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Multi-level Sources of Work-Life Balance: Evidence from the Public Health Sector in Tanzania

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Abstract

Purpose - This study aims at examining different sources of work-life balance support using survey data obtained from the public health sector employees in Tanzania. We further explore gender differences in employees' work-life balance satisfaction, investigating how male and female workers perceive different levels of work-life balance support depending on whether work-life balance support comes from government, organization, direct supervisor, or family.
Design/methodology/approach - A quantitative study was carried out among 253 full-time male(N= 108) and female(N=145) employees in the Tanzanian public hospital employees. The hierarchical multiple regression analyses were conducted to analyze the data.
Findings - We find strong support for our hypotheses. Employee satisfaction with work-life balance is significantly related to each and every support he or she obtains from different, multi-level entities, that is, government, organization, direct supervisor, or family. Moreover, our findings suggest that female and male slightly differ in their perceived level of work-life balance support and this difference appears varied contingent on sources of work-life balance support.
Research implications or Originality - This study responds to explicit calls for understanding divergent sources of work-life balance satisfaction and gender differences in such phenomenon. The current study using the context of public health sectors in Tanzania is expected to contribute to shedding better light on the contextual factors shaping gender differences in employees' work-life balance satisfaction, with theoretical as well as practical implications for organizations and policy makers in their endeavors toward designing more effective work-life balance measures.

Keywords: Family Support, Gender, Government Policy, Management Support, Public Health Sector, Tanzania, Work-Life Balance Satisfaction

JEL Classifications: L20, L32, M50

Ⅰ. Introduction

Work-life balance is a pervasive phenomenon affecting diverse entities including organizations, families, and individuals (Abendroth and Dulk, 2011; Allen et al., 2000; Shockley

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and Singla, 2011). Work-life balance is a term that has been widely used in organizations, the press, and numerous public discussions as well as society in both developed and developing countries, attempting to be 'family-friendly' (Aryee, 1992; Greenhaus, Collins and Shaw, 2003). In employment relations of many organizations, work-life balance is often identified as one of the major components affecting their success in recruitment and retention of employees (Cappelli, 2000). Over the last few decades, there has been a good deal of interest regarding the effect of work-related practices on the family and personal lives of employees.

Work-life conflicts have the negative consequences for both men and women resulting in reduced well-being, decreased job satisfaction as well as reduced commitment at work and increased dissatisfaction with marital and family matters (Allen et al., 2000; Kalliath and Brough, 2008). Several studies have been conducted on work-life balance support mainly in western modern industrialized countries (Aryee 1992; Greenhaus and Parasuraman, 1999). This line of research found that support on work-life balance reduces stress on employees. Prior research has mainly focused on the effect of supervisor or spousal support on work-family conflict. However, work-life balance issues should be studied in the broader social and institutional context because this context shapes the norm in the workplace and influences the perception and behavior of individuals in the workplace. Accordingly, in the present study, we examine four areas of external support in relations to employees' work-life balance satisfaction that were previously found to be critical in shaping the perception and behaviors of organizational members. More specifically, we suggest (i) government policies and (ii) organizational compliance related to work-life balance, and (iii) management and (iv) family support as key determinants of work-life balance satisfaction. In particular, we explore how male and female employees may differ in terms of work-life balance satisfaction based on the four determinants.

Thus, the primary study purpose is to help build a deeper understanding of the importance of support from diverse domains (i.e., government, organization, management and family) in shaping work-life balance satisfaction. In addition, this study attempts to reveal how male and female employees perceive such support differently, resulting in different levels of work-life balance satisfaction.

In particular, we address these research questions in the context of the public health sector in Tanzania. Prior studies have been conducted mainly in western countries, most notably the United Kingdom, the United States, and Canada (e.g., Poelmans, 2005). Given the well-known effects of cultural and traditional norms, institutional arrangements and economic situations on work-family conflict (Ollier-Malaterre et al., 2013), it cannot be presumed that the existing literature and findings readily apply to the developing countries context including sub-Saharan (e.g., Tanzania). To our knowledge, this is the first study to explore work-life balance issues in Tanzanian public health sector. Tanzania is a developing country in Africa that has not yet received much attention from scholars studying various organizational practices in developing nations. The issue of work-life balance, in particular, may have received much less attention in

Tanzania due to the nation's primary focus on economic growth and development which often entails sacrificing personal lives. Enhanced knowledge on work-life balance satisfaction may enable organizations and government policy-makers in Tanzania to design more effective measures and pursue efforts in taking initiatives solving problems related to work-life balance issues.

In what follows, we first describe the context of our research, namely public health system and organizations in Tanzania. We then review extant literature on work-life balance satisfaction drawing on role theory, while elaborating on the work-life balance support from diverse domains including government, organization, management and family. Next, we investigate how male and female employees react differently to the four types of work-life balance support, which leads to work-life balance satisfaction. Examining gender differences in the perceived support factor of work-life balance satisfaction in the public health sector in Tanzania is expected to contribute to enhancing our understanding of the contextual influences which shape the experiences of the work-life balance satisfaction interface among health workers in the public hospitals in Tanzania.

Ⅱ. Research Context and Theoretical Background

1. Healthcare Systems in Tanzania

The healthcare system in Tanzania is decentralized in the way that every single district level is authorized in formulating primary issues, and it is also accountable for health amenities enactment as well as monthly supervision of individual health facilities (Frumence et al., 2013). The dispensary is the peripheral level of healthcare service delivery, providing services for about 6,000 to 10,000 individuals. Health centers in Tanzania are anticipated to provide services of about 50,000 patients, expectedly the citizens of one administrative region by delivering in-patient services for patients referred from lower levels (e.g., Manzi et al., 2012).

