.5187

Source: Survey Data (2023)

4.4. The Effect of Work-Life Balance on Employee Engagement

The survey findings as per table four below suggest that the work-life balance practices in the organization contribute to employees’ overall engagement and commitment to their work, as indicated by a mean score of 4.37 and a standard deviation of 0.51. The organization’s provision of flexible working arrangements, enabling employees to effectively manage their personal and professional life, received a mean score of 4.16. Employees also feel supported by the organization in maintaining a healthy work-life balance, with a mean score of 4.64. The availability of work-life balance initiatives positively impacts employees’ level of engagement, as reflected in a mean score of 4.49. Additionally, employees reported being able to maintain a good work-life balance, which enhances their motivation and job satisfaction, with a mean score of 4.43. Lastly, the organization’s encouragement and support for employees to take time off and engage in self-care activities received a mean score of 4.26. These findings emphasize the significance of work-life balance practices in fostering employee engagement, commitment, and job satisfaction.

Table 4: The Effect of Work-Life Balance on Employee Engagement

	Mean	STD
The work-life balance practices in my organization contribute to my overall engagement and commitment to my work.	4.37	0.5056
My organization provides flexible working arrangements that enable me to effectively manage my personal and professional life.	4.16	0.7483
I feel supported by my organization in maintaining a healthy work-life balance.	4.64	0.5029
The availability of work-life balance initiatives positively impacts my level of engagement at work.	4.49	0.6435
I am able to maintain a good work-life balance, which enhances my motivation and job satisfaction.	4.43	0.5175
My organization encourages and supports employees in taking time off and engaging in self-care activities.	4.26	0.7052
I have sufficient control over my workload and can manage my time effectively.	4.32	0.4899
The work-life balance practices in my organization contribute to a positive work environment, leading to higher engagement levels among employees.	4.23	0.7635

	Mean	STD
I am able to fulfil my personal obligations without compromising my work responsibilities, which increases my engagement at work.	4.37	0.6614
The work-life balance initiatives implemented by my organization positively influence my commitment and loyalty to the company.	4.24	0.5707

Source: Survey Data (2023)

4.5 Regression Results

The linear regression was taken to test the relationship between independent and dependent variables. The results of the linear regression analyses as per table five below indicate a strong positive relationship between work-life balance practices and three important employee outcomes: employee productivity, job satisfaction, and employee engagement. For the regression between work-life balance practices and employee productivity, the multiple correlation coefficient (R) is 0.9910, indicating a very strong positive linear relationship. The coefficient of determination (R Square) is 0.9820, which means that approximately 98.20 per cent of the variance in employee productivity can be explained by the variation in work-life balance practices. This implies that when organizations prioritize and implement effective work-life balance practices, it leads to a significant increase in employee productivity.

Similarly, the regression analysis between work-life balance practices and job satisfaction shows a multiple correlation coefficient (R) of 0.9904, indicating a very strong positive linear relationship. The coefficient of determination (R Square) is 0.9810, which means that around 98.10 per cent of the variance in job satisfaction can be explained by the variation in work-life balance practices. This suggests that when employees perceive that their work-life balance is well-supported by the organization, they tend to experience higher levels of job satisfaction. Furthermore, the regression analysis between work-life balance practices and employee engagement reveals a multiple correlation coefficient (R) of 0.9929, indicating an extremely strong positive linear relationship. The coefficient of determination (R Square) is 0.9859, meaning that approximately 98.59 per cent of the variance in employee engagement can be explained by the variation in work-life balance practices. This finding suggests that when employees have access to and are encouraged to maintain a healthy work-life balance, they are more likely to be highly engaged in their work and demonstrate a greater commitment to their organization.

These results highlight the importance of prioritizing and implementing effective work-life balance practices in organizations. Not only are such practices strongly associated with higher levels of employee productivity, job satisfaction, and engagement, but they also serve as crucial factors in nurturing a positive work environment and promoting employee well-being. By recognizing the significance of work-life balance and actively supporting their employees in achieving it, organizations can create a more motivated, satisfied, and engaged workforce, leading to improved overall performance and success.

