

Effectiveness of work-life balance initiatives in influencing employee well-being in Kigamboni municipal council in Tanzania

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ABSTRACT

Despite the attempts to improve work-life balance, challenges persist in Local Government Authorities (LGAs). This article aimed to evaluate the effectiveness of work-life balance initiatives in influencing employee well-being in Kigamboni Municipal Council, Dar es Salaam, Tanzania. A Cross-sectional study design based on mixed methods approach was employed to investigate relationship between Work-Life Balance (WLB) initiatives: flexible work arrangements, physical, mental and emotional health and family support with employees' well-being. This study was guided by the Spill-over Theory. Data were gathered through a combination of structured questionnaires and unstructured interviews. The target population comprises of all 1940 employees of Kigamboni Municipal Council. Specifically, the study focused on gathering perceptions regarding work-life balance (WLB) initiatives. A sample of 310 employees was used to gather quantitative data on their perceptions of work-life balance initiatives, while qualitative data were collected through in-depth interviews with five Key Informants to provide deeper insights into their experiences regarding WLB initiatives. Data analysis involved both descriptive, regression and thematic methods to examine the relationship between work-life balance initiatives and employee well-being. Employee perceptions of work-life balance initiatives in Kigamboni Municipal Council indicated that most of the employees were not satisfied with the current offerings. It was perceived that, work-life initiatives to be unsatisfactory, mainly in terms of flexible work time, and moderately satisfactory in terms of employees' physical, mental and emotional health and family support. Also, it was found that family support and physical, mental and emotional health initiatives have positive and statistically significant relationship with employees' well-being, while flexible work arrangements have non-significant relationship. It is recommended that the Kigamboni Municipal Council focus on improving the implementation of WLB initiatives to address employee concerns and enhance their well-being. Additionally, addressing flexible work-hour arrangement issues is crucial for improving overall employee satisfaction and well-being.

Keywords: Effectiveness, Employee Well-Being, Local Government Authority, Work-Life Balance (WLB)

I. INTRODUCTION

A rapidly changing and demanding professional worldwide has made the balance between work and personal life one of the burning concerns globally. Attracting and retaining skilled employees has become a lot harder for organisations in the modern corporate setting. Currently, offering attractive compensation is now considered inadequate for organisations as they too must be attentive on building environments that sustain employees' personal well-being. Work-Life balance (WLB) has been taken as a matter of concern not only for employees' well-being but also for organisational long-term success (Singh et al., 2024). Researchers have evidenced that effective implementation of well-designed WLB initiatives can minimise these problems through enhancement of employees' physical and mental health, motivation, retention, job satisfaction, and loyalty.

Work-life balance initiatives and policies are common worldwide though the degree differs among regions and occupations. In Europe, countries like Germany and United Kingdom, have adopted flexible work arrangements, childcare support and telework, but the application is not similar in manufacturing companies (industries) and other companies. Asian countries: Japan, South Korea, and China, recently began developing and carrying out WLB initiatives despite having suffered from notoriously long working hours and high job demands for a long time (Kim & Lee, 2021). For example, the Japanese government has adopted policies aimed at reducing excessively long working hours but has created cultural norms that prevent employees from easing off the pressure of taking part in WLB initiatives (Ernst et al., 2009). In China, there is gradual recognition of WLB as an important concept, where many companies have started to offer flexible work options, remote work choices and childcare support (Chen et al., 2025). The United States is not behind, but for the most part the WLB is more of management support rather than management-initiated (Allen et al., 2013).

African countries face challenges such as long hours of work, limited access to flexible work arrangements, and socio-economic inequalities, which are barriers to the take-up and efficacy of WLB interventions (Nwafor et al., 2025). Research by Ajonbadi et al. (2023) reveals that the need for supportive workplace policies is rising, long work hours coupled with traffic congestion deteriorates the WLB of Nigerian workers. Though in South Africa various industrial segments have begun adopting WLB initiatives, which are oriented at enhancing employee retention and job satisfaction levels, many industries, especially those involving manual work, are usually faced with limitations on flexible work arrangements and policies toward family welfare; and the WLB is highly influenced by socio-economic diversities within the workforce. In Kenya, the growing urbanisation has pointed out the importance of maintaining a balance between work and personal life. The initiation of mental health interventions and flexible work practices was suggested to enhance well-being of public sector employees in Nairobi (Macharia, 2022).