In the health service system in Tanzania, every district is expected to own a district hospital. In the district where there is no government hospital, available religion-based or non-governmental hospitals are usually designated as the district hospitals. The regional medical institution offers services like those on the district level but has experts in numerous fields and gives additional services not available at district hospitals. According to the Tanzania health sector strategic plan (July 2015 – June 2020), the countrywide referral medical institution is the very best stage of in-patient services. The ministry of health has set out recommendations for the level of staff in various types of health facilities. For each dispensary, two clinicians and two nurses are recommended, and for each rural health center four clinicians and nine nurses. Most health workers in rural primary health facilities (dispensaries and health centers) are generally clinical staff (assistant medical officers or clinical officers) or nurses. The clinical staff attends four or six years of secondary education before three years of professional training (Manzi et al., 2012). The majority of health workers in rural primary health facilities

(dispensaries and health centers) are generally clinical staff or nurses; their schooling entails four years of secondary education accompanied by three years of professional education via obtaining certificates. However, due to the lack of healthcare workers, it is not uncommon to find auxiliary nurses. The staff with only basic primary education of 7 years and a single year's introduction to nursing courses perform the tasks of a trained nurse.

2. The Role Theory and Work-Life Balance

Individuals engage in multiple roles, experience satisfaction from multiple roles by effectively distributing time and effort across these roles in salient life domains. Kalliath and Brough (2008) show that such balance across multiple life domains are likely to result in power, prestige, resources, and emotional gratification. Work-life balance, in particular, refers to a degree of placing a suitable limit to activities associated with work and different social spheres as well as family life. It focuses on the interface between work and private life or a harmonious interface between different life domains. Work-life balance is a fundamentally relative and subjective matter since it differs from one individual to another within the course of their lives. This is so because some individuals might contemplate themselves as having an excessive amount of work whereas others deficient work (Griffin and Moorhead, 2010). Due to its increasing importance, a variety of firms are putting in place work-life balance policies. Based on the idea that people have restricted time and vitality to commit to various jobs (Goode, 1960), quite a bit of this investigation has concentrated on conflict experienced when taking care of contending requests from work and family areas. Work-life balance struggle happens when an individual experiences requests between various roles, which turn out to be progressively troublesome (Greenhaus and Beutell, 1985; Marks, 1977). Devotion to one role consumes resources accessible for another role. Correspondingly, synthesizing family work as well as employment activities automatically results in inter-role conflict (Kahn et al., 1964).

The role theory provides sound ground for a proper understanding of work-life balance as it emphasizes roles either being work roles or socio-family roles (Marks and MacDermid, 1996). Role theory is usually termed as "sociological theory" founded by various sociologist and anthropologist namely in the 1920's. It proposes that human nature is influenced by both individuals and other people's expectations. Expectations correspond to the different situations in which people practice or accomplish in their daily lives, such as secretary, father or friend. Most individuals are aware of a principal's requirements, which may include answering phones, meetings, documentation and memoranda. Furthermore, study has discovered that people usually have various tasks and handle them. Roles are a collection of regulations or standards that operate as behavioral goals or schedules. Work-family studies have long been guided by the role stress theory, whereby the negative side of the interaction between work and family was placed under the spotlight. Recently, the emphasis has been placed on investigating the positive interaction between work and

family roles and roles outside work and family life, and scholars have begun to reflect on the essence of the balance between work and life (Kreiner, Hollensbe and Sheep, 2006).

When work-life balance is achieved, it is reflected in an individual's satisfaction across different life roles (Tiedje et al., 1990). Work-life balance satisfaction has been defined as a lack of conflict or interference between work and family roles (Frone, 2003). Recently, the notions of work-life enrichment and work-life facilitation have explained positive interdependencies, meaning that work can also benefit private life and vice versa (Greenhaus and Powell, 2006; Grzywacz and Marks, 2000). Research has shown that work-life balance increases job performance, job satisfaction, organizational commitment, career development and success while reducing job malfunction, job burnout and alienation, absenteeism, and turn over intention (Sirgy and Lee, 2017). Explicitly, regarding work-related outcomes, much of the research has shown a consistent pattern: as the work-life balance increases it leads to high organizational performance, increased job satisfaction, and stronger organizational commitment (Allen et al., 2000). Research has also demonstrated that work-life balance plays a vital role in individual well-being such as health satisfaction, family satisfaction, and overall life satisfaction (Keyes, 2002). Hence, this is an essential area of research in organizational behavior, human resource management, and quality-of-life studies.

In the following section, we draw on the role theory (Marks and MacDermid, 1996) and propose how support for work-life balance from diverse domains (i.e., government, organization, management and family) may influence employee work-life balance satisfaction. Employees' behavior is influenced by how individuals perceive and react to the environment (Kohler and Mathieu, 1993). Prior studies have reported the negative effect of work factors such as job stress and burnout on worker intent to leave the organization and the roles that cause job stress or work-family clashes (Manfred and Holliday, 2004). Balanced individuals cannot be engaged in work-life exclusively; they must be equally engaged in non-work life too. Work-life balance is achieved when people are fully committed to their various social roles in work and non-work life (Voydanoff, 2005). We assume that achievement of balance between work and non-work life can be enhanced through the support of diverse social domains related to work-life balance. Specifically, the role theory bridges individual behavior and social structure by articulating how different entities from diverse social domains (i.e., government, organization, management and family) may play important roles in shaping individuals' cognition, emotion and behavior (Grzywacz and Carlson, 2007). In the following sections, we argue how social support from diverse work and non-work domains may play important roles in influencing employee work-life balance satisfaction.

2.1. The Role of Government Policy in Work-Life Balance Satisfaction

To ensure efficient and coordinated working hour regulatory framework, the government has provided several laws, regulations,

and policies which govern the conduct and time management of employees. Established frameworks of time management in the public sector are well stipulated in the enacted civil laws dealing with labor matters by Tanzanian labor laws as opposed to policies and circulars. These laws are the Employment and Labor relations Act (2004), the Public Service Act, Act No. 8 of 2002, and the 2009 Public Service Standing Orders and their Regulations to mention a few of the 21 which are crucial to the employment and labor relations act. These Acts provide that an employer should not require or permit an employee to work more than 12 hours a day under the provisions of article 19 of the Act. Sub-section 2 of the Act further provides that the maximum number of ordinary days or hours that an employee may be permitted or required to work to be (i) six days in any week, (ii) forty-five hours in any week, and (iii) nine hours in any day.

