

# Work-family balance and employee performance in Nepalese commercial banks

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## ABSTRACT

**Purpose:** The paper aims at examining the impact of work-family balance (WFB) practices on HR performance in Nepalese commercial banks – private and foreign joint venture banks. **Methodology:** The study was based on a survey administered from April to June of 2019 on 252 supervisory bank employees selected through a simple random sampling technique from five commercial banks, and garnered 240 usable (posting a success rate of above 95%). It made use of a descriptive analysis, one-way ANOVA test, multicollinearity test, and correlation and linear regression analyses. **Findings:** The regression analyses churned out the results that WFB practice – measured in terms of flexi-time, job sharing, telework/telecommuting, and leave policy – significantly impacted HR performance in Nepalese commercial banks. **Implications:** The study findings imply that organizations should properly manage work-family balance of their human resources to help improve their performance that would ultimately help the organizations achieve their goals. **Originality:** The originality of this study lies in the fact that there is an extreme paucity of WFB studies in Nepal; and even those few studies probed, not into the impact of WFB on HR performance in commercial banks, but into relationship with HR engagement, career success, and job satisfaction in non-banking organizations.

**Key words:** Flexi-time, HR performance, job sharing, leave policy, telework/telecommuting, work-family balance, work-life balance

## INTRODUCTION AND STUDY OBJECTIVES

### Background

Research works have depicted work and family as the two most important domains in the life of an employee (Kofodimos, 1993; Lewis and Copper, 1995; Greenhaus et al., 2003). A person, employed in an organization, does not mean that he or she sacrifices his/her

life in exchange for work; instead, he/she endeavors to keep balance between them. Thus, work-family balance (WFB) or work-life balance (WLB) lies in bringing one's work and leisure time into a happy balance so as to achieve harmony in physical, emotional, and spiritual health. In the 1970s, when more women joined the workplace, the issue of integrated WLB came to the fore. Since then, the WFB has largely been seen as a female problem and a social problem. However, human resource practitioners in the late 1980s put forth this area of HR policy as a potential business issue (Frame and Hartog, 2003).

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Received: 28 October 2020; Accepted: 26 December 2020

DOI: 10.18843/ijcms/v12i1/04

Arif and Farooqi (2014) suggested the need to design flexibility activities to the employees. The WFB practices should be embraced in organizational culture, so as to retain the employees in the organization and avert their switch to the competing firms. Reduction in stress, rise in productivity, increase in performance, and better job satisfaction can be experienced when personal life is well balanced with the professional life of an individual.

The rising number of women in the workplace, longer working hour culture, and technological advancement has resulted in competing and multifaced demands between work and family responsibilities (Sthapit, 2013; Sthapit, 2018). Combating this requires organizations to design HR practices aimed at facilitating employees' efforts to fulfill both their employment related and personal commitments. In the field of human resource management (HRM), the way work-family balance can be attained and enhanced is an important issue that has drawn significant attention from not only employers and employees but also government, academic researchers, and the media (Wambui et al., 2017). The WFB has thus become a critical issue facing organization managers.

## STATEMENT OF THE PROBLEM

The foundation for work-family balance practices emanates from work-family conflict experienced by employees. Clarke (2000) described WLB as the level of satisfaction and the connection among the several roles in a person's life. Women are expected to look after children, entertaining guests, taking care of parents, and managing household affairs. This trend has generated multiple roles women have to play in their family issues which contradict with their working career and finally the issue of work-life imbalance emerges. Modern organizations need to adopt various WFB (WLB) strategies to help employees balance their work career with life activities. WFB motivates and prepares employees for improved organizational performance. Yet, many employees find it hard to balance their job responsibilities with their social lives (Wambui et al., 2017).

With the changing politico-socio-economic dynamics, the research scope of work-family balance has witnessed extensions. An employee's work-family interface is not only limited to the number of hours of work and comfortability of work schedule but also extended to encompass whether the workers perceive that they have some discretion over the setting and timing of their work schedule. When an employee perceives to have none of such discretion, it could have at

least as much negative impact on his/her performance. The employees' perception toward their work-life balance with their own discretion to manage it should have a substantial impact on how well they perform in the job.

