

***Effect of Work Life Balance on Job Satisfaction ;
The Case of Ethiopian Airlines Group,Bole International
Airports***

*A Thesis Submitted to the School of Graduate studies of Jimma
University for the Partial Fulfillment of the Award of the Masters
Degree in Public Management (MPM)*

BY:

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***JIMMA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
PROGRAM: MPM***

JUNE, 2020 JIMMA, ETHIOPIA

***Effect of Work Life Balance on Job Satisfaction
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JUNE , 2020 JIMMA, ETHIOPIA
DECLARATION

I hereby declare that this thesis entitled “Effect of Work Life Balance on Job Satisfaction (A Case of Ethiopian Airlines group, Bole international Airports).” has been carried out by me under the guidance and supervision of Dr. Girmaw Assemie and Mrs. Zinashbizu Lemma

The thesis is original and has not been submitted for the award or degree of diploma any university or institutions.

Researcher’s Name

Date

signature

CERTIFICATE

This is to certify that the thesis entitled “Effect of Work Life balance on job satisfaction (A Case of Ethiopian Airlines Group, Bole international Airports).” submitted to Jimma University for the award of the Masters Degree in Public Management (MPM) and is a record of valuable research work carried out by Mr Daniel Tadesse, under our guidance and supervision.

Therefore we declare that no part of this thesis has been submitted to any other university or institutions for the award or any degree of diploma.

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Co- Advisor	Signature	Date

ABSTRACT

«The term work life environment is used to describe the surrounding conditions in which an employee operates as well as where he lives and how both affect his/her productivity.»The study aimed at exploring the effect of work life balance/imbalance on job satisfaction in Ethiopian Airline Group Bole International Airport. For this study both primary and secondary data is used. Data is collected from Ethiopian Airline Group ,at Bole international Airport from a sample of 392 employees. These respondents were selected using simple random sampling . The collected data is analyzed using Statistical measures such as correlation and multiple regression analysis. The major findings of the study indiceted how work life balance affected overall level of job satisfaction of employees in the organizations under the study.In addition,it also analyzed the relation of work life balance dimensions i.e., work to personal life interference, Work life balance programs,work overload and personal life to work interference are significantly related with job satisfaction or not. And it also tried to identify job autonomy has effect on employees' job satisfaction.Finally; the research has forwarded some recommendations,such as management is required to minimize the imbalance between work and non-work life, managements should implement work life balance programs, practices and policies,and top management should avoid higher job pressure.

Key words: Job Autonomy, Job Satisfaction, Work life balance, Work Overload

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TABLE OF CONTENTS

<i>Contents</i>	<i>Pages</i>
Abstract	<u>I</u>
Acknowledgements	<u>II</u>
Table of contents	<u>III</u>
Introduction	<u>1</u>
1.1 Background of the study	<u>1</u>
1.2 Statement of the problem	<u>2</u>
1.3 Objectives of the study	<u>4</u>
1.3.1 General objective	<u>4</u>
1.3.2 Specific objectives	<u>4</u>
1.4 Significance of the study	<u>4</u>
1.5 Scope of the study	<u>5</u>
1.6 Organization of the study	<u>5</u>
1.7. Definition of terms	<u>6</u>
Chapter two	<u>7</u>
Review of the related literature	<u>7</u>
Introduction	<u>7</u>
2.1. Theoretical review of literature	<u>7</u>
2.1.1 Definition and concept of work life balance	<u>7</u>
2.1.2. Dimensions of work-life balance	<u>9</u>
2.2.Emperical literature	<u>17</u>
2.2.1 Relation between worklife balance and job satisfaction	<u>17</u>
2.3.Jobsatisfaction	<u>20</u>
2.4. Conceptual frame work	<u>22</u>
Chapter three	<u>23</u>
Research methodology	<u>23</u>
3. 1. Introduction	<u>23</u>
3.2. Research design	<u>23</u>
3.3. Source of data	<u>23</u>
3.4. Target population	<u>23</u>

3.4.1. Sampling size	<u>23</u>
3.4.2. Sampling technique	<u>24</u>
3.5. Instrument and scale	<u>24</u>
3.6. Data processing and analysis	<u>24</u>
3.6.1. Data processing	<u>25</u>
3.6.2. Data analysis	<u>25</u>
3.6.3. Method of presentation	<u>25</u>
3.7. Mathematical Function	<u>25</u>
3.8. Validity of the research instrument	25
3.9 Ethical considerations	<u>26</u>
Chapter four	<u>27</u>
Data presentation, analysis and interpretation	<u>27</u>
4.1. Introduction	<u>27</u>
4.1.2. Data analysis and interpretation	<u>27</u>
4.2. Demographic background of respondents	27
4.2.1. Analysis of Respondents' Responses on work-life-balance dimensions	30
4.3. Inferential statistic	<u>32</u>
4.4. Reliability of the instrument	34
4.5. Discussions	<u>35</u>
Chapter five	<u>37</u>
5.1. summary	<u>37</u>
5.2 Conclusions	37
5.3. Recommendations	<u>38</u>
5.4. Direction for future research	<u>39</u>
References	<u>40</u>
Appendix	

LIST OF TABLES

Tables	Pages
Table 1: Demographic Background Of Respondents.....	26
Table 2: Analysis of Respondents' Responses.....	29
Table 3.:Corrolation Between Work Life Balance Dimensions and Job Satisfaction of Employees.....	32
Table 4: ANOVA	31
Table 5: Model Summery.....	32
Table 6: Multiple Regression & Collinearity Test	33
Table 7: Summary of Reliability Study.....	34

INTRODUCTION

This chapter deal with the background of the study, statement of the problem, objectives of the study, significant of the study, scope of the study and limitation of the study.

1.1. Background of the study

Organizational changes due to downsizing, mergers/ acquisitions and radical changes in technology have changed the work setups. The employees in present are more involved in their jobs than in the last decade. The long working hours, work pressure, high demanding jobs, use of sophisticated technology made it difficult for employees to keep a balance between their job and family commitments (Nadeem and Abbas, 2009). (Debruyne, 2007) suggested that when an employee perceives that his/her employer is supportive and helps to integrate family and work-related issues, it results in a higher level of job satisfaction and organizational commitment. (Bozionelos, Jan 2007) determined that there is an impact of work obligations on the personal life and that there is a link or relationship between the work-life balance and job satisfaction. (Moncrief,1996) found that if there is fairness in policies, and then the workers are likely to be more satisfied. Job satisfaction is how people feel about their job. It depends on the extent to which people are satisfied or dissatisfied with their job (Vieira, 2005) it is also an important predictor of overall well-being and employee intentions to quit. From the perspective of the organization, the availability of work-life balance benefits in reducing absenteeism and turnover, in improving productivity and image, and ensuring retention and loyalty whereas, in the eye of employees, the work-life balance benefits in improving health, autonomy and stress reduction (Srivastava,2013). It is discovered that benefits accrue among organizations and their employees by implementing work-life programs (Cegarra eta l., 2012). Specifically, employers who implement work-life balance programs experience increases in employee engagement, employee job satisfaction, productivity, and profitability (Singh, 2013). The absence of such programs can result in both direct and indirect financial losses for organizations (Cegarra et al., 2012).

Employers with supportive work-family cultures have employees who are more engaged and less likely to experience burnout (Leary et al., 2013). Individuals often leave an organization due to burnout (Kossek et al., 2011). Besides, employee performance is higher in organizations that actively promote work-life balance (Bloom et al, 2013). These

organizations also have employees with lower absenteeism rates attributable to illness (Thriveni, 2012). Authors from a variety of disciplines have stated that the nature of an individual's work environment can directly affect both employee productivity and organizational productivity (Bloom et al., 2013;Cottini, 2011; Rice, 2011).In this regard; the Human Resource Strategy of aviation group, sets out Ethiopian's plans to ensure the recruitment, development, motivation and high performance of the best quality of employees in all business units of the Ethiopian Aviation Group to meet the strategic objectives and goals outlined in Vision 2025. This Strategy of aviation group tries to articulate targeted retention strategies like improving the quality of leadership and supervision, transparency in the organization culture, working conditions, linking reward with performance etc.

Even if, the working environment of Airlines is burdensome and clear for everybody, there is no previously conducted research in this topic at Ethiopian Airline Group level that is the reason why the researcher determines to study work-life imbalance in Ethiopian Airline group. This study will have been assisted in addressing the effect of work-life balance on employee job satisfaction in the Ethiopian Airlines group at Bole International Airport, Addis Ababa.

1.2. Statement of the problem

Work life balance is a major component of employee's job satisfaction (Ezra & Deckman, 1996). Long working hours and priority of work role expectation over family role increase the employee's family to work interference (Beauregard, 2006). The use of family friendly policies such as flexible time and onsite childcare appears to help employees particularly working mothers, who have dual demand of better work and family life (Ezra & Deckman, 1996).

According to (Elloy & Smith,2003);spending more time in office, dealing with clients and the pressures of job can affect the personal life, sometimes making it impossible to even complete the private responsibilities. On the other hand, personal life can also be demanding if employees have a kid or aging parents, financial problems or even problems in the life of a dear relative. It can lead to Absenteeism from work, creating stress and lack of concentration at work.