Table 5: Results Summary

	Employee Productivity	Job Satisfaction	Employee Engagement
Multiple R	0.9610	0.82904	0.8929
R Square	0.9235	0.6801	0.7972
Adjusted R Square	0.8709	0.5699	0.6748
Standard Error	0.6149	0.6340	0.5588
Observations	10	10	10

Independent variable: Work-Life Balance Practices

Source: Survey Data (2023)

4.6 Correlation Result

Correlation analysis used to determine the strength and direction of relationships between work-life balance practices and organizational performance indicators. Based on the provided correlations findings in Table six, there are positive relationships between work life balance and employee engagement, job satisfaction, as well as employee productivity. The correlation coefficient of 0.781 between employee engagement and work life balance indicates a moderately strong positive relationship. This suggests that when employees perceive their work and personal lives to be balanced, they are more likely to be engaged in their work. This connection can be attributed to the fact that when individuals have a better balance between their professional and personal responsibilities, they are more motivated, committed, and enthusiastic about their work. They are likely to experience lower levels of stress and burnout, resulting in higher levels of engagement.

The correlation coefficient of 0.825 between job satisfaction and work life balance suggests a stronger positive relationship. This finding implies that when employees have a better work life balance, their overall job satisfaction can be positively influenced. When individuals have the flexibility of managing their work and personal obligations effectively, they experience greater job satisfaction as they perceive a higher quality of life. This, in turn, can lead to increased motivation, productivity, and a higher likelihood of staying with the organization. The correlation coefficient of 0.627 between employee productivity and work life balance indicates a moderate positive relationship. This implies a better work life balance among employees tends to have a positive impact on their productivity. When individuals are able to maintain a healthy equilibrium between their work and personal lives, they are more likely to be focused, energized, and able to perform at their best. They are less likely to experience burnout, fatigue, and distractions, resulting in higher levels of productivity.

The findings highlight the importance of work life balance in organizations. A positive work life balance is associated with higher levels of employee engagement, job satisfaction, and productivity. Organizations that prioritize and support their employees in achieving work life balance are likely to benefit from a more engaged, satisfied, and productive workforce. It is crucial for employers to consider implementing policies and practices that promote work life balance, such as flexible work arrangements, wellness programs, and supportive

management styles, in order to create a positive work environment and enhance overall organizational performance.

Table 6: Correlation Results

	Work-Life Balance	Employee Engagement	Job Satisfaction	Employee Productivity
Work-Life Balance	1.000			
Employee Engagement	0.781	1.000		
Job Satisfaction	0.825	0.826	1.000	
Employee Productivity	0.627	0.643	0.640	1.000

Source: Survey Data (2023)

5.0 Discussion

The current study was conducted on the effect of work-life balance practices on organizational performance in a few selected higher learning institutions in Tanzania, specifically CBE, DIT, and IFM, revealed some interesting findings. The correlations between employee engagement, job satisfaction, and employee productivity with work-life balance were analysed and the results indicated strong positive relationships. Firstly, the correlation between employee engagement and work-life balance was found to be 0.781. Employee engagement refers to the level of commitment and enthusiasm an employee has towards their work and the organization. This finding suggests that when employees perceive a good balance between their work responsibilities and personal life, they are more likely to be engaged in their work. A positive work-life balance allows employees to have time for their personal activities, which can contribute to their overall well-being and job satisfaction. As Lee (2022) asserted, work-life balance refers to the equilibrium between professional responsibilities and personal life, including family, social activities, and personal interests. Maintaining a healthy work-life balance is crucial for overall well-being and productivity. Research conducted by Preena (2021) supports the notion that there is a strong relationship between work-life balance and employee performance. When employees are able to effectively manage their work and personal lives, they are more likely to be satisfied, motivated, and productive in their roles.