Compared to the private sector, where flexible work plans and performance inducements are largely prevalent, public-sector employees could encounter rigid working arrangements and higher standards. In public sector entities, improving employee well-being is crucial concern as it directly affects the quality of services delivered to the public and both organisational performances. According to Mella et al. (2022), Local Government Authorities (LGAs) are known for their culture of long working hours, and heavy work load of employees. Also, LGAs are faced with inadequate workforce and cost-cutting measures, but at that same situation are supposed to deliver high quality services (Borst & Knies, 2021). This creates considerable pressure on public sector employees, impacting their well-being. Due to this, LGAs are for the most part expected to be faced with problems of WLB, due to the nature of the work environment.

In Tanzania, notwithstanding few who strive for WLB, in fact, most public sector institutions have gross deficiencies in policies that are supposed to address the welfare concerns of employees (Lameck, 2021; Mbega & Rwechungura, 2025). In contrast to LGAs, public agencies such as Tanzania Telecommunications Corporation Limited (TTCL), Air Tanzania Corporation Limited (ATCL), Tanzania Port Authority (TPA) might have flexibility in the working hours; the situation is worse as the professional obligations of staffs in LGAs are tied down by heavy bureaucratic challenges, limited flexibility, and not dynamic operational structures. Under these circumstances, demand for policies that sustain WLB has implications for job satisfaction, levels of stress, and the general well-being of employees (Lameck, 2021; International Labour Organization [ILO], 2021; Nwafor et al., 2025).

1.1 Statement of the Problem

Despite the importance of WLB initiatives and the current situation in LGAs, there are few studies that have investigated these initiatives and their influence on employees' well-being in Africa. Worldwide, many researches such as; Chen et al., 2025; Afroze, 2020; Pujowati & Aswan, 2025 have carried out studies to examine the suitability of WLB on improving employees' well-being, employees' productivity and organisation performance. Most studies that investigated the relationship between WLB and employees' well-being were conducted outside Tanzania and Africa in general. In Tanzanian context studies (Mella et al., 2022; Lameck, 2021) that focused on WLB are few and lack methodological and analytical depth due to utilisation of only qualitative methods; and their general focus on level or extent of implementation of WLB initiatives, but not their influence on employees' well-being. Thus, there are still considerable gaps in the understanding WLB initiatives since qualitative methods are limited in estimating or gauging relationship between WLB and employees' well-being. Nevertheless, this study employed mixed methods approach to fill these methodological and conceptual gaps.

Thus, this study intended to assess the effectiveness of WLB initiatives and their influence in employees' well-being in public sector entities: The Kigamboni Municipal Council with the hope of finding one way or another through which local government authorities can bring greater satisfaction to their employees and also increase organizational productivity through a better work-life ratio. The study, therefore, tries to fill the gap in work-life balance policy and guidelines while assessing their effectiveness; hence, it will provide important lessons to policymakers, human resource practitioners, and organizational leaders on the implementation of work-life balance initiatives in Tanzania.

1.2 Research Hypotheses-

Ho₁: There is no positive and statistically significant relationship between flexible work arrangements and employees' well being.

Ho₂: There is no positive relationship between physical, mental and emotional health initiatives and employees' well-being

Ho₃: There is no positive and statistically significant association between family support for employees and their well-being

II. LITERATURE REVIEW

2.1 Theoretical Review

This study was guided by the Spill-over Theory introduced by Evans and Cohen in 1987, that explained events and stressors experienced in one domain of life, for instance at work, have a great bearing on another domain, for example, the personal life of an individual, impacting their well-being. Boundaries between work and personal life are permeable and not rigid; emotions and attitudes can be transferred or "spilled over" between the two. This is a useful theory to take into consideration the type of work-related experiences-positive or negative-outside the workplace that impacts an individual's personal life, such as their emotional and physical health.

This is particularly where the spill-over theory has been instructive in comprehending the interactions between work and family life. For instance, Greenhaus and Powell, (2006) applied the theory to study how positive experiences at work, such as job satisfaction and professional accomplishment, may spill over to family life by contributing to a positive mood and lowering stress. However, they also assessed how unfavourable work experiences, such as job stress and unrealistic work requirements, could have debilitating influences on conflicts in the home, increased tension, and deterioration of overall well-being. Thus, the theory has widely been used to analyse the relationship between work and private life when understanding the quality of life in one domain could seriously affect the other one.

2.2 Empirical Review

More recently, research into employee perceptions of work-life balance initiatives in a variety of organizational settings has brought greater understanding of the potential and challenges concerning such policies. In the New York City Council, USA, through surveys combined with in-depth interviews with 150 employees. The study established that employees welcomed work-life balance initiatives, in particular those concerned with flexible working hours and options for remote working. Also, a study by Afroze (2020) in UK and Italy investigated whether the countries' specific national policies and cultures differences affect employees' perceptions about work and the importance they give to various WLB practices. The study found that the over-working culture is an issue for the UK employees and the possibility of part-time arrangements. In Italy, the working hours were not an issue, but the employees referred to the lack of part-time working arrangements. The data revealed that the way the employees of both countries perceived WLB practices had some similarities and differences.

