

Effects Of Work-Life Balance On Employee Job Satisfaction

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ABSTRACT

The study aims to investigate the effects of work life balance practices on employee job satisfaction. In order to find the above research used both descriptive and explanatory research designs and quantitative approach. The data for the research was collect from total population analysis and used census survey with a total of 120 employees. Descriptive and inferential statics of correlation and regression analyses were used. It revealed that employees have low level of perception of work life balance practices and job satisfaction. Results of the regression analysis showed that work life balance has statistically a positive and significant effect on employee job satisfaction. Among this practice of work life balance, job characteristics were found to be the highest predictor, having statistically positive and significant effect on employee job satisfaction. Analysis also found non-significant relationship between supervisor's support and job satisfaction. Based on the findings recommendation were made to revisit job design, allocate adequate financial resource to enhance fringe benefits and use different types of employment option to help employees deal with flexibility issues.

Key words: Job satisfaction, flexible work arrangement, job characteristics, fringe benefit plan and supervisor support.

1. INTRODUCTION

In today's competitive world, most of the employees' spent time at workplace, doing their work and take over their lives as a whole. The increasing demand from their job requires employees to be even more committed to their work, even after office hours. So many researchers have used different terminologies to describe work life balance such as work family balance (eg. Joshin & Deepu, 2017) work life synergy Valarie (2019), work life harmony (e.g. Kate, 2018), work life integration (eg. Joan et al., 2015) and work life equilibrium (e.g. Daniela, 2017) are used interchangeably, but in more recent researches it is mostly referred as work life balance. Rama & Dr. Das (2015) work-life Balance programs were reported to be in existence from 1930's. The term Work-life Balance (WLB) was formally coined for the first time in 1970's, to state the balance between one's work and personal life. In 1980's many companies have started to offer childcare programs and employee assistance programs. Rama & Dr. Das (2015) explained that during 1990's the Work-life Balance programs had a better identification as a vital topic for women, however failed due to lack of better impact on real life challenges faced by the employees. The eyeball view towards work-life balance programs by all work-life professionals started after the failure of work life balance programs implemented by human resource departments in the early years of the 21st century. In order to evade and minimize effects of work life imbalance HR practitioners are leaning to using different practices. Mengistu (2012) asserted that HR policies should include concepts of impartiality, work life balance and supportive working environment. Work-life balance is said to be achieved when there is harmony (not conflict) between work and life (Lawson et al., 2013; Semlali & Hassi, 2016). National survey conducted in United States in workplace flexibility (Career Arc's Enterprise, 2015), results showed that 67% of the HR professionals agreed that employees have balanced work life. However close to half 45% of the employees under study disagreed and pointed out their need for more time each week for personal matters. This was an indicator of sub-optimal work life balance and there is disconnect between employers and employee work life balance perception. Dugguh & Dennis,

(2016) also mentioned that, the needs on the current and desired economic, political, social status, career aspirations need to balance career, family, education, society, belief and so on. Satisfying these needs will not only lead to job satisfaction but also to life pleasure bearing in mind that to some extent, a satisfied employee is a happy citizen. Ridic et al., (2016) work-life balance may have achieved the status of a defining employment issue and some progress has undoubtedly been made toward the introduction of flexible work time arrangements. Hill, D.; Conner, M.; Clancy, F.; Moss, R.; Wilding, S.; Bristow, M.; O'Connor, D.B. (2022) Employee stress and adverse health result from lack of balance between high job demands and low job resources. Additionally, it can be accompanied by attempts to reduce the high level of strain by unhealthy behaviours such as tobacco smoking or eating sweets or salty snacks. The problem of the work-life balance and its healthy consequences among middleclass members needs to be further studied after the COVID-19 pandemic. Frackowiak- Sochanska (2021) wrote, the increasing rate of people doing their work remotely during the COVID-19 pandemic (at the end of 2020, 11 percent of workers worked remotely) has intensified the processes of blurring the spatial, temporal and mental borders between occupational and private areas. Febriani, Rizky, Ratna Kusumawati, and Yulekhah Ariyanti (2022) companies are gradually realizing that maintaining their human resources is critical to the development and achievement of their goals. In addition, a research by Miranti 7 found that 60% of employees stated that they attempt to balance their work and personal lives, and 73% of employees stated that they were satisfied with their life.