Whereas the law provides room for negotiation between the employer and employee on working hours, it is stated that it should not exceed more than 50 overtime hours in any week cycle. Significantly, it covers hours for night works that start at the hours after twenty hours and before six hours even though the practice reveals that the night shift in many organizations starts at 8:00 pm to 07:59 am. It provides consideration of mother of young children and special consideration of pregnant mother, and additionally calls the employers to provide with the employee rest hour during working hours. These follow article 16 of the ILO convention on fair labor practice.

The Tanzania employment and labor relations act (2004) provides annual leave for a year of continuous service to an employer. A worker has the right to an annual leave of 28 paid days, including any public holidays that may fall during the leave period. The annual leave may be reduced by the number of days during the leave cycle, which is granted by the employer with the consent of the worker. The employer cannot allow an employee to take annual leave instead of any other leave to which the employee has a right. With the consent of an employee, the employer may require or permit the employee to work for the employer during an annual leave period provided that the employee does not work for a continuous period of two years as described in Section 6 of the employment and labor laws in Miscellaneous Amendments Act (2015).

Regarding maternity leave, female workers are entitled to a fully paid maternity leave of at least twelve weeks (84 days) or 100 consecutive days (in the case of multiple births) within a 36-month leave cycle. In this matter, an employee is permitted up to 84 days of compensated maternity leave within a leave cycle if the infant passes away within one year of delivery (Section 33 of the Employment and Labor relations Act 2004). Moreover, in the case of paternity leave, the policy provides for paid paternity leave of at least three days (in a 12-month period of leave) for a new father if the leave is taken within seven days of the child's birth. In Tanzania, there is no provision in the law on paid or unpaid parental leave. Furthermore, there are no provisions found in the law explicitly supporting work-life balance for parents or workers with family responsibilities as in western countries. However, organizations can complement state provisions by offering work arrangements such as flexible

working hours and work-at-home program.

In sum, government policies such as flexible working hour arrangements, leave arrangements, and public child care support employee work-life balance, which likely enhances employee work-life balance satisfaction.

H1: Government policy supporting work-life balance will increase employee work-life balance satisfaction.

2.2. The Role of Organizational Compliance in Work-Life Balance Satisfaction

For each workplace, work-life balance is all about establishing and sustaining a friendly and safe working environment that will allow employees to have an adequate equilibrium between their work and their private duties and thus strengthen employee commitment and performance (Shim, Sun-Ah, Baik Ki-Bok and Kim Jung-Hoon, 2014; Russell and Bowman, 2000). This can lead to more motivated and loyal employees, increased productivity, reduced absenteeism, and an enhanced public image.

A field study surveyed over 900 employees in Queensland, Australia to investigate the influence of working hours, workload pressure (amount and pace of work), management support and employee control on work-life balance. Data were obtained from various organizations in a wide range of industries, including a law firm, a public-sector department and a hospital, to mention a few (Allan, Loudoun and Peetz, 2007). The result showed correlations between work-life balance and the hypothesized four variables measuring job demands.

McCrea, Boreham and Ferguson (2011) explored the effects of participative management, that is, employee involvement in organizational goal-setting and problem-solving, on work-life balance in public sector employees. Participative management has been found to influence the increase in job satisfaction and intrinsic motivation about work, and therefore reduces employee turnover (Brummelhuis and Lippe, 2010). These findings altogether suggest that work-life balance satisfaction may be influenced positively by organization compliance to work-life balance initiatives and policies.

H2: Organizational compliance to work-life balance policies will increase employee work-life balance satisfaction.

2.3. The Role of Management Support in Work-Life Balance Satisfaction

Researchers have verified the significance of managers in interpreting work-life balance agreements. For example, Kossek et al. (2011) found that the likelihood of an organization building childcare services was directly linked to the human resources director's opinions. Also, Milliken, Martins and Morgan (1998) recognized the significance of management position and discovered that the understanding of prospective strategic problems related to work-life balance by human resources managers accounted for almost twenty percent of the variability in the general responsiveness of the organizations to work-life balance problems. It has further been observed that the opinions

of human resources managers may play a crucial position since line managers tend to depend on the guidance of human resource executives (Drew and Daverth, 2009; Gao Mei et al., 2018). For example, it is evidenced that the absence of the advice provided to executives in applying work-life balance measures might result in the employee's dissatisfaction. Kodz, Harper and Dench (2002) discovered that executives had trouble in choosing who should have access to flexible work agreements, absence of knowledge about their positions and duties, and their ability to handle the 'people part' of execution.

Another study examined the work-life balance specified in the legal profession in Australian law firms. The goal of this study was to examine the role of top management support, several work-life balance options and personal support in the uptake of work-life balance options by lawyers. The researchers found no correlation between several work-life balance options and uptake of work-life balance options or between personal support and uptake of work-life balance options. However, a significant correlation was found between top management support and employee uptake of work-life balance options (McGraw and Heidtman, 2009). Based on the above studies we hypothesize as follows.

H3: Management support for work-life balance will increase employee work-life balance satisfaction.

2.4. The Role of Family Support in Work-Life Balance Satisfaction

Employee satisfaction, in general, is an assembly of variables that depend on the support from family and other surrounding factors (Ellickson and Logsdon, 2002). It has been found that not only the employer but also the family support contribute to employee satisfaction with the work-life balance (Abendroth and Dulk, 2011). While research focus has mainly been on the effects of workplace and family characteristics on the perceived conflict between work and family, we suggest the need to connect family support and work-life balance satisfaction.

Although the job itself and organization roles are two primary roles in work domain, non-work domain (e.g., spouse, family, leisure) has emerged as an integral part of employees' lives (Allen et al., 2000). For example, Judge, Ilies and Scott (2006) found that work-life balance fails when work interferes with family such that the paid work role obstructs the fulfillment of roles in the family domain. It has further been evidenced that, once the family roles are associated with employment duties, they interfere greatly to such an extent that the family roles hinder role fulfillment within the work domain (Subramaniam and Mia, 2003). Hence, we hypothesize as follows.

H4: Family support for work-life balance will increase employee work-life balance satisfaction.

