EFFECT OF WORK LIFE BALANCE ON EMPLOYEES' PERFORMANCE IN TANZANIA TELECOMMUNICATION CORPORATION RUKWA REGION

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A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTERS OF HUMAN RESOURCES MANAGEMENT DEPARTMENT OF MARKETING ENTREPRENEURSHIP AND MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled: "Effect of intrinsic motivation on employees job performance in Tanzania public organizations; the case of Sumbawanga water and sanitation authority" in partial fulfilment of the requirements for the degree of master of human resource management of the open university of Tanzania.

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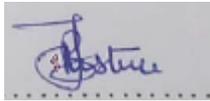
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DECLARATION

I, **Bahati Justice,** do hereby declare that this dissertation is my own original work and that it has not been submitted and will not be submitted for any academic award in any other University for a similar or any other degree award

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ACKNOWLEDGEMENTS

DEDICATION

This work is dedicated to my beloved childrens, Fauster Bujeje,Sarah Bujeje and also Reuben Kapela's family for raising me and their prayers in my educational journey. Many thanks to her.

ABSTARCT

The purpose of this study was to investigate how Tanzania Telecommunications Corporation Rukwa Region employees' performance was affected by work-life balance. This study was led by three objectives: to ascertain the impact of flexible work arrangements, leave policies, and welfare policies on the performance of Tanzania Telecommunication Corporation Rukwa Region employees. In this study, positivist philosophy was applied. Additionally, a quantitative method was used. The study design that was selected was the explanatory one. Out of the 115 TTCL employees, 87 respondents were chosen at random to make up the sample. To gather information, structured questionnaires were employed. The data was analyzed using multiple regression analysis and descriptive statistics. According to the study, employee performance at TTCL Rukwa Region was positively and significantly correlated with all independent variables, including leave, policy, flexible work arrangements, and welfare policies. Based on the results, this study suggests that TTCL management examine the leave policy on a regular basis to make sure it is in line with the aims and objectives of the company. Additionally, managers should foster an environment of trust and responsibility where staff members are empowered to efficiently manage their own work schedules. Last but not least, HR should make sure that all workers are aware of welfare regulations and their rights and benefits.

Keywords: *Work Life Balance, Leave Policy, Flexible Work Arrangements, Welfare Policies, Employees Performance*

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ABBREVIATIONS

ANCOVA	Analysis of Covariance.
EP	Employees Performance
FWAs	Flexible Working Arrangements.
HR	Human Resource Management
LP	Leave Policy
OLS	Ordinary Least Square
PLS-SEM	Partial Least Squares Structural Equation Modeling
SEM	Structural Equation Modeling
SPSS	Statistical Package for the Social Sciences
TPB	Tanzania Postal Bank
TTCL	Tanzania Telecommunications Company Limited
UK	United Kingdom
US	United States of America
VIF	Variance Inflation Factor
WP	Welfare Policies

CHAPTER ONE

INTRODUCTION

1.1 Overview

The study's background, problem statement, goals, and hypotheses are presented in this chapter. It also describes the importance, structure, and extent of the study.

1.2 Background of the Study

It can be difficult for employees to reconcile their personal and professional life in the fast-paced workplace of today, especially in the telecommunications industry. These challenges can lead to burnout, decreased job satisfaction, and a decline in productivity. Telecommunication companies, like those in Rukwa, Tanzania, are not immune to these issues. The demand for constant connectivity, long working hours, and the pressure to meet targets often disrupt employees' ability to manage their personal lives effectively (Kelly, 2021).

Because it may affect workers' performance, finding a healthy work-life balance has drawn more attention. The ability to successfully manage and balance the demands of one's personal and professional lives enables one to preserve equilibrium and overall wellbeing. This is known as work-life balance (Semlali, & Hassi, 2016). Work-life balance is a crucial and important issue in today's businesses. According to Maurya, Agarwal, & Srivastava (2021; Sánchez-Hernández, González-López, Buenadicha-Mateos, & Tato-Jiménez, 2019), this is a field that is becoming more and

more important for both businesses and individuals. Today's market is more competitive than it has ever been. Companies are competing on a worldwide scale to satisfy stakeholders' and customers' needs and expectations. The company's employees play a pivotal role in this demanding and fluctuating evolution; in order for the company to survive, its workers must be available when it matters most to do their tasks. Employee productivity has increased as a result of the changes in the corporate environment, and as a result, employers are expecting more flexibility from workers (Waizenegger, McKenna, Cai, & Bendz, 2020). In light of this, work-life balance is now recognized in study as an emergent phenomenon.

Work-life balance is commonly defined as finding a balance between the time and effort people devote to both their professional and personal lives in order to maintain a general sense of peace in life (Ogechi & Nwaeke 2019). Therefore, everyone who works for money is impacted by this issue (Autor, 2015). People are an organization's most valuable asset, and companies must recognize that in order for people to achieve personal congruence, they must balance both their professional and personal lives. According to research, an unbalanced work-life schedule can have an impact on an employee's career length, loyalty to the firm, health, happiness, and productivity (Maurya, Agarwal & Srivastava, 2021; Yadav, Pandita, & Singh, 2022; Ahmad, 2022).

Work-life balance is important and has a favorable impact on many aspects of employees' performance, according to several studies. For instance, studies have indicated that workers who have a better work-life balance typically report feeling more

satisfied with their jobs (Fuadiputra & Novianti 2020; Solanki, & Mandaviya, 2021). People are more likely to feel fulfilled, content, and dedicated to their professions when they can successfully manage their personal and professional obligations. Additionally, it has been discovered that work-life balance significantly affects workers' productivity. According to a 2019 study by Erwin, Rahmat, Angga, and Semerdanta, workers who feel they have a better work-life balance are more productive and perform better on the job. Employees are more motivated and stimulated, which increases productivity, when they are less stressed and have time for activities outside of work. Stress can quickly lead to a drop in job satisfaction, decreased productivity, and low employee morale. Due to the demands of their jobs and work schedules, an increasing percentage of employees are experiencing severe stress (Tamunomiebi & Mezeh, 2021). Prior research indicates that work-life balance policies can significantly affect an organization's morale, job satisfaction, productivity, even employee retention (Chaudhuri, Arora, & Roy, 2020).

Work-life balance has been directly connected to employees' job happiness and performance in recent years, according to study. For instance, a study by Kelliher and Anderson (2023) showed that flexible work arrangements, a crucial part of WLB, have a favorable impact on workers' performance and job satisfaction. Furthermore, a report by the World Economic Forum (2022) emphasized that companies investing in work-life balance initiatives saw a marked improvement in employee engagement and productivity.

Companies are more likely to have engaged employees if their workplace culture incorporates the psychological conditions of availability (resources available), safety (supportive managers and coworkers), and meaningful (job enrichment, work-role fit), according to research by Hill, Asiwe, Jorgensen, and Rothmann (2017). Work-life balance affects retention and is becoming more and more crucial for engagement. HR can better grasp the issues of a more diverse workforce (various generations, more females) and work toward creating and executing work-life balance policies by having a deeper understanding of the particular demands of diverse groups and unique characteristics within these groups. Organizations in more western nations, like the USA and Australia, are implementing work-life balance policies (Hjálmsdóttir, & Bjarnadóttir, 2021).

According to Austin-Egole, Iheriohanma, and Nwokorie (2020), the organizations that implemented the policies had the greatest gains in productivity and a decrease in absenteeism. Additionally, several studies shown that staff members who have access to the policies exhibit greater commitment and fewer intentions to leave the company (Beck & Davis, 2015). Encouraged by the EU, the UK has performed significantly better than the US in establishing official rules that promote work/life balance. Nonetheless, the blurring of the boundaries between the home and workplace has made it more difficult for individuals to achieve the necessary balance between work and life (Kılıç, 2022).

Given the current situation, Kenyan employers have come to understand the importance of implementing work-life balance rules within their companies. The Kenyan government has encouraged social services and commercial businesses to intentionally adopt family-friendly working rules in order to help workers find a balance between their personal and professional life. The Kenyan government has successfully implemented a five-day workweek (Kamonyo, 2018). Research indicates that formal family-responsive policy implementation may not yield the expected outcomes in the absence of a supportive workplace culture (Omondi, 2016). Therefore, businesses that implement family-responsive policies should work to create a corporate culture that recognizes or at least acknowledges the need for and potential long-term benefits of the policies, especially if the research shows a lack of organizational and supervisor support. Organizational culture is often stated to either support or undermine work-life policy.

Msunga (2020) investigated the connection between work-life balance and job satisfaction in Tanzania's banking industry employing TPB Bank plc Mbeya as a case study. He found that work-life balance and job happiness are closely related, and that an imbalance among work and family can lead to stress and ultimately job dissatisfaction.

Macha and Wangwe's (2023) study on the telecommunications sector in Tanzania also found that workers who reported a higher level of work-life balance were more likely to perform better and show more commitment to their employers. These results are

consistent with worldwide patterns that highlight how important WLB is to developing a motivated and effective staff.

The telecommunication industry is known for its demanding work environment, often leading to high stress and burnout levels. Komba and Ndyali (2023) found that implementing flexible working hours and providing adequate leave options significantly reduced stress levels among employees at the Tanzania Telecommunication Corporation. Their research indicated that lower stress levels due to better WLB directly correlat Another critical finding relates to employee loyalty and retention. Mosha and Mainga (2022) highlighted that companies that prioritize work-life balance tend to have lower employee turnover. Employees who feel that their employers support their personal and professional needs are more likely to remain with the company, fostering a loyal and committed workforce. In the context of the Tanzania Telecommunication Corporation, this translates to a more stable and experienced workforce, which positively impacts overall organizational performance. ed with enhanced job performance and reduced turnover rates.

Gender plays a crucial role in how work-life balance affects employee performance. Nziku and Mjema (2023) explored gender differences in their study on work-life balance in Tanzanian telecommunications. They found that female employees, in particular, benefitted significantly from work-life balance initiatives, as they often juggle multiple roles, including family responsibilities. The study suggested that companies that offer flexible working conditions and support for work-life balance

contribute to higher job satisfaction and performance among female employees, thereby enhancing overall workforce diversity and inclusivity.

For Tanzania's economy to expand and thrive, the telecommunications sector is essential. The requirement for a highly responsive workforce and the speed at which technology is developing, however, have made it more and more challenging for workers to strike a healthy work-life balance. Therefore, in order to improve workers' performance and general job satisfaction, businesses are starting to realize how important it is to create policies that support WLB (Sánchez-Hernández, González-López, Buenadicha-Mateos, & Tato-Jiménez, 2019).

The role theory, created by Ralph Linton, George Herbert Mead, Talcott Parsons, and Jacob Moreno, was used in this study (Micelle, 2007). Based on this assumption, the impact of schedule flexibility and leave policies on the performance of TTCL employees was examined as a balance between work and life variable. The spillover theory, developed by Aldous (1969), Piotrkowski (1979), Staines (1980), Crouter (1984), and Guest (2002), was also used in the study. This study looked at the connection between the wellness factors in work-life balance and the performance of TTCL employees.