Deshan Bank employees have complained that they are expected to work long hours to meet the needs of the shareholders and the company's objectives. Employees are therefore under pressure at work and have a poor work-life balance, which makes them unhappy at work. Due to the demands of family commitments at home, employees arrive late to work. As a result, the employees are forced to work longer hours outside of normal business hours in order to punctually complete their tasks. Employees frequently arrive late and leave early, especially on weekends. This typically affects their relationship with their managers and causes dispute about performance. This has made banks more susceptible to significant labor turnover. Ethiopia has not given enough attention to deal with effects of work-life balance aspects on employee job satisfaction in Dashen Bank in particular, banking sector in general.

2. Importance of the study

Even though some research works have been done on these particular problems, the researcher would try to incorporate recent information about the current effects of work-life balance on employee job satisfaction. What makes this study different from other research topics is that previous studies have studied the work-life balance of employees as their primary issue, whereas the present study focuses on investigating the effect of work-life balance on job satisfaction among employees. Hence, it is rationale that motivates the researcher to analyze employee's perspective to offer evidence of success of the selected practices. It assesses how the selected practices contribute to the attainment of high level of job satisfaction among Dashen Bank employees.

3. Objective of the study

The objective of the study is to examine the effects of work-life balance on job satisfaction among employees of Dashen Bank in the branches located in Arada sub-city of Addis Ababa.

4. Review of Literature

Many authors did research on the effects of Work life balance on job satisfaction. In this subsection the researcher presented the most recent findings from different sources.

4.1. Flexible work arrangement and job satisfaction

Adnan & Mohammad (2016) studied if flexible work arrangement affects job satisfaction and work life balance. The study result asserted positive and significant effect of flexible work arrangement on job satisfaction. Researchers indicated that many ways management can enhance flexibility and motivate employees. Xuejiao (2018) conducted a study on the effect of flexibility on job satisfaction. The study revealed a positive effect of flexibility on job satisfaction. It indicated implementation of flexible work arrangement will significantly increase employee's recognition to the organization and reduce turnover. Mayeasha (2019) studied the impact of flexible work arrangement on job satisfaction among female teachers in higher education sector. The research results indicated that flexi time, schedule, telecommuting and job sharing have a significant influence on job satisfaction. Dr.Ponduri SB (2020) studied that equal participation of male and female in different decision making processes. Female should encourage more by giving different opportunities to bring them to the good position and contribute their potential to community development. Researchers asserted if flexible work arrangement is strongly incorporated it will help employees maintain balance between work and life and lead to higher job satisfaction. Schilpzand, A.; de

Jong, E. (2021) furthermore, some studies on the Protestant Work Ethic or generational renewal suggest that trends observed in the study will continue. Bocean et al. (2023) studied on work-Life balance and employee satisfaction found that the balance between professional and personal life generates satisfaction.

H1: Flexible work arrangement has a positive and significant effect on employee job satisfaction.