Several studies had tried to determine the link between dimensions of work life balance and job satisfaction. Some studies related to factors of work life balance that affect job satisfaction are evaluated starting from the earlier studies. Increase in working hours increases the workload, which negatively affects the job satisfaction of the employees. (Duxbury and Higgins, 2001) revealed in their research that increases in work overload leads to work to family interference, which leads to less organizational commitment and decreases job satisfaction. (Cabrita and Perista, 2006) And (Green, 1999) found that the employees are more satisfied and committed to their job if organizations are supportive of work life balance. It is also found from the previous research that organizational values supporting work-life balance have important work and personal consequences for men as well as women. In addition (Jayaweera, 2005) found that such organizational values has higher life satisfaction and more positive emotional and physical wellbeing for managerial, professional employees and family too. Though there had been several foreign studies on the relationship between work life balance and job satisfaction, there are only few studies that examine the relationship between work life balance and job satisfaction of employees in Ethiopian context. For this study the researcher has examined thesis conducted in this particular title on commercial bank of Ethiopia Wolita sodo district by (Afize Jemal Mohamed, 2016). Among the initiating factors for the researcher to conduct study on this topic is dissimilarity between bank and Airlines industry, no research is conducted in this area in Ethiopian airlines as per the knowledge of the researcher. Furthermore, the researcher found that Afize's study approach is only quantitative in its nature. Finally, even if the human capital management strategy of Ethiopian Aviation group (July, 2010), explains the human capital is a vital intangible asset in the airline, it does not have clear programs on work-life balance and directions on how to mitigate employees Job dissatisfaction. It is necessary to investigate whether work life balance has an effect on job satisfaction among employees of Ethiopian Airlines Group. In this context, the purpose of this study carried out inquiry on effects of work life balance on job satisfaction of employees in Ethiopian Airlines Group. In light of this, the study has attempted to answer the following basic questions:

1. What is the effect of work overload on employees job satisfaction in the Ethiopian Airlines Group at Bole Airport?
2. What is the effect of private life interference to work-life on employees job satisfaction in Ethiopian Airlines Group at Bole Airport?

3. What is the effect of work-life balance programs on employees job satisfaction in Ethiopian Airlines Group at Bole Airport?
4. What is the effect of job autonomy on employees job satisfaction in Ethiopian Airlines Group at Bole Airport?
5. What is the effect of work -life interference to private life on employees job satisfaction in Ethiopian Airlines Group at Bole Airport?

1.3. Objectives of the study

1.3.1. General objectives

The general objective of the study is to examine the effect of work life balance on job satisfaction at Ethiopian Airlines Group at Bole international Airports.

1.3.2. Specific objectives

The following are specific objectives of the research.

1. To find out the effect of work load over Job satisfaction.
2. To examine effect of work interference on personal life on Job satisfaction.
3. To find out effect of work life balance programs on Job satisfaction.
4. To examine effect of job autonomy on job satisfaction.
5. To examine effect of personal life interference on job satisfaction.

1.4. Significance of the study

In addition to fulfilling the academic requirement of the researcher, the result of the study will have the following benefits. Primarily, the results of this study will benefit to the Ethiopian Airline group; by understanding the state of work-life imbalance and its effect on job satisfaction as it will help the organizations to take corrective measures i.e. it contributes to lay the foundation for developing, achieving, and sustaining effective strategies of work-life balance programs in increasing employee job satisfaction. Finally, It will help other researchers who want to conduct further study on the subject.

1.5. Scope of the study

The study is limited to Ethiopian Airline group at Bole international Airport operating in Ethiopia since 1946. The study looks at top management, middle manager, supervisors and junior staff. This study focused on five dimensions (Work to personal life interference, personal life to work interference, job overload, job autonomy, and work life balance programs) of work life balance based on reviewed literature.

1.6. Organization of the study

The study is organized in to five chapters. Accordingly, the first chapter commences with the introduction part of the study; the second chapter discusses the details of related literature of the study; the third chapter focuses on research methodology and the fourth chapter discusses data presentation, analysis and finally in chapter five conclusion were drawn based on analysis and possible recommendations were forwarded by the researcher based on the investigation.

1.7. Definition of terms

Control at work: Control at work refers to how an individual feels about his or her involvement with decision that directly affects them at work (Easton & Van Laar, 2012).

General well-being: General well-being refers to the degree to which an individual is content with his or her life in its entirety (Easton & Van Laar, 2012).

Home-work interface: Home-work interface is the extent to which an individual is able to determine when, how, and where he or she works (Easton & Van Laar, 2012).

Job and career satisfaction: Job and career satisfaction is the level of satisfaction an individual experiences related to his or her job and career (Easton & Van Laar, 2012).

Stress at work: Stress at work refers to the extent to which an employee experiences stress while doing his or her work (Easton & Van Laar, 2012).

Work-life balance programs: Work-life balance programs are changes to policies and practices that provide more autonomy to workers in choosing the nature of their work, the time spent on work, the location of their work, and the provision of support resources that facilitate non-work roles (Kossek, Lewis, & Hammer, 2012).

Working conditions: Working conditions are a construct that evaluates the degree to which an employee is satisfied or dissatisfied with the resources provided to do his or her work and the overall environment within which the employee works (Easton & Van Laar, 2012).

Quality of working life: Quality of working life is an aggregate of factors related directly to work and indirectly that establishes how work may be good for an individual (Van Laar et al., 2007).

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

INTRODUCTION

The literature on Work-life balance with different prospective are studied and available, in recent years, there has been an increased interest in work family interface in the human resource management literature, especially regarding the sources and outcomes of conflict between these two spheres. A number of studies have addressed this issue from different perspectives. In this chapter, an endeavor has been made to provide an overview of various aspects of Work-Life Balance through the review of existing literature. The sources referred include various journals, books, doctoral thesis, working papers, reports, magazines, internet sites, newspapers etc.

2.1. Theoretical Review of Literature

2.1.1 Definition and Concept of Work life Balance

According to (Lewis,2002), there has been an evolution in the way in which work and personal life are conceptualized in the scientific literature. The focus initially was and continues to be, on the conflict between work and family.

The term "work" is being used here is referring to paid work or employment. The term "Work-life balance" is a contested term, with many alterations suggested, such as "work-life integration", Work-life interface", Work-life Masonic", Work-life reconciliation", or Work-life coordination" (Mc Pheron, 2007). As early as 1960's researchers have begun to study and find some imbalance between work and personal life. Various studies on work-life thereafter find that what happened at the workplace have a significant impact on individuals and their families. Work-life balance means adjusting the pattern of work so that your employees can benefit from a better fit between their work and areas of their personal life and in long run hope to achieve sustainable development and profitability (Verma, 2007). The profitability and productivity of the organization depend on two factors that are interrelated performance and commitment of employees. These factors depend on the workforce of the organization. But every employee has two aspects of his/her being a personal life and professional life. Both of these are difficult to separate and from a source

of conflict. If an organization wishes better productivity and more committed employees, then they have to be happy and satisfied. The balance is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as a room, to the mutual benefit of the individual business and society (Narendera , 2007). Work-family balance is a form of inter role conflict in which role pressures from the work and family domains are mutually incompatible in some respect (Koizumi, 2000).

According to (Greenhaus et al. ,2003), work-family balance refers to a 50/50 balance between work and family concerning the amount of time, involvement, and satisfaction. Time balance refers to spending an equal amount of time on work and family roles. Involvement balance involves being psychologically involved in work and family roles to the same extent. Satisfaction balance occurs when an individual is equally satisfied with their work and family roles (Greenhaus et al., 2003). One limitation of this approach is that not all individuals may desire a 50/50 balance between their work and family lives (Rapaport et al. 2002). Also, as is the case with the concept of work-family conflict, the use of the term "family" is problematic. Instead of using the term "family," some researchers suggest that the term "personal life" should be used so that the experiences of non-married or single individuals, or childfree individuals, are considered (Burke, 2004). And also, life refers to both family (traditional family experience) and personal life (other non-work aspects such as leisure time and community services (Barnett, 1998) and (Reynolds, 2005).

The concept of work-life balance is based on the notion that paid work and personal life should be seen less as competing priorities than as complementary elements of a full life. The way to achieve this is to adopt an approach that is "conceptualized as a two-way process involving a consideration of the needs of employees as well as those of employers"(Lewis, 2000).

According to (Clark ,2000) Work-life balance is the phenomenon of striking an ideal balance between the professional life of an individual and their personal life with all of their respective associations. The level of importance is given to this phenomenon these days is because of the harmful results brought about because of the severe lack of this phenomenon.

Although work/life balance has traditionally been assumed to involve the devotion of equal amounts of time to paid work and non-work roles, more recently the concept has been recognized as more complex and has been developed to incorporate additional components. A recent study explored and measured three aspects of work/life balance (Greenhaus et al. 2003).

- Time balance, which concerns the amount of time given to work and non-work roles.
- Involvement balance, meaning the level of psychological involvement in, or commitment to, work and non-work roles.
- Satisfaction balance or the level of satisfaction with work and non-work roles.

Although most research focuses on family life, recent evidence e.g., (Galinsky et al. ,1996) suggest that even employees without traditional families (e.g., non-parents and single employees) experience conflict between their roles and should be included in the research. Thus, rather than focusing on general work-family conflict, it seems beneficial to consider the broader aspects of both works–personal life conflict as well as personal–work-life conflict. There are real costs related to work and family conflict for employees and organizations.

According to (Burke,1988); (Thomas & Ganster,1995) there is evidence that the conflict related to work and personal demands can lead to negative health outcomes for employees and may decrease organizational commitment and job satisfaction, and increase burnout. Detrimental health outcomes encompass both physical health (e.g., somatic complaints, blood cholesterol) and mental wellbeing (e.g., stress, depression, vitality/energy, and life satisfaction).