It is against this background that a study on work-life or work-family balance and employee performance in Nepalese commercial banks would be of essence and relevance as envisaged by the research objective stated in the following paragraph. This paper has interchangeably used the terminologies of work-family balance (WFB) and work-life balance (WLB) as the same.

## RESEARCH OBJECTIVES

The paper aims mainly at identifying the impact of work-life/work-family balance on HR performance in commercial banks of Nepal. To achieve the main objective, the present study has pursued the following specific objectives:

- To identify the WFB (WLB) practices in Nepalese commercial banks;
- To analyze the difference between foreign joint venture and private commercial banks in terms of WFB practices in Nepal; and
- To examine the impact of WFB practices on perceived HR performance in Nepalese commercial banks

## LITERATURE REVIEW

This section presents the literature review at two stages: The first one showcases a conceptual review of work-life/family balance and HR performance. Then, it formulates a study framework based on the critical review of literature and identification of research gaps.

### Conceptual Review of Work-family Balance and HR Performance

The practices of enabling workers to schedule their time to better balance competing demands from work and family are aimed at reducing levels of work-family conflict, and enhance employee performance and organizational effectiveness (Wambui et al., 2017). Employees having high levels of both work-to-life and life-to-work conflict are likely to have lower levels of job satisfaction and organizational commitment. Hence, in work domains, the absence of the balance between work and family results in poor performance and higher level of absenteeism of workers (Frone et al., 1997), but balanced family and

work-life augments job satisfaction and organizational commitment (Cegarra-Leiva et al., 2012).

Therefore, managers should make sure that there is a well-developed approach to managing and coaching its workforce. For service industries like banking, the business of the organization is founded almost solely on the performance of their employees; hence, managers should explore ways to augment employee performance (Obiageli et al., 2015). Therefore, choosing commercial banks of Nepal for the present study of work-family balance and worker performance have been relevant.

### Review of Related Studies

Tamang (2010) defined role ambiguity as the important variable from work domain to negatively influence work-life balance in the context of Nepalese hospitality industry. The study reported that the employees – when getting more involved in household activities – would experience a good balance between their family and work.

Based on t-test, correlation, and multiple regression analyses, a Pakistani study by Malik et al. (2010) found that the medical professionals in hospitals who were better able to manage the work and the family life activities are more satisfied with their jobs and have less turnover intention.

Manandhar (2011) examined WLB and career success of employees in Nepalese hospitals and television channels. The individual, organizational, and social variables were studied in different dimensions as well as the impact of WLB on the employee career success. The study based on a structured questionnaire surveyed on 150 employees in TV channels and hospitals located in the Kathmandu Valley showed a significant positive effect of WLB on employee career success in both of the sectors.

A study by Kumari (2012) in Indian banking sector revealed a statistically significant correlation between work-life balance and job satisfaction. The study stressed the need for giving more facilities to female employees, such as flexi-time, job sharing, and childcare, to gain their organizational commitment.

Kamau et al. (2013) discovered the existence of a correlation between work-life balance and HR performance in the context of Kenyan banking sector. Similar results were found in a Sri Lankan study by Dissanayaka and Ali (2013) on apparel industry.

Hye (2014) investigated into the effect of WLB on affective commitment and role performance through a survey on

293 South Korean employees, and demonstrated that WLB practices enhanced affective commitment and role performance of the employees. Based on a survey on 275 health-care employees, an Indian study by Azeem and Akhtar (2014) found a positive relationship of work-life balance with both job satisfaction and organizational commitment.

Using a survey involving 24,096 workers from 27 European countries, Lunau et al., 2014, used logistic multilevel models and found that the employees reporting poor WLB grieved having more health problems. Variation of the WLB between countries was explained by working hours, working time regulations, and welfare state regimes.

Maurya et al. (2015) emphasized that each of the WLB policies (flexibility policies, leave provisions, welfare policies, and job design) on its own is a predictor of job satisfaction and performance among the employees working in commercial banks in Indian cities of Lucknow, Kanpur, and Greater Noida of Uttar Pradesh.