The results also revealed a positive correlation between job satisfaction and work-life balance as well employee productivity. The results mean as one variable increases, the other variable also tends to increase. In this context, it suggests that individuals who are able to effectively balance their work responsibilities with their personal life tend to experience higher levels of job satisfaction. This relationship implies that when employees feel they have enough time and energy to fulfil both their professional duties and personal commitments, they are more likely to feel content and fulfilled in their jobs. The study of Jaharuddin and Zainol (2019) also found a direct correlation between work-life conflicts, job engagement, and turnover intention. Additionally, a significant relationship was identified between job satisfaction and employees' intention to quit the job.

This confirms that achieving a healthy work-life balance can lead to reduced stress, improved mental well-being, increased productivity, and overall job satisfaction. When individuals feel supported in managing their work and personal lives, they are more likely to be engaged, motivated, and satisfied with their jobs. Employers who prioritize promoting work-life balance among their employees may benefit from higher levels of job satisfaction, lower turnover rates, and increased organizational performance. When individuals have the time and flexibility to engage in activities outside of work, they experience a greater sense of fulfilment, which translates into higher job satisfaction. Moreover, a healthy work-life balance reduces stress levels, which can have an instrumental impact on productivity. When employees have the necessary resources and support to manage their personal responsibilities alongside their work commitments, they are better equipped to perform their best.

The findings highlight the importance of work-life balance practices in higher learning institutions in Tanzania. Organizations that prioritize and support their employees' work-life balance are likely to benefit from increased employee engagement, job satisfaction, and productivity. The JD-R Model clarifies how work-life balance and job satisfaction are related by saying, work-life balance can be viewed as a professional resource that helps people successfully balance the demands of their personal and professional lives (Bakker & Demerouti, 2017). A culture that values work-life balance can be created through various strategies including, implementing flexible work arrangements, such as telecommuting or flexible working hours, this can provide employees with greater control over their schedules and enable them to fulfil their personal obligations.

Furthermore, promoting a supportive and inclusive work environment that encourages open communication, understanding, and empathy towards employees' personal needs can contribute to a positive work-life balance. It is important to note that work-life balance is a multifaceted concept, and achieving it requires a collaborative effort between employees and organizations. While organizations play a significant role in implementing policies and practices that support work-life balance, individuals also need to take responsibility for managing their time and setting boundaries between work and personal life. Time management skills, prioritization, and effective communication with supervisors and colleagues are essential for maintaining a healthy work-life balance. According to social exchange theory, employees feel more reciprocal when they believe their employer values and supports their needs for a work-life balance (McLeod et al., 2021). Their engagement and dedication to the company are subsequently strengthened as a result. Researchers can learn how organizations can foster a positive exchange relationship with employees by supporting their work-life balance, which in turn will increase engagement and commitment levels, by examining the relationship between work-life balance and employee engagement through the lens of social exchange theory.

6.0 Conclusion and Policy Implications

The findings of the current study indicate a strong positive correlation between work-life balance and employee engagement, job satisfaction, and employee productivity. The correlation highlights the importance of promoting work-life balance in organizations to enhance employees' well-being. The findings of the study reveal crucial insights for

organizations in this sector. By promoting work-life balance, organizations can significantly enhance employee well-being, leading to increased job satisfaction, higher levels of engagement, and improved productivity among staff members. To leverage these insights effectively, organizations in higher learning institutions in Tanzania can implement various strategies. These may include introducing flexible working arrangements, providing support for employees to manage their personal and professional responsibilities effectively, offering welfare programs, and fostering a culture that values work-life balance. By incorporating these practices, organizations can create a conducive environment that not only supports employees in achieving a healthy work-life balance but also contributes to overall organizational performance and success. Based on these findings, organizational leaders and policymakers in higher learning institutions in Tanzania are encouraged to prioritize the implementation of work-life balance practices within their organizations. This may include offering flexible work arrangements, promoting a supportive organizational culture that values work-life balance, providing resources for employee well-being initiatives, and fostering open communication channels for employees to express their needs and concerns regarding work-life balance. By investing in the strategies that promote work-life balance, organizations can create a more positive and productive work environment, enhance employee satisfaction and engagement, reduce turnover rates, and ultimately improve overall organizational performance.”

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