2.1.2. Dimensions of work-life balance

Employees attitudes towards their organizations and life are affected by work-life-balance. Work-life-balance is especially important when organization has to manage technically professionals because their high commitment and loyalty is needed for the success of the organization according to (Scholarios & Marks, 2006). According to (Nadeem & Abbas,2009) work to family interference is recorded as a negative relationship. (Nadeem & Abbas et al,2009) stated family problems like child care & elderly care may be a family matters which interfere with work. On the other hand, a negative relationship with job overload and job satisfaction was found by (Altaf and Awan,2011). (Finn ,2001) concluded that there was a positive effect of job autonomy on job satisfaction.

According to Wood & de Menezes, (2010) family-friendly, or work-family practices/programs have come to the forefront of employment policies. (Hemantaha Kumara Kuttawatta, Jan 2015) wrote work family balance consists of six sub variables such as work to family interference, family to work interference, work stress, family stress, work load and job autonomy. Having taken these literature as an input, this study took the following five dimensions or factors of work-life-balance to review their effect on employees job satisfactions.

A. Work to Family Interference

According to (Googins, 1991); the relationships, struggles, and conflicts between workers and employers and between families and the workplace grew in this era. The time to perform one task (related job or family) does not leave sufficient time to take up with other task related to family (personal life) or work. When work takes priority over personal life it is Work to personal life Interference (WLI). This type of conflict is mostly seen in male employees as they are more committed to their work responsibilities about family responsibilities. However, women are not fully exempted with this type of conflict. According to (Nadeem and Abbas, 2009) found that job satisfaction is significantly negatively correlated with work to life interference. (Adams et al., 1996) revealed that when work interfered with life, it reduced the satisfaction from the job and life as a whole. An employee faces different family problems along with their job responsibilities. The child care or elderly care responsibilities some time interfere in the job and create a situation of the family to work interference. Work-life balance is a major component of an employee's job satisfaction (Ezra and Deckman, 1991). Long working hours and priority of work role expectation over family role increase the employee's family to work interference (Beauregard, 2006).

B. Family to Work Interference

When family responsibilities become a hindrance to perform the work effectively it becomes Family to Work Interference (FIW). Many factors contribute to intensifying family to work interference which mainly includes family responsibilities such as child and elderly care. The conflict between work and family now becomes a crisis for the organizations. With the increase in dual family parents, more job demand and long working hours made it almost impossible to create a balance between work and family.

According to (Frone, 2003); (Hammer & Thompson, 2003) Collectively, a manifestation of stress due to competing for role demands, conflict is considered a bi-directional construct, in that work can interfere with family (i.e., work-to-family conflict) and family can interfere with work (i.e., family-to-work conflict). Both are a reflection of the three primary stressors

(i.e., causes of conflict), which serve as manifest variables according to (Greenhaus & Beutell 1985, pp 77-82). he explains the three primary stressors as:

- Time-based conflict: Time-based conflict is defined as stress resulting from when "time devoted to one role makes it difficult to fulfil requirements of another role".
- Strain-based conflict: Strain-based conflict is defined as stress resulting from when "strain produced by one role makes it difficult to fulfil requirements of another role".
- Behaviour-based conflict: Behavior-based conflict is defined as stress resulting from when "behaviour required in one role makes it difficult to fulfil requirements of another role".

Other international research on the determinants of work-life conflict includes an early study conducted by (Pleck et al. ,1989) who concluded that certain job characteristics were strongly correlated with work-life conflict. These include the number of hours worked, irregular starting times, frequent and uncontrollable overtime work, an inflexible work schedule and physically or psychologically demanding work. (Burke,1997) on the other hand, found that organizational values, associated with high performance and involvement, created an environment that can make it more difficult for employees to achieve or even wish to achieve balance in their work and life roles. Apart from the job characteristics and organizational values mentioned above, (Papalexandris and Kramar,1997)stated that individual variables could also influence work-life balance. These included age, sex, qualifications, pay, professional aspirations and family status as well as attitudes, expectations and priorities assigned to the various roles by both partners. Finally, (Duxbury and Higgins' ,2001) found that the greater number of roles that individuals have, the more likely that they will experience high work overload. Amongst these, married individuals with children or eldercare experienced the highest conflict. (Duxbury and Higgins, 2001) revealed in their research that increases in work overload lead to work to family interference, which leads to less organizational commitment and decreases job satisfaction.

C. Job Overload

According to (Rizzo et al. ,1970) work overload is defined as incompatibility between the work requirements and the amount of time and resources available to comply with these requirements. Work overload occurs when an individual's work role is characterized by too much work, time pressures, deadlines, and lack of necessary resources needed to fulfil duties, commitments, and responsibilities associated with work role (Beehr & Glazer, 2005).

Work overload happens when job demands exceed the time and resources available (Gryna, 2004).

Overload occurs where multiple demands exceed resources, and maybe either qualitative or quantitative. Qualitative overload refers to a situation where a task is too difficult to complete, while quantitative overload is experienced when there are too many tasks that need to be done. Most authors discuss overload in terms of the latter. A consequence of dual-career couples undertaking multiple roles is that they may become more susceptible to overload in the home and work environment. While the two sets of overload may be independent, there may also be reciprocal relationships between them, as a combination of tensions between career and domestic demands (David & Catherine, 2003).

According to (Linda ,2004) quantitative work overload occurs when an employee is assigned too great a volume of work to accomplish in a specified timeframe. It is very prevalent in our achievement-oriented society and is associated with job tension, job dissatisfaction and various physical and psychological strain symptoms. Linda also described that qualitative work overload occurs when the work requires skills, abilities, and knowledge beyond what the person has. It occurs when employees feel that they lack the ability to do the job regardless of the amount of time available to them to complete the job. It may also result when performance standards are set so high as to appear unattainable.

Overloading employees with unreasonable work expectations (e.g. undue pressure, impossible deadlines, and unnecessary disruptions) is a form of workplace bullying or abusive supervision. It commonly involves placing undue pressure on employees, setting impossible deadlines for the completion of work, or excessive unnecessary disruptions.

According to (Derek et al. ,2009) the potential costs of treating employees in this manner are considerable. For instance, overloaded employees are more likely to make mistakes, feel anger or resentment toward their employers or co-workers, experience high levels of stress, have poorer health and work-family balance, and seek employment elsewhere.

D. Job Autonomy

Job autonomy is defined as the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling work and in determining the procedures to be used in carrying it out (Saragih, 2011). Job autonomy in the organization can be defined as, physical performance or set of practices relating the allocation of responsibility and produce the chain of command to give employees greater than before decision-making power in respect to the implementation of their main work activities (Leach et al., 2003). Job autonomy is likely to provide employees with the freedom of

power over how they carry out their task in the organization, which is likely to reduce emotional tense and mental stress, caused by necessary present certain emotions and enhance their general satisfaction of employee in the organization (Saragih, 2011).

Job autonomy is one of the resources that help worker balance work and family roles. It is necessary the relationship of job autonomy with work-life balance because the presence of job autonomy gives the freedom to employees to prioritize and schedule the work and determine the better way to carry out the given task. (Aryee, 1992) noticed that the instrumental value attached to job autonomy in the form of schedule inflexibility gives psychological enrichment to employees that make them better balance their both work and family domains. The studies of (Preamux ,2007) revealed a negative relationship of job autonomy with multi-role work to family conflict and family to work conflict. The discretion is given to managing the demands thus becomes the control mechanism that has a direct impact to lessen worker's felt conflict (Preamaux, 2007). Studies of (Aryee, 1992) has found that job autonomy to directly impact work to family conflict but similar to the studies of (Parasuraman and Simmers, 2001); (Preamaux ,2007) did not discover effects of job autonomy on either direction of work to a family conflict may be due to the distorted distribution of autonomy in their sample. Fewer studies exist that examine the relationship between job satisfaction and job autonomy, Job autonomy emerged as having a strong and clear correlation with job satisfaction, more autonomy in a job leads to higher job satisfaction among employees (Cabrita and Perista,2006). The provision of greater autonomy to the employees can go a long way to enhance their work-life balance and minimize the work interference in personal life (Walia, 2014).

According to (Nadeem & Abbas ,2009); (Gronlund,2007) job autonomy is found to be a strong predictor of job satisfaction, jobs with high demands and high control, experience less job satisfaction. (Kim,2001) also concluded in the research that autonomy has a significant positive effect on job satisfaction. Job autonomy is found to be a strong predictor of job satisfaction, jobs with high demands and high control, experience less job satisfaction (Gronlund,2007).

E. Work Life Balance Programs and Practices

Work-life balance practices are deliberate organizational changes in programs or organizational culture that are designed to reduce work-life conflict and enable employees to be more effective at work and in other roles. The transition from viewing work-life balance practices solely as a means of accommodating individual employees with caregiving responsibilities to recognizing their contribution to organizational performance and

employee engagement is an important paradigm shift that is still very much 'in process.' From the very beginning it is important to understand that work-life balance does not mean to devote an equal amount of time to paid work and non-paid roles; in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life. Although definitions and explanations may vary, work-life balance is generally associated with an equilibrium between the amount of time and effort somebody devotes to work and personal activities, to maintain an overall sense of harmony in life (Clarke et al. ,2004).

According to (Fisher ,2010) many organizations have begun to offer flexible work arrangements to help employees balance work and life demands. Most organizations are left to decide how they will offer flexibility, and decisions are largely based on how they perceive such arrangements will affect their ability to be responsive to organizational needs. By creating a Flexible Work Arrangements (FWAs), organizations can keep good employees and not force them to sacrifice personal life. Flexible work arrangements will help employees benefit personally and professionally, and the result will make people who are more loyal, committed and productive (Smith, 2002).