In Latin countries WLB have also given prominence, Gálvez Mozo et al. (2020) study in Spain indicated a very strong interest in telecommuting and workweek compression. The interest was met with resistance from middle management and technological constraints. This has been stressed by Oviedo-Gill and Cala Vitery (2023) that investigated the association between teleworking and job quality in Argentina, Brazil, and Colombia; and found that teleworking is a progressively more essential alternative line of work; and judging against other workers with related clear characteristics, have higher labor income in Colombia and Argentina. In addition, teleworkers work fewer hours per week and have similar levels of job stability across the three countries. Concerning teleworkers in Brazil and Colombia, a gap in social security coverage is observed and needs to be addressed. This fact was further proved in the study conducted by Afonso et al. (2022)

Chen (2020) in a related study, undertook a study of the available work-life balance policies in Shanghai Municipal People's Government, China. The childcare support and flexible work arrangements were greatly valued by the employees. However, there was a severe gap between awareness and policy utilization. The shortcomings of this study rely on self-reported data and is cross-sectional in design-a limitation that inhibits any tracking of shifts in perceptions over time. Moreover, in Indonesia Pujowati and Aswan (2025) revealed that flexible working hours and remote work options significantly enhance employee productivity and satisfaction, while supportive workplace culture and wellness programs further contribute to well-being and organizational engagement (Charles et al., 2025).

In Africa, work-life balance from the employee perspective in the African context at Johannesburg Metropolitan Municipality, South Africa. Employees were grateful for the available policies in terms of flexible hours and family leaves. On the other hand, inconsistent application between departments significantly fuelled dissatisfaction. Also, the findings of Akinwale et al. (2026) in Nigeria's banking industry appreciated flexible working schedules and on-site childcare as well, stating a gap between the availability and utilization of policies because of an organizational culture which put work in front of personal life, even at the expense of existing support measures.

In Tanzanian context, a study by Mella et al. (2022), based in Dar es Salaam, showed that even though there was existence of WLB programs like flexi-time and family leaves in public institutions, limited consistency in implementation undermined their benefits. This was echoed investigation into WLB in Tanzanian public service organizations, where employees, in particular those with care-giving responsibilities, valued work-life balance initiatives but described the availability of programs as limited and communication of such programs as ineffective. Also, resonates that WLB enhances employee engagement, job satisfaction, and employee productivity, which are the

variables for organizational performance. This correlation highlights the importance of promoting WLB in organizations to enhance employees' well-being.

III. METHODOLOGY

3.1 Research Design

A cross-sectional research design was conducted on work-life balance initiatives and employee well-being at the Kigamboni Municipal Council, using a descriptive cross-sectional research design. The design was selected because it has ability to enable researchers to systematically collect and interpret data necessary in describing the characteristics of the variables under investigation.

3.2 Area of the Study

The study was conducted within the Kigamboni Municipal Council situated in the Dar es Salaam region of Tanzania. Through this research, an attempt has been made to investigate responses on work-life balance initiatives and employee well-being within the Kigamboni Municipal Council for civil servants, given the peculiar challenges and opportunities offered by the rapid economic development and urbanisation, which brings more work load for the council's staffs in serving the fast-growing population (Kigamboni Municipal Council, 2021).

3.3 Target Population, Sample size and Sampling Procedure

The target population comprises of all 1940 employees of Kigamboni Municipal Council. This population was selected because these employees played key roles in maintaining WLB and they are the ones their well-being is affected by work-life imbalance. The sample size was 310 calculated through Yamane formula. The study used stratified random sampling to select employees from different departments. The departments were considered as the strata of the population because have employees with different professionals such as doctors, nurses, accountants, economists, teachers, to mention a few; who can have different outlook on WLB initiatives and influence on employees' well-being.

3.4 Data Collection Methods

Data were collected from using questionnaire survey method and key informants' interview. The questionnaires consisted of closed-ended questions. The questions for independent variables were in five points Likert scale ranging from strongly disagree (1) to strongly agree (5). The dependent variable is employees' well-being measured by employees' retention rate. Unstructured interviews were conducted to five key informants (Kis). It involved exploring KIs' views, ideas, attitudes, and opinions on various issues regarding flexible work arrangements, physical, mental and emotional health services as well as family support programs.