3. Gender and Work-Life Balance Satisfaction

Gender differences have been noted regarding work-life balance (Beeny et al., 2005). Research has indicated that women are less satisfied with their positions and professions

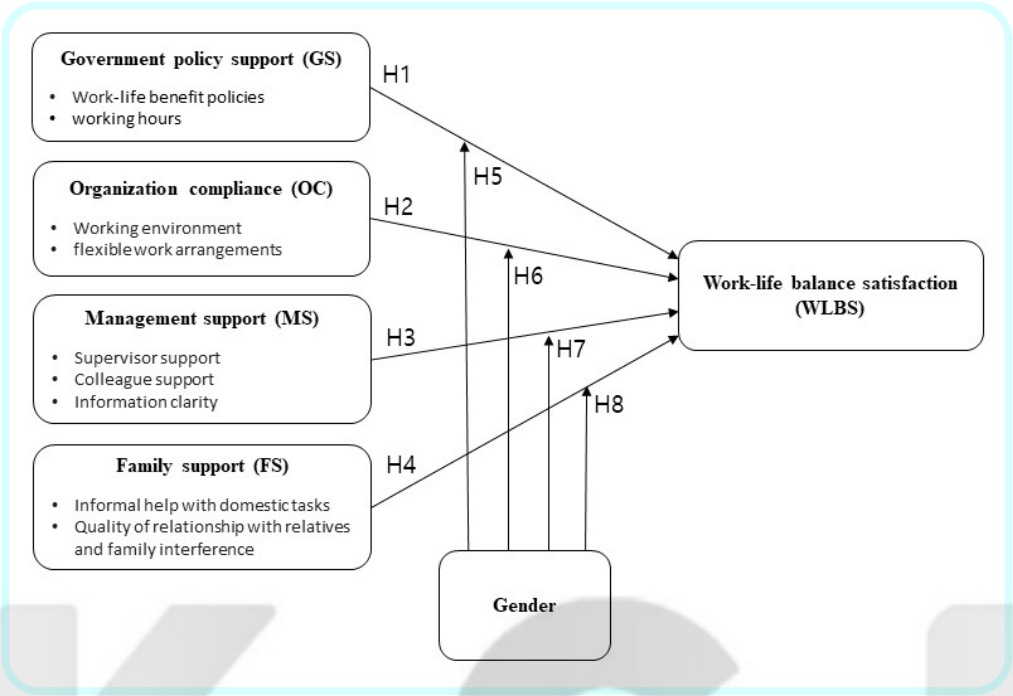
in general and tend to leave at higher rates than men (Blackhurst, 2000). Women also report feeling less balanced in their professional and personal lives than their male counterparts and perceive higher expectations from others both at work and at home, ultimately contributing to women's perceived lack of control over the amount of balance or imbalance in their lives (Beeny et al., 2005). Women with children working in healthcare services may face additional challenges in the workplace due to their child-care commitments (Mason and Goulden, 2002). Networking events such as conferences, workshops or receptions are often encouraged for career success, if not required, as they are looked favorably upon and may present advancement opportunity, but typically occur outside of regular work hours. Women tend to reformulate career goals and slow their ascent to higher positions once they have children (Nobbe and Manning, 1997). These researchers supported such points by studying a sample of 35 mothers (with various aged children) working in different areas of student affairs who had achieved at least a rank of director or above and examined their methods of balancing the responsibilities of work and family. Majority of women reported their career goals changed and they made sacrifices once they had children. They also reported a feeling that they had to prove their productivity and performance would not suffer after having children.

Although work-life balance has traditionally been studied concerning women, there has been a shift in these dynamics (Evans, Carney and Wilkinson, 2013), with the rise of dual-career families which require shifts in parental, household, and partnership responsibilities (Lyons, Higgins and Duxbury, 2010). For many men, the desire to find balance and become more engaged in personal life commitments has increased and become of greater importance (Evans et al., 2013; Hayman and Rasmussen, 2013; Kossek et al., 2011). According to McClellan (2005), until recently, work-life balance was only a conversation among women. Unfortunately for men, professional expectations and societal pressures centered on professional and financial demands created stressful conflict with personal values and responsibilities (Aumann, Galinsky and Matos, 2011). In employment environments where male employees perceived supportive of work-life balance, they reported more satisfaction and personal well-being in all areas of life (Burke, 2010). While some healthcare industries now offer gender-neutral parental leave policies, past research suggested that men are less likely to utilize the benefits. This may be in part attributed to bias avoidance, fear of discrimination, or jeopardizing their career (Lindquist, Misra and O'Meara, 2012).

In sum, prior studies have reported gender differences in work-life conflict and family-work conflicts, and yet the results have not been conclusive. Although there is a growing interest in employee desire for work-life balance regardless of gender, we expect to find stronger positive effects of various types of support on work-life balance satisfaction with female than male employees.

H5: Gender will moderate the positive relationship between government policy for work-life balance and employee work-life balance satisfaction such that

Fig. 1. The Conceptual Model of Work-Life Balance Satisfaction



the relationship will be stronger for female than male employees.

H6: Gender will moderate the positive relationship between organizational compliance to work-life balance policies and employee work-life balance satisfaction such that the relationship will be stronger for female than male employees.

H7: Gender will moderate the positive relationship between management support for work-life balance and employee work-life balance satisfaction such that the relationship will be stronger for female than male employees.

H8: Gender will moderate the positive relationship between family support for work-life balance and employee work-life balance satisfaction such that the relationship will be stronger for female than male employees.

The hypothesized linkages are depicted in Fig. 1.

Ⅲ. Methods

1. Sampling and Data Collection

Data were collected from full-time employees of selected public hospitals in Tanzania through offline survey. We developed ques-

tionnaires drawing on prior literature (McGraw and Heidtman, 2009; Morganson et al., 2010; Dikkers et al. 2004; Abendroth and Dulk, 2011; Matsui, Ohsawa and Onglatco, 1995; Van Daalen et al., 2006) and administrated survey to public health employees in Tanzania using a convenience sampling method. A total of 310 questionnaires were distributed to employees from large public hospitals in Tanzania. Follow-ups and message reminders were made one week after distribution of the questionnaires to collect responses. Out of those who agreed to participate in our study, we received 280 responses. After discarding 27 responses due to missing data, we had a usable sample of 253 questionnaires yielding an effective response rate of 90.3%. Attached to each questionnaire was a cover letter explaining the motive of the study, and participants were assured of the confidentiality of their responses and informed of the voluntary and anonymity nature of their participation in the study.