(Fisher, 2010) also stated the term flexible working covers flexibility in terms of the hours that are worked and the location and includes the following: Part-time, Flexi-time, Compressed working, Job sharing, Time off in lieu, Term-time working, Annual hours, Homeworking/telecommuting, Sabbatical/career break, and others.

Organizations can implement various work-life balance initiatives that may assist employees to better balance their work and family responsibilities, gain improvements in well-being and provide organizational benefits. There are a large variety of family-friendly policies which include but are not limited to the following: flexible working hours, job sharing, part-time work, compressed workweeks, parental leave, telecommuting, on-site child care facility, (Heraty et al.,2008). Also, organizations may provide a range of benefits related to employees' health and well-being, including extended health insurance for the employee and dependents, personal days, and access to programs or services to encourage fitness and physical and mental health. Still, other practices may support children's education, employees' participation in volunteer work, or facilitate phased retirement.

According to (Gottlieb et al. ,1998) and (Dessler ,2008) the definitions of the five popular types of alternative work arrangements and additional practices can be viewed as supporting employees' health, well-being, and work-life balance.

I. Flextime

According to (Dessler ,2008) flextime is a work schedule in which employees' workdays are built around a core of mid-day hours when all workers are required to be present. The most prevalent alternative work arrangement, flex time or flexible work hours, typically consists of flexible workday start and finish times. Most organizations that offer flextime require all employees to be on the job during a set of core hours, but allow employees more choice over their work schedules on either side of these core hours (Ridgley et al., 2005). It allows employees, to determine (or be involved in determining) the start and end times of their working day, provided a certain number of hours is worked. This can allow them to meet family or personal commitments/emergencies (enable employees to respond to both predictable and unpredictable circumstances), during the day or to reduce their commuting time by starting and ending work before or after the rush hour.

II. Telecommuting

It is becoming more and more common for people to do at least some of their regular work from home instead of going into the office. This type of arrangement is often called 'telework' or 'telecommuting' and can be advantageous for employees by allowing them: to organize their workday around their personal and family needs; to decrease work-related expenses; to reduce commuting time, and to work in a less stressful and disruptive environment. It may also help to accommodate employees who, because of particular disabilities, are unable to leave home (Dessler, 2008).

III. Compressed Work Weeks

A compressed workweek is an arrangement whereby employees work longer shifts in exchange for a reduction in the number of working days in their work cycle (e.g. on a weekly or biweekly basis). This is an arrangement whereby a standard workweek is compacted into fewer than five days by extending the length of the workdays. (Dessler ,2008) stated as the compressed workweek is a work schedule in which employee works fewer but longer days each week.

IV. Part-Time Work

Part-time arrangements can also allow people with health problems, disabilities or limited disposable time (e.g. students) to participate in the labour force, develop their skills and obtain work experience. According to (Tarrant ,2007) part-time work is a work schedule that is less than full-time but is at least half of the regularly scheduled full-time workweek or work less than 30 hours a week.

V. Job sharing

Job sharing is an arrangement which allows two (or sometimes more) employees to jointly fill one fulltime job, with responsibilities and working time shared or divided between them. It may be appropriate where opportunities for part-time jobs or other arrangements are limited. According to (Perrine, 2009) job sharing is an arrangement in which two people voluntarily share the responsibilities, salary, and benefits of one full-time position, each working part-time on a conventional basis. The study conducted by (Sobia, et al., 2011) found out that there is a positive relation of work-life balance programs on employee job satisfaction in the banking sector. It is supported by other studies also. For example, (Ueda, 2012) concluded that work-life balance programs have a positive and significant effect on employee job satisfaction of full time and part-time employees working in business organizations of Japan.

(Burke ,2000) also found that the employees are more satisfied and committed to their job if organizations are supportive of work-life balance. It is also found from the previous research that that organizational values supporting work-life balance have important work and personal consequences for men. Such organizational values were present, managerial and professional men reported greater job satisfaction and family satisfaction, generally higher life satisfaction and more positive emotional and physical wellbeing (Burke,2000) & (Jayaweera, 2005). Satisfaction with the HR practices, such as family-friendly policies reduced the interference of work in the family and thus increases job satisfaction (Kinnie, et al., 2005).

2.2. Empirical literature review

2.2.1. The Relationship between work Life balance and job Satisfaction

Several Studies have tried to determine the link between dimensions of work-life balance and job satisfaction. In this section, some studies related to factors of work-life balance that affect job satisfaction are evaluated starting from the earlier studies

a. Relationship between Job Satisfaction and Work to Private Life Interference Increase in working hours increases the workload, which negatively affects the job satisfaction of the employees. (Duxbury and Higgins,2001) revealed in their research that increases in work overload lead to work to family interference, which leads to less organizational commitment and decreases job satisfaction. (Cabrita and Perista ,2006), and (Fu and Shaffer ,2001) found a direct relationship between numbers of hours spent in work activities and work-life conflict.

(Nadeem and Abbas,2009) found that job satisfaction is significantly negatively correlated with the family to work interference. Accordingly, as it is stated above, that the two aspects of work-life conflict; family to work interference and work to family interference are negatively correlated with job satisfaction. In line with, job satisfaction is found to be negatively correlated with work to family interference.(Burke and Green ,1999) found that the employees are more satisfied and committed to their job if organizations are supportive of work-life balance. It is also found from the previous research that organizational values supporting work-life balance have important work and personal consequences for men as well as women. Such organizational values were present, managerial and professional men and women reported greater job satisfaction and family satisfaction, generally higher life satisfaction and more positive emotional and physical wellbeing (Burke & Green, 1999); (Jayaweera, 2005) & (Perrewe et al., 1999). Thus, jobs related responsibilities became a hindrance in performing household responsibilities; this tussle resulted in the job dissatisfaction. Satisfaction with the HR practices, such as family-friendly policies reduced the interference of work in the family and thus increases job satisfaction (Kinnie et al., 2005).

b. Relationship between Job Satisfaction and Private Life to Work Interference

An employee faces different family problems along with their job responsibilities. The child care or elderly care responsibilities some time interfere in the job and create a situation of the family to work interference. Work-life balance is a major component of an employee's job satisfaction (Ezra & Deckman, 1996). Long working hours and priority of work role expectation over family role increase the employee's family to work interference (Beauregard,2006). The use of family-friendly policies such as flexible time and onsite childcare appears to help employees particularly working mothers, who have dual demand for better work and family life (Ezra & Deckman, 1996).

According to (Nadeem and Abbas ,2009) found that job satisfaction is significantly negatively correlated with work to life interference. (Adams et al., 1996) revealed that when work interfered with life, it reduced the satisfaction from a job and life as a whole.

Employees having multiples roles of childcare and job responsibilities reduces job satisfaction and increases the family to work interference (Evandrou and Glaser, 2004). It is also found that work domain variables such as long working hours, supervisor support, and organizational policies had a significant effect on life to work interference (Beauregard, 2006).

c. The Relationship between Work Overload and Job Satisfaction

In this section, some studies related to work overload and job satisfaction are evaluated chronologically, starting from the earlier studies. Several studies have tried to determine the link between work overload and job satisfaction.

According to (Vinokur-Kaplan,19910) organizational factors such as work overload and working conditions were negatively related to job satisfaction. (Gryna ,2004) also stated that work overload is one of the several factors that have an impact on job satisfaction. Work overload is negatively associated with job satisfaction according to (Rita and Stephanie ,2008).

(Iggins et al., 2007) report that the job overload that results from heavy work demands is related to increased: work life conflict and negative work-life spillover; Job stress; Poor physical and mental health, particularly anxiety, fatigue, burnout and depression; Greater use of Canada's health care system; Absenteeism; A higher probability of higher turnover (as well as decreased commitment and job satisfaction).

There is a significant negative relationship between work-overload and job satisfaction (Nulifar et al., 2009). As described by (Nurit et al., 2008), dissatisfaction at work is caused by burnout, work overload and poor health. Further, work overload is insignificantly positively correlated with job satisfaction (Nadeem & Abbas, 2009). An organization's performance and the outcome depends on the employees' performance. In turn, satisfied employees perform more and more. Based on this scenario, (Saira et al., 2013) revealed that the work overload and employee performance are positively correlated, and it has a very weak relationship with employees' performance.

A study conducted by (Ahmed et al., 2011) examined the relationship between work overload and job involvement with the two dimensions of work-family conflict [work interference with family and family interference with work]. Results of the study indicated that work overload was positively related to both work interference with family and family interference with work. On the other hand, job involvement was found to have no significant impact on the two forms of work-family conflict.

d. Relationship between Job Autonomy and Job Satisfaction

Fewer studies exist that examine the relationship between job satisfaction and job autonomy, Job autonomy emerged as having a strong and clear correlation with job satisfaction, more autonomy in a job leads to higher job satisfaction among employees (Cabrita and Perista, 2006).

According to (Walia, 2014) in his study on the bank, employees suggest that provision of greater autonomy to the employees can go a long way to enhance their work-life balance

and minimize the work interference in personal life. Again, greater task variety should be provided through assigning non-routine and non-repetitive task, job rotation or job enlargement, as well as involving the employees in creative problem solving, so that they enjoy an optimal quality of life with a good work-life balance and ability to take up and manage responsibilities at work and outside.