4.2. Job characteristics and job satisfaction

Moeed et al., (2013) studied the effect of job design on employee job satisfaction. The research considered autonomy, variety tasks, task significance, task identity and feedback are indicators of job design. Results showed strong, positive correlation between job design and job satisfaction indicating that they both move in the same direction. Onimole (2015) studied work design and job satisfaction. The conclusions shown that one can expect more satisfied workers by giving emphasis on job design that contains some or this entire feature (i.e. autonomy, decision making, skill variety, feedback, self-evaluation.) However it's also highlighted that there are many other factors that influence success of any job design. Abdul (2017) studied the effect of job characteristics on job satisfaction. Skill variety, task identity, task significance, autonomy and feedback were included as indicators of job characteristics. The result showed that job characteristics have a positive relationship with job satisfaction. Therefore increasing job characteristics will assist in achieving a higher satisfaction level. Utete et al., (2022) employees who have managed to strike a balance between their work and their personal lives have higher levels of job satisfaction, perform much better in their roles and therefore, have lower instances of employee absence whether planned or unplanned. Pradana, Pandu, 'Pengaruh Beban Dan Stres Kerja Serta (2022) they said that Human resources are the most important factor in achieving company goals. They also said that employees whose needs are met are more likely to carry out their responsibilities optimally. However, on the other hand, those who are uncomfortable and stressed are more likely to perform poorly, both physically and mentally. Ponduri SB., et al; (2023) in their study on effects of cost determinants on profitability observed that companies should work on the deficit of its gaps to minimize cost for maximizing profitability.

H2: Job Characteristics has a positive and significant effect on employee job satisfaction.

4.3 Fringe benefit plan and job satisfaction

Mussie et al., (2013) conducted a research on effect of recognition, pay & benefit on job satisfaction. The study concluded that both financial and non-financial rewards (i.e. pay, benefit & recognition) influence job satisfaction. The researchers asserted nonmonetary rewards are source of motivation for employees regardless of the employee culture & economic development. Saranya (2017) studied impact of assessment of fringe benefits on job satisfaction and employee attitude. Result showed monetary rewards are fast forgotten and employees job satisfaction showed being positively influenced or impacted by fringe benefits. Abel (2018) studied the influence of employee benefit on job satisfaction. The conclusion of the study showed benefits such as transport, house allowance, paid time off pension plan, health insurance and social benefits influence job satisfaction to a great extent. Danish (2019) conducted a survey on role of fringe benefits on job satisfaction. The study analyzed the fringe benefit with key dimension of health protection benefits, overtime, recreational leave, flexible working hours. The study revealed that there is a relationship between fringe benefit and employee job satisfaction. The study suggested utilizing health protection plans, recreation leave (annual leave, sick leave, maternity leave & overtime) as it is essential for directly and positively affect employee satisfaction. Ransford (2019) studied the impact of fringe benefit plan on job satisfaction and employee engagement. The findings showed fringe benefits significantly impacted job satisfaction and engagement. The research uses indicators of fringe benefit (medical aid, accommodation allowance, educational assistance) showed statistically significant in predicting job satisfaction.

H3: Fringe benefit plan has a positive and significant effect on employee job satisfaction.

4.4. Supervisor support and job satisfaction

Sedat & Ahmet (2014) studied the influence of supervisor support on job satisfaction. The researchers found supervisor support has statistically significant and positive effect on the level of job satisfaction. It was demonstrated as supervisor support increases within the organization, job satisfaction level of employee also increases. Sibel et al., (2015) conducted a study on the role of perceived supervisor support & organizational identification on job satisfaction. The results showed job satisfaction was found to be positively correlated with perceived supervisor support and organizational identification. Thus, it is said that supportive relationship with the supervisor increased job satisfaction. Giuseppe (2017) studied the impact of supervisor support on employee job satisfaction. Doing meaningful work & attaining career achievement and growth contributed for job satisfaction while poor management, having career achievement, undermined & political maneuvering among workers was found to decrease satisfaction. Muhammad & Kamal (2017) conducted an empirical research on impact of supervisor support on job satisfaction. The study indicated responsive supervisor support can effectively enhance job satisfaction. In addition the employee perception on the work

being just and fair can further energize job satisfaction through supervisor support. Sarmijan (2022) also suggested that the role of women in doing house chores and being a career woman frequently resulted in conflicts between their work life and personal life. These conflicts had an impact on the work-life balance of female workers, which simultaneously impacted their performance. In contrast, male workers were not burdened with the household management and could focus on the work, which could also affect their performance as employees. Isnaini, Husni (2022) previous studies have inconsistent results, where one found that the quality of life had a negative impact on the employee performance.