1.3 Statement of the Problem

There are many different issues that employees cope with at work (Kniffin, Narayanan, Anseel, Antonakis, Ashford, Bakker & Vugt, 2021). Stress is a prevalent issue that most employees face. This is because the majority of workers have a lot of tasks and obligations both at work and at home, claim Derks, van Duin, Tim, and Bakker (2015). When work and home obligations are not balanced, tension frequently results. If this imbalance is not addressed, it can lead to stress and even despair. According to Kim, Henly, Golden, and Lambert (2020), employees' many jobs have an impact on their wellbeing at work and at home. This could result in a work-family conflict that causes problems at home and at work, exhibiting symptoms including tension and angry or passive-aggressive behavior as well as trouble concentrating at work (Bowen & Zhang, 2020). The problems stem from conflicts between work and personal life and affect each worker's social, mental, psychological, and financial well-being. Job uncertainty is another issue that affects employees' performance at TTCL Rukwa Region. The conditions surrounding leave are ambiguous, there are few flexible work arrangements, and assistance programs are rarely implemented due to a number of factors, including a lack of finance (Bali, 2020).

Since it is the main cause of occupational stress, an excessive workload has an effect on employee performance (Undie, Ukpata, & Iyortsuun, 2018). Previous study has identified four categories of stress factors that affect employee performance. The first is the working environment, which includes discrimination, long workdays, shift

difficulties, low compensation, and weekend employment. Relationships at work rank second in terms of stressors, after uncertainty about authority and responsibility. Organizational climate and structure, which includes things like significant workplace modifications, communication guidelines, and a lack of involvement in decision-making, is the last stressor that has an impact on employee performance (Adamopoulos, Syrou, & Schneider, 2022; Schneider, & Weigl, 2018; Huang, Zhang, Chen, Mai, Wu, Zhao, & Feng, 2022). This could contribute to the explanation of why employees in many institutions perform below par.

Work-related stress costs the US economy more than $300 billion annually in lost productivity, absenteeism, turnover, and medical, insurance, and legal expenditures, according to Bialowolski, McNeely, VanderWeele, and Weziak-Bialowolska (2020). Work-life balance has been adopted by HR managers in developed countries, but data from African countries indicates that it is still crucial. According to a Malaysian study by Soomro, Breitenecker, and Shah (2018), the majority of workers had trouble striking a work-life balance. In 2020, Tamunomieb and Oyibo studied how work-life balance affected employee productivity at the Airtel, Orange, Yu, Telkom Kenya, and Safaricom offices in Nairobi. The results showed that work-life balance issues, such as extended workdays, a lack of vacation time, overtime, and work-family conflict, had a detrimental effect on employee performance. Researchers in this area have concentrated on government agencies in the private sector, paying special attention to other factors that affect worker performance, like managerial styles, employee commitment, and

motivation. Research on the impact of work-life balance on employees' performance in Tanzanian telecom companies is scarce

This study sought to close the knowledge gap and contribute to the body of existing literature by examining the relationship between work-life balance and staff efficiency at TTCL Rukwa Region Tanzania, having a focus on leave policy, flextime possibilities, and welfare laws.

1.4 Objectives of the Study

1.4.1 General Objective
Examining the impact of work-life balance on employee performance at Tanzania Telecommunications Corporation Rukwa Region is the main goal of this study.

1.4.2 Specific Objectives
   i. To determine the effect of leave policy on the   employee's performance at Tanzania Telecommunication Corporation Rukwa Region

   ii. To determine the effect of flexible working arrangements on the employee's performance at Tanzania Telecommunication Corporation Rukwa Region

   iii. To determine the effect of welfare policies on the employee's performance at Tanzania Telecommunication Corporation Rukwa Region

1.5 Significance of the Study

It is crucial to conduct study on how work-life balance affects TTCL employees' performance in today's hectic and demanding work situations.

Knowing how work-life balance affects employees' performance is critical as firms want to develop a productive and long-lasting workforce. Numerous viewpoints, such as those related to societal ramifications, organizational outcomes, and human well-being, might be used to examine this relevance.

The potential for this study to enhance employee satisfaction and well-being makes it significant. Work-life balance is the state of having a balance between one's personal and professional responsibilities.

Employees are more likely to feel content and driven in their jobs when they have a healthy work-life balance. This in turn helps workers be more engaged at work, have less stress, have better mental health, and live better overall.

The study's importance goes beyond how it affects worker productivity and performance. Employees that have a healthy work-life balance are better able to juggle their personal and professional obligations, which lowers burnout and improves output. Employees are more likely to focus, be more creative, and have more energy when they have the chance to participate in extracurricular activities including spending time with family, pursuing hobbies, and leading healthy lifestyles.

Promoting work-life balance can benefit organizations like TTCL since it will increase employee dedication, loyalty, and organizational citizenship behaviors. Such conduct satisfies organizational goals and objectives by producing favorable organizational outcomes including high levels of job discretionary effort and involvement. When

companies like TTCL want to establish a vibrant and long-lasting work environment, they must focus on the performance of their employees. Companies can cultivate

1.6 Scope

 The study focuses on employees within the Tanzania Telecommunication Corporation located in the Rukwa Region. This geographical limitation helps in understanding how work-life balance impacts performance specifically in this area. The study targets employees of the Tanzania Telecommunication Corporation in Rukwa, possibly including a range of roles from administrative staff to technical personnel. The sample size would be a representative portion of this population, carefully selected to reflect the diverse employee experiences within the organization.

The independent Variable is work-life balance, which   encompass various dimensions such as leave policy, flexible working arrangements and welfare policies while the dependent variable id employees' performance. The study might be bounded by a specific time frame, which is 3 years past data duration which were analyzed over 3 years in order to observe trends and effects of work-life balance policies on performance of employees.

1.7 Organization of the Study

The proposal is divided into three chapters. The study's history, statement of problems, and goals are covered in the first chapter. The study's scope, significance, structure, and

hypotheses are also discussed. The framework of concepts, research gaps, both theoretical and empirical investigations, and concept definitions are presented in the second chapter, which is a review of the literature. This suggestion is concluded in the research methodologies chapter. The paradigm, technique, and research design are presented. The demography, study region, sample including sampling procedure, data gathering methods, and data analysis methodologies are also provided. Additionally discussed are data analysis, validity, dependability, and ethical issues. The research findings and discussion are presented in Chapter 4. Results are shown based on multiple regression analysis, descriptive statistics, and demographic information. This chapter concludes with a discussion of the results. The overview, conclusion, and suggestions come last. This includes an overview of the results, a conclusion, implications, and suggestions.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

The primary heading for this chapter is the literature review. A conceptual framework, theoretical review of literature, empirical review, research gap, and definition of essential concepts are all discussed.

2.2 Definition of the Concepts

2.2.1 Work life Balance

There are three chapters in the proposal. The first chapter covers the study's history, problem statement, and objectives. The study's scope, significance, structure, and hypotheses are also discussed. The second chapter, a literature review, presents the conceptual framework, research gaps, theoretical and empirical studies, and concept definitions. This suggestion is concluded in the research methodologies chapter. The paradigm, technique, and research design are presented. The demography, study area, sample and sampling procedure, data gathering methods, and data analysis methodologies are also provided. Additionally discussed are data analysis, validity, dependability, and ethical issues. Chapter 4 presents the research findings and commentary. A combination of multiple regression analysis, statistical methods, and demographic data are used to display the results. This chapter concludes with a discussion of the results. The overview, conclusion, and suggestions come last. This includes an overview of the results, a conclusion, implications, and suggestions.

2.2.2 Employees Leave Policy

According to White, Lockett, and Currie (2020), employees are entitled to a total of 28 days of paid vacation time every year. Any weekends and public holidays that fall within the term are included in the leave's duration. This leave must be taken within six months of its due date, or within twelve months if the employee consents and the company must continue to run. The term "employee leave policy" in this study refers to a set of rules and regulations that a company has drawn up that specify the circumstances under which workers are permitted to take time off. This policy outlines the kinds of leave that are available, the requirements for eligibility, the amount of time that can be taken off, and the steps that employees must take in order to request and take leave. A leave policy's goal is to maintain corporate operations and equity among employees while allowing them to take time off for personal, health, or family reasons.

2.2.3. Flexible Working Arrangements

According to Austin-Egole, Iheriohanma, and Nwokorie (2020), flexible work arrangements are, in essence, schedules or arrangements that deviate from the standard workday and workweek. In order to fulfill personal or family commitments, employees may choose to work a variety of schedules. Alternatively, firms can begin introducing various timetables according to the needs of their customers. According to this study, flexible working arrangements allow employees to select when, where, and in what capacity they do their job rather than adhering to defined working hours or locations. In order to improve work-life balance, earnings, and job satisfaction, these strategies are designed to help employees balance both their private and professional lives.

2.2.4 Welfare Policies

What is the definition of welfare policies? What do Hudson and Lowe (2009) say about social welfare legislation? Social welfare includes programs that support the poor, unemployed, and marginalized in society, such as housing, healthcare, and empowerment. Welfare policies are a collection of organizational rules and programs intended to protect workers' health, safety, and general well-being at work. These policies aim to provide support in various aspects of an employee's professional and personal life, contributing to their physical, mental, and emotional health. By implementing welfare policies, organizations seek to create a positive work environment, enhance job satisfaction, and improve employee retention.

2.2.5 Employees Performance

Employee performance, according to Meyerson and Dewettinck (2012), is the appraisal and assessment of a person's associated behaviors, activities, and results within the framework of an organization. It includes an employee's overall contribution to their allocated tasks and responsibilities as well as their effectiveness, productivity, and quality. A variety of factors, including task completion, goal attainment, knowledge and skills, interpersonal interactions, adaptability, and adherence to organizational standards and values, are frequently included in the assessment of an employee's performance (Robescu & Iancu, 2016). In this study, Employees' Performance refers to the effectiveness with which employees carry out their job duties and responsibilities. It encompasses the quality, efficiency, and consistency of the work produced by an individual or a team, as well as the achievement of organizational goals and objectives.

Employees' performance is a critical factor in the success of an organization, influencing productivity, profitability, and overall business outcomes.

2.3 Theoretical Review

2.3.1 Spill over Theory

Aldous (1969), Piotrkowski (1979), Staines (1980), Crouter (1984), and Guest (2002) are among the proponents of the spillover theory. The spillover notion is based on the asymmetrical porous walls that separate work and family. Aspects related to both work and family are the main focus (Piotrkowski, 1979).

The spillover theory, according to Guest (2002), describes circumstances in which the microsystems of the family and the workplace overlap. Spillovers can be either positive or detrimental. Time, energy, and behavior might be negatively impacted by strictly regulating work and family relationships in terms of time and place. When an employee can combine and overlap work and home responsibilities in terms of location and time, this is known as positive overflow. Living a balanced, healthy existence requires doing this (Guest, 2002). Work-life balance is impacted by both domestic and professional variables, according to Guest (2002). Contextual influences include things like employment needs, family obligations, and workplace culture.

Individual determinants, on the other hand, include 14 personality traits, personal control, age, gender, occupational stage, coping energy, and the degree to which interests are focused on work or the home. There are two methods for figuring out what

work-life balance is: subjective and objective. The amount of free or uncommitted time spent outside and the number of hours worked are two examples of objective metrics. Subjective indicators, on the other hand, refer to balanced or unbalanced states. Additionally, Guest stated that giving work and home the same importance or letting one purposefully dominate the other are two ways to achieve equilibrium. Spillover happens when one aspect of life interacts with another. Other benefits of work-life balance include overall well-being, self-satisfaction, the impact on family and coworkers, and performance at home and at school (Guest, 2002). This theory explains the situations where a spillover effect causes a conflict between work and personal obligations. It explains the factors that produce work-life issues, which makes it relevant to our study.

The spillover theory is a well-known concept for understanding the intersection of work and personal life, particularly how events in one area can impact the other. You can gain valuable insights into how employees' personal and professional lives connect and affect their overall performance by applying the spillover theory to your research on the effect of balance between work and life on employees' performance at Tanzania Telecommunications Corporation Rukwa.