The majority were female employees comprising 57.3%, and 42.7% were men. The participants were mostly in their middle and late adult years, with 26.9% being between ages 20 and 29, 40.7% being between the age of 30 and 39, 22.9% between 40 and 49, and only a few being older than age 50 (9.5%). Most of the participants were married (53.4%) and 46.5% were either widowed, divorced, or had not been married. Regarding the level of education, 36% had a diploma, and 19.8% had certificate, and bachelor-level degree holders constituted 28.5% while 15.4% had master-level degree, and 4% had a doctoral degree. About the length of employment, 1 to 5 years' work experience was the largest group comprising 47.8%, 5-10 years was 29%, over 10 years was 14.2% while those with less than a year was 8.7%. These features show a reasonable mix of demographic groups in the data.

To analyze the data, we first assessed the reliability of the scales employed. Then we conducted a regression analysis to test the hypothesized model. The statistical analysis was carried out using SPSS V. 22.

2. Measurements

We adopted multi-item scales from prior research for each construct in the research model. All items were rated using a five-point scale varying from (strongly disagree) to (strongly agree). Work-life balance satisfaction was measured using Shanafelt et al. (2012). A sample item is "My employment timetable gives me enough time for my personal/family life".

To measure government policy support, a modified version of four items from Lee and Hong (2011) were used. Sample items include "Available work-life benefit policies are well-practiced at the workplace", "Resources and facilities are enough to support my balance between work and private life".

Three items to measure organization compliance to work-life balance policies were adopted and modified from prior studies (McGraw and Heidtman, 2009; Morganson et al., 2010). A sample item is "My workplace culture supports me to achieve a good work-life balance".

Management support measurement items were adopted from Dikkers et al. (2004, 2007) and Abendroth and Dulk (2011). Participants responded to four items including "My super-

Table 1. Means, Standard Deviations, Cronbach's Alphas and Correlation Coefficients

	M	SD	1	2	3	4	5	6	7	8	9
1.Gender	1.57	.50									
2.Age	2.15	.94	-.19**								
3.Education	2.41	.99	-.04	.10							
4.Marital Status	1.53	.50	.07	.23**	.02						
5.WLBS	3.20	.92	.14*	.08	.01	.05	**(.72)**				
6.GS	3.04	.81	-.01	.17**	-.08	-.01	.49**	**(.69)**			
7.OC	3.23	.97	.01	-.06	.20**	.00	.45**	.24**	**(.70)**		
8.MS	2.97	.84	.02	.10	-.07	-.01	.56**	.69**	.32**	**(.74)**	
9.FS	3.35	.86	.03	.19**	.03	-.02	.57**	.49**	.41**	.69**	**(.71)**

Notes: 1. N = 253 (*p<0.05; **p<0.01; ***p<0.001).
2. Gender (Male=1, Female=2), Marital Status (Single=1, Married=2).
3. Cronbach's alphas are in parentheses.
4. WLBS= work life balance satisfaction, GS= government policy support, OC= organization compliance, MS= management support, FS= family support.

visor would understand if I were unable to finish a task on time."

Family support measurement items were adopted and modified from Matsui, Ohsawa and Onglatco (1995) and Van Daalen et al. (2006). Participants responded to four items including "My family supports me in my effort," "Care and responsibilities at the family level is convenient enough".

In addition, we measured demographic variables that are known to influence work-life balance satisfaction to control for the effects. Gender, in particular, as a moderator variable in our research model was measured to test its interaction effects with other predictor variables. Women continue to be primarily responsible for domestic work, especially in sub-Saharan countries, making it harder for them to achieve a satisfactory work-life balance (Annor, 2014). We controlled for the level of education as well because highly educated employees are often employed in professional and managerial jobs with greater responsibilities that can lead to work-home interference (Milliken et al., 1998). Regarding age, some researchers have found that individual satisfaction increases as age increases (Argyle, 2001). Finally, marital status was included as a control variable since single parents and married parents tend to face challenging situations across work-life domains (Panisoara and Serban, 2013).

Ⅳ. Results

We first conducted Pearson's correlation analysis to investigate the extent of association between variables and the degree of variation ranging between - 1.00 and +1.00 (Cooper, Blumberg and Schindler, 2014). Table 1 shows the means, standard deviations and zero-order correlation coefficients between the criterion and predictor variables.

Table 2. Hierarchical Regression Analyses Results (DV = WLBS combined)

Variables	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Step 1							
Education	-0.001	-0.024	0.049	-0.100+	0.037	-0.005	-0.010
	(0.059)	(0.046)	(0.053)	(0.053)	(0.049)	(0.049)	(0.047)
Marital Status	0.051	0.062	0.042	0.065	0.039	0.082	0.066
	(0.119)	(0.090)	(0.104)	(0.105)	(0.099)	(0.099)	(0.091)
Occupation	-0.016	-0.001	0.018	-0.032+	0.002	-0.003	0.003
	(0.021)	(0.017)	(0.019)	(0.019)	(0.018)	(0.018)	(0.017)
Tenure	0.138*	0.094*	0.082	0.149**	0.136**	0.059	0.089+
	(0.059)	(0.046)	(0.053)	(0.052)	(0.049)	(0.050)	(0.047)
Step 2: Main Effects							
Government Policy Support		0.181*	0.600**				0.174
(GS)		(0.075)	(0.096)				(0.120)
Organization Compliance (OC)		0.240**		0.375**			0.319**
		(0.051)		(0.078)			(0.067)
Management Support (MS)		0.229**			0.597**		0.232+
		(0.087)			(0.087)		(0.127)
Family Support (FS)		0.241**				0.624**	0.311**
		(0.074)				(0.090)	(0.117)
Step 3: Interaction Effects							
Gender	0.298*	0.252**	0.514	-0.166	0.190	0.397	0.959*
	(0.117)	(0.089)	(0.401)	(0.358)	(0.357)	(0.397)	(0.447)
Gender × GS			-0.078				0.002
			(0.128)				(0.154)
Gender × OC				0.141			-0.161
				(0.106)			(0.108)
Gender × MS					0.027		0.003
					(0.116)		(0.172)
Gender × FS						-0.047	-0.062
						(0.115)	(0.156)
Constant	2.674**	-0.035	0.732+	1.737**	0.757*	0.717+	-0.553
	(0.272)	(0.287)	(0.392)	(0.344)	(0.364)	(0.386)	(0.414)
Observations	253	253	253	253	253	253	253
R^2	0.045	0.467	0.274	0.261	0.351	0.345	0.475