H4: Supervisor support has a positive and significant effect on employee job satisfaction.

5. Conceptual framework

Conceptual framework shows link between variables of study viz., work life balance and job satisfaction. Dependent variable is job satisfaction and independent variable is Flexible work arrangement, supervisor support, job characteristics and Fringe benefit plan. The presumed relationships between the variables under investigation and is illustrated in the following hypothetical model in Figure 1. Below

Conceptual frame work of the study

This study involves on effect of work-life balance on employee's job satisfaction focused on factors of work life balance i.e. flexible working arrangement, job characteristics, fringe benefit plan and supervisor support as independent variables and job satisfaction as dependent variable. According to literature review job satisfaction will result in employee retention and reduced absenteeism. This conceptual framework is adopted and modified from other researcher's work. The modification is made on the selected determining factors of work life balance (i.e. job characteristics and supervisor support are modified when adopted).

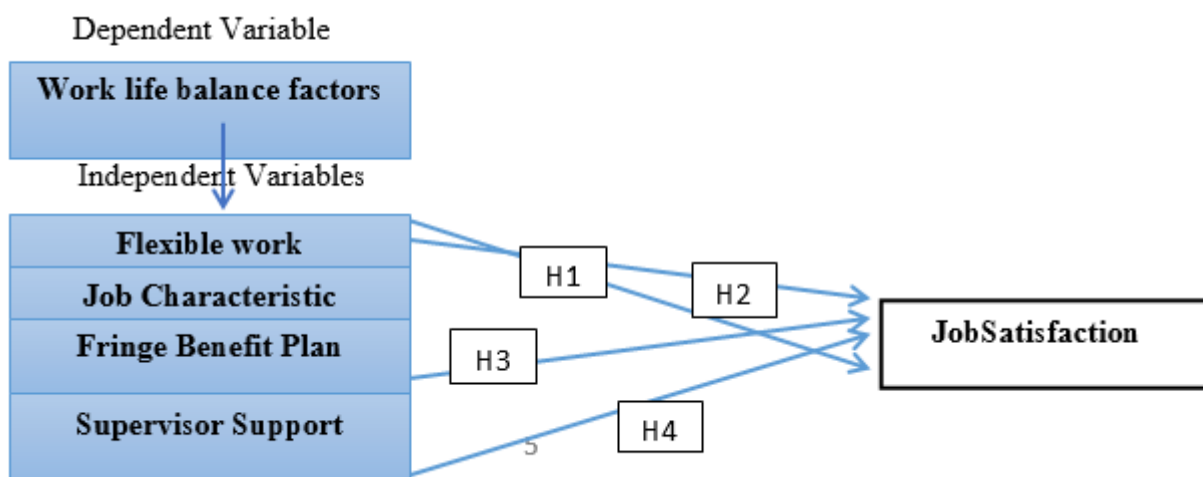


Figure .1

Source: Adopted form Esther et al., (2017) and modified by the researcher

6. METHODOLOGY

The research design used in the study was both descriptive and explanatory. Descriptive research design was used with the intention of creating and briefly describing the features of the variables involved in research. Whereas, Explanatory research attempts to establish the existence of causal relationship/interdependence between two or more aspects of a situation Kothari, as cited by Zikmund et al., (2012) indicating that this research design attempted to find statistical relationship between variables. This allows the researcher to examine the relationship between dependent variable and independent variables. This study utilized cross-sectional survey, all relevant data will be collected at a single point of time. The reason for using cross-sectional design is that it has reasonable strategy to prefer cross-sectional survey to obtain pertinent information from cross-sections of population at a single point of time. For the purpose of this study quantitative approach was employed. It answers questions through controlled deductive approach, allowing for collection of numerical data, prediction, measurements of variables and use of statistical procedures to analyze and develop inferences from that data. The data was collected through two different sources viz., primary data and secondary data. Primary data collected by using structured questionnaire that contains two sections viz., demographic data section and other section includes questions regarding independent variable Flexible work arrangement, Job characteristics, Fringe benefit and Supervisor's Support and dependent variable (Job Satisfaction). A total of 128 questionnaires were distributed to collect the primary data. To

support the primary data secondary data was also collected from journals, websites, articles, books, and other published information. Miranti, Benekdita (2023) data was collected by distributing questionnaires to the employees at PT. XYZ. The questionnaire was measured using Likert scale a measurement that assigns a score to each answer provided