This study makes use of the spillover idea, which maintains that positive workplace experiences—like job satisfaction, acknowledgment, or a positive work atmosphere— can positively affect workers' personal lives. Increased happiness, stronger

relationships, and a more balanced personal life may all contribute to their improved performance at work.

Furthermore, Spillover Theory explains how conflicts arise when commitments in the personal and professional spheres are incompatible, leading to stress and subpar performance in both areas. Workers at Tanzania Telecommunications Corporation Rukwa may experience work-life conflict, which reduces job satisfaction and productivity, if they struggle to balance their personal and professional commitments.

The spillover idea has some benefits, as was already mentioned. Spillover theory provides a comprehensive view by acknowledging the links between people's personal and professional lives. This makes it easier to understand how stress or contentment at work and personal well-being can influence one other, which in turn affects performance. Furthermore, the theory well explains both positive and negative spillover effects, making it useful for figuring out how enhancing work-life balance can boost productivity and performance or, conversely, how a lack of balance can lead to burnout. Lastly, the idea states that businesses can improve performance by putting policies in place that promote positive spillover, such as flexible work schedules and employee support programs. These strategies have the direct potential to increase job satisfaction and productivity.

Although the Spillover Theory is helpful in understanding how work and personal life interact, it has several drawbacks, especially when it comes to evaluating employee performance and work-life balance at Tanzania Telecommunication Corporation

Rukwa. First of all, the intricate relationships between work and personal life can occasionally be oversimplified by spillover theory, which ignores individual variations in how people handle these boundaries. This may restrict how well it captures the subtleties of work-life balance. Second, because the theory mostly concentrates on the human level, it could ignore more extensive organizational or structural elements that affect work-life balance, like workplace culture, leadership philosophies, or corporate policies. Third, cultural and regional variables can affect how applicable Spillover Theory is. For instance, in Tanzania, professional pressures may interact with cultural norms and family expectations in ways that the theory does not fully account for. Finally, Spillover Theory is less successful at forecasting particular results or determining the best interventions to raise employee performance, even while it clarifies how work and life might affect one another.

2.3.2 The Role Theory

The role theories were advocated by Ralph Linton, George Herbert Mead, Talcott Parsons, and Jacob Moreno (Micelle, 2007). The role hypothesis states that an employee's role at work and in other situations is connected to another employee who relies on the employee for their role. Therefore, if a person meets these standards, they will have succeeded in portraying the character (Katz & Kahn, 1966).

The role theory, which holds that different roles that men and women must play in day-to-day life are linked to opposing expectations, is linked to finding a balance between work and life (Khan, 1964; Wolfe, Snoek, & Rosenthal, 1961). Kanter (1977) expanded

on Khan's (1964) research by illustrating the relationship and interdependence between job and family. Everyone agrees that work and family have an impact on one another, either positively or negatively, according to Pleck (1977).

But work-life balance is also impacted by a number of other factors, including task, emission, stress, time, attitude, and conduct. Furthermore, several academics argue that the conflict that results from the competing demands of work and family is conceptually and empirically distinct from the other's (Wiley, 1987). Because it highlights the ways in which work and family obligations interact and become the cause of problems when they get out of balance, this role theory is pertinent to the study.

2.4 Empirical Review

The empirical review was based on each specific objective. Doing so   helped critical analysis of the later findings of this study.

2.4.1 Effect of Leave Policy on Employees' Performance

According to a 2023 study by Bartel, Rossin-Slater, Ruhm, Slopen, and Waldfogel, employers' reactions to paid family leave. evidence from New York. They developed and disseminated a survey to companies in Pennsylvania and New York to look into how the 2018 Paid Family Leave law in New York affected employer outcomes. Using difference-in-difference models, they compare each NY firm to a comparable PA firm and look at differences in results among match pairings. They found that PFL, which is focused on businesses with 50–99 employees and during the first policy year, enhances employers' assessments of how simple it is to manage extended employee absences. We

also saw an increase in employee leave-taking in the second policy year, which is mostly the result of smaller businesses. The impact of paid family leave on employers is a contemporary and significant issue that the study tackles and is pertinent to businesses, employees, and legislators. The study's exclusive focus on New York, however, restricts the applicability of its conclusions to other areas or nations with various labor market dynamics or legislative frameworks.

Begall, van Breeschoten, van der Lippe, and Poortman (2022) investigated if offering employees additional family leave causes them to put in more effort at work or take on extra responsibilities. We test whether longer or better paid family leave has a positive impact on performance for all employees or only for those who have previously taken advantage of supplemental leave or are likely to do so in the future. Our reasoning is based on signaling theory arguments. The European multilayer organization-data (Van der Lippe et al., 2016a) on 11,011 people in 259 companies and 869 departments or teams is used to test the established hypotheses. The findings show a positive relationship, in part because of greater organizational commitment, between workers' contextual performance and their perception of the potential for more family leave. This benefit is seen independent of whether family leave is actually used and is not impacted by variables like gender, having young children, or being of childbearing age that may affect future use.

The study's merits include adding to the body of knowledge on work-family balance and organizational policy by concentrating on a topic that has not received much

attention: the impact of additional family leave on employee behavior. The study was done in a specific context that may have limited the generalizability of the findings, such as the industry, organizational culture, or geographic location.

In 2022, Msuya and Kumar conducted a study on employee job performance, leave regulations, and flexible work hours in Tanzania's banking sector. A quantitative survey was used to collect responses from the study's participants. The study's sample consisted of 417 respondents from three distinct areas in Tanzania's central zone. The data from the study were examined using PLS-SEM techniques. The results demonstrated that flexible work schedules and leave policies have a positive and significant impact on bank workers' performance. Therefore, companies should combine high-engagement HR strategies with work-life initiatives like flexible scheduling and leave policies to increase employee passion at work and improve performance.

The research has merits. By concentrating on the banking industry, the study's conclusions are certain to have direct relevance to that field, offering managers and policymakers in that industry focused insights that could prove beneficial. However, because the dynamics of flexible work arrangements and leave benefits can differ greatly across businesses and locations, the study's conclusions may not be as generalizable outside of Tanzania's banking sector.

2.4.2 Effect of Flexible Working Arrangements on the Employees

In the UK, Wheatley (2017) looked into employee satisfaction and flexible work schedules. The consequences of flexible working arrangements (FWAs) are examined in this article using data from the British Household Panel Survey from Understanding Society, 2001–10/11. Results from panel logit, ANCOVA, and change-score analyses showed that the use of specific FWAs had a favorable effect on men's and women's employment and leisure satisfaction. The data shows the gendered component of flexible employment as well as disparities in the availability and use of flexible work arrangements (FWAs). One advantage of flextime, which is the most popular FWA among males, is that it makes it easier to manage household duties while working a full-time job. In line with men's more covert use of FWAs, part-time and remote work are also advantageous. Women are more likely to have limitations on their use of FWAs and to be obliged to work fewer hours. The ability of some women to work (full-time when used for extended periods of time, flextime), participate in leisure activities (job-share, flextime), and feel satisfied with their lives (job-share) is thus negatively impacted by FWAs.

Flexible working options, a topic that is becoming increasingly important in today's workplace, are covered in the study. As more businesses adopt flexible work policies, it's imperative to understand how these policies impact employee happiness. However, the findings of the study may only be applicable to the UK context and not to companies or countries with different legal, cultural, or economic contexts.

Ibironke (2021) investigated how flexible work models affected workers' work-life balance in Nigeria, an emerging nation. The study's sample population is made up of banking industry employees. 50 responses were chosen as a sample using purposeful sampling. Copies of the questionnaires were distributed to these respondents, and the multiple regression analysis tool was used to analyze the results. The paper claims that flexible work arrangements have a major influence on work-life balance in Nigeria. This suggests that the other will rise in tandem with the first. Therefore, the study concludes that employees are emotional creatures who need the opportunity to balance their feelings between work and family. Therefore, in order to establish a morally valid basis for the benefits of the flexible work model, the study recommends that the government grant social security payments, which are necessary for human existence and a reasonable level of living.

The study addresses an important and relevant issue, particularly in developing countries like Nigeria where it may be more challenging to achieve a work-life balance due to infrastructure, cultural, and economic factors. However, the findings of the study may only be applicable to Nigeria and not to other developing or developed countries with different institutional, social, and economic contexts.

Nnko (2022) investigated the impact of flexible work schedules on nurses' performance in rural Tanzanian hospitals. Both quantitative and qualitative methods were employed in the study's descriptive research design. 404 randomly chosen people from 8 regional hospitals made up the sample size, whereas 1347 people made up the target population.

Both qualitative and quantitative techniques were used to assess the collected data. Prior to being presented as percentages in tables, figures, and charts, qualitative data had to be input, coded, and subjected to summative content analysis. The direction of the link between the dependent and independent variables was examined using correlation analysis. The study examined the potential impacts of work schedule, workload, job location, and work continuity on the efficiency of nurses using multiple regression analysis. The study found that nurses' performance was positively impacted by their work schedule, workload, work location, and job continuity. Additionally, it was discovered that the effect of flexible work arrangements on the performance of nurses at Tanzanian rural hospitals was significantly mitigated by supervisor support. Based on the results, the study came to the conclusion that nurses' jobs, workloads, locations, and schedules all positively and significantly affect their performance. The study also found that the association between flexible work schedules and nurses' achievement in Tanzanian rural hospitals was considerably regulated by leadership support. The paper suggests that in order to improve nurses' performance, hospital management should set an example and support flexible work schedules. The government should enforce labor rules and regulations pertaining to job flexibility, the research further suggested.

The effectiveness and well-being of nurses can have a significant impact on patient care and outcomes, hence the study addresses a critical topic for the healthcare sector. However, the study's findings might only be applicable to Tanzania's regional hospitals

and not to other healthcare settings or countries with different labor markets, healthcare systems, or cultural backgrounds.

2.4.3 Effect of Welfare Policies on the Employees Performance

A study on the impact of compensation on raising employee performance was carried out by Widjaja in 2022. 285 employees of automotive component firms in Bekasi, West Java, Indonesia, were given surveys to complete in order to gather data for this quantitative study. Descriptive statistics and mathematical modeling of structural equations (SEM) with Lisrel 8.8 software tools are the methods of data analysis employed. The findings demonstrated that while employment efficiency had no discernible impact on remuneration, government policies, union membership, salary levels, and living expenditures all had a substantial impact. At the same time, worker performance was significantly impacted by compensation.

The study looks at remuneration and how it may affect worker performance, which is a basic component of organizational management. Businesses looking to increase productivity and accomplish their objectives must comprehend this relationship. It can be difficult to prove a link between pay and worker performance, though. The study might find correlations between these factors, but because confounding variables might be present, it might not prove beyond a reasonable doubt that changes in pay cause changes in performance.

Waititu, Kihara, and Senaji (2017) used Kenya Railways Corporation as a case study to examine how employee welfare programs affected worker performance. The research design for the study was a descriptive survey. The study's population of interest was 1720 workers. The population that was targeted was divided into two groups: academic staff and administrative staff. Using stratified random selection, 172 respondents were selected as a sample from this group. A semi-structured survey was used to gather the primary data. The material gathered for this study was examined using a combination of quantitative and qualitative analysis techniques. In particular, the data was summarized, presented, and prepared for statistical analysis in the form of regression, inferential analysis, and correlation using descriptive statistics. The study found that employee performance at the Kenya Railroad Corporation is impacted by the five components of employee welfare programs: occupational health, succession planning, education and training, employee referral programs, and compensation policies. The study came to the conclusion that Kenya Railways Corporation's compensation policies greatly enhanced worker performance based on the regression model. Next was health and safety at work, which at the Kenya Railroad Corporation had a marginally favorable impact on worker performance. At Kenya Railways Corporation, employee performance is somewhat improved via training and development. However, at Kenya Railways Corporation, the succession plan had the least detrimental impact on employee performance, while the employee referral program had the least. The study suggests that the Railways of Kenya Corporation establish policies pertaining to training and development, occupational health, and remuneration in order to enhance worker satisfaction within the company.