Through a multiple regression analysis of the data from the survey of 700 workers located in Queensland of Australia, Zheng, Molineux, Mirshekary and Scarparo, 2015, examined the interactive effect of individual WLB strategies and organizational WLB programs on improving employee health and well-being. It found that the employees exercising their own WLB strategies showed better health conditions and well-being, and were more capable of achieving WLB, while the organizational WLB programs were found to help employees reduce their stress levels.

In another Nepali study, (Manandhar, 2015), found a significant, negative impact of role conflict on WLB and career success of the 100 doctors and nurses at Tribhuvan University Teaching Hospital and B and B Hospital.

Yadav and Rani (2015) stated in another Indian study that a decrease in working hour lowers work-family conflict for both men and women, and also part-time work was associated with concentrated work pressure, but it would do so extensively for female workers only.

Starmer et al. (2016) identified personal and work factors associated with work-life balance, employee burnout, and career and life satisfaction, through a survey of early career pediatricians. In multivariable modeling, it found the association of WLB with excellent health, having support from physician colleagues, and adequate resources for patient care.

In another Indian study limited to the city of Indore, (Joshi, 2016), discovered that married women working in the software industry of all the age groups and income groups were equally good at balancing their work and family lives.

Another Nepalese study by Manandhar (2016) reported a significantly positive impact on work-life balance on job satisfaction in hospital and television sectors. Yet, another Nepalese study by Sthapit and Tuladhar (2017) reported the existence of negative effects of poor WFB on family satisfaction and psychological health due to high levels of work-family conflict and family-work conflict. It found an adverse effect of demands and pressures from work and family domains on family satisfaction, while its results also showed negative relationships between the time devoted to work and the time spent with families.

In the studies more specifically examining the WFB and job performance, (Johari, Tan, and Zulkarnain, 2018), discovered that work-life balance along with autonomy had a significant impact on respondents' job performance, as the Malaysian study investigated 302 teachers through a survey. The results of such other study by Ogbeide and Arinze (2018) reported that the WLB – considering the variables of flexible work schedules and leave programs – influenced employee performance, as it used ANOVA statistics and regression analysis on the survey data collected from 134 employees of Anambra State Judiciary in Nigeria.

Duong et al. (2020) put forth job stress, coworker support, and role expectation conflict as the three most important challenges or issues of WLB faced by women employed in multinationals in Vietnam.

Rosman et al. (2020) in their Indonesian study involving 110 policewomen at Kuching, Sarawak established the impact of organizational factors (flexible working hour, organization support, and self-management) on work-life balance with the “emotion-based coping strategy” as the mediating factor.

In yet another Indonesian study based on a survey on 263 permanent employees of Bank BPD DIY, in seven branch offices in Yogyakarta; (Burhanudin, Tjahjono, EQ, and Hartono 2020) reported that the work-family enrichment model acted as an influential mediator of supervisor support, self-esteem, and optimism on job satisfaction influencing their performance.

In gist, the issues concerning work and family balance have been researched extensively in Western countries

but very few research works in Nepal have been found. Research works conducted by (Tamang, 2010; Manandhar, 2011; Manandhar, 2015; Manandhar, 2016 and Sthapit and Tuladhar, 2017) delineated the WLB issues in the industries ranging from airlines and hotels to hospital and media houses. They probed into the WLB in conjunction with HR engagement, career success, job satisfaction, and factors contributing to work-family conflict. Hence, there is the need to research into the work-life balance practices adopted by Nepalese organizations and their impact on HR performance, more particularly, in commercial banks in Nepal.

## Study Framework and Hypotheses

As presented in Figure 1, perceived HR performance is the dependent variable and WFB (WLB) practices are independent ones. The present study is based on the proposition that perceived performance of employees depends on WFB practices of flexi-time, job sharing, telecommuting, and leave policy (Tariq et al., 2012).

### Proposed Study Model

In line with the study framework, a regression model was formulated thus:

$$\text{Model 1: HRP} = \alpha + \beta_1\text{FT} + \beta_2\text{JS} + \beta_3\text{T} + \beta_4\text{LP} + e_i \quad (i)$$

Here, HRP is human resource performance, the dependent variable. The HRP is dependent on the work-family balance practices of flexi-time (FT), job sharing (JS), telework or tele-commuting (T), and leave policy (LP) – the independent variables. Moreover,  $e_i$  is the error term. The expected outcome signs explaining the relationship between the studied variables (dependent and independent) are all positive. Better flexi-time, job sharing, telework, and leave policy purportedly improve HR performance.