Table1. Target population

No	Target population Location	Number of employees		
		Support	Program	Total
1	Piassa Area Branch	4	30	34
2	Arat Kilo Area Branch	3	21	24
3	Ras Desta Area Branch	4	26	30
4	Amist Kilo Area Branch	2	13	15
5	Tewodrose Adebabay Area Branch	3	22	25
Total		16	112	128

(Source: Branches of DB Arada sub-city 2023)

7. RESULTS AND DISCUSSIONS

Table.2 Pearson Correlation between each independent variable (Factors) and Job satisfaction

Correlations						
		Perceived Job Satisfaction	Flexible work arrangements	Job characteristics	Fringe Benefit	Supervisor's Support
Perceived Job Satisfaction	Pearson Correlation Sig. (2-tailed) N	1 120				
Flexible work arrangements	Pearson Correlation Sig. (2-tailed) N	^{**} .589 .000 120	1 120			
Job characteristics	Pearson Correlation Sig. (2-tailed) N	^{**} .703 .000 120	^{**} .632 .000 120	1 120		
Fringe Benefit Plan	Pearson Correlation Sig. (2-tailed) N	^{**} .557 .000 120	^{**} .442 .000 120	^{**} .490 .000 120	1 120	
Supervisor's Support	Pearson Correlation Sig. (2-tailed) N	^{**} .549 .000 120	^{**} .415 .000 120	^{**} .580 .000 120	^{**} .692 .000 120	1 120
^{**} . Correlation is significant at the 0.01 level (2-tailed). ^{**} . Correlation is significant at the 0.05 level (2-tailed). Source: SPSS results and Survey,2023						

Hair et al., (2010) and Pallant (2010) a parson's correlation coefficient of below 0.90 indicates that there may not be cause of serious multi-collinearity problem. One way of identifying multi-collinearity is to see if the predicator variables have high correlation meaning above 0.8 or 0.9 (Andy, 2009). Based on this we can say the data is not a threat to regression analysis. For interpreting correlation coefficient intervals: 0 to 0.20 corresponds to a very weak relationship; 0.21 to 0.40 corresponds to a weak relationship, 0.41 to 0.60 corresponds to a moderate relationship, 0.61 to 0.80 corresponds to a strong relationship, and 0.81 to 1.00 corresponds to a very strong relationship, Cohen (2003). Therefore, from the above table the r value of Flexible work arrangement Factor has r-value 0.589 with p-value<0.05(0.000) has positive and moderate relationship with Job satisfaction. Moreover, from the above table the r value of Job characteristic factor has r value 0.703 with p value <0.05(0.000) has positive and strong relationship with Job satisfaction. Fringe benefit plan factors r-value 0.557 with p-value <0.05(0.000) is positively and moderately correlated with Job satisfaction. Similarly supervisor support factors r-value 0.549 with p-value <0.05(0.000) is positively and moderately correlated with Job satisfaction. The correlation analysis in this study agrees with previous researches. For example Elsabeth (2019), Marta and Jasmina (2016), revealed that work life balance is positively correlated with job satisfaction.