In the context of Kenya Railways Corporation, the study examines how employee welfare initiatives affect worker performance and offers insights that may be immediately applied to the management and decision-making procedures of the company. The study's conclusions, however, might only apply to Kenya Railways Corporation and not necessarily to other businesses or sectors, which would restrict how broadly the findings can be applied.

A study by Kakwale (2021) examined the impact of workers' welfare on job performance in Tanzanian local government, specifically in the Momba District. From the list of Momba District Council employees, 30 respondents in total were chosen using the judgmental sampling technique and case study design. According to the study's content analysis results, employees' welfare was not adequately implemented, which resulted in their poor performance. The absence of a welfare policy was identified as the cause of the failure to implement both intrinsic and extrinsic welfare. In light of this disparity, the study suggests that a forum for employee welfare policies be set up and put into action in order to boost employee morale and, consequently, performance in order to meet both local government and employee goals.

The study tackles a crucial topic in Tanzanian local administration, where the well-being of the populace can be greatly impacted by the efficiency of public services. Improving service delivery requires an understanding of how workers' welfare affects their performance on the job. The study's conclusions, however, might only apply to

Momba District and not necessarily to other Tanzanian areas or local government authorities, which would restrict how broadly the findings can be applied.

2.5 Research Gap

Work-life balance is employed as a tactic to encourage staff members to meet organizational objectives through their performance, per the empirical literature review (Wheatley, 2017). Only a small number of the examined studies were carried out in Kenya and Nigeria; the majority were carried out outside of Africa (Waititu, Kihara, & Senaji, 2017: Ibironke, 2021).

There hasn't been any empirical research done on how work-life balance efforts affect Telecommunication Corporation employees' performance, particularly in Tanzania. Scholars in Tanzania focus on local government organizations, especially hospitals (Kakwale, 2021; Nnko, 2022). It is impossible to extrapolate broad generalizations about work-life balance from the results of this study because it did not cover the majority of life balance programs. Therefore, it becomes sense to conclude that there hasn't been enough research done in the area. This inspired the researcher to carry out this study.

2.6 Conceptual Framework

Independent Variable   Dependent Variable

(Leave Policy)
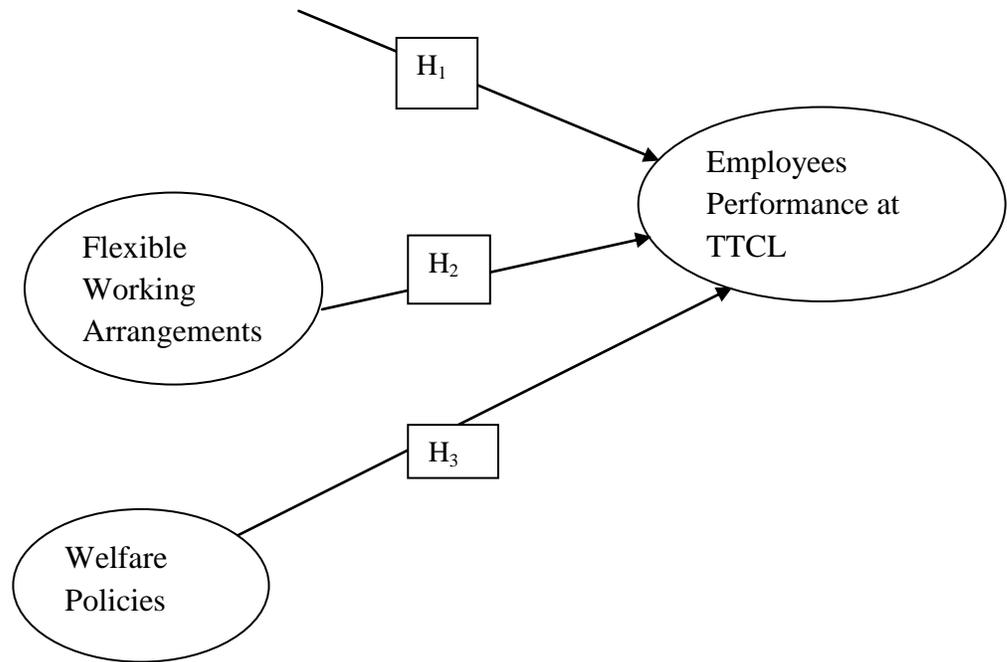
Figure 2.1 Conceptual Framework

2.7 Theoretical Framework

2.7.1 Effect of Leave Policy on Employees' Performance

Leave policies provide employees with opportunities to rest, recuperate, and engage in personal activities, thereby replenishing their energy and reducing fatigue (Allen et al., 2014). By allowing employees to maintain their physical and mental well-being, leave policies contribute to the preservation and enhancement of employees' human capital, which in turn positively influences their performance (García-González et al., 2018). Leave policies can be considered job resources as they provide employees with

opportunities to manage work-life balance, reduce stress, and prevent burnout (Trougakos et al., 2014). By mitigating job demands and supporting employees' well-being, leave policies can contribute to higher job satisfaction and engagement, ultimately enhancing employees' performance (Vander Elst et al., 2016).

H_1: Leave policies are positively and significantly related to employes performance at TTCL Rukwa Region

2.7.2 Effect of Flexible Working Arrangements on the Employees

Flexible working arrangements, such as telecommuting or flexible scheduling, can be considered job resources as they provide employees with autonomy and control over their work environment and schedule (Hill et al., 2010). By reducing constraints on time and location, flexible working arrangements can help employees manage job demands more effectively, leading to reduced stress and increased job satisfaction (Gajendran & Harrison, 2007). Moreover, flexible working arrangements can enhance employees' perceived control and autonomy, which are associated with higher levels of engagement and motivation (Sonnentag & Grant, 2012). Flexible working arrangements provide employees with the opportunity to customize their work arrangements to better suit their individual needs and preferences (Wöhrmann, Dilchert & Michel, 2020). Employees who have control over when, where, and how they work may engage in job crafting behaviors, such as task crafting (restructuring job tasks) or relational crafting (altering

interactions with others), to optimize their work experiences (Rudolph et al., 2017). By aligning their work arrangements with their preferences and strengths, employees may experience higher levels of engagement, satisfaction, and performance.

H_2: *Flexible working hours are positively and significantly related to employes performance at TTCL Rukwa Region*

2.7.3 Effect of Welfare Policies on the Employees Performance

Organizations that implement welfare policies signal to employees that their well-being is valued and supported (Deery et al., 2014). In return, employees may feel a sense of obligation or reciprocity towards the organization, leading to increased commitment, loyalty, and discretionary effort in their work (Kelliher & Anderson, 2010). Welfare policies contribute to the fulfillment of employees' psychological contract by meeting their needs for security, support, and well-being (Guest & Conway, 2002). When organizations fulfill their obligations by providing adequate welfare policies, employees are more likely to reciprocate with higher levels of commitment, motivation, and performance (Robinson & Rousseau, 1994). Welfare policies, such as health insurance, wellness programs, and employee assistance programs, provide employees with resources to support their physical and mental well-being (Grandey et al., 2005). By mitigating stress, promoting work-life balance, and supporting overall well-being, welfare policies help employees conserve their personal resources, which can enhance their resilience, motivation, and performance (Rogers & May, 2003).

H_3: Welfare policies are positively and significantly related to employes performance at TTCL Rukwa Region

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

The approach used to carry out this investigation is described in this chapter. The study population size, sample size, sampling procedures, data collection and analysis methods, the design of the research, research methodology, plus ethical issues are all covered in this section.

3.2 Research Philosophy

The research paradigm employed in this study was positivism. Research philosophy is the body of knowledge regarding the conduct of research. The opinions take the form of discussions that have an impact on the research modality, knowledge, and reality, and are divided into positivism and constructivism—the two primary opposing currents in the field of study (Lincoln & Guba, 2000). Constructivism is essentially a worldview that maintains that all reality is relative and created by a person or a culture, rather than that there is a single, unchanging truth. According to Lincoln and Guba (2000), positivism is the dominant paradigm in science, which maintains that science measures specific facts about a single, understandable reality quantitatively. (Golafshani, 2003). Because positivist philosophy was used in this study, the results were interpreted using hybrid realism, which holds that even though the world is only partially perceptible, there is still a "real" world to learn about (Healy & Perry, 2000). The investigation was

carried out in a scientific manner, paying close attention to the methods and procedures. Furthermore, the information was obtained in a scientific manner using officially recognized study instruments like questionnaires. Furthermore, the research questions that direct the investigation effectively define the reality that is being examined

3.3 Research Approach

A research approach is a methodical strategy and process used to carry out a study (Rahi, 2017). It includes the overarching plan that unifies the various steps in the research process, such as data collecting, data analysis, and study design. How data are collected and evaluated, as well as how the research issues are handled, are all determined by the research approach. There are two primary methods: qualitative and quantitative.

This study employed a quantitative research technique, which means that variables were converted into numerical values by statistical processing (McLeod, 2013). The study employed a quantitative research methodology to determine how work-life balance affected individuals' job performance. To support the employment of a quantitative methodology, the study's main objective was to measure the correlations between independent and dependent variables.

3.4 Research Design

This study used an explanatory research design. The TTCL Rukwa Region office used the study to demonstrate how work-life balance affects employee performance. A research design, according to Grey (2014), is a strategy for choosing study participants, study locations, and data collection techniques in order to address the research questions. To determine the kind, direction, and strength of the relationship between the variables, this study employed a correlation research technique (Goundar, 2019). To ascertain the relationship between each of the independent variables (leave policy, workplace flexibility, and welfare regulations) and the dependent variable (employee performance), a correlation study methodology was employed.

3.4.1 Area of the Study

The study was carried out as TTCL Rukwa Region. TTCL was chosen because one; it serves a huge number of telecommunication users in the region, two there has been no such kind of study that has tried to relate between work life balance and employee's performance at TTCL Rukwa region. There may be limited research focusing specifically on work-life balance in the telecommunications sector within remote regions of Tanzania. Conducting a study in the Rukwa Region could address this gap and contribute to the broader understanding of work-life balance in different regional contexts within the country. Also, TTCL in the Rukwa Region may represent a unique

or challenging context regarding work-life balance issues. Factors such as remote location, the regional socio-economic environment, and organizational practices specific to the region could impact employees' work-life balance in ways that are different from more urban or central locations. Studying this region could provide insights into how geographical and regional factors influence work-life balance and employee performance.

Moreover, TTCL is a significant employer in the telecommunications sector in Tanzania, and its performance in remote regions like Rukwa is crucial for the overall service delivery and organizational success. Understanding how work-life balance affects employees' performance in this region could provide valuable lessons for improving service delivery and employee satisfaction in similar contexts.

Further reason is that the choice of Rukwa Region could also be influenced by the availability and accessibility of data. Researchers might have access to detailed employee records, management practices, and performance metrics specific to this region, making it a suitable site for a case study.