3.5 Data Analysis Techniques

Quantitative data were analysed using descriptive statistics and regression analysis to determine the relationship between work-life balance initiatives and employee well-being. Multiple regression and Analysis of Variance (ANOVA) were used. Various preliminary tests were performed to check for suitability of data in fitting the regression model and see if there were any econometric problem. Qualitative data from interviews were analysed using thematic analysis to identify common themes and patterns.

3.5.1 Model Specification

Regression model was used to estimate the relationship between WLB and employees' well-being. The model is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon \dots \dots \dots (1)$$

Where:

Y = Employee well-being (employees' retention rate)

X₁ = Flexible work arrangements (FWA)

X₂ = Physical and mental health (PMEH)

X₃ = Family support initiatives (FSI)

β₀ = the model's coefficient of determination

β₁ - β₄ = Coefficient of determination for independent variables

ε = Stochastic error term.

3.5.2 Operationalisation of variables

In this study, independent and dependent variables operationalised. The variables are summarised in Table 1.

Table 1

Measurement of Dependent and Independent Variables of the Study

Construct	Variable	Variable Type	Expected Sign	Measurement
Employees' well-being	Employees' retention rate	Scale: Continuous	+	Customer retention rate = [(Number of employees at the end of the period- new hires during period) / Number of employees at the beginning of the period] *100
Flexible work arrangement	Teleworking	Categorical	+	Ordinal: 5 Point Likert Scale:
	Flexible work hours	Categorical	+	Ordinal: 5 Point Likert Scale
	Compressed workweek	Categorical	+	Ordinal: 5 Point Likert Scale
	Part-time arrangements	Categorical	+	Ordinal: 5 Point Likert Scale
	Job sharing	Categorical		Ordinal: 5 Point Likert Scale
Physical, mental and emotional health	Fitness activities	Categorical	+	Ordinal: 5 Point Likert Scale
	Nutritional counselling	Categorical	+	Ordinal: 5 Point Likert Scale
	Employee counselling services and support	Categorical	+	Ordinal: 5 Point Likert Scale
	Stress management	Categorical	+	Ordinal: 5 Point Likert Scale
	Health insurance	Categorical		Ordinal: 5 Point Likert Scale
Family support	Paid parental (maternity/paternity) leave	Categorical		Ordinal: 5 Point Likert Scale
	Dependent (elders) care support	Categorical		Ordinal: 5 Point Likert Scale
	Care-giving (care for sick) leave	Categorical		Ordinal: 5 Point Likert Scale
	Personal sick leave	Categorical		Ordinal: 5 Point Likert Scale
	Childcare supports	Categorical		Ordinal: 5 Point Likert Scale

Source: Researcher Compilation 2025

IV. FINDINGS & DISCUSSION

4.1 Demographic Features of Respondents

The demographic features of respondents were dealt with in this study for the purpose of mapping the respondents' characteristics, which can help in deciding the credibility of data provided by them. Table 2 show the distribution of demographic features of respondents that were surveyed. The results illustrate that 55.81% (n=173) of selected respondents were males and 44.19% (n=137) were females. This finding suggests that male employees are more than female employees in Kigamboni municipal council and LGAs in general. Furthermore, findings regarding to respondent's age show that 37.42% (n=116) of respondents had the age range of 31–40 years followed by the respondents within the age range of 41-50 and then 21-30 years who comprised of 29.56% (n=91) and 16.77% (n=52) respectively. The highest age group (51-60 years) comprised only 16.45% (n=51) of respondents. The average age was recorded at 39 years, where the lowest was 23 years old and the highest was 59 years. This suggests that most of staffs in LGAs are still energetic enough to help LGAs realise their objectives. Therefore, it is researcher's belief that they provided correct and accurate responses to the questions asked by a researcher; and hence the results are true and credible.

Table 2*Demographic Features of Respondents (n=310)*

Variable/parameter	Measurement	Frequency	Percentage
Sex	Male	173	55.81
	Female	137	44.19
Age	21-30 Years	52	16.77
	31-40 Years	116	37.42
	41-50 Years	91	29.35
	51-60 Years	51	16.45
Work experience	<3 Years	51	16.45
	3-5 Years	62	20.00
	6-10 Years	74	23.87
	10-20 Years	64	20.65
	20+ Years	59	19.03
Education	Primary	7	2.26
	Secondary	18	5.81
	Certificate/Diploma	55	17.74
	Bachelor	166	53.55
	Masters	62	20.00
	PhD	2	1.94