Table-3 Model summery in multiple regressions

Model Summary in Multiple regressions									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statics				
					R Square Change	F Change	df1	df2	Sig.F Change
1	.777 ^a	.603	.586	.38406	.603	34.633	55	114	.000

a.	Predictors: (Constant), Supervisor's Support, Fringe Benefit Plan, Job characteristics, Flexible work arrangements
b.	Dependent Variable: Job satisfaction
Source: SPSS results and Survey, 2023	

R^2 is a measure of how much variability in the outcome is accounted for the predictors. As shown in the above table R^2 value is 0.603, it means the mentioned factors of job satisfaction cause 60.3% of the variation in the employee's job satisfaction. This suggests that this model is quite significant in explaining the variances. The significance results at $p < 0.05$ (0.000) provides support for the significant. Moreover, it is possible to see that there are other 39.7% contributing factors for employee job satisfaction in the organization. This is left for other researchers to conduct further research. Test for auto correlation was conducted using the Durbin Watson statistic which is a test for auto correlation in the residuals from a statistical regression analysis. The Durbin-Watson statistic will always have a value between 0 and 4. Values from 0 to less than 2 indicate positive auto correlation and values from 2 to 4 indicate negative auto correlation. The result below depicts DW result 2.216, so we can say there is no autocorrelation.

Table-4 ANOVA table

ANOVA					
Model		Sum of squares	Df	Mean square	F
1	Regression	.25.541	5	5.108	34.633
	Residual	.16.815	114	.147	
	Total	.42.356	119		
a. Dependent Variable: Job satisfaction					
b. Predictors: (Constant), Supervisor's Support, Fringe Benefit Plan, Job characteristics, Flexible work arrangements					
Source: SPSS results and Survey, 2023					

From the above ANOVA analysis, it is noted that the probability value of 0.000 ($p < 0.05$) indicates that the regression relationship was highly significant in predicting Flexible work arrangement, characteristics, and Fringe benefits influenced employee Job satisfaction. Further, the findings show that the overall model was quite significant.

Table-5 Coefficients of relationship between Job satisfaction and contributing Factor

Coefficients					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	.135	.247		.585
	Flexible work arrangements	.158	.068	.181	.022
	Job characteristics	.393	.082	.411	.000
	Fringe Benefit Plan	.177	.088	.172	.046
	Supervisor's Support	.083	.094	.078	.382
a. Dependent Variable: Perceived Job Satisfaction					
Source: SPSS results and Survey, 2023					

The following points discuss the interpretation of the table-5. B column shows the values for regression for predicting the dependent variable from the independent variable. Standard Error column shows the standard errors associated with the coefficients. Beta is a measure of how strongly each predictor variable influences the criterion variable. These are the coefficients obtained if all the variables in the regressions are standardized, including dependent and independent variables and the magnitude of coefficients can be compared to see which one has more effect. The Beta (β) coefficient is the standardized regression coefficients. Their relative absolute magnitudes for a given step reflect their relative importance in predicting perceived model value.

Beta (β_1) co-efficient is 0.158 is standardizing regression coefficient indicates that there is a change in standard deviation in the predictor variable (Flexible work arrangement) will result a change of 15.8% standard deviation in the dependent variable (job satisfaction). As the value of flexible work arrangement has a positive and significant effect on employee job satisfaction.

Beta (β_2) co-efficient is 0.393 is standardizing regression coefficient indicates that there is a change in standard deviation in the predictor variable (Job characteristics) will result a change of 39.3% standard deviation in the dependent variable (job satisfaction). As the value of Job characteristics has a positive and significant effect on employee job satisfaction.

Beta (β_3) coefficients 0.177 is standardize regression coefficient indicates that there is a change in standard deviation in the predictor variable (Fringe benefit plan) will result a change of 17.7% standard deviation in the dependent variable (job satisfaction). As the value of fringe benefit plan has a positive and significant

effect on employee job satisfaction. The linear regression coefficient shows Beta value of $\beta = 0.177$ and P-value of $p = 0.000$, the p-value is less than 0.05. This statistics indicates fringe benefits in terms of benefits available particularly the accident/disability insurance program, proper pension program, medical benefit plan and how it helped them with the medical problems they are currently facing, availability and use of the bank loan benefit, equal distribution of the benefit plan and benefited from the early childcare program are good predictors of employees' satisfaction in Dashen Bank Arada sub-city branches.