3.4.2 Population of the Study

A population is a collection of people, things, or things from the samples that are taken to be measured. A researcher has an interest in a collection of units that have certain traits (Mbobo, 2010). The TTCL employees at Rukwa were made up the study's population. The decision to use TTCL officials can be related to the fact because the study needs data from this set of people in order to test hypotheses. These were in a

position to offer a trustworthy judgment on how well work life balance affect employees' performance at TTCL. Consequently, the human resource office reported that the TTCL Rukwa region has   a total of 115 employees who were involved in this study. As a result; this group functioned as both the study's population and its analysis unit.

3.4.3 Sample and Sampling Techniques

3.4.3.1 Sample Size

 The total number of people involved or observing in a study is the sample size, according to Lakens (2022). Usually, the letter n is used to represent this number. Two statistical properties are impacted by sample size: 1) The accuracy of our calculations, and 2) The study's capacity for inference. Since there are only 115 employees, the sample size is determined in this instance using the definite population correction.

n = (N*Z^P*(1-0))/[(N-1)*E^2+Z^2*P*(1-P)]

Where;

n = represents sample size

N = The population size

Z= the z score corresponding to the desired confidence level

p = is the estimated proportion of employees exhibiting a certain characteristic (0.05)

E = Is the desired margin of error (expressed as decimal)

Let's assume 95% confidence level and margin of error of 5%. Again estimated proportion (p) can be assumed as 0.05 for maximum variability.

n= 115*1.96^2*0.5(1-0.5))/[(115-1)*0.05^2+1.96^2*0.5*(1-0.5)]

= (115*3.8416*0.25)/[114*0.0025+3.8416*0.25]n

=108.333/[0.2856+0.9604]

n= 108.333/1.246

n= 86.82

Therefore, sample size was 87 TTCL employees.

3.4.3.2 Sampling Techniques

Simple random sampling was used to get the 87 employees' sample from 115 population TTCL employees at Rukwa region. However once in the field the study also used a convenience sampling to gather participants based on their accessibility and availability in the study area. This is because some staff sampled may be on leave, or just not available hence the same were picked once found at the site. According to this method of sampling, participants are chosen for the sample depending on their willingness and ease of availability (Stratton, 2021). The use of this sampling technique

was motivated by the understanding that some TTCL employees might not be able to participate in the study due to their frequent workloads. As a result, only those who could and had the time to participate in the study were selected.

3.5 Data Collection and Instruments

The structured questionnaires were created using an adaptation of the variable measures found in the conceptual framework (figure 2.1). structured questionnaires were selected to be used because, all respondents answer the same questions in the same way, which makes the data easier to compare and analyze (Harris, & Brown, 2019). This consistency is crucial for getting reliable results. Moreover, structured questionnaires are relatively quick and easy to complete for both researchers and respondents. This allows for collecting data from a larger sample size in a shorter timeframe.

As a result, the questionnaire contained multiple question for each variable measurement. Each variable in the questionnaire had questions, in accordance with the conceptual framework presented above. In order to ensure that the correct data is gathered from the appropriate respondents, the researcher personally administered the surveys to TTCL workers.

3.6 Data cleaning and processing

3.6.1 Pilot Study Results

Pilot research was necessary to find out how acquainted the scales is with the respondents. 10 TTCL Staff from Rukwa Region were selected to participate in pilot study. But they were not be used in the study itself. Everyone got a questionnaire to fill out. Then, all completed surveys were reviewed and verified. To confirm preliminary findings, data were loaded into SPSS and run. Results are expected to show that the instrument is appropriate. The scales were validated. Following the pilot study, it was advised correct if there is any error or irregularity. But the scale was ok.

3.6.2 Error Check

Every piece of information that survey respondents supplied was verified for correctness. To ensure that all the data had been appropriately captured, a second experienced individual double-checked the data set's accuracy as well as the questionnaires. The discovered errors were fixed. To identify items that are outside of the scale response range, additional descriptive statistics error testing was conducted.

3.6.3 Missing Data

The SPSS Missing Value Analysis (MVA) were used to find the missing data. Because the scales of the independent and dependent variables should both less than 5%, if they

are above then suggesting random missing data, Excel was utilized to complete the imputation.

3.6 Data Analysis

In order to define the present connection between the investigation's variables and provide conclusions that guarantee the advancement of knowledge regarding the questioned facts, the collected data was examined as it emerged from the questionnaires and entered into the SPSS data sheet. Descriptive statistics were used to examine the respondents' demographics, and frequency tables and graphs were used to display the findings (Cresswell, 2013).

The association among the variables was also investigated using multiple regression analysis. In order to understand the current relationship among the variables being studied, regression analysis was utilized. Multiple regression analysis is one statistical technique for examining several independent variables and a single dependent variable (Peersman, 2014). By integrating independent variables with known values, multiple regression analysis forecasts the result of a single dependent value (McLeod, 2013).

3.6.1 Regression Model

Therefore, the model guiding the analysis is illustrated as follows.

$$Y = \beta o + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Whereby;

Y = Employees Performance

βo = Constant Factor

β_1 = Leave Policy Coefficient

β_2 = Flexible working arrangements Coefficient

β_3 = Welfare Policies Coeffient

X_1= Leave Policy

X_2= Flexible working arrangements

X_3= Welfare Policies

e = Error Term

3.7 Measurement Variables

In order to better understand the backgrounds of the respondents, the researcher employed questionnaires to gather information on their age, gender, educational attainment, and duration of service with DCC personnel. The independent variables which are Tax payers' attitude, Tax collection technology and management of revenue collection, and the dependent variable which is revenue collection were tested by using a Likert-like scale of measurement.

Table 3.1 Measurement Variables

S/N	VARIABLE	Number of Items	Tool used
1	Leave Pay	7	Structured Questionnaire

2	Flexible Working Hours	7	Structured Questionnaire
3	Welfare Policy	7	Structured Questionnaire
4	Employees Performance	77	Structured Questionnaire

Source: Researcher, 2024

3.8 Regression Assumptions

A simple regression equation usually takes into account the assumptions of ordinary least-squares (OLS) regression. To make sure the data satisfied the criteria needed for analysis and the objectives of the regression analysis, the basic assumptions were looked at. Ordinary Least Square's five fundamental presumptions were investigated at (Green, 2008; Park, 2011). Outliers, linearity, normality, multicollinearity, and homoscedasticity are a few of them.

3.8.1 Linearity Assumption

According to Shi and Conrad (2009), regression is only possible if there is a linear relationship between the independent variables. For every rise in the predictor, the mean value of the resultant variables exhibits a straight-line trend. P-P graphs, which display the locations where they lie along the diagonal line, support this idea.

3.8.2 Normality Assumption

For the linear regression model to function, the regression residuals—that is, the differences between observed with predicted values—must be normally distributed (Hocking, 2013). To determine whether it is typical, use the histogram. The residuals

should show up as a bell-shaped pattern with a normal distribution, with a mean close to zero and an SD close to one.

3.8.3 Outlier Assumption

The idea that residual values outside of histogram 3 are anomalies is the basis of regression. Tabachnick and Fidell's (2007) claim that any number outside of the range of |3| is an outlier lends credence to this. Usually, outliers distort estimates for measures such as mean. In order to make themselves appear abnormal, outliers might alter sum squares. Certain squares are frequently used to compute the standard error. Consequently, the standard error is likely to be impacted by bias in the sum of the square under the confidence interval. The case value must be eliminated if a problem is discovered.

3.8.4 Homoscedasticity Assumption

Alić and Terzić (2021) state that regression assumes that the error term's variance

remains constant for all potential values of the independent variable. Plotting the

normalized residuals, also called scatter plots, against the predicted values allows one to

ascertain whether or not points are evenly and rectangularly distributed over all

independent variable values. The data is homoskedastic. It is possible that a strong

estimation error is being employed to account for heteroscedasticity if the scatter plots

show a cone-shaped pattern.

3.8.5. Multicollinearity Assumption

The basic premise of multiple regressions is that there is no substantial connection

among the independent variables and that the data are not multicollinear. To look for

multicollinearity, the VIF (variance inflation factor) values were employed. Using a

VIF mean cuff limit of 5 is one possible way to address the causes of the

multicollinearity danger (Craney & Surles, 2002).

3.9 Validity

According to Lelissa (2018), a standard definition of validity is the degree to which an

instrument measures what it purports to measure. It assesses how well the tool performs

the function for which it was designed. To ensure validity, ten surveys were pre-tested

with participants, statisticians, and coworkers. After considering their feedback, the instruments were inspected to ensure they yielded the intended outcomes.

3.10 Reliability

A measurement is deemed reliable if it consistently produces results with comparable values. It evaluates the reliability, correctness, consistency, and reproducibility of a research study (Chakrabartty, 2013). The reliability of the predictor variables was assessed using an evaluation of reliability with a Cronbach's alpha 0.7 cutoff. An effective method for assessing the internal consistency and homogeneity of test and survey item sets is Cronbach's analysis (Burns & Burns, 2008). 0.30 denotes unreliability, 0.30–0.40 denotes little reliability, 0.40–0.50 denotes little reliability, 0.50–0.70 denotes reliability, 0.70–0.90 denotes very reliability, and >0.90 denotes highly reliability according to Cronbach's alpha. As a result, 0.70 is the generally accepted minimum value for Cronbach's alpha. Variables with a Cronbach's alpha value of 0.7 or higher were therefore the only ones considered.

TABLE 3.2 Reliability Test Results

S/N	Variable	Number of Items	Cronbach's Alpha
1	leave Policy	7	.763
2	Flexible Working Arrangements	7	.815
3	Welfare Policy	7	.829
4	Employees Performance	11	.774

Source: Data Analysis, 2024

3.11 Ethical Considerations

Although the entire study was first conducted in compliance with the Open University of Tanzania's regulations as stated in the prospectus, it subsequently adhered to the standards and ethics that were necessary. In spite of this, the study was conducted in compliance with the permission granted by the organization through the clearance letter. Similarly, respondents' information consent was acquired before data collection (Denzin & Lincoln, 2011). Furthermore, the data collection process was carried out while maintaining the respondents' confidentially before the information they supplied was used in order to expedite the study's completion (Fleming, 2018). Furthermore, the anonymity of the respondents was protected and maintained (Fleming, 2018).

CHAPTER FOUR

RESEARCH FINDINGS ANALYSIS AND DISCUSSION

4.1 Overview

The chapter presents the results and discussions from the effect of effect of work life balance on employees' performance at Tanzania telecommunication corporation Rukwa. Demographic distribution whereby age, gender, education level and experience are described. This is followed by descriptive statistics and multiple regression analysis. Lastly is the discussion of the findings.

4.2 Demographic Characteristics of the Respondents

Although the entire study was first conducted in compliance with the Open University of Tanzania's regulations as stated in the prospectus, it subsequently adhered to the standards and ethics that were necessary. In spite of this, the study was conducted in compliance with the permission granted by the organization through the clearance letter. Similarly, respondents' information consent was acquired before data collection (Denzin & Lincoln, 2011). Furthermore, the data collection process was carried out while maintaining the respondents' confidentially before the information they supplied was used in order to expedite the study's completion (Fleming, 2018). Furthermore, the anonymity of the respondents was protected and maintained (Fleming, 2018).

4.2.1 Age Characteristics of the Respondents

Table 4.1 presents the data presents the age characteristics of the respondents, broken down into four categories: 2-35, 36-45, 46-55, and 56 and above at TTCL. he highest frequency of respondents falls within the age group of 36-45, with 31 respondents, followed by 46-55 with 25 respondents. The age group "2-35" has the lowest frequency of respondents, with 19 individuals falling into this category. The age group 56 and above" has the lowest number of respondents, with only 12 individuals in this category. The data suggests that the majority of respondents fall within the middle-age range, specifically, between 36 and 55 years old. This finding could indicate that individuals in this age group are more likely to participate in the survey or be employed in the relevant sector.