Notes: 1. **p<0.01, *p<0.05, +p<0.1.
2. Gender (Male=1, Female=2), Marital Status (Single=1, Married=2).
3. GS= government policy support, OC= organization compliance, MS= management support, FS= family support.
4. Standard errors in parentheses.

Table 3. Hierarchical Regression Analyses Results (DV = WLBS 1 (This Organization is Supportive of Employees who Wants to Switch to Fewer Demanding Jobs for Family Reasons)

Variables	(11)	(12)	(13)	(14)	(15)	(16)	(17)
Step 1							
Education	-0.030	-0.030	0.026	-0.116	0.008	-0.035	-0.001
	(0.076)	(0.066)	(0.070)	(0.073)	(0.068)	(0.074)	(0.068)
Marital Status	-0.199	-0.216+	-0.212	-0.185	-0.218	-0.180	-0.226+
	(0.154)	(0.130)	(0.139)	(0.145)	(0.138)	(0.149)	(0.131)
Occupation	-0.019	-0.000	0.020	-0.033	-0.000	-0.011	0.006
	(0.028)	(0.024)	(0.025)	(0.026)	(0.024)	(0.027)	(0.024)
Tenure	0.110	0.118+	0.047	0.120+	0.110	0.058	0.101
	(0.077)	(0.067)	(0.071)	(0.072)	(0.068)	(0.075)	(0.068)
Step 2: Main Effects							
Government Policy Support (GS)		0.312**	0.693**				0.425*
		(0.109)	(0.128)				(0.173)
Organization Compliance (OC)		0.301**		0.479**			0.422**
		(0.074)		(0.107)			(0.097)
Management Support (MS)		0.514**			0.616**		0.452*
		(0.126)			(0.120)		(0.184)
Family Support (FS)		-0.240*				0.396**	-0.237
		(0.107)				(0.135)	(0.169)
Step 3: Interaction Effects							
Gender	0.218	0.201	0.354	0.421	-0.076	0.158	1.032
	(0.152)	(0.128)	(0.534)	(0.493)	(0.495)	(0.596)	(0.647)
Gender × GS			-0.052				-0.172
			(0.171)				(0.223)
Gender × OC				-0.066			-0.312*
				(0.146)			(0.156)
Gender × MS					0.089		0.132
					(0.161)		(0.249)
Gender × FS						0.006	0.090
						(0.173)	(0.225)
Constant	3.115**	0.396	0.874+	1.802**	1.143*	1.888**	-0.205
	(0.353)	(0.416)	(0.522)	(0.474)	(0.505)	(0.579)	(0.599)
Observations	253	253	253	253	253	253	253
R^2	0.022	0.319	0.219	0.148	0.242	0.103	0.333

Notes: 1. **p<0.01, *p<0.05, +p<0.1.
2. Gender (Male=1, Female=2), Marital Status (Single=1, Married=2).
3. GS= government policy support, OC= organization compliance, MS= management support, FS= family support.
4. Standard errors in parentheses.

The mean score shows that respondents reported moderate levels of work-life balance satisfaction (WLBS), government policy support (GS), organization compliance (OC), management support (MS) as well as family support (FS). The mean for government policy support (GS) was slightly lower than that of organization compliance (OC). Moreover, the mean score for management support (MS) were lower than family support which was the highest for health care workers in Tanzania. Cronbach's alpha values were all over .70, indicating our measurement scales are reliable.

Prior to conducting a hierarchical multiple regression analysis, the relevant assumptions of the statistical analysis were tested. First, a sample size of 253 is deemed adequate given four independent variables to be included in the analysis (Tabachnick and Fidell, 2001). The correlation analysis results in Table 1 show that the collinearity statistics are all within acceptable limits, hence the multicollinearity assumption was met (Hair et al, 1998). Extreme univariate outliers identified in initial data screening were modified. An examination of the Mahalanobis distance scores indicated no multivariate outliers.

In the hierarchical regression analysis, demographic variables were first entered at Step 1 (Model 1), four variables representing information about demographic characteristics of respondents. At Step 2 (Model 2), main effects variables (GS, OC, MS, and FS) were added, and at Step 3 (Model 3) the interaction between gender and main effects variables were added.

Table 2 presents the results of the hierarchical regression analyses. The baseline model (Model 1) contains control variables including gender, age, education, and marital status. Model 2 shows that our hypotheses related to different, multi-level sources of work-life balance support are all supported. Hypothesis 1 predicting that government policy support would be positively associated with work-life balance satisfaction is supported (β = .18, $p<0.01$). Model 2 also shows a positive and significant relationship between organization compliance to work-life balance policy and work-life balance satisfaction, thus Hypothesis 2 is supported (β= .24, $p<0.01$). Results also reveal that management support also significantly predicts work-life balance satisfaction, thereby supporting Hypothesis 3 (β= .24, $p<0.01$). Hypothesis 4 predicting a positive association between family support and work-life balance satisfaction was also supported (β= .18, $p<0.05$).

Next set of hypotheses pertain to the interaction effects between gender and the four main effect predictor variables. For this sample, female was coded 1 and Male 0. For this set of analyses, since we are interested in uncovering more fine-grained differences between men and women employees in their perceived sources of work-life balance, we separately ran regression analyses using different measurement of work-life balance satisfaction. Table 3 ~ Table 6 present this analysis. Overall, our findings suggest that there is no dramatic differences between men and women employees. However, it is worth noting that male employees' work-life balance satisfaction is more contingent on organization-level support (model 17) whereas female employees' work-life balance satisfaction is more contingent on government-level support (model 38).