In addition, results in Table 2 show that most of respondents 23.87% (n=74) possess experience of 6-10 years working in Kigamboni municipal council, followed by those with experience of 10-20 years who were 20.65% (n=64). Those who have worked for more than twenty years were 19.03% (n=59); and those who have worked for 3-5 years were 20.00% (n=62). The implication of this finding is that staffs of Kigamboni municipal council have high experience in their jobs. Thus, data that they provided this study is considered to be accurate. Additionally, respondents were enquired about the level of education they possess. The findings in Table 2 demonstrate that most of respondents said they have bachelor degree 53.55% (n=166) followed with those with Master's degree and Certificate/Diploma who were 20.00% (n=62) and 17.74% (n=55) respectively. Those with Secondary education, Primary education and PhD were 5.81% (n=18), 2.26% (n=7) and 1.94% (n=2) respectively. The results suggest that LGAs comprises of personnel with higher education. Therefore, given their level of education, knowledge and skills it is without doubt that they provided this study with relevant data and information.

4.2 Flexible work arrangements

From the findings in Table 3, regarding council management supports teleworking or remote working, the respondents disagreed with the statement. This is evidenced by a mean score of 3.28 and a standard deviation (SD) of 0.9002. When it comes to our organisation is committed to giving employees a flexible work schedule, respondents disagreed with the statement. This reflects a notable gap in perceived managerial support in providing employees with flexible work schedule, with a mean score of 1.42 (SD=.9029; range 1-3). In assessing whether 'the council is supportive for employees' compressed workweek' and 'part-time arrangements are encouraged in our council' initiatives to achieve a WLB, respondents disagreed with the statements, as indicated by a mean score of 1.04 and 1.02, with SD of 0.9075 and 0.9086 respectively. In case of statement 'job sharing is common in our organisation' the results show that respondents agreed with the statement. The overall mean (M=1.99, SD=0.9027; range 1-4) show a dissatisfaction regarding flexible work arrangement.

Table 3*Mean and Standard Deviation for Flexible Work Arrangements (n=310)*

S/No.	Items	N	Min.	Max.	Mean	Std. Dev.
1	Council management supports Teleworking or remote working	310	1	5	3.28	0.9002
2	Our organisation is committed to giving employees a flexible work schedule	310	1	3	1.42	0.9029
3	The council is supportive for employees compressed workweek	310	1	3	1.04	0.9075
4	Part-time arrangements are encouraged in our council	310	1	3	1.02	0.9086
5	Job sharing is common in our organization	310	1	5	3.21	0.8943
Overall		310	1	3	1.99	0.9027

From the findings, the study concludes that employee perceptions and experiences of flexible work arrangements in enhancing WLB at Kigamboni Municipal Council reflect a general sense of dissatisfaction and

ineffectiveness implementation of WLB initiatives (Kigamboni Municipal Council, 2021). The research outcomes illustrate a lack of confidence in the current flexible work arrangements initiatives, with employees feeling that the stress of long work hours continues to overshadow their personal lives despite the availability of WLB programs. During the in-depth interview with KIs the study was informed that WLB initiatives at Kigamboni municipal are well designed but its implementation is not effective due to lack of resources and top management readiness.

"I think the management is trying, but the initiatives feel more like a formality than something that's genuinely intended to help us. I rarely use them because they don't seem practical or helpful in my day-to-day life." (Key Informant 2; 3rd September, 2024)

The presented findings align with those of Mella et al. (2022) based in Dar es Salaam, showed that even though there was existence of WLB programs like flexible work time and family leaves in public institutions, limited consistency in implementation undermined their benefits in Tanzanian public institutions. Also, in the United States and found that WLB programs, such as flexible work schedules and family leave, significantly improved employee satisfaction and productivity.

4.3 Physical, mental and emotional health

Table 4 illustrate that; respondents agreed with statement 'Kigamboni council staffs engage in fitness activities. This is evidenced by a mean score of 3.38 and a standard deviation (SD) of 0.6024 and range 2-5. Also, the respondents agreed to statements 'Employees are provided with nutritional counselling' with mean 3.55 (SD=0.9162: range 1-5); 'The council helps with employee counselling services and support for personal problems' with mean 3.34 (SD=0.9025: range 1-5) and statement 'Stress management programs are implemented by the council to help employees' with mean 3.15 (SD=0.9031; range 1-4). However, when it comes to statement 'Health insurance services are available for all employees, respondents strongly agreed with the statement. This is because health insurance is a mandatory issue for every employee, and its contributions is deducted from employees' salaries. The overall mean (M=3.64, SD=0.7022: range 1-5) show a moderate level of satisfaction concerning physical, mental and emotional health of employees' at Kigamboni municipal council.