Table 4.1 Age Characteristics of the Respondents

		Frequency	**Percent**
Valid	"2-35"	19	21.8
	36-45	31	35.6
	46-55	25	28.7
	56 and above	12	13.8
	Total	87	100.0

Source: Field Data, 2024

4.2.2 Gender Characteristics of the Respondents

Table 4.2 presents the gender characteriscts of the respondents. The data shows a majority of male respondents at 64.40%. The minority gender (female) makes up 35.60% of respondents. The data indicates a gender imbalance among the respondents,

with a significantly higher representation of males compared to females. The higher proportion of male respondents may reflect broader trends in certain industries or fields where males are more heavily represented, potentially skewing the sample towards male respondents.

Table 4.2 Gender Characteristics of the Respondents

		Frequency	Percent
Valid	male	56	64.4
	female	31	35.6
	Total	87	100.0

Source: Field Data, 2024

4.2.3 Education level Characteristics of the Respondents

Table 4.3 presents the education level characteristics of the respondents, categorized into Certificate, Diploma, Degree, and Masters. In terms of percentage distribution, respondents with a degree constitute the largest proportion, representing 48.3% of the total sample. Diploma holders make up the second largest percentage, comprising 39.1% of the total sample. Certificate holders account for 8.0% of the respondents. he data on education level characteristics of the respondents highlights a diverse range of educational backgrounds within the sample, with the majority holding a degree or diploma.

Table 4.3 Education level Characteristics of the Respondents

		Frequency	Percent
Valid	Certificate	7	8.0

	Frequency	Percent
Diploma	34	39.1
Degree	42	48.3
master	4	4.6
Total	87	100.0

Source: Field Data, 2024

4.2.4 Working Experience Characteristics of the Respondents

Table 4.4 resents the working experience characteristics of the respondents, categorized into five groups: 1-5 years, 6-10 years, 11-15 years, 16-20 years, and above 20 years. In terms of percentage distribution, the 11-15 years category represents the largest proportion, accounting for 32.2% of the total sample. The 6-10 years category comprises the second largest percentage, representing 21.8% of the total sample. Respondents with 16-20 years of working experience make up 17.2% of the total sample. The 1-5 years category accounts for 16.1% of the respondents. Individuals with "above 20 years" of working experience represent the smallest percentage, comprising 12.6% of the total sample. The data suggests a varied distribution of working experience among the respondents, with the majority falling within the range of 6 to 20 years. The relatively higher representation of respondents with 11-15 years of experience may indicate a group of individuals who have gained substantial experience in their respective fields.

Table 4.4 Working Experience Characteristics of the Respondents

		Frequency	Percent
Valid	1-5yrs	14	16.1
	6-10yrs	19	21.8

	11-15yrs	28	32.2
	16-20yrs	15	17.2
	above 20yrs	11	12.6
	Total	87	100.0

Source: Field Data, 2024

4.3 Descriptive Statistics Results

Analysis was done on the descriptive statistics. Welfare policy, flexible work schedules, and leave policy are independent variables. whereas employee performance is the dependent variable. Standard deviations, means, minimums, and maximums are calculated.

4.3.1 Descriptive Statistics for Leave Policy Results

Table 4.5 presents the descriptive statistics for the leave policy variable. Minimum, maximum, mean and standard deviations were computed. When I utilize my leave, I usually perform well afterwards received the highest score (M= 4.07, SD = 1.032) followed by Taking leave help me to maintain health work life balance (M= 3.85, SD = 1.062). I am very satisfied with leave policy at TTCL received the lowest score on the scale of leave policy variable (M = 3.36, SD = 1.220) followed by My general perception regarding leave policy is that it contributes on positive working environment (M = 3.64, SD = 1.210). Overall, respondents tend to rate statements related to the leave policy at TTCL moderately positively, as indicated by mean ratings ranging from 3.36 to 4.07. The findings suggest that TTCL's leave policy generally receives moderate to positive ratings from employees.

Table 4.5 Descriptive Statistics for Leave Policy Results

	Min	Max	Mean	Std. Deviation
I am very familiar with leave policy of TTCL	1	5	3.84	1.088
I always encounter my annual leave on time	1	5	3.78	1.125
At TTCL the leave flexibility is high	1	5	3.76	.964
I am very satisfied with leave policy at TTCL	1	5	3.36	1.220
Taking leave help me to maintain health work life balance	1	5	3.85	1.062
When I utilize my leave, I usually perform well afterwards	1	5	4.07	1.032
My general perception regarding leave policy is that it contributes on positive working environment	1	5	3.64	1.210

Source: Field Data, 2024

4.3.2 Descriptive Statistics for Flexible Working Arrangements Results

Table 4.6 presents the descriptive statistics for the flexible working arrangements at TTCL. Minimum, maximum, mean and standard deviations were computed. TTCL does support flexible working arrangements for employees received the highest score (M = 3.75, SD = 1.102) followed by I am very familiar with flexible working arrangements at TTCL (M = 3.70, SD = 1.132). Flexible working arrangements does help to promote good working environment received the lowest score (M = 3.20, SD = 1.345) followed by My flexible working hours does help me to maintain health work life balance (M = 3.29, SD = 1.329). Overall, respondents tend to rate statements related to flexible working arrangements at TTCL moderately positively, as indicated by mean ratings ranging from 3.20 to 3.75. The findings suggest that while respondents generally perceive TTCL as supportive of flexible working arrangements, there may be room for

improvement in other areas, such as promoting a positive work environment. These findings can inform HR practices and policies aimed at enhancing employee satisfaction and well-being.

Table 4.6 Descriptive Statistics for Flexible Working Arrangements Results

	Min	Max	Mean	Std. Dev
I am very familiar with flexible working arrangements at TTCL	1	5	3.70	1.132
TTCL does support flexible working arrangements for employees	1	5	3.75	1.102
I am very satisfied with flexible working arrangements at TTCL	1	5	3.48	1.209
I normally utilize my flexible working arrangements doing other works	1	5	3.55	1.009
Flexible working hours have a positive effect on my productivity	1	5	3.59	.935
My flexible working hours does help me to maintain health work life balance	1	5	3.29	1.329
Flexible working arrangements does help to promote good working environment	1	5	3.20	1.345

Source: Field Data, 2024

4.3.3 Descriptive Statistics for Welfare Policy Results

Effect of Welfare Policies on t Table 4.7 presents the descriptive statistics of welfare policy results. I am very satisfied with welfare policies at TTCL received the highest score (M = 3.55, SD = 1.362_ followed by Welfare policies like gyms, has influenced my performance positively (M = 3.44, SD = 1.208. The lowest score on the scale of

welfare policy variable was Welfare policies at TTCL has affected me positively y on my work performance (M = 3.20, SD = 1.256) followed by There are no problem encountered regarding welfare policies at TTCL (M = 3.21, SD = 1.295). Overall, respondents tend to rate statements related to welfare policies at TTCL moderately positively, as indicated by mean ratings ranging from 3.20 to 3.55. The findings suggest that while respondents generally perceive a moderate level of satisfaction with welfare policies at TTCL, there may be room for improvement in certain areas, such as the perceived positive impact on work performance.

Table 4.7 Descriptive Statistics for Welfare Policy Results

	Min	Max	Mean	Std. Dev
I am very familiar with welfare policies at TTCL	1	5	3.31	1.332
TTCL does support welfare policies for its employees	1	5	3.38	1.203
I am very satisfied with welfare policies at TTCL	1	5	3.55	1.362
Welfare policies like gyms, has influenced my performance positively	1	5	3.44	1.208
TTCL does support employees training policy well	1	5	3.25	1.323
Welfare policies at TTCL has affected me positively y on my work performance	1	5	3.20	1.256
There are no problem encountered regarding welfare policies at TTCL	1	5	3.21	1.295

Source: Field Data, 2024

4.3.4 Descriptive Statistics for Employees' Performance Results

Table 4.8 presents the descriptive statistics for the dependent variable employees' performance at TTCL Rukwa region. Minimum, maximum, means and standard deviations. The training from TTCL has helped me to improve my work received the highest score (M = 4.2644, SD = .70644) followed by I am positively recommending TTCL as the best Telecommunication company (M = 4.2184, SD = .85488). My job performance is rated high for the last year evaluation Received the lowest score on the scale of the employee performance dependent variable (M =3.36, SD = 1.364) followed by I normally receive frequent feedback from supervisors (n M = 3.49, SD = 1.247). Overall, respondents tend to rate statements related to employees' performance at TTCL positively, as indicated by mean ratings generally above 3.5. The findings suggest areas of strength, such as the perceived positive impact of training and support from management.

Table 4.8 Descriptive Statistics for Employees' Performance Results

	Min	Max	Mean	Std. Dev
My job performance is rated high for the last year evaluation	1	5	3.36	1.364
I normally receive frequent feedback from supervisors	1	5	3.49	1.247
I do feel that my personal goals are aligned with TTC goals	1	5	3.71	1.190
My Job at TTC is clear	1	5	3.83	1.014
The training from TTCL has helped me to improve my work	3.00	5.00	4.2644	.70644
Always there is full support from management on doing my job	1.00	5.00	4.1609	.92603
There is enough resources required for me to use in order perform my job effectively	1.00	5.00	4.1034	.91543
There is strong team work at TTCL	1.00	5.00	4.1149	.88166

TTCL does promote work life balance Policy well	1.00	5.00	3.8391	1.02155
I am very satisfied with my current job	1.00	5.00	4.2069	.77965
I am positively recommending TTCL as the best Telecommunication company	1.00	5.00	4.2184	.85488

Source: Field Data, 2024

4.4 Regression Assumptions Test Results

Regression analysis is a statistical method used to examine the relationship between one or more independent variables (predictors) and a dependent variable (outcome). However, to ensure the validity and reliability of the regression results, several assumptions must be met. The outcomes of the normality assumption are depicted in Figure 4.1, where the shape of the histogram provides insights into the data distribution. A symmetrical bell-shaped curve typically indicates a normal distribution. To assess whether the data exhibits this bell-shaped characteristic or adheres to a normal distribution, a normality test can be employed. Numerous statistical analyses rely on meeting this assumption of normality for their validity. The histogram illustrated in Figure 4.1 displays the distribution of residuals, with a close clustering around zero in both mean and standard deviation signifying a normal distribution. Additionally, the histogram indicates that all residual values fall within three boundaries, revealing the absence of outliers. As per Wilkinson, (2017) who provide that a result exceeding the |3| threshold is considered nomalous.