### Research Hypotheses

H<sub>1</sub>: Work-life balance practices exist among employees in Nepalese commercial banks.

H<sub>2</sub>: There is no significant difference between private commercial banks and foreign joint venture banks in their WFB (WLB) practices in Nepal.

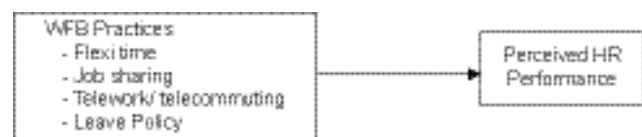


Figure 1: The study framework



- H<sub>3</sub>: Flexi-time makes no impact on HR performance as perceived by the bank employees.
- H<sub>4</sub>: Telework/telecommuting makes no impact on HR performance as perceived by the bank employees.
- H<sub>5</sub>: Job sharing makes no impact on HR performance as perceived by the bank employees.
- H<sub>6</sub>: Leave policy makes no impact on HR performance as perceived by the bank employees.
- H<sub>7</sub>: Work-life balance practices make no impact on perceived employee performance in Nepalese commercial banks.

## RESEARCH METHODS

The following section provides the design of the study.

### Research Design

The study adopted a descriptive and analytical research design in examining the effects of work-life balance on HR performance in Nepalese context. As no previous research specifically on the impact of WFB practices on HR performance in commercial banks in Nepal was found, the research approach adopted is also exploratory in nature. To ensure precision in data collection, a self-administered questionnaire was preferred.

### Population and Sample

The research targeted supervisory employees of Nepalese commercial banks, namely, senior officer, officer, and junior officer in terms of their corporate title. Hence, the study has specially covered the low- and middle-level managers of the commercial banks.

### Sampling Plan

The population comprises all the supervisory (or officer) level employees of the selected commercial banks. The

research consists of the respondents within the Kathmandu Valley. The sampling plan is stated below:

### Organization/Enterprise Sampling

The research has covered two categories of commercial banks in Nepal; private commercial banks and foreign joint venture banks. (see Table 1)

### Criteria for Selection of Sample Organizations

The private commercial banks established around 2000s (2000–2005) and the foreign joint venture commercial banks established between 1990 and 1995 were selected as sample banks for the study. No foreign joint venture banks have been established after 1990s and were established only in the 1980s and 1990s (Sthapit, 2018), whereas private commercial banks were established in the 2000s in Nepal.

### Respondent Sampling

The study adopted a simple random sampling method to draw the sample from a known population. As per the information collected from the sample organizations (banks), the total population of supervisory level employees (excluding non-supervisory, assistant level employees) was 480 (as of February end 2019). Accordingly, the sample size of the respondents required for the study was determined through a formula posited by Yamane (1967) as stated below: (see Table 2)

$$n = \frac{N}{1 + N(e)^2}$$

Where,  
 N = population under study  
 n = sample size  
 e = margin error

Here,  
 Total population = 480 (by the end of February 2019)  
 E = 0.05 for 95% confidence interval

**Table 1: Enterprise sampling**

Category of banks	Number of banks selected	Selected banks from each category	Year of establishment
Private commercial banks	3	Siddhartha Bank	2002
		Kumari Bank	2001
		Sanima Bank	2004
Foreign joint venture commercial banks	2	Nepal SBI Bank Ltd. (NSBI)	1992
		Nepal Bangladesh Bank	1994

Therefore, the required sample size = 218

### Survey Instruments

To ensure that the questionnaire yielded consistent results, a pilot test was conducted on potential respondents. Based on the feedback from the pilot test, a few questions were reworded and restructured, and the finalized questionnaire was administered on 252 bank employees in the period between April and June 2019. The researchers adopted a pick-and-drop later method in administering the questionnaire. Out of the 252, the researchers received 240 usable responses that posted the survey success rate of over 95% – good enough to skip a non-response bias test.