Table 4

Mean and Standard Deviation for Physical, Mental and Emotional Health (n=310)

S/No.	Statement	N	Min.	Max.	Mean	Std. Dev.
1	Kigamboni council staffs engage in fitness activities	310	2	5	3.38	0.6024
2	Employees are provided with nutritional counselling	310	1	5	3.55	0.9162
3	The council helps with employee counselling services and support for personal problems	310	1	5	3.34	0.9025
4	Stress management programs are implemented by the council to help employees	310	1	4	3.15	0.9031
5	Health insurance services are available for all employees of Kigamboni municipal	310	3	4	4.79	0.1867
	Overall	310	1	5	3.64	0.7022

Based on the results, employee perceived opinions and experiences of physical, mental and emotional health initiatives for enhancing WLB at Kigamboni Municipal Council reveals a moderate level of satisfaction due to ineffectiveness implementation of WLB initiatives. It is clear that health insurance is highly acknowledged by employees due to its 'legal power', as mandated by National Health Insurance Fund (NHIF) Act 1999; requiring employers to ensure coverage, with civil servants contributing a portion of their salary (around 3%) and employers matching it. Thus, the average satisfaction of physical, mental and emotion health initiatives is due to lack of resources and lack of top management support at both council's and ministry level. These programs were viewed as a sign of council's commitment to staff well-being, however, has not been successful in increasing employees' motivation, job satisfaction, and retention. The findings corroborate with Pujowati and Aswan (2025) who analysed the WLB initiatives among teachers in special need children government school in Indonesia reported that employees who had access to wellness programs and resources reported improvements in both their well-being and productivity.

4.4 Family support

From the findings (Table 5), regarding our organisation provide employees with paid parental (maternity/paternity) leave, the respondents strongly agreed with the statement. It scored a mean of 4.82 (SD=0.0964; range 4-5) since this is legal obligation of employer and the right to employees that must be implemented. Concerning statement 'the council is committed to support care for dependents (elders) of employees', respondents disagreed. This reflects a noteworthy gap in the council commitment in supporting employees with care for dependents (elders), with a

mean score of 1.14 (SD=.9187; range 1-4). In assessing whether ‘the council is supportive for employees’ in giving employees leave to take care of their beloveds when they are sick’, respondents agreed with the statements, as indicated by a mean score of 3.58 (SD=0.9075; range 1-5). Regarding our organisation guarantee a personal sick leave to employees, respondents strongly agree that they are given sick leave when they fall ill. Higher agreement is due to the fact that sick leave is a right of employees in LGAs and other government ministries, departments and agencies; and it is a legal obligation of employer. In case of statement ‘childcare supports are offered by the council to employees’ the results show that respondents are not sure with the statement (M=2.37; SD=0.6992; range 1-4). The overall mean (M=3.54, SD=0.5636; range 2-5) show a moderate level of satisfaction concerning employees’ family support.

Table 5*Mean and Standard Deviation for Family Support (n=310)*

S/No.	Statement	N	Min.	Max.	Mean	Std. Dev.
1	Our organisation provides employees with paid parental (maternity/paternity) leave	310	4	5	4.82	0.0964
2	The council is committed to support care for dependents (elders) of employees	310	1	4	1.14	0.9187
3	We are given care-giving (care for sick) leave to take care our beloveds when they are sick	310	1	5	3.58	0.3383
4	Our organisation guarantees a personal sick leave to employees	310	4	5	4.86	0.0653
5	Childcare support is offered by the council to employees	310	1	4	2.37	.6992
Overall		310	2	5	3.54	0.5636

In general, the results in Table 5 reflect a general sense of moderate satisfaction among employees of Kigamboni municipal council. By creating WLB programs that give employees time for family, personal the council helped employees attain higher levels of contentment and loyalty to the council. The presented findings of this study side with that of Nwafor et al. (2025) that employee wellness programs and work-family priorities affected performance of employees within the Office of Local Government Service Commission, Anambra State in Nigeria. The study highlights that employees that are well supported to take care of family members report higher level of well-being associated with lower stress levels and more job satisfaction, higher levels of motivation, engagement, commitment and productivity. These employees tend to have elevated levels of morale, low burnout rates, and a most likely ability to maintain good mental health. During in-depth interview the study was informed that;

"Honestly, I don't feel that the current work-life balance initiatives make much of a difference. The stress from work spills over into my personal life, and I don't feel supported enough to manage it effectively especially in case of taking care my family... my kids." (Key Informant 1; 1st September, 2024)

The quote illustrates a lack of enthusiasm and belief in the existing WLB initiatives at Kigamboni municipal council, with employees feeling that work related stress and burnout continues to go beyond their personal lives. It is evident that there are WLB programs in LGAs but these initiatives are more figurative than practical. This highlights the need for a more meaningful and supportive approach. These insights underscore the gap between the council's efforts and the real needs of its employees, highlighting areas where improvements can be made to enhance work-life balance.