4.4.1 Normality Test Results
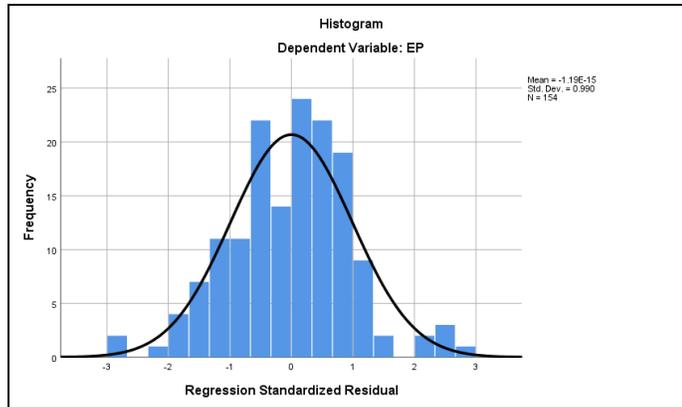
Figure 4.1 Histogram

Source: Data Analysis, 2024

4.4.2 Linearity Test Results

The results of linearity assumptions are shown in Figure 4.2. A statistical test called the linearity test is used to determine if two variables in a regression study have a linear connection (Darlington & Hayes, 2016). Put more simply, it determines whether the independent variable (predictor) affects the dependent variable (outcome) in a linear fashion. The P-P plot appears in this figure aligned on the diagonal x-axis. As a result, the data is linear, indicating the need for data analysis.
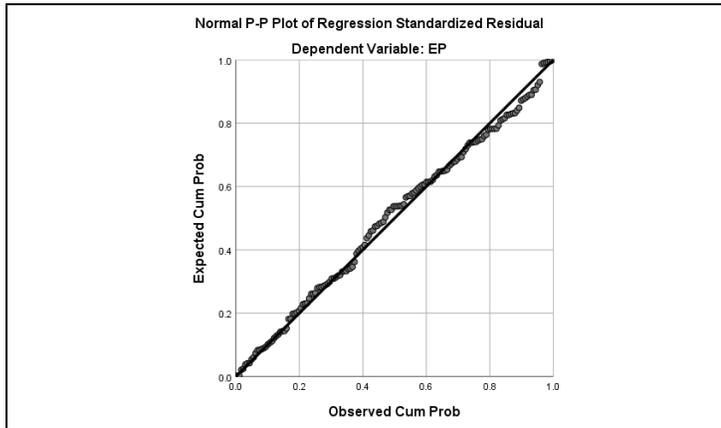
Figure 4.2 P – P Plot for Regression Standardized Residuals Results

Source: Data Analysis, 2024

4.4.3 Homoscedasticity Test Results

In regression analysis, homoscedasticity also referred to as constant variance is a fundamental premise. It describes the state in which the residuals' (errors') variance is constant at all independent variable levels (Astivia & Zumbo, 2019). Stated otherwise, the residuals' spread ought to stay roughly constant across the predictor variables' range. The case residual dots, scattered in a rectangle around zero (0) in Figure 4.3, seem to be homoscedastic (equality of variance). Therefore, the heteroscedasticity (unequal variation) of the data is not a cause for concern.

Figure 4.3 Scatter Plot

Source: Data Analysis, 2024

4.5 Multiple Regression Analysis Results

The impact of the many independent work-life balance factors (leave policy, flexible work schedules, and welfare policy) on the single dependent variable of employee performance was examined using multiple regression analysis.

4.5.1 Model Summary Results

Initial findings on how well the model fits the data and explains the relationship between the independent variables (WP, LP, and FWA) and employee performance (EP) are shown in Table 4.9. The percentage of variance in the dependent variable (EP) that can be accounted for by the predictor variables (WP, LP, and FWA) is known as the coefficient of determination (R2). With an R2 of.337, this model shows that the predictor variables account for around 33.7% of the variance in the dependent variable. This implies that a moderate percentage of the variables affecting employee performance are captured by the model.

Table 4.9 Model Summary Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.580[a]	.337	.313	.42012
a. Predictors: (Constant), WP, LP, FWA				
b. Dependent Variable: EP				

Note: MENT = Mentorship, ORT = Orientation, COACH = Coaching, EP = Employee Performance
Source: Data Analysis, 2024

4.5.2 Analysis of Variance Results

The overall significance of the regression model and the role of the predictor variables (WP, LP, and FWA) in explaining the variance in the dependent variable (EP) are revealed by the ANOVA (Analysis of Variance) results in table 4.10. With a significance level (Sig.) of 0.000 (less than 0.05, the generally recognized threshold), the F-statistic in this instance is 14.041. This implies that the model significantly and statistically explains the variation in employee performance.

Table 4.10 ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.435	3	2.478	14.041	.000[b]
	Residual	14.650	83	.177		
	Total	22.085	86			
a. Dependent Variable: EP						
b. Predictors: (Constant), WP, LP, FWA						

Note: WP = Welfare Policy, LP = Leave Policy, FWA = Flexible Work Arrangements, EP = Employees Performance
Source: Data Analysis, 2024

4.5.3 Regression Coefficient Analysis Results

The relationship between each independent variable (LP, FWA, and WP) and the dependent variable (EP) is explained in detail in the regression coefficient results table 4.11. Employee performance (EP) should rise by an average of 0.071 units for every unit increase in LP. Employee performance (EP) should rise by an average of 0.053 units for every unit increase in FWA. Employee performance (EP) should rise by an

average of 0.277 units for every unit increase in WP. WP has the greatest relative impact on employee performance, as evidenced by its highest standardized coefficient (0.593).

A significant t-statistic (p-value less than 0.05) suggests that the relationship between the independent variable and the dependent variable is statistically significant, meaning it's unlikely due to chance. In this case, all the independent variables (LP, FWA, WP) have significant t-statistics (p-value < 0.005), indicating statistically significant relationships with employee performance.

VIF (Variance Inflation Factor) is another measure of collinearity, with values greater than 5 suggesting potential multicollinearity issues. In this case, all the Tolerance values are above 0.3 and VIF values are below 3, suggesting there's likely no significant multicollinearity among the independent variables.

Table 4.11 Regression Coefficient Results

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2.930	.228		12.873	.000		
	LP	.071	.065	.116	1.096	.006	.711	1.406
	FWA	.053	.089	.090	.593	.005	.343	2.916
	WP	.277	.066	.593	4.189	.000	.398	2.511
a. Dependent Variable: EP								

Note: WP = Welfare Policy, LP = Leave Policy, FWA = Flexible Work Arrangements, EP = Employees

Performance

Source: Data Analysis, 2024

4.6 Discussion of the Findings

Using TTCL Rukwa Region as a case study, the study sought to determine how work-life balance affected employees' performance. The data were analyzed using both descriptive statistics and multiple regression analysis. The discussion clarifies the information from the data analysis and contrasts or compares the current findings with those from previous, relevant studies by other writers, all the while maintaining the study objectives front and center. Each finding's contribution is summed up. These data provide a detailed explanation of the relationship between work-life balance and employee

4.6.1 Effect of Leave Policy on Employees' Performance

According to this study, TTCL Rukwa Region employees' performance is positively and strongly correlated with the leave policy. Similar findings were made by Bartel, Rossin-Slater, Ruhm, Slopen, and Waldfogel (2023), who discovered that PFL improves employers' assessments of their capacity to manage lengthy employee absences. This improvement was primarily shown in the first policy year and among companies with 50–99 employees. Additionally, they addressed a topic that is pertinent to businesses, employees, and policymakers: the effect of paid family leave on employers. Additionally, Begall, van Breeschoten, van der Lippe, and Poortman (2022) discovered

that, in part, via boosting organizational commitment, employees' contextual performance is favorably correlated with their perception of the availability of additional family leave. This effect occurs regardless of whether family leave is actually used, and it is not influenced by factors that may influence future use, such as having small children, being of childbearing age, or being a woman. Furthermore, leave policies and flexible work schedules have a good and considerable impact on bank employees' performance, according to Msuya and Kumar (2022).

However, However, (Sarwar & Sarwar, 2020) found that the redistribution of workload due to employees taking leave can lead to increased stress and decreased productivity among remaining team members. This can negatively impact overall team performance. Also, Kossek, et al., (2017) found that extended leaves can result in a loss of continuity in projects or tasks, leading to gaps in knowledge and productivity. This can have a negative impact on project outcomes and organizational performance

Therefore, leave policies at TTCL Rukwa Region likely contribute to employees' overall well-being by allowing them to take time off for personal reasons, such as vacations, illness, or family emergencies. A well-designed leave policy can promote work-life balance, which is essential for employee satisfaction and retention. Also, while leave policies are essential for supporting employee well-being, excessive or unplanned absences can impact workforce productivity and operational efficiency. The organization must carefully manage leave requests to ensure that staffing levels are maintained, and essential tasks are covered, especially in critical roles.

4.6.2 Effect of Flexible Working Arrangements on the Employees

According to this study, employees' performance at TTCL Rukwa Region is positively and significantly correlated with flexible work arrangements. The use of various FWAs has also been demonstrated to have favorable benefits on job and leisure happiness for both men and women, according to Wheatley (2017). Findings, however, show disparities in FWA availability and utilization and emphasize how gendered flexible employment is. Additionally, the study discovered that flextime, the most popular FWA among men, provides advantages since it makes it easier to handle household duties while still working a full-time job.

Additionally, Wheatley (2017) discovered that home and part-time job are beneficial, which is in line with men's higher degree of choice when using FWAs. When it comes to using FWAs, women are more frequently restricted to working fewer hours. As a result, FWAs have detrimental effects on some women's employment (flextime, part-time when used for extended periods), leisure (flextime, job-share), and life happiness (flextime). Additionally, Ibironke (2021) discovered that in Nigeria, the flexible work paradigm significantly affects work-life balance. As a result, the study comes to the conclusion that workers are emotional beings who require the chance to balance their feelings about job and family.

Additionally in Tanzania, Nnko (2022) discovered that nurses' performance was positively impacted by work scheduling, workload, job location, and work continuity.

Additionally, it was discovered that the relationship between the impact of flexible work arrangements and nurses' performance at Tanzanian regional hospitals was significantly moderated by supervisor support.

However, bloom et al., (2015) found that FWA, particularly remote work, may limit employees' access to networking opportunities, mentorship, and career advancement possibilities available in a traditional office setting. Also, Campion et al., (2018) found that not all employees may have equal access to FWA, leading to perceptions of unfair treatment and potential conflicts among team members. This can undermine morale and team cohesion for performance. Lastly, Choudhury & Kar, (2018) found that supervising and evaluating remote employees' performance can be challenging for managers. Lack of visibility into employees' activities may result in concerns about accountability and performance management.

Therefore, FWA at TTCL Rukwa Region can enable employees to better balance their professional responsibilities with personal commitments, such as family obligations or pursuing further education. By providing flexibility in work schedules or locations, employees can allocate time more effectively, leading to reduced stress and improved well-being, which can positively impact their performance. Also, TTCL Rukwa Region should establish transparent performance evaluation criteria that account for the unique challenges and opportunities associated with FWA. Managers need to assess performance based on outcomes and deliverables rather than traditional measures of

time spent in the office, ensuring fairness and objectivity in performance management practices.

4.6.3 Effect of Welfare Policies on the Employees Performance

According to this study, TTCL Rukwa Region employees' performance is positively and considerably impacted by welfare programs. According to Widjaja (2022), government policies, trade unions, pay levels, and living expenses all had a major impact on compensation. In contrast, job productivity had no significant effect on compensation, while employee performance was highly impacted by compensation. Furthermore, Waititu, Kihara, and Senaji (2017) discovered that Kenya Railways Corporation employees' performance is impacted by the five components of employee welfare programs: occupational health, succession planning, training and development, employee referral schemes, and compensation policies.

Welfare policies, such wellness initiatives, health benefits, and employee support programs, improve workers' general job and company happiness and foster a positive work environment. Improved performance and productivity are closely linked to higher levels of job satisfaction and morale (Ahmad et al., 2019).

Nevertheless, Kakwale (2021) discovered that poor employee performance resulted from ineffective employee welfare measures. The absence of a welfare policy was identified as the cause of the failure to implement both intrinsic and extrinsic welfare.

Zhang et al. (2018) also discovered that workers who receive excessive welfare benefits may become dependent on their employers, which lowers their incentive to give their best work.

This can result in decreased productivity and performance levels. Moreover, Rosenbaum, (2018) also found that over-reliance on welfare policies may erode employees' work ethic, as they may come to expect rewards or benefits without putting in the necessary effort. This can lead to a decline in performance and a culture of entitlement within the organization.