According to (Nadeem & Abbas ,2009) and (Gronlund ,2007) job autonomy is found to be a strong predictor of job satisfaction, jobs with high demands and high control, experience less job satisfaction. (Kim ,2001) also concluded in the research that autonomy has a significant positive effect on job satisfaction, her research further added that the higher the degree to which the job provides substantial freedom, independence and discretion of the worker in scheduling the work and determining the procedures to be used in carrying out, the higher the level of the worker's job satisfaction.

e. Relationship between work-life balance programs and Job Satisfaction

The study conducted by (Sobia et al.,2011) found out that there is a positive relation of work-life balance programs on employee job satisfaction in the banking sector. (Ueda, 2012) also concluded that work-life balance programs have a positive and significant effect on employee job satisfaction of full time and part-time employees working in business organizations of Japan. According to the findings of this study, these programs help employees to reduce their work burden and they will effectively perform their job and not job activities. Accordingly, the banking sector can increase an employee's job satisfaction by increasing work-life balance programs for employees, which is likely to help them manage their job and family.

(Burke, 2000) also found that the employees are more satisfied and committed to their job if organizations are supportive of work-life balance. It is also found from the previous research that that organizational values supporting work-life balance have important work and personal consequences for men. Such organizational values were present, managerial and professional men reported greater job satisfaction and family satisfaction, generally higher life satisfaction and more positive emotional and physical wellbeing (Burke, 2000) & (Jayaweera, 2005). Satisfaction with the HR practices, such as family-friendly policies reduced the interference of work in the family and thus increases job satisfaction (Kinnie et al., 2005).

2.3. *Job satisfaction*

Employees experience satisfaction (or dissatisfaction) with many different components or facts of their work environment. Organizational policies and practices like compensation method, promotion, job security people one works with, supervisors, co-worker and the work itself. Individual employees even though they have got the same type of job are likely to have different levels of satisfaction or dissatisfaction. This is because:-

1. Individual employees may receive different treatment by organization and Co-workers.
2. Supervisors may prefer one to another employee.
3. Policies which are like double-edged for instance; promotion on seniority basis may please old staff members and eventually upset young employees who joined the organization recently. As it is true to all mankind, employees within the same job differ in their desires and values (Ivancevich M ,1998).

Despite other opposite facts, the pay is central to the employment relationship so it is potentially powerful full in affecting employee behaviours and organizational performance but this is not enough by itself an employee granted the highest pay may or may not be motivated as a result may not meet what the organization intend to accomplish. This can be due to the existence of factors called pay reference. Their pay referents are enlisted as follows.

1. Social referents comparisons made with the pay levels of family members, friend and relatives.
2. Financial referent: This refers to the adequacy of pay to meet the particular employee's current financial needs.
3. Historical referents: these are employees job-related pay in the past.
4. Organization referents: pay comparison made within the organization in which an employee works.
5. Market referents: pay comparisons with other organizations pay level ;

A given organization should be able to identify the importance attached to these referents and should be able to recognize the implication of inequity can increased or decreased deviation from a particular pay referrer) to get an employee with pay level satisfaction; (Lussier N., 1997).

Organizations need to establish pay systems that employees consider equitable. As pay is an effort to influence employee's behaviours and attitudes in a manner favourable to the objective of the organization it will motivate high performance to the extent that pays policies faster employee beliefs that pay depend on high performance; (Lussier, 1997).

Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is mainly based on an individual's perception of satisfaction. Job satisfaction can be influenced by a person's ability to complete the required tasks, the level of communication in an organization, and the way management treats employees. Job satisfaction falls into two levels: affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is a person's emotional feeling about the job as a whole. Cognitive job satisfaction is how satisfied employees feel concerning some aspect of their job, such as pay, hours, or benefits. This study considered both levels of job satisfaction since its questioner constitutes open-ended questions to collect idea and suggestions from participant respondents.

2.4. Conceptual Frame work

The relationship between dependent variable (job satisfaction) and independent variables Work life balances dimensions (work to personal life interference, personal life to work interference, workload, job autonomy, and work life balance programs) is illustrated in the schematic diagram as follows:

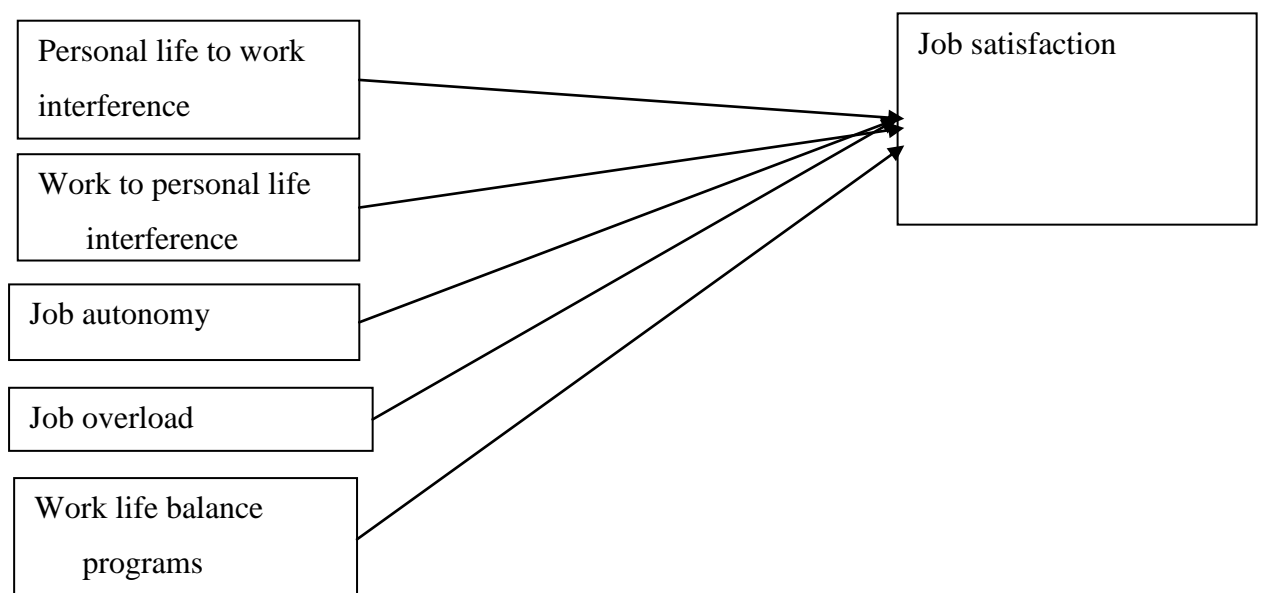


Figure 2.1. Conceptual framework of effect of work life balance dimensions on job satisfaction. Source: Self-extracted from review of literatur.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter discusses the Research Design, Target population, sampling Techniques, Data collection Methods or Data collection instruments, Data Analysis methods, Model specification reliability, validity and ethical consideration. The methodology section is an important component of the research that essentially maps out the methods were used during the research work. On the basis of research problem and objectives, this study used the descriptive method of data analysis. Both quantitative and qualitative approach were employed.

3.2. Research design

This study employed causal research design to identify the extent and nature of cause-and-effect relationships between the independent variable (work life balance) and dependent variable (employee job satisfaction).

3.3. Source of Data

The study was based on using primary data through questionnaire and secondary data through documentary survey.

- **Primary Data:** Through structured questionnaire from employees of Ethiopian Airlines group who are holders of diploma and above.
- **Secondary data:** from written materials, like reports, manuals, and different electronic web which are relevant to accomplish this study.

3.4. Target Population

The target populations of the study were 14,500 permanent employees of Ethiopian Airline Group working at Bole international Airport.

3.4.1. Sample size

According to (Catherine Dawson, 2009) the correct sample size in a study depends on the nature of the population and the purpose of the study. Although there are no general rules, the sample size usually depends on the population to be sampled. To select sample size, from employees (population) who are working in Ethiopian Airline Group at Bole

international Airportusing (Yamane Taro's,1967:pp886) formula is applied and the sample size for the present study was determined as follows:

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

Where:

n = Sample Size

N = Total Population

e = Margin of Error

1 = Constant Number

A 95% confidence level and p=.05 are assumed

$$n = \frac{14,500}{1 + 14500(.05)^2}$$

$$= \frac{14,500}{21} = 392$$

Accordingly, 392 respondents were selected from a total of 14,500 employees

3.4.2. Sampling technique

This study assumed that of Ethiopian Airlines Group at Bole International Airport. It is difficult to undertake all employees which are currently operating in Ethiopian Airlines Group at Bole international Airport because it requires adequate time, financial resource and other study-related resources. Due to these reasons, the researcher selected samples of 392 using simple random sampling from the population of 14,500. The fact that Simple random sampling technique is employed,since it is imperative that each element in the population has an equal and independent chance of selection in the sample(Ranjit kumar,2011)

3.5. Instrument and scale

Adopted Questionnaire is used for this research. It is comprised of the independent variable and dependent variables. Questionnaire are adopted from (Agho et al.,1993), (Aryee et al., 1999) (Gutek,et al.,1991), (Carlson et al.,1999), (Breaugh ,1985) , (Allen ,2001), & (Caplan et al., 1987). The questioner is modified from seven point likert scale to 5-point Likert scale after comment is given from 30 respondents from pilot study.

3.6. Data Processing and Analysis

3.6.1. Data processing

In this activity the first task is editing, coding, classification and tabulation of collected data. The next phase was the process of assigning numerical or other symbols. Coding involved assigning numbers or other symbols to answers so that responses can be grouped into limited number of classes and categories. This helped to reduce the response into a limited number of

categories or classes and then the process of classification or arranging large volume of raw data in to groups with common characteristics was applied. Data having the common characteristics was placed together and the data was summarized in tabulation and displayed for further analysis.

3.6.2. Data Analysis

Statistical Package for Social Science (SPSS) version 20 is employed to analyze the data. SPSS is an enormously powerful data analysis package that can handle very complex statistical procedures(JULIE PALLANT,2005). In such a case correlation of variables and multiple regression is used to explore the relationship between one dependent variable and several independent variables or predictors .