### Reliability

All the factors in the questionnaire have been inferred as reliable, Cronbach’s alpha has ranged from 0.781 to 0.940, as shown in Table 3, where the coefficient (calculated value) of Cronbach’s alpha greater than 0.70 (Hair, Black, Babin, Anderson, and Tatham, 2009). Hair, Bush, and Ortinau (2002) posited that the coefficient value only of less than 0.6 would typically indicate marginal to low internal consistency. Hence, further tests can be administered on so reliable data.

### Limitations of the Study

The following limitations would constrain the generalizability of the results of this study:

- The study did not cover state-owned banks and the organizations other than foreign joint venture and private commercial banks,
- The study used only limited analytical tools in examining the effect of WFB practices on HR performance.
- The data collected from the bank employees through questionnaires are basically perceptual in nature.

## DATA ANALYSIS AND RESULTS

This section discusses data analysis and their results in accordance with the research objectives.

### Descriptive Statistics on WFB Practices

This section presents summary statistics of WFB practices in the studied Nepalese commercial banks.

Since the 5-anchor Likert scale ranged from 1 to 5 for strongly disagreed and strongly agreed, respectively, the mean values exceeding 3 indicate the agreement with the statement measured. Therefore, going by the mean values, the most endorsed WFB practice is job sharing (mean value 3.451) and the least preferred one is telework/telecommuting (mean value 3.015). The standard deviation figuring 0.472 indicates a higher consistency of employee opinion to establish “job sharing” as the endorsed WLB practice. There is a less consistency in employee opinion on “telework/telecommuting” that posted 0.625 as its standard deviation.

As the most endorsed WFB practices time in Nepalese commercial banks, job sharing is followed by flexible [Table 4].

### Statistical Significance Test

The study also sought to investigate the variation between the two subsectors of private sector banks in Nepal, namely,

**Table 2: Total population, sample, and actual respondents**

Total number of officers of sample banks	Required sample size	Actual respondents
480	218	240

**Table 3: Reliability test (by Cronbach’s alpha coefficients)**

Variables	No. of items	Cronbach’s alpha
Flexi-time	6	0.839
Job sharing	5	0.781
Telework/telecommuting	6	0.880
Leave policy	6	0.897
HR performance	6	0.940

Calculations based on researchers’ survey, 2019

**Table 4: Summary Statistics of WFB practices**

S. No.	WFB practices	Mean	Mean based rank	SD
1.	Job sharing	3.451	1	0.472
2.	Flexi-time	3.259	2	0.623
3.	Leave policy	3.122	3	0.586
4.	Telework/telecommuting	3.015	4	0.625

Calculations based on researchers’ survey, 2019

foreign joint venture ( $n = 2$ ) banks and private commercial banks ( $n = 3$ ) for which a one-way analysis of variance (ANOVA) test was performed. Table 5 exhibits that there is no significant variation between the employees of foreign joint venture and private commercial banks.

Larger F-ratios mean significant differences between the subsectors studied here. The larger the F ratio, the more likely it is that the null hypothesis is rejected (Hair et al., 2002). As exhibited in Table 5,  $P$ -value calculated from the ANOVA test (0.000) between the foreign joint venture and private commercial banks is less than 0.005. It implies that there is statistically significant evidence of having differences in the WFB practices of private and foreign joint venture commercial banks. Hence,  $H_2$  is not accepted: The WFB practices of foreign joint venture commercial banks are different from those of private commercial banks in Nepal.

**Association between WFB Practices and Perceived HR Performance**

The study is primarily interested in assessing the association between the antecedents of WFB practices and perceived HR performance and the impact of the former on the latter

**Table 5: One-way ANOVA Test on WFB Practices between Private and Foreign Joint Venture Commercial Banks**

WFB practices	F	Sig.
Flexi-time	206.746	0.000
Job sharing	83.115	0.000
Telework/telecommuting	83.115	0.000
Leave policy	163.205	0.000

Calculations based on researchers' survey, 2019

in the context of Nepalese banks for which correlation and regression analyses have been performed.

Table 6 exhibits correlation coefficients of WFB practices and HR performance (independent and dependent variables) as statistically significant at 1% level of significance (on a two-tailed test). Hence, there is a high degree of correlation between WFB practices and HR performance: The bank employees opined that their work-family balance practices are significantly and positively interlinked with their perceived performance.