As a result, TTCL Rukwa Region's welfare policies which include wellness initiatives, healthcare benefits, and employee support programs—support workers' physical and emotional well. Employees are more likely to have greater job satisfaction and lower stress levels, which improves performance, when they feel that the company supports and cares for them. Additionally, the welfare policies of TTCL Rukwa Region, such as flexible work schedules and family-friendly perks, help staff members better manage their personal and professional obligations. Employees with schedule flexibility are typically happier, more engaged, and more productive, which improves performance results.

CHAPTER FIVE

SUMMARY CONCLUSION AND RECOMMENDATIONS

5.1 Overview

The study assessed the work-life balance of TTCL Rukwa Region employees by looking at their performance. This chapter includes recommendations, a conclusion, and a summary of the findings.

5.2 Summary of the Findings

This analysis examined the relationship between leave policy and employee performance at TTCL Rukwa Region based on the provided data. Here's a compilation of the key findings. Employees generally have a positive perception of the leave policy at TTCL. This is indicated by the high means on statements regarding familiarity with the policy, encountering annual leave on time, perceiving flexibility, and satisfaction

with the policy. There seems to be a positive correlation between taking leave and employee performance. Employees who reported utilizing their leave also reported performing well afterwards. The regression model statistically explains a moderate portion of the variance in employee performance (around 33.7%). Work performance (WP) emerged as the strongest factor influencing employee performance, followed by leave policy variables (LP, FWA). All the leave policy variables (length of service, flexible work arrangement) had statistically significant positive relationships with employee performance.

The data suggests a positive correlation between FWA and employee performance. The regression model shows a statistically significant positive relationship between FWA and EP. Employees who have access to flexible working arrangements report increased productivity and performance levels. The ability to work during peak hours and in environments conducive to concentration has led to more efficient task completion and higher quality work outcomes. Therefore, the implementation of flexible working arrangements at TTCL Rukwa Region has resulted in numerous benefits for employees, including enhanced work-life balance, increased job satisfaction, improved productivity, and facilitated collaboration. However, challenges such as boundary management and the need for clear policies highlight the importance of ongoing evaluation and refinement of FWA to maximize its effectiveness in supporting both employees and the organization.

Welfare policies implemented at TTCL Rukwa Region have positively impacted employees' well-being and job satisfaction. Access to healthcare benefits, wellness programs, and employee assistance programs has contributed to employees feeling supported and valued by the organization. Moreover, Welfare policies, such as flexible work arrangements and family-friendly benefits, have enabled employees to achieve a better balance between their professional and personal lives. This has led to reduced stress levels, increased job satisfaction, and improved overall performance.

5.3 Conclusion

In summary, work-life balance has a significant and complex impact on Tanzania Telecommunication Corporation (TTCL) Rukwa Region employees' performance. Employee engagement, productivity, and well-being have all increased as a result of TTCL's adoption of work-life balance-promoting tactics and policies. The study's conclusions emphasize a number of important factors.

First off, TTCL Rukwa Region's work-life balance programs have helped staff feel less stressed. Flexible work arrangements, such remote work choices and flexible scheduling, have helped employees better balance their personal and professional obligations, which has reduced stress and enhanced general wellbeing.

Second, the encouragement of work-life balance has improved TTCL Rukwa Region employees' morale and job satisfaction. Workers are more likely to be content with their jobs and stick with the company if they are encouraged to strike a balance between work and personal life.

Thirdly, TTCL Rukwa Region employees' enhanced productivity and efficiency demonstrate the beneficial effects of work-life balance programs on employee performance. Better task completion and performance results have been made possible by TTCL, which permits employees to work in settings and at times that best suit their unique requirements and preferences.

Additionally, TTCL Rukwa Region has been able to attract and retain talent thanks to the establishment of work-life balance initiatives. TTCL's dedication to promoting employee well-being has established it as a top employer in the telecom sector, as workers place a greater emphasis on work-life balance when evaluating employment prospects.

5.4 Implications

Work-life balance has a substantial and complex impact on Tanzania Telecommunication Corporation (TTCL) Rukwa Region employees' performance.

TTCL Rukwa Region may greatly enhance its workers' well-being by encouraging work-life balance. This includes a lower stress level, greater mental health, and an all-around higher standard of living.

Initiatives for work-life balance also help employees be more engaged and satisfied with their jobs. Higher retention rates and reduced turnover costs result from engaged and happy workers who are more inclined to be dedicated to their jobs and the company.

5.5 Recommendations
Based on the findings this study provides some recommendations.

5.5.1 Effect of Leave Policy on Employees' Performance

For the management, conduct regular reviews of the leave policy to ensure it aligns with the organization's goals and objectives. Also, provide adequate resources and staffing to cover for employees on leave to minimize disruptions to workflow.

For employees at TTCL, should be encouraged to plan their leave in advance and communicate effectively with their supervisors to minimize disruptions to workflow. Moreover, promote a culture of mutual respect and support among colleagues to cover for each other during periods of leave.

For HR Department, should ensure that the leave policy is communicated clearly to all employees and regularly updated to reflect any changes or revisions. And also, provide

guidance and support to employees in understanding their leave entitlements, rights, and responsibilities.

5.5.2 Effect of Flexible Working Arrangements on the Employees

Management should encourage a culture of trust and accountability where managers empower employees to manage their own work schedules effectively. Moreover, should provide training and guidance to managers on how to effectively manage remote teams and monitor employee productivity. Further, TTCL employees are advised to take ownership of work responsibilities and communicate openly with managers regarding work schedules, availability, and progress on tasks. And also, utilize technology and communication tools provided by the organization to stay connected with colleagues and supervisors while working remotely.

Lastly, HR should develop comprehensive guidelines and policies for flexible working arrangements that outline expectations, rights, and responsibilities for both employees and managers. And also, should provide training and support to employees and managers on how to effectively utilize flexible working arrangements and address any challenges or concerns that may arise.

5.5.3 Effect of Welfare Policies on the Employees Performance

Management should continuously evaluate and update welfare policies to ensure they align with the evolving needs and expectations of employees. Also, it should provide adequate resources and support for the implementation of welfare policies to ensure their effectiveness. Moreover, employees should take advantage of the welfare programs and resources provided by TTCL Rukwa Region to support personal and professional development. And also, should actively, actively participate in feedback mechanisms provided by the organization to share experiences and suggestions for enhancing welfare policies.

Moreover, HR should ensure that welfare policies are communicated clearly to all employees and that they understand their rights and entitlements. And also, HR should provide ongoing training and development opportunities to HR staff to effectively administer and manage welfare programs.

5.6 Recommendations for Further Studies

The current analysis focused on length of service (potentially reflecting FWA) and a general perception of leave policy. Further research could explore specific leave types (e.g., vacation, sick leave, parental leave) and their individual effects on performance. Investigate how employees utilize their leave and how it affects their well-being and work-life balance.

The current study relied on self-reported performance. Future studies should incorporate objective performance metrics provided by TTCL, such as sales figures, customer

satisfaction ratings, or project completion rates, alongside self-reported measures to provide a more holistic view.

The current analysis suggests a positive correlation between leave policy/FWA and performance. Future research can delve deeper by exploring potential mediating variables. For example, investigate whether taking leave or having flexible work arrangements leads to increased employee well-being, reduced stress, or higher job satisfaction, which in turn might contribute to improved performance.

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APPENDIXES

APPENDIX I QUESTIONNAIRE

My name **is BAHATI JUSTICE**, a student from The Open University of Tanzania Pursuing a master degree of MASTER OF HUMAN RESOURCE MANAGEMENT I am required to conduct research on topic of my interest. My research topic is "EFFECT OF WORKLIFE BALANCE ON EMPLOYEES' PERFORMANCE AT TANZANIA TELECOMMUNICATION CORPORATION RUKWA". The purpose of this questionnaire is to get data that was used in the analysis. I humbly request you to feel it. NOTE: Maximum confidentiality was considered on the information provided and it will only be used for Academic purpose.

On the following statements of knowledge transfer practices, please indicate your level of disagree or agreed based on the scale of **1-5 where 1 strongly disagree (SD), 2 disagree (DA), 3 neutral (N), 4 agree and 5 strongly agree (SA).**

PART A : DEMOGRAPHIC CHARACTERISTICS

A: Personal Information		
1. Age of respondent	a. under 18 - 25 ()	c. 36- 45 ( )
	b. 26 - 35 ( )	D 46 - 55 ( )

	e. 56 and Above	
2. Sex of the respondents	a. Male ( )	b. Female ( )
3. Level of education	a. Primary ( )	f. Advanced diploma ( )
	b. Secondary ( )	g. Master's degree ( )
	e. Colleges ( )	h. Others (please specify) ( )
4. What is your occupation?	a. Academic staff	c. non – academic staff ( )
5. What is your Job position		
6. Years of Experience	a. Under 5 years b. 6- 10 years c. 11- 15 years	d. 16 – 20 years e. 21- 25 years f. Above 25 years

	Effect of Leave Policy	SD	D	A	N	SA
1	I am very familiar with leave policy of TTCL	1	2	3	4	5
2	I always encounter my annual leave on time	1	2	3	4	5
3	At TTCL the leave flexibility is high	1	2	3	4	5
4	I am very satisfied with leave policy at TTCL	1	2	3	4	5
5	Taking leave help me to maintain health work life balance	1	2	3	4	5
6	When I utilize my leave, I usually perform well afterwards	1	2	3	4	5
7	My general perception regarding leave policy is that it contributes on positive working environment	1	2	3	4	5

	Effect of Flexible Working Arrangements	SD	D	N	A	SA
1	I am very familiar with flexible working arrangements at TTCL	1	2	3	4	5
2	TTCL does support flexible working arrangements for employees	1	2	3	4	5
3	I am very satisfied with flexible working arrangements at TTCL	1	2	3	4	5
4	I normally utilize my flexible working arrangements doing other works	1	2	3	4	5
5	Flexible working hours have a positive effect on my productivity	1	2	3	4	5
6	My flexible working hours does help me to maintain health	1	2	3	4	5

	work life balance					
7	Flexible working arrangements does help to promote good working environment	1	2	3	4	5

	Effects of welfare policies	SD	D	N	A	SA
1	I am very familiar with welfare policies at TTCL	1	2	3	4	5
2	TTCL does support welfare policies for its employees	1	2	3	4	5
3	I am very satisfied with welfare policies at TTCL	1	2	3	4	5
4	Welfare policies like gyms, has influenced my performance positively	1	2	3	4	5
5	TTCL does support employees training policy well	1	2	3	4	5
6	Welfare policies at TTCL has affected me positively y on my work performance	1	2	3	4	5
7	There are no problem encountered regarding welfare policies at TTCL	1	2	3	4	5

	Employees Performance at TTCL	SD	D	N	A	SA
1	My job performance is rated high for the last year evaluation	1	2	3	4	5
2	I normally receive frequent feedback from supervisors	1	2	3	4	5
3	I do feel that my personal goals are aligned with TTC goals	1	2	3	4	5
4	My Job at TTC is clear	1	2	3	4	5
5	The training from TTCL has helped me to improve my work	1	2	3	4	5
6	Always there is full support from management on doing my job	1	2	3	4	5
7	There is enough resources required for me to use in order perform my job effectively	1	2	3	4	5
8	There is strong team work at TTCL	1	2	3	4	5
9	TTCL does promote work life balance Policy well	1	2	3	4	5
10	I am very satisfied with my current job	1	2	3	4	5
11	I am positively recommending TTCL as the best Telecommunication company	1	2	3	4	5