3.6.3. Method of Presentation

The finding was presented and summarized using tables.

3.7. Mathematical functions

The intended effect of work-life balance dimensions on job satisfaction considered by using the following model:

Regression formula

$$JS = f(WIP, PIW, WO, JA, WP)$$

$$JS = \beta_0 + \beta_1 WIP + \beta_2 PIW + \beta_3 WO + \beta_4 JA + \beta_5 WP + e$$

JS = job satisfaction

B0 = constant term

WIP= work interference to personal life

PIW = Personal life interference to work

WO = work overload

JA = job autonomy

WP = Work-life balance programs

e = Error term

where JS(Y) is dependent variable -job satisfaction, WIP, PIP, WO, JA & WP are explanatory or independent variables, β_0 is the intercept term where as β_2 , β_3 , β_4 and β_5 refer to the coefficient of their respective independent variables measures the change in the mean value of Y, per unit change in their respective independent variables.

3.8. Validity of research instrument

According to (McMillan,1992) views validity as the extent to which the test-items measure what they purport to do. Through the expert judgment, validity was ascertained in establishing the extent to which the instruments measured respondents' answer on the effect of work-life balance on employee job satisfaction. The instrument was also subjected to a pilot test commonly referred to as a pre-test. The pilot instrument was administered on 30 Ethiopian Airlines employees. It has been established in the subject with literature that between 5-10 copies of the questionnaire to representative respondents are enough to identify problems in a questionnaire (Adeniji, 2011; Narver and Slater, 1990). Based on the validity analysis performed by the mentioned experts and feedback from the pilot test some amendments are made on the questionnaire. To ensure the data acquired in this study is valid, a wide-ranging literature review was undertaken to understand how personal in-depth interviews and surveys were conducted.

3.9. Ethical consideration

The study gave due consideration to ethical issues such as confidentiality and anonymity. Therefore, the participants were communicated as to the purpose and significance of the study and that their responses is used only for academic purpose and kept confidential.

CHAPTER FOUR

Data Presentation, Analysis and Interpretation

4.1. INTRODUCTION

This chapter will present a discussion of the final results and the process through which the results were obtained. In addition to this, the background information of respondents is presented.

4.1.1. Data analysis and interpretation

In conducting analysis, the result of descriptive analysis are presented first. The first phase involved editing, coding, and tabulation of data. This assisted in identifying any anomalies in the response. The descriptive statistics utilized are based on frequency tables to provide information on demographic variables. All statistical test results were computed at the 2-tailed level of significance. The alpha level .01 selected a priori for test of significance for correlations and multiple regression analysis. Three hundred ninety-two questioners were distributed to respondents and out of which three hundred fifty-one (351) questioners were collected and that accounts 89.54% response rate.

4.2. Demographic background of respondents

In this part of statistic demographic profile of the respondents such as gender, age, marital status, levels of educational achievements, work experience, employment status of spouse, number of children and designation is analysed.

4.2.1. Descriptive Statistics

Table 1. Demographic background of respondents.

NO	ITEM		FREQUENCY	PERCENT	VALID PERCENT	CUMULATIVE PERCENT
1	Age of Respondents	20-25	70	19.9	19.9	19.9
		26-30	174	49.6	49.6	69.5
		31-35	85	24.2	24.2	93.7
		Above 35	22	6.3	6.3	100
		Total	351	100	100	
2	Sex of Respondent	Male	250	71.2	71.2	71.2
		Female	101	28.8	28.8	100
		Total	351	100	100	
3	Educational	Diploma	28	8.0	8.0	8.0

	level	Degree	272	77.5	77.5	85.5
		Masters & above	51	14.5	14.5	100
		Total	351	100	100	
4	Work experience	1-4years	147	41.9	41.9	41.9
		5-8 years	153	43.6	43.6	85.5
		9-12 years	24	6.6	6.6	92.3
		Above 12 years	27	7.7	7.7	100
		Total	351	100	100	
5	Marital status	Single	165	47	47	47
		Married	186	53	53	100
		Total	351	100	100	
6	Designation	Managerial	63	17.9	17.9	17.9
		Non-managerial	288	82.1	82.1	100
		Total	351	100	100	
7	No of child	0	66	18.8	35.5	35.5
		1	78	22.2	41.9	77.4
		2	24	6.8	12.9	90.
		Above 2	18	5.1	9.7	100
		Missing	165	47	100	
		Total	351	100		

Source: Own survey, 2020

The personal profile of the respondents is analysed as per their Sex, age, marital status, levels of education, work experience, , number of children and designation from result of table 4.1., as far as age of respondents is concerned, 70 (19.9%) of the respondents are in the range of under 26 years, 174 (49.6%) of the respondents are in the range of 26-30 years, 85 (24.2%) are in the range of 31-35 years and 22 (6.3%) are above 35 years. From this, it can be understood that employees working in Ethiopian Airlines Group at Bole international Airport consist of all age groups with majority of 26-30 years. The valid percent in the table shows the percent of those with nonmissing data at each value. The item no 2 on the table 1 indicates that from the percentage of the total participants, males are 71.2 % and those females are 28.8 %. Item number 3 of the table further indicates educational level of respondents. From the table, 28 (8%) of the respondents are college diploma holders, 272 (77.5%) of the respondents are first degree holders and 51 (14.5%) of the respondents are Masters Holders. Further, the above table gives information concerning the number of years an employee has been serving the organization; accordingly 147 (41.9%) of the respondents served less than five years, 153 (43.6%) of the respondents served 5-8 years while 24 (6.6%) and 27 (7.7%) of the respondents have 9-12 years and above 12 years' work experience respectively. The above table also indicates that among the percentage of the total participants, 165 (47%) are single and those of married are 149 (53%). Item No 6 of table 4.1. also shows that 63 (17.9%) of the respondents are working on managerial position while the remaining 288 (82.1%) of respondents are working on non-managerial position. Finally, Item number 7 of the table further indicates the number of children's for the respondents. From the table, 66 (18.8%) of the respondents are those who have no children's, 78 (22.2%) of the respondents have 1 child, 24 (6.8%) of the respondents have 2 children's and 18 (5.1) of the respondents are those who have above 2 children's and from the respondents 165 (47%) are preferred to leave answering the question as a result it is not known whether they are married or not and have a children or not.

4.2.1. Analysis of respondents' responses on work-life-balance dimentions.

TABLE 2 RESPONSES OF RESPONDENTS

Statement	Responses	Prequency	Percent
1. Average response on Work -life interference on Private -life	Strongly Disagree	47	13
	Disagree	64	18
	Neutral	34	10
	Agree	109	31
	Strongly Agree	97	28
	Total	351	100
2. Average response on Private/home- life interference on work-life	Strongly Disagree	137	39
	Disagree	73	21
	Neutral	7	2
	Agree	100	28
	Strongly agree	34	10
	Total	351	100
3. Average Response on Work overload interference on Private life	S.Disagree		
	Disagree		
	Neutral	76	22
	Agree	144	41
	Strongly Agree	131	37
	Total	351	100
4.Average Response on wheher there is Job Authonomy on work place or not	S.Disagree	97	28
	Disagree	151	43
	Neutral	25	7
	Agree	78	22
	Strongly Agree		
	Total	351	100

Source: Own survey, 2020

Statement	Responses	Prequency	Percent
5. Average response on whether the compony has work-life Balance programs	Strongly Disagree	37	11
	Disagree	93	26
	Neutral	108	31
	Agree	113	32
	Strongly Agree		
	Total	351	100
6. Average response on whether the employees are satisfied in their Job	Strongly Disagree	158	45.01
	Disagree	40	11.4
	Neutral	112	31.91
	Agree	41	11.68
	Strongly agree		
	Total	351	100

Source: Response of Respondants, 2020

Table 2 result shows that 109 (31%) respondents were agreed & 97(28%)respondent strongly disagreed i.e suming the two 59% of the respondants believed that their work is interfering and has an effect on their personal or private life.137(39%) respondents were strongly disagreed & 73(21%)respondents were disagreed, in sum 60% of respondents believed that their private life didn't interfere and no significant effect on their work-life. 131 (37%) of the respondents strongly agreed and 144 (41%) of the respondents were agreed in sum 78% of respondents agreed that there is work-overload and it has significant effect on their privat life .97(28%) of respondents strongly disagree & 151(43%) of them disagreed in sum 71% of respondents agreed that there is no Job authonomy in their work place i.e. they didn't have discretion to scheduel work,to decide on the work process and .Regarding work life balance programs, among the respondents 37(11%) were strongly disagred,93(26%) were disagred &108 (31%) of the respondents were neutral this implies that the company has no satisfactory work life balance programs to keep employees work-life balance.Finally,among the respondents as to wether they were satisfied in their job or not 158(45%) strongly disagreed & 40(11.4%) were disagreed this response also implies that majority or 56.41% of respondents were not satisfied in their job.

4.3. Inferential statistics

The role of Inferential statistics is concerned with the various tests of significance for testing hypotheses in order to determine with what validity data can be said to indicate some conclusion or conclusions. It is also concerned with the estimation of population values. It is mainly on the basis of inferential analysis that the task of interpretation (i.e., the task of drawing inferences and conclusions) is performed. In addition, these inferential statistics concern with the process of generalization (Kothari, 2004). For this study Multiple regression analysis will be used as method of data analysis.