The findings of this study support previous results such as Bertsch, (2020) who found that fringe benefits have a higher employee retention power than an equivalent increase in wages. Ahmad & Bujang, (2013) who sought to determine the relationship between the types of benefit (leave, loan and retirement plan) and employees' retention in University of Malaysia Sarawak, Malaysia found that, there is positive.

The regression model equation is, therefore, $Y = B + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4$

Where: B=Constant and $b_1 - b_4$ = beta values for each variable. When the values from the table are computed, the equation then, the regression model becomes $Y = 0.135 + 0.158*(x_1) + 0.393*(x_2) + 0.177(x_3) + 0.083(x_4)$

The above table shows that independent variables except (Supervisor support) factors (sig. value=0.383), the remaining factors are statistically significant since sig. value = $0.00 < 0.05$ and are making a significant contribution to the prediction of the model.

As p value is less than 0.05 for all the independent and dependent variables correlation, the following alternative hypothesis are accepted

Table-6 Hypothesis Testing

Hypothesis	Description of the hypothesis	Findings
H1	There is significant and positive causal relationship between Flexible work arrangement and job satisfaction.	Supported
H2	There is significant and positive causal relationship between Job Characteristics and job satisfaction.	Supported
H3	There is significant and positive causal relationship between fringe benefit plan and job satisfaction.	Supported
H4	There is significant and positive causal relationship between Supervisor support and job satisfaction.	Not supported

8. CONCLUSIONS AND RECOMMENDATIONS

Perceived job satisfaction showed employees lacked satisfaction in both motivator and hygiene factors of their job. They indicated lack of room for promotion and growth. On the other dimension they believed adequate compensation and believed in the meaningfulness of their assigned job. It shows that employees found meaning in their job but are still lacking satisfaction. Pearson's correlation results indicated that all the selected variables have a positive correlation with job satisfaction. Multiple linear regression model was used to test whether flexible work arrangement, job characteristics, fringe benefit plan and supervisor support have any effect on job satisfaction. It was found that work life balance had a significant relationship with job satisfaction (R^2 value is 0.603). The study found work life balance perception, job characteristics; flexible work arrangement and fringe benefit plans are found to have a significant effect on employee satisfaction and thus could be considered as the most prominent factors of work life balance to impact job satisfaction. On the other hand, supervisor support had non-significant relationship for job satisfaction in the bank branches. In general, it's important to highlight work life balance is not an issue to be solved rather an ongoing issue that needs constant management and requires consistent effort of all stakeholders. The bank should look into the flexible practices and access why employees are not benefiting from them. Adopting flexible work arrangement will enable employees and help them in attending to social and personal affairs. They will also be able to enhance their self with affairs such as taking trainings and evening classes that will directly translate in to a positive outcome in the work environment. Human resource management should closely work with all stakeholders to ensure that the existing practices are suitable to the needs of employees and are benefiting the organization staff equally. The study showed there is a significant relationship between job characteristics and the employee's job satisfaction. Therefore, the bank should give attention to the job design of employees and include characteristic that were indicated as not existent in many of the employee's tasks. Employees believe it is useful for them to have independence and practice control over their activities including decision making and scheduling. Organization should review the job design of the employees and incorporate some features that will allow the employee to practice the missing characteristics on their jobs. Results showed that there is a positive relationship between fringe benefit plan and job satisfaction. Therefore, the bank should maintain and enhance the availability and accessibility of the benefit plan for a greater result on job satisfaction and help build a lasting relationship. Adequate financial resources should be

allocated for the implementation for a higher accessibility and effect. The bank should look into the moderate usage of the benefits available and ways to maximize the utilization rate. In a more cost-effective way orienting employees about the benefit plans and how they can use them can be effective.

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