4.3 Regression Analysis

The multiple regression was conducted to evaluate the relationship between WLB initiatives: flexible work arrangement, physical, mental and emotional health and family support with employees’ well-being in Kigamboni municipal council. The model summary in Table 6 demonstrate that R-Square value is 0.322, which implies that the WLB initiatives: flexible work arrangement, physical, mental and emotional health and family support explain only 32.2% of employees’ well-being in Kigamboni municipal council and Tanzanian LGAs in general. This means that 67.8% of employees’ well-being is explained by factors other than WLB initiatives present in the model. It also signifies weak positive correlation between WLB and employees’ well-being. The value of adjusted R square 0.095 means that the linear regression explains 9.5% of the variance in the data.

Table 6*Model Summary (n=310)*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.322 ^a	.104	.095	.93814

a. Dependent Variable: Employees’ well-being (employees’ retention rate)

b. Predictors: (Constant), flexible work arrangement, physical, mental and emotional health and family support

The results of ANOVA in Table 7 illustrate that, flexible work arrangement, physical, mental and emotional health and family support have significantly predicted budget performance in the public sector, ($F(3, 307) = 48.6532$, $p(.001)$). This implies that the regression model is significant and thus a good fit of the data, and correctly predicts employees' well-being.

Table 7
ANOVA^a ($n=310$)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	128.459	3	42.8197	48.6532	.001 ^b
	Residual	270.198	307	.8801		
	Total	398.657	310			

a. Dependent Variable: Employees' well-being (employees' retention rate)

b. Predictors: (Constant), flexible work arrangement, physical, mental and emotional health and family support

Prior to carrying out a multiple regression analysis, the selected predictor variables were checked for the existence of multicollinearity. The tolerance and variance inflation factor (VIF) methods were employed to test for the presence or absence of the problem of Multicollinearity for predictor variables. The threshold is that values of VIF greater than 10 is habitually considered as a signal for the presence of Multicollinearity problem in the model. Therefore, there was no multicollinearity problem among all the explanatory variables. The results in Table 8 demonstrate that VIF values for all predictor variables were less than 5, which means that the model is free from multicollinearity problem. Employees' well-being = $0.493 + 0.965FWA + 1.986PMEH + 0.696FSI + .93814$

Table 8
Regression Results ($n=310$)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.493	0.072		6.847	.011		
	FWA	0.965	0.751	0.295	1.285	.062	.454	2.202
	PMEH	1.986	0.201	0.143	9.881	.000	.502	1.992
	FSI	0.696	0.229	0.353	3.039	.001	.464	2.155

a. Dependent Variable: Employees' well-being (employees' retention rate)

b. Predictors: (Constant), flexible work arrangement, physical, mental and emotional health and family support

The results in Table 8 demonstrate that, flexible work arrangements have positive but non-significant relationship ($\beta=0.965$, $t=1.295$, $p=0.062$) with employees' well-being in Kigamboni municipal council. Thus, the study failed to reject the hypotheses H_1 : *There is no positive and statistically significant relationship between flexible work arrangements and employees' well being*. This indicates that there is no enough evidence to confirm that flexible work arrangements are related to employees' well-being at Kigamboni municipal council. These results confirm the descriptive findings that employee perceptions and experiences of flexible work arrangements in enhancing WLB at Kigamboni Municipal Council reflect a general sense of dissatisfaction and ineffectiveness implementation of WLB initiatives. The presented findings align with those of Mella et al. (2022), based in Dar es Salaam, showed that even though there was existence of WLB programs like flexible work time and family leaves in public institutions, limited consistency in implementation undermined their benefits in Tanzanian public institutions.

On the contrary, physical, mental and emotional health initiatives have positive and significant relationship ($\beta=1.986$, $t=9.881$, and $p=0.000<0.05$) with employees' well-being in Kigamboni municipal council. This implies that improvement of physical, mental and emotional health initiatives by one unit increase in employees' well-being by 1.986 units. Therefore, the study failed to reject the hypotheses H_2 : *There is no positive relationship between physical, mental and emotional health initiatives and employees' well-being*. The finding suggests that physical, mental and emotional health initiatives are very essential for improving employees' well-being in public sector. The findings reveal that the management of public institutions are committed to the implementation of the physical, mental and emotional health initiatives for effective and efficient management of WLB initiatives. The findings corroborate with Pujowati and Aswan (2025) who analysed the WLB initiatives among teachers in special need children government school in Indonesia reported that employees who had access to health wellness programs and resources reported improvements in both their well-being and productivity.