Table 3 Correlation between work life balance dimensions and job Satisfaction of employees

		JS	WIL	LIW	JO	JA	WLB
JS	Pearson Correlation	1	-.667**	-.484**	-.630**	.563**	.585**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	351	351	351	351	351	351
WIL	Pearson Correlation	-.667**	1	.470**	.549**	-.425**	-.458**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	351	351	351	351	351	351
LIW	Pearson Correlation	-.484**	.470**	1	.433**	-.262**	-.234**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	351	351	351	351	351	351
JO	Pearson Correlation	-.630**	.549**	.433**	1	-.442**	-.471**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	351	351	351	351	351	351
JA	Pearson Correlation	.563**	-.425**	-.262**	-.442**	1	.555**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	351	351	351	351	351	351
JA	Pearson Correlation	.563**	-.425**	-.262**	-.442**	1	.555**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	351	351	351	351	351	351
WLB	Pearson Correlation	.585**	-.458**	-.234**	-.471**	.555**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	351	351	351	351	351	351

The results of Pearson's Product Moment Correlation in table 3. indicates that, there is negative and significant relationship between work to life interference and job satisfaction ($r = -0.667$, $p < 0.01$), job overload and job satisfaction ($r = -0.630$, $P < 0.01$), and private life to work interference and job satisfaction($r = -0.484$, $P < 0.01$). Unlike three work-life conflict dimensions (work to personal life interference, work overload and personal life to work interference), job autonomy has a positive and significant relationship with job satisfaction($r = 0.563$, $p < 0.01$), and work-life balance Policies also has a positive relationship with job satisfaction($r = 0.585$, $p < 0.01$).

Table 4 ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	59.548	5	11.910	110.654	.000 ^b
Residual	33.903	315	.108		
Total	93.451	320			

- a. Dependent Variable: job satisfaction
- b. Predictors: (Constant), WLBPROGRAMS, LIFETOWORK, JOBAUTONOMY, JOBOVERLOAD, WORKTOLIFE

Result in table 4 shows that the value of F statistics 110.654 at 5 and 315 degrees of freedom is statistically significant at 99% confidence which means that model is statistically significant.

Table 5 Model Summary

Model Summary			
R	R Square	Adjusted R Square	Std. Error of the Estimate
.798 ^a	.637	.631	.32807

a. Predictors: (Constant), WLBPROGRAMS, LIFETOWORK, JOBAUTONOMY, JOBOVERLOAD, WORKTOLIFE

b. Dependent Variable: job satisfaction

Dependent Variable: job satisfaction

The R² of the model is 0.631, which shows that approximately 63.1% of the variance dependent variable (job satisfaction) can be explained by the linear combination of the independent variables work-life conflict (work to personal life interference, personal life to work interference, work overload, job autonomy and WLB policies) that means the remaining 36.9% of the variance on dependent variable is explained by other factors.

Table 6. Multiple regression And collinearity Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	99.0% Confidence Interval for B		Collinearity	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	5.072	.550	-.225	9.222	.000	3.990	6.153	.884	1.131
Work interference on life	-.486	.109	-.031	-4.443	.000	-.701	-.271	.956	1.046
Home life interference on work	-.051	.082	-.223	-.629	.530	-.212	.109	.900	1.111
Job overload	-.367	.083	.183	-4.442	.000	-.529	-.204	.864	1.158
Job autonomy	.227	.063	.060	3.582	.000	.102	.352	.941	1.063
work life balance programs	.133	.108		1.231	.219	-.079	.345		

a. Dependent Variable: Job satisfaction

If the average VIF (variance inflation factor) is greater than 1, then multicollinearity may be biasing the regression model (Bowerman & O'Connell, 1990). In this regard, the average VIF of all predictors are almost or nearly 1. As a result, the above outcome is seldom untrustworthy to assess the individual importance of a predictor. And since the value of tolerance is above 0.1 there is no problem in its prediction ability. According to Myers (1990), since the tolerance value observed from table 6. is greater than 0.1 and VIF value is less than 10 of Multicollinearity does not bias the regression model of this study. Moreover, when the other variables are controlled, all of the explanatory variables are statistically significant at 99% confidence level, and work to personal life interference is the best predictor of job satisfaction with Beta-value of -0.225. This is followed by work overload, job autonomy and personal life to work interference, worklife balance programs with Beta-values of -0.223, 0.183, -0.031 and 0.060, respectively. Finally, it was found out that, Job autonomy is directly related to job satisfaction or clear correlation with job satisfaction indicates that, more autonomy in a job leads to higher job satisfaction among employees and application of various worklife balance programs have positive effect on employees job satisfaction.

4.5. Reliability of the instruments

Reliability of this work is viewed as the accuracy of data or the fitness of what is tested as the exact occurrence during the study. As supported in SPSS v.20 Cronbach's alpha coefficient was used to test reliability of the items of the questionnaire. The reason for conducting a reliability analysis for each variable was to assess the internal reliability of each scale for the sample used in this study. The results are presented in Table 7.

Table 7 Summary of Reliability Study

Scale	Job satisfaction	Work-family interference	Family- work interference	Job overload	Job autonomy	WLB programs
Cronbach's Alpha	0.811	0.82	0.816	0.854	0.898	0.7640

Source: SPSS output V 2020.

From the table 7. above, Cronbach's Alpha for Job satisfaction, Work life to family interference, Family life to work interference, Job overload, Job autonomy & Wlb programs are .811, .82, .816, .854, .898 and .7640 respectively. Hair et al. (2010) argue that Cronbach's alpha above 0.7 is considered acceptable, and Cronbach's alpha value above 0.8 is has preferable internal consistency. In this regard, Cronbach's alpha coefficients for five items out of six items in this study were above 0.8. As a result the sample in this study has strong internal consistency.

4.6. Discussions

This section discusses the findings of the statistical analysis in relation to previous research and literature. According to table 2. the correlation result ($r = -0.667$, $p < 0.01$) shows that work to personal life interference has a negative and significant relationship with job satisfaction. Correlation analysis indicates that there is a moderately strong, though statistically significant, relationship between works to personal life interference with job satisfaction. The result in this study was in line with previous studies of (Nadeem and Abbas ,2009), (Cabrita and Perista ,2006), (Jayaweera ,2005), (Janasz and Behson ,2007), (Perrewe et al., 1999) and (Ezra and Deckman, 1996) who stated work to personal life interference was negatively associated with levels of job satisfaction. This study shows that a low level of work to personal life imbalance more likely result in a higher level of job satisfaction. On the other hand,as work demands employees to devote more time to carry out their organizational tasks they do have negative feelings about their job since it interfere on their private life. As table 2.indicates, ($r = -0.484$, $P < 0.01$, at 99% confidence) personal life to work interference has a negative and significant relationship with job satisfaction. This study also confirms (Nadeem and Abbas,2009),(Perrewe et al., 1999),(Beauregard ,2006) and (Ezra and Deckman, 1996) who stated that personal life to work interference and job satisfaction are negatively correlated. This shows that if employees are not feeling burden from the family as well as personal life interests so their overall satisfaction towards the job is not being affected. Thus, an employee faces different non-working time problems along with their job responsibilities which decrease job satisfaction. Success at work requires organizations to minimize the interference of personal life with the job of their employees through the application of alternative work arengements such as flexitime,telecomuting,compressed work week part time work and Job sharing. In this context, the employee's part of the employment contract could be to arrive at work every scheduled workday, on time, and focus on their work.

Further, correlation result ($r = -0.630$, $P < 0.01$, at 99% confidence) in table 2. shows that work overload has a negative and significant relationship with job satisfaction. This study also supported by findings of (Mulu Miesho,2012), (Nufar et al., 200); (Nurit et al., 2008) (Rita and Stephanie,2008), (Duxbury and Higgins,2001), and (Vinokur-Kaplan,1991) who indicated that work overload is negatively correlated with job satisfaction. However, this

study is inconsistent with studies of (Nadeem and Abbas,2009) who revealed that positive and insignificant relationship exists between job satisfaction and workload. (Saira et al., 2013) who also revealed that the work overload and employee performance (here employee performance as a predictor of job satisfaction) are positively correlated. They pointed out that people who work more hours are more satisfied with their work.Finally, from this study indicated that among the five determinant variables work to personal life interference, personal life to work interference, work overload had negative effects on employees job satisfaction.On the otherhand, Job authonomy and Worklife balance programs had posetive effect in employees job satisfaction in the company.This study also indicated that among all demographic factors number of childreen and marital status has a significance effect in employees job satisfaction.

CHAPTER FIVE

5.SUMMERY, CONCLUSION AND RECOMMENDATION

5.1.Summary

This study was aimed at investigating effect of work-life -balance on employees job satisfaction in Ethiopian Airlines at Bole international Airport. Depending on 392 randomly selected sample respondent out of total population, this research is designed to examine effect of work interference on private life, private life interference on work, job autonomy, job overload, and work-life-balance program with respect to job satisfaction. Results from Pearson's Product Moment Correlation Coefficient revealed that, there is statistically significant relationship between work to life interference and job satisfaction, personal life to work interference and job satisfaction and job overload and job satisfaction at 99% confidence interval. In terms of the stated research questions, the following specific empirical findings emerged from the investigation: The three work life conflict dimensions (work to life interference, private life to work interference and work overload) and job satisfaction found to be inversely and significantly related. whereas job autonomy and work-life-balance programs are the remaining factor to have a strong positive relationship with job satisfaction. The model summary of multiple regression analysis revealed that the proportion of the variation in job satisfaction explained by the liner combination of work life conflict dimensions jointly is 63.1% (from R² value) which is statistically significant at 99% confidence level. Finally, it was found out that, Job autonomy is directly related to job satisfaction or clear correlation with job satisfaction indicates that, more autonomy in a job leads to higher job satisfaction among employees.