Table 4. Hierarchical Regression Analyses Results (DV = WLBS 2 (In this Organization Employees Can Easily Balance their Work and Family Lives)

Variables	(18)	(19)	(20)	(21)	(22)	(23)	(24)
Step 1							
Education	0.140	0.139+	0.228**	0.060	0.196*	0.160*	0.183*
	(0.086)	(0.080)	(0.081)	(0.085)	(0.079)	(0.079)	(0.081)
Marital Status	0.324+	0.336*	0.344*	0.336*	0.350*	0.380*	0.366*
	(0.174)	(0.156)	(0.162)	(0.168)	(0.161)	(0.158)	(0.156)
Occupation	-0.041	-0.019	-0.005	-0.054+	-0.020	-0.024	-0.016
	(0.031)	(0.029)	(0.029)	(0.030)	(0.029)	(0.028)	(0.029)
Tenure	0.113	0.048	0.021	0.122	0.098	0.020	0.020
	(0.086)	(0.080)	(0.082)	(0.084)	(0.080)	(0.079)	(0.081)
Step 2: Main Effects							
Government Policy Support (GS)		0.235+	0.878**				0.414*
		(0.131)	(0.149)				(0.206)
Organization Compliance (OC)		0.129		0.342**			0.257*
		(0.089)		(0.125)			(0.115)
Management Support (MS)		0.173			0.790**		0.131
		(0.151)			(0.141)		(0.219)
Family Support (FS)		0.348**				0.891**	0.520*
		(0.129)				(0.143)	(0.201)
Step 3: Interaction Effects							
Gender	0.346*	0.292+	1.883**	0.129	1.192*	1.692**	2.572**
	(0.172)	(0.154)	(0.621)	(0.572)	(0.579)	(0.633)	(0.769)
Gender × GS			-0.515*				-0.354
			(0.198)				(0.265)
Gender × OC				0.065			-0.176
				(0.170)			(0.185)
Gender × MS					-0.297		0.095
					(0.189)		(0.296)
Gender × FS						-0.423*	-0.277
						(0.184)	(0.267)
Constant	1.903**	-0.837+	-0.938	1.019+	-0.663	-1.022+	-2.337**
	(0.397)	(0.500)	(0.607)	(0.550)	(0.591)	(0.615)	(0.712)
Observations	253	253	253	253	253	253	253
R^2	0.053	0.251	0.192	0.122	0.208	0.228	0.279

Notes: 1. **p<0.01, *p<0.05, +p<0.1.
2. Gender (Male=1, Female=2), Marital Status (Single=1, Married=2).
3. GS= government policy support, OC= organization compliance, MS= management support, FS= family support.
4. Standard errors in parentheses.

Table 5. Hierarchical Regression Analyses Results (DV = WLBS 3 (My Organization Makes my Job Interesting and I Feel Appreciated for my Effort)

Variables	(25)	(26)	(27)	(28)	(29)	(30)	(31)
Step 1							
Education	-0.076	-0.099	-0.020	-0.188**	-0.036	-0.088	-0.088
	(0.075)	(0.062)	(0.072)	(0.071)	(0.066)	(0.062)	(0.065)
Marital Status	0.019	0.046	0.017	0.034	0.002	0.055	0.046
	(0.152)	(0.122)	(0.142)	(0.140)	(0.134)	(0.125)	(0.124)
Occupation	-0.005	0.011	0.027	-0.025	0.015	0.011	0.011
	(0.027)	(0.023)	(0.026)	(0.025)	(0.024)	(0.022)	(0.023)
Tenure	0.041	-0.035	-0.020	0.052	0.040	-0.063	-0.043
	(0.076)	(0.063)	(0.072)	(0.070)	(0.066)	(0.063)	(0.064)
Step 2: Main Effects							
Government Policy Support		0.053	0.633**				0.140
(GS)		(0.103)	(0.131)				(0.164)
Organization Compliance (OC)		0.157*		0.240*			0.175+
		(0.070)		(0.104)			(0.092)
Management Support (MS)		0.189			0.645**		0.147
		(0.118)			(0.117)		(0.175)
Family Support (FS)		0.559**				0.773**	0.558**
		(0.101)				(0.113)	(0.160)
Step 3: Interaction Effects							
Gender	0.121	0.052	0.616	-1.142*	-0.106	-0.039	0.386
	(0.150)	(0.121)	(0.546)	(0.477)	(0.482)	(0.500)	(0.614)
Gender × GS			-0.170				-0.147
			(0.174)				(0.211)
Gender × OC				0.389**			-0.040
				(0.142)			(0.148)
Gender × MS					0.066		0.082
					(0.157)		(0.237)
Gender × FS						0.024	-0.000
						(0.145)	(0.213)
Constant	3.479**	0.544	1.431**	3.019**	1.412**	1.086*	0.342
	(0.347)	(0.392)	(0.534)	(0.459)	(0.492)	(0.486)	(0.569)
Observations	253	253	253	253	253	253	253
R^2	0.008	0.370	0.146	0.165	0.249	0.340	0.372

Notes: 1. **p<0.01, *p<0.05, +p<0.1.
2. Gender (Male=1, Female=2), Marital Status (Single=1, Married=2).
3. GS= government policy support, OC= organization compliance, MS= management support, FS= family support.
4. Standard errors in parentheses.

Ⅴ. Discussion and Conclusion

The objective of the current study was to examine gender differences in work-life balance by considering some of the pinpointed key areas of work-life balance. Secondly, gender differences in association with support sources and work-life balance satisfaction in public hospitals in Tanzania were identified.

Overall, we find that employee satisfaction with work-life balance is significantly related to each and every support he or she obtains from different, multi-level entities, that is, government, organization, direct supervisor, or family. Moreover, our findings suggest that female and male slightly differ in their perceived level of work-life balance support and this difference appears varied contingent on sources of work-life balance support. In this light, our study addressed the gap in prior research which has fully explored gender differences in work-life balance that are attributed to multi-level sources of work-life balance support.