Thus, promoting physical, mental and emotional health support services to employees, and encouraging a healthy work culture can contribute to the enhancement of individuals well-being (Diego-Medrano & Salazar, 2021). The notion that there is a strong relationship between WLB and employee well-being, when employees are able to efficiently manage their work and personal lives, they are more likely to be satisfied, motivated, and productive in their jobs. By integrating these practices, LGAs can create a healthier work environment that supports employees in realising a healthy WLB and also enhance their well-being. Based on these findings, leaders in LGAs are encouraged to emphasise the implementation of WLB programs within their organisations. By investing in these initiatives, LGAs can create a more positive and productive work environment, enhance employee satisfaction and engagement, reduce turnover rates, and ultimately enhance their overall productivity.

Further studies reinforce the importance of effective work-life balance initiatives. For instance, a study by Nash and Blake (2017) in Australia found that employees with access to well-structured work-life balance programs reported higher job satisfaction and lower stress levels. The study emphasized that comprehensive and well-communicated initiatives were crucial for enhancing employee well-being. Similarly, in South Africa, employees who perceived their work-life balance initiatives as fair and supportive experienced higher job satisfaction and engagement. Their findings underscore the significance of not just having initiatives but also ensuring they are perceived as equitable and supportive.

Furthermore, the results in Table 8 depict that family support has $\beta = 0.696$, $t = 3.039$, and $p = 0.001$, which indicates that family support has a positive and significant relationship with employees' well-being. The positive coefficient of family support means that when it increases by one unit the employees' well-being increases by 0.696 units. It can thus be concluded that family supports such as paid parental leave, childcare, care-giving leave and sick leave is a determinant of employee retention in organisations. Therefore, we reject the hypotheses H_3 : *There is no positive and statistically significant association between family support for employees and their well-being*. The finding suggests that family support programs are very crucial for enhancing well-being of employees in LGAs. The presented results assessed WLB of employee in the Johannesburg Metropolitan Municipality, South Africa, and reported that employees were grateful for the available policies in terms of flexible hours and family leaves; and that it has impact on their well-being. In Tanzanian context, Mella et al. (2022) established that albeit the existence of WLB programs such as family leaves in LGAs, there is insufficient execution of the programs and thus the potential of those programs is undermined.

In Nigeria, Akinwale et al. (2022) discovered that work-life balance programs, including flexible working hours and parental leave, contributed positively to employee morale and performance. Their research suggested that when employees perceived these programs as beneficial and well-managed, it led to increased organizational commitment. Additionally, research by Gundi (2024) found that effective work-life balance initiatives were associated with reduced employee turnover and higher job satisfaction, particularly when employees felt supported by their supervisors and management. The study's findings highlight the importance of both the quality of work-life balance initiatives and the manner in which they are implemented.

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

Overall, the study underscores the importance of prioritizing work-life balance initiatives to improve employee well-being and organizational performance. By addressing the unique challenges faced by local government employees, particularly in the context of Kigamboni Municipal Council, organizations can better support their workforce, leading to enhanced job satisfaction and productivity. This study provides valuable insights for policymakers and organizational leaders to develop effective strategies that promote a harmonious balance between work and personal life. The findings of this study indicate that a holistic approach is needed to address inadequate implementation of WLB initiatives in LGAs; emphasise on resources availability, management support, policy review and guidelines. By focusing on these key areas, LGAs can create a supportive and healthier work environment that allows employees to reduce stress, burnout and enhance their health so that they can be satisfied with their jobs and, ultimately leading to increased retention rate.

5.2 Recommendations

Certainly, based on the findings, it is recommended that the Kigamboni Municipal Council focus on improving the implementation of WLB initiatives to address employee concerns and enhance their well-being. Additionally, addressing flexibility in work-hour issues, teleworking, job sharing and compressed workweek is crucial for enhancing the overall employee satisfaction and well-being. It also recommended that LGAs should allocate adequate resources to support implementation of WLB programs. Addressing resource constraints is critical for enhancing effectiveness of WLB programs in LGAs. Furthermore, this study recommends to top management of LGAs and responsible ministry to implement initiatives that support and promote work-life balance and employee well-being. This includes offering

flexible working arrangements, providing support for employee health and wellness, and promoting a healthy work-life balance. Supporting employee wellbeing is essential for maintaining motivation, engagement, and productivity.

Declaration of Interest

The authors declare that they do not have any known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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