5.2.Conclusion

The study was conducted to examine the effect of work-life balance on job satisfaction among employees of Ethiopian Airlines Group at Bole International Airport. In this specific study work to personal life interference found to negatively affect job satisfaction. From this, it can be concluded that the more the work demand interference in private life will result in less satisfaction. It is also noticed

that work overload observed in Ethiopian airlines and caused less job satisfaction on its employees working at Bole international airport. Even if, scientifically the relationship between job autonomy and job satisfaction found to positive and autonomy in a job leads to higher job satisfaction; employees working in Ethiopian Airlines at Bole international airport were not felt autonomus in their job as indicated from analysis made in table 2. As can be seen from the Table 3, the relationship between personal life to work interference and job satisfaction is negative, and statistically significant. Thus, the less the personal life demand interferes with work demand will result in high job satisfaction and vice versa. On the other hand, work-life balance programs are positively related to Job satisfaction i.e. as the Ethiopian Airlines installed various programs to facilitate & ease employees work-life relation, there will be high job satisfaction among employees in return it will contribute high productivity. However, it is observed from the analysis that the Employees of Ethiopian Airlines working at Bole Airport are not satisfied in Work life balance programs that the company provided.

Finally, as we can observe from the result of table 2, the five work-life balance dimensions i.e. work to personal life interference, work overload, personal life to work interference, work-life balance programs and job autonomy was found to be significantly affected job satisfaction of the employees. Therefore, we can conclude that the five work-life balance dimensions are statistically explaining the variation in job satisfaction.

5.3.Recommendations

Based on the findings, summary and conclusions of the study, the following recommendations are forwards to the management of the Airlines Group and suggestion for other researchers.

1. A supportive management is required to minimize the imbalance between work and non-work life as well as to mitigate the effect of dissatisfaction on their job currently observed on Ethiopian Airline employees working at bole international Airport.
2. Since the finding indicates that employees of Ethiopian Airlines at Bole international airport are believed that work-life -programs are rarely availed for the employees, realizing the effect of work life balance on job satisfaction top management should implement and broaden work life balance programs, practices and enact work life balance policies to incorporate time balance, involvement balance and satisfaction balance with work and non work roles in order to mitigate employees job dissatisfaction.

3. Since the finding indicate that private life of employees is affected by work life in Ethiopian Airlines worked at bole airport, the company shall conduct survey and find mechanisms that to enable employees private life compatible with their job.
4. Higher job pressure/load was found to be one of the most important factors causing in low level job satisfaction to employees of Ethiopian Airlines working at Bole airport. Thus, top management should avoid higher job pressure (work overload) by prioritization of activities, having consistent schedule, defining the work space and avoiding multi-tasking.
5. It is essential that higher HR officers are responsive to the needs and constantly changing requirements of workforce and the effect of environmental issues in order to improve programs and policies of work life balance like locally attainable flexible work time arrangements, job rotation ,telecomuting and job shsring.
6. As indicated from the result of the finding 71% of respondents believed that the company didn't give them authonomy while they were carrying out their responsiblities as a result they were dissatisfied on their job. Therefore, Ethiopian Airlines should give right for its employees in exercising by their self to control schedule, remote working access, control over pace of work and decision-making discretion, which collectively reduce the job dissatisfaction level of the employees.
7. From sugession given by respondents Ethiopian airlines HR didn't obey labor law of the cuntry in certain cases and its reward system for employees working extra miles is less satisfactory. In this regard, the resercher would recommend the Airline should revise its practice and has to obey in implementation of labor laws of the country and other international legal instruments during their day to day interaction with employees. And rewarding mechanisms that the company employed to motivate employees shall be implemented in a level which can satisfy diligent and creative employees.
8. Among respondent management staffs some have given comments that the management staffs are obliged to work long working hour in office. They also complain some of assignment for higher position lacks clarity especially nomination for office found abroad. In this regard, even if management staffs are not governed by labor law, the Airline should provide leisure time for management staffs in order to assist them to have time with their

family and positional assignment for both domestic and abroad should be conducted in transparent & accountable way.

9. From comments and suggestion given by respondents the researcher assured that employees especially women who have babies have got a problem to balance between their work and family life. In this regard, the company has to give emphasis and prepare different plan such as applying flexible working time, job rotation, preparation of baby care, free medical service for their babies & families and has to take other similar initiatives to ease the burden of employees and has to work to mitigate dissatisfaction and stress of those employees.
10. Work life balance programs found to be the most important factors affecting employees' job satisfaction. Therefore Ethiopian Airlines group should work in promoting work life balance programs a mechanism, such as, hours worked, child –care, Elderly-care, management support and family-friendly culture, flexible hours and personal support that allows for the reduction of work-life imbalance and the resultant increases in life satisfaction and organizational performance.
11. From the research, it is found that majority of Ethiopian Airlines employees working at Bole international airport is dissatisfied in their job. So, in order to change this problem & to satisfy employees in their job the company has to check its working conditions, pay system work-life balance and other related factors that can improve employees working conditions and satisfaction level.

5.4. Direction for future research

This study was conducted to examine the impact of work life balance on job satisfaction of employees in Ethiopian Airlines Group at Bole Airport. Future researches, therefore, may consider other dimensions of work life balance like job characteristics (job demands, job resources, job stress), organizational values (associated with high performance and involvement), individual variables (age, sex, qualifications, pay, professional aspirations, marital status, etc.), and other variables which can influence job satisfaction.

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APPENDIX

JIMMA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

(MASTERS IN PUBLIC MANAGEMENT(MPM))

Introduction (Consent Form)

I am a postgraduate student in the department of Management at Jimma University currently; I am undertaking a research entitled “**The effect of Work Life Balance on Employee Job Satisfaction In Ethiopian Airlines Group: Evidence from Ethiopian Airlines Group at Bole International Airport**”

You are one of the respondents selected to participate in this study. Please assist me in giving correct and complete information to present representative finding on the current status of the work life balance and its effect on employees job satisfaction at Bole International Airport. Your participation is entirely voluntary and the questionnaire completely anonymous.

Finally, I confirm you that the information you share me will be kept confidential and only used for the academic purpose. No individual’s responses will be identified as such and the identity of persons responding will not be published or released to anyone. All information will be used for academic purpose only. Thank you in advance for your kind cooperation and dedicating your time.

Instruction

- ✓ No need of writing your name
- ✓ Department.....

Section B

The following set of statements describes your general feelings towards work life balance, and other factors which may have an impact on employee job satisfaction.

Please indicate how Agree or Disagree you feel with each of the following features of your present job by placing a tick mark "√" in the appropriate box.

PART I QUESTIONAR ON JOB SATISFACTION

No	Questions or Descriptions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.1	I feel I am being paid a fair amount for the work I do					
1.2	I am fairly well satisfied with my present job					
1.3	I am not satisfied with the benefits I receive.					
1.4	My supervisor shows too little interest in the feelings of subordinates					
1.5	I am satisfied with my chances for promotion					
1.6	I enjoy my co-workers					

PART II QUESTIONAR ON WORK LIFE BALANCE

A. QUESTIONAR ON WORK TO PERSONAL LIFE INTERFERENCE

No	Questions or Descriptions	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

2.1	My current job allows me to get involved in my family as I should be					
2.2	I feel that making a balance between my work, my family and other social responsibilities is difficult					
2.3	My family/friends dislike how often I am preoccupied with my work while I am at home.					
2.4	The time I spend in my job is negatively affecting my social responsibilities, e.g., visiting relatives and friends					
2.5	My job or career interferes with my responsibilities at home, such as yard work, cooking, cleaning, repairs, shopping, paying the bills and child care					
2.6	My job is enabling me to spare a suitable time for my family					

B. QUESTIONAR ON PERSONAL LIFE TO WORK INTERFERA

No	Questions or Descriptions	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
3.1	I am often too tired at work because of the things I have to do at home.					
3.2	My personal demands are so great					

	that it takes away from my work.					
3.3	My superiors and peers dislike how often I am preoccupied with my personal life while at work.					
3.4	My personal life takes up time that I'd like to spend at work.					
3.5	My home life interfere with my responsibilities at work, such as getting to work on time, accomplishing daily tasks, or working overtime.					
3.6	My home life keeps me from spending the amount of time I would like to spend on job or career related activities.					

C. QUESTIONAR ON WORK OVER LOAD

No	Questions or Descriptions	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
4.1	I am working long and difficult working hours in a days.					
4.2	I feel I have more to do than I can handle comfortably.					
4.3	My job keeps me away from my family too much.					
4.4	I often come home late in the evening.					
4.5	I am unable to take sufficient breaks					
4.6	Generally My responsibility at work increases my workload.					

D. QUETIONAR ON JOB AUTONOMY

No	Questions or Descriptions	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
5.1	The job allows me to make my own decisions about how to schedule my work.					
5.2	The job allows me to decide on the order in which things are done on the job.					
5.3	The job gives me a chance to use my personal initiative or judgment in carrying out the work.					
5.4	The job provides me with significant autonomy in making decisions.					
5.5	The job allows me to make decisions about what methods I use to complete my work					
5.6	The job gives me considerable opportunity for independence and freedom in how I do the work.					

E. QUESTIONAR ON WORK LIFE BALANCE PROGRAMS

No	Questions or Descriptions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
6.1	In my organization specific WLB practice has been established and documented.					
6.2	The organization provides family – friendly policies that help me to fulfill family commitments.					
6.3	Various unique programs are offered by the organization to the employees for maintaining WLB.					
6.4	I can access flexible work schedule in my organization.					
6.5	I have a remote access to my PC at work, so that I can work from home.					
6.6	All the employees are aware of the WLB policies created in the organization.					

Any other comments?

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Thank You for Your valuable time and Patience

Wish You Happy Work