Before performing a regression analysis, a multicollinearity test has been performed, as highly collinear variables are likely to distort the results substantially and make them not generalizable. The multicollinearity has been tested through *tolerance* and *variance inflation factor (VIF)*, as Hair et al. (2009) contended that the most common measures for assessing both pairwise and multiple variable collinearities are "*Tolerance*" and its inverse, the "*VIF*."

Table 6 exhibits the values of "*Tolerance*" and "*VIF*" which evince no problem of multicollinearity, as the VIF for the independent variables (flexi-time, job sharing, telework/telecommuting, and leave policy) values ranged from 1.461 to 4.603 – all below 10; and the tolerance values for them ranged from 0.217 to 0.685 – all above 10. Thus, the VIF and tolerance levels are within an acceptable range, because Hair, Bush, and Ortinau (2002) posited that VIF value of smaller than 10 and the tolerance value of larger than 10 indicate the non-existence of a multicollinearity problem.

**Impact of WFB Practices on Perceived HR Performance**

Further, since there is a significant correlation between WFB practices and HR performance and there is no

**Table 6: Correlation between the HR performance and WFB practices along with multicollinearity test**

	Flexi-time	Job sharing	Telecommuting	Leave policy	HR performance	Tolerance	VIF
Flexi-time	1					0.298	3.359
Job sharing	0.479** (0.000)	1				0.685	1.461
Telework/telecommuting	0.822** (0.000)	0.515** (0.000)	1			0.217	4.603
Leave policy	0.783** (0.000)	0.554** (0.000)	0.846** (0.000)	1		0.246	4.069
HR performance	0.860** (0.000)	0.705** (0.000)	0.821** (0.000)	0.840** (0.000)	1		

Calculations based on researchers' survey, 2019. \*\*Correlation is significant at the 0.01 level (two-tailed test)

multicollinearity problem as discussed earlier in Table 6, it permits a regression analysis to be performed for examining the impact of the antecedents of WFB practices (flexi-time, job sharing, telework/telecommuting, and leave policy) on perceived HR performance.

Table 7 illustrates the regression analysis results of HR performance on the antecedents of WFB practices. The F-value (figuring 435.037 statistically significant at 0.001 level) indicates that the regression model fits with the data, when performing the regression of employee performance on WFB practices. It implies that antecedents of WFB practices, the independent variables, explain a significant amount of variation in perceived performance of employees.

The WFB practices (flexi-time, job sharing, telework/telecommuting, and leave policy) explain the perceived HR performance to the tune of 87.9% (with the adjusted R-square figuring 0.879). The model explains the significant relationship between the studied variables: HR performance and WFB practices.

To determine which WFB antecedents significantly predict HR performance in Nepalese banks, the value of *t*-test statistics was analyzed. As exhibited in Table 7, the constant is found statistically significant ( $P = 0.000$  significant at 1% level); it reveals that there are other WFB practices than the studied ones that influence perceived performance of employees.

*T*-test value for flexi-time was calculated at 10.959, with beta value of 0.632 ( $P = 0.000 < 0.005$ ); it implies that flexi-time – one of the WFB practices – has a positive and statistically significant impact on perceived HR

performance in Nepalese banks. The positive beta value denotes that for every one-unit increase in the flexi-time (predictor), HR performance (outcome variable) increases by beta value, that is, by 0.632; therefore,  $H_3$  is accepted.

Likewise, the *t*-test value for job sharing figured 11.450 with the beta value of 0.575 ( $P = 0.000 < 0.005$ ), and the *t*-test value for the organization’s leave policy was calculated at 5.310 with the beta value of 0.538 ( $P = 0.000 < 0.005$ ). Therefore, job sharing and organization’s leave policy – the two other WFB practices studied in the present research – have a positive and statistically significant effect on HR performance. Thus,  $H_4$  and  $H_6$  are accepted.

The *t*-test calculated for telework/telecommuting shows its positive effect on HR performance but without any statistical significance hinting at non-acceptance of  $H_5$ .