Our findings also revealed that women are less satisfied with work-life balance compared to men in public hospitals in Tanzania. Behson (2002) showed that women experience much work-family conflict compared to men. The current analysis is a bit contrary to Carlson, Kacmar and Williams (2000), in that men and women did not differ regarding experienced time and strain-based family-work conflict. This finding is in line with Wallace (1999). The difference in work-life balance satisfaction may be related to the reason that men's and women's job performance is not evaluated the same. Heilman and Haynes (2005) revealed that, despite clear evidence of women's prior work competence, when compared to men, women are devalued. Hence, a woman may have to work harder to be valued the same as a male colleague, leading to lack of work-life balance satisfaction. This evidence is clear in Tanzania health industry where women are working hard to be acknowledged and this might lead them to work extra hours which leads them not to be satisfied with work-life balance.

Moreover, our study goes in line with Gutek, Searle and Klepa (1991), which discovered that women reported higher work interference with family than men even though both spend the same number of hours at work. It has also revealed that women experience significantly greater work to family interference than men. In their findings, they stated that the gender difference in work-life balance was consistent with gender role expectations theory. This goes in line with Tanzania situation especially married women whereby cultural factors consider women as performers of household activities compared to employed men. This factor might be among other reasons to why women working in public health sector are less satisfied compared to men.

The current study has some limitations that propose suggestions for future studies. Firstly, the public health employees in hospitals on whom the study was based may not represent all other groups of employees in Tanzania. Future studies in Tanzania should examine whether the dynamics of the work-life balance satisfaction articulation vary across different industries or occupational settings. Second, our cross-sectional study design warrants caution in interpreting the study findings. Future research employing other different methods

Table 6. Hierarchical Regression Analyses Results (DV = WLBS 4 (My Ability to Meet the Needs of my Job and to Perform Family Activities is Quite Enough)

Variables	(32)	(33)	(34)	(35)	(36)	(37)	(38)
Step 1							
Education	-0.037	-0.104	-0.038	-0.155+	-0.020	-0.058	-0.133
	(0.088)	(0.083)	(0.087)	(0.084)	(0.085)	(0.084)	(0.085)
Marital Status	0.059	0.080	0.019	0.076	0.023	0.073	0.075
	(0.179)	(0.163)	(0.173)	(0.166)	(0.173)	(0.168)	(0.164)
Occupation	0.003	0.006	0.028	-0.017	0.015	0.013	0.009
	(0.032)	(0.030)	(0.031)	(0.030)	(0.031)	(0.030)	(0.030)
Tenure	0.290**	0.247**	0.282**	0.302**	0.297**	0.220**	0.277**
	(0.089)	(0.084)	(0.088)	(0.083)	(0.086)	(0.085)	(0.085)
Step 2: Main Effects							
Government Policy Support (GS)		0.124	0.198				-0.281
		(0.137)	(0.159)				(0.216)
Organization Compliance (OC)		0.373**		0.438**			0.421**
		(0.093)		(0.123)			(0.121)
Management Support (MS)		0.038			0.338*		0.200
		(0.157)			(0.151)		(0.230)
Family Support (FS)		0.297*				0.436**	0.402+
		(0.135)				(0.152)	(0.211)
Step 3: Interaction Effects							
Gender	0.506**	0.463**	-0.797	-0.072	-0.251	-0.225	-0.153
	(0.176)	(0.161)	(0.664)	(0.567)	(0.621)	(0.674)	(0.808)
Gender × GS			0.425*				0.683*
			(0.212)				(0.278)
Gender × OC				0.176			-0.118
				(0.168)			(0.195)
Gender × MS					0.249		-0.298
					(0.202)		(0.311)
Gender × FS						0.202	-0.059
						(0.196)	(0.281)
Constant	2.198**	-0.245	1.560*	1.109*	1.135+	0.917	-0.010
	(0.408)	(0.522)	(0.649)	(0.545)	(0.634)	(0.655)	(0.748)
Observations	253	253	253	253	253	253	253
R^2	0.068	0.242	0.143	0.199	0.154	0.186	0.261

Notes: 1. **p<0.01, *p<0.05, +p<0.1.
2. Gender (Male=1, Female=2), Marital Status (Single=1, Married=2).
3. GS= government policy support, OC= organization compliance, MS= management support, FS= family support.
4. Standard errors in parentheses.

would be more suited for establishing the temporal order of relationships between work-life balance support variables and its impacts on employee's satisfaction. The third constraint can be traced on the measurements used in this research. Due to the lack of information about indigenous measurement instruments, we used measures developed in Western countries. Since It is argued that models developed in Western countries might not be directly applicable in the Tanzania context, future research may develop a more con-

text-appropriate measurement. Moreover, future research employing qualitative case study approaches would permit a detailed investigation of the factors attached to work-life balance based on gender and work-life balance satisfaction interface. Regardless of these research limitations, the current study adds to the scarce research on work-life balance in Tanzania.

The current study findings have major practical implications in human resource management especially health practices in Tanzanian context. Although workers in Tanzania usually rely on informal types of work-life support like managerial support, supervisor support as well as colleague support, the present study suggests the need for the government, organizations at private entities and government entities to the accompaniment of these sources with formal initiatives such as domestic care assistance like elderly care and childcare, flexible working hours and other attachments of the family needs which interferes with the job activities of an individual especially women working in health sectors so as to assist them in managing work-family balance.

Another practical implication pertains to government's role in establishing gender-neutral work-life balance policies. While policy focus has been more on working mothers than fathers, it needs to reflect social change that recognizes fathers' parenting needs and rights. A more gender-neutral approach to work-life balance may help changing institutionalized norms of gender roles and the old image of an ideal worker.

Generally, our research findings suggest that the government, the organization and the family all contribute to employee work-life balance satisfaction with the aid to help employees to deal with the demands placed on them in different life domains especially women in the health industry. But again, the study outcomes suggest that work-life balance support options must be evaluated for their specific use and implemented with caution in different industries and countries as the findings indicate that there are differences in satisfaction between men and women working in public hospitals.

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