As exhibited in Table 7, the largest beta coefficient ( $\beta$ ) value (0.632) was calculated for flexi-time. It means that the organization’s WLB practice of providing flexi-time to employees makes the strongest contribution to explain the HR performance, when the variance explained by all the other predictors in the model are controlled for. The second strongest contribution comes from job sharing ( $\beta = 0.575$ ) followed by that from the organization’s leave policy ( $\beta = 0.358$ ) while explaining the impact of work-family balance on HR performance. The regression analysis results, therefore, reveal that the independent variables including flexi-time, job sharing, and leave policy make a positive and statistically significant impact on perceived HR performance in Nepalese banks.

On the other hand, the smallest beta coefficient ( $\beta$ ) value calculated at 0.120 for telework/telecommuting is to be construed as a telling reminder that telework/telecommuting – as one of the WLB practices – would not significantly influence the employee performance although they are associated with each other. This finding also reiterates that of the analysis of mean-based ranking of the four WLB practices [Table 4], as telework/telecommuting ranked last while job sharing and flexi-time, the first and second, respectively. Telecommuting (or simply telework) is a facility that an organization can offer to its workers to work from home while communicating with the workplace by phone, fax, modem, emails, social media, or other internet-based means; it can undoubtedly help employees balance the work and family affairs (Sthapit, 2018). However, ambiguity of word among the respondents may be attributed to the lack of statistical significance of this variable.

**Table 7: Impact of WFB Practices on Perceived HR Performance Model:  $HRP = \alpha + \beta_1 FT + \beta_2 JS + \beta_3 T + \beta_4 LP + e_i$**

**Dependent Variable: Human resource performance (HRP) Independent Variables: Flexi-time (FT), job sharing (JS), telecommuting (T), leave policy (LP)**

Constant	-2.566 (0.000)
Flexi-time	0.632 (0.000)
Job sharing	0.575 (0.000)
Telework/telecommuting	0.120 (0.077)
Leave policy	0.358 (0.000)
R-square	0.881
Adjusted R square	0.879
F-value	435.037 (0.000)

Calculations based on researchers’ survey, 2019



## CONCLUSION AND IMPLICATIONS

In line with its research aims, the present study investigated into the effect of WFB (WLB) practices – flexi-time, job sharing, leave policy, and telework/telecommuting – the four practices postulated by Tariq et al. (2012). On the basis of the survey successfully administered on 240 supervisory level employees of Nepalese commercial banks, the study evinces a significant, positive relationship existing between the perceived HR performance and the WFB practices. The results imply that improving the work-family balance also better employee performance in the organization.

The results of the present study came in compliance with those of Kamau et al. (2013), as the latter found a significant correlation between HR performance and the flexibility in working hours in the organization, a clear indication that having a flexible working system can influence the way employees execute their jobs. Furthermore, employees are allowed to share jobs among themselves which helps them to learn from each other's experience. The finding of the study also supports those of Obiageli et al. (2015) in that WLB practices like leave policy motivate employees to deliver services efficiently and effectively.

The present study has its results in consonance with (Dissanayaka and Ali, 2013; Wambui et al., 2017) which also discovered a positive relationship between work-family balance and HR performance. On the same line, a study by Ogbeide and Arinze (2018) has reported that there was a role of WLB practices such as flexible work schedules and leave programs in employee performance.

The present study also matched with that of Johari, Tan, and Zulkarnain (2018), in asserting that work-family balance exerts a significant impact on employees' job performance. The results are also partly compatible with an Indonesian study by Rosman, et al. (2020) in that flexible working hours or flexi-time were identified as one of the organizational factors embedded with the WLB.

Work-family balance initiatives put both the employers and the employees in a win-win position, as the organization's goals are better accomplished with the realization of personal goals of the employees through the improved performance of the latter. The key implication of the present study is that organizations including Nepalese banks and their employees as well should exert meaningful endeavors to create a balance between family and work of employees for which they need improved WLB practices including flexi-time, job sharing, telework/telecommuting facilities, as well as a better leave policy. Furthermore,

future studies could also consider such other WFB practices as dependent care initiatives, child care and part-time work facilities, and career breaks to investigate their impact on HR performance.

## CONFLICTS OF INTERESTS

There is no financial support and sponsorship for this research. There is no conflict of interest to declare.

## ACKNOWLEDGEMENT

Acknowledgement is not applicable.

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