



**ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
OFFICE OF GRADUATE STUDIES**

**The Effect of Work Life Balance on Employee Job Satisfaction: The
Case of Addis Ababa Police Commission**

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ADDIS ABABA, ETHIOPIA

**The effect of work life balance on employee job satisfaction: The
case of Addis Ababa Police commission**



A Thesis Submitted to the Office of Graduate Studies of Addis Ababa University School of Commerce in Partial Fulfillments of the Requirements for the Award of the Degree of Masters of Arts in Human Resource Management

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DECLARATION

I hereby declare that this study entitled “effect of work life balance on employee job satisfaction: the case of Addis Ababa Police commission” is my original work prepared under the guidance of my advisor Solomon Marikos (PhD). This paper is submitted in partial fulfillment of the requirement for the award of Master of Arts in Human Resource Management and it has not been previously submitted to any diploma or degree in any college or university.

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LETTER OF CERTIFICATION

This is to certify that Dereje Terefe Mamo carried out his study on the topic entitled “effect of work life balance on employee job satisfaction: the case of Addis Ababa Police commission”. This work is original in nature and suitable for submission for the award of the Masters of Arts in Human Resource Management.

Dr. Solomon Marikos
(The Research Advisor)

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LETTER OF APPROVAL

This is to certify that the thesis prepared by Dereje Terefe Mamo entitled “effect of work life balance on employee job satisfaction: the case of Addis Ababa Police commission”, which is submitted in partial fulfillment of the requirements for the Degree of Master in Human Resource Management, complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

APPROVED BY EXAMINING BOARD:

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ABSTRACTIVE

The purpose of this study is to investigate the effects of work life balance on employees' job satisfaction at Addis Ababa Police Commission. Some of the scholars come up with a lot of factors of work life balance that could give impact on employees' job satisfaction are factors such as working hour, working condition, work load and job stress. For the sake of achieving the objectives of the study explanatory research was used. In this study to collect necessary data and relevant documents and primary source of data was used to collect from the data sources. The research was conducted through quantitative research approach. The quantitative data used was collected by distributing the self-administered questionnaire. A stratified random sampling technique was used to conduct the research. The information used for the study was gathered from a sample of 344 employees of Addis Ababa Police Commission. The collected data was analyzed by statistical analysis of both descriptive analysis and inferential statistical analysis such as correlation and multiple regression analysis. The study results revealed that there is a positive and significant correlation between working hour and job satisfaction as well as working condition and employees' job satisfaction. On other hand, there is a negative and significant correlation between job stress and job satisfaction as well as workload and employees' job satisfaction. Based up on the findings the researcher recommended the police commission needs to give emphasis on practicing WLB in order to enhance employee job satisfaction.

Key words: Job Satisfaction, Work Life Balance, Working Hour, Working Condition, Job Stress and Work Load

CHAPTER ONE

1. INTRODUCTION

This chapter presents an introductory section which includes the background of the study, objectives of the study, statement of the problem, hypothesis testing, significance of the study, scope of the study, limitations of the study and organization of the paper.

1.1. Background of the Study

The Human resource management in any organization includes several roles such human resource planning, conducting job analysis, recruitment and selection, conducting job interviews, orientation, training, compensation, providing benefits and incentives, performance appraisal, retaining the employee, career growth, quality of work life balance, human resource auditing, labor welfare measures and safety issues, communication with all employees at all levels, state and federal labor laws. One of the key strategies to improve work life balance is to build good atmosphere where employees are treated with reasonable dignity and value. Workers with work life balance experienced their lives are satisfied both in and out of work (Byrne, 2005), and they practice slight conflict between job and non-work roles. Those who realize this balance tend to be higher levels of satisfaction with their jobs and life in general and lower levels of anxiety and unhappiness (Rife and Hall, 2015).

Job satisfaction was refers the level of happiness of employees with their job. This goes outside their day-to day activities to cover satisfaction with team members, satisfaction with organizational policies, and the impact of their job on employees' private lives. According to Lambert, Hogan & Griffin (2010), participation in the decision-making process, job autonomy, integration, job diversity, satisfaction with pay, availability of incentive program, training, perceptions of equitable treatment, and quality of supervision and formalization have been to lead to higher levels of job satisfaction. Herzberg formulated the two-factor theory of job satisfaction, one refers to ‘‘hygiene’’ factors that are extrinsic to the job (institutional policy and administration, relationship with supervisor, work conditions, salary, fellow relationship, personal life, relationship with subordinates, status, security) and the other one is known as

“motivators” that are intrinsic to the job (growth, promotion, responsibility, work itself, recognition, achievement) (Guleryuz et al., 2008).

Employee job satisfaction is one of the important features of organizational effectiveness (Chapagai, 2011). Life satisfaction is a key component of quality of life span; it is connected with many factors including occupational and family life. Quality of WLB is the term used to describe the balance that an individual need between work and other features of life. Work-life balance does not mean an equal balance of work and life. It means the ability to plan the working hours and personal life so as to lead a good and peaceful life. It emphasizes the values, attitudes and beliefs of regarding their age to work in organizing and balancing their work and personal life. A healthy work-life balance assumes great significance for police; the family and the workplace have posed several challenges and problems for police. Having regard to the significance quality of work life balance in influencing employee job satisfaction, this research is therefore focused mainly on the investigation of the association between the two by taking data from Addis Ababa Police Commission.

1.2. Background of the Organization

As per the referred information from the concerned institution website, Ethiopian police was originated in 1913, during the reign of Emperor Minilik II. The police force was known as “Yeketema Zebegna” or the City’s Guard. Before the raid of Ethiopia by Italy in 1933, City (Arada) “Zebegna” (Guard) was started to keep the security of the capital and this establishment was well organized and suitable for the needs of the time. Later the end of the raid, all government structures were eliminated and new ones introduced by Emperor Haile Silassie by royal decree No. 6/1934. A modern police establishment was newly founded. The police force was governed by British citizens, according to the book by Brigadier General Moges Beyene entitled “PolicenaGize” (Police at Different Times) published in 1972.

Subsequently the downfall of the monarchic government in 1974, the military junta – the Dergu – that came to authority ratified proclamation no. 10/1974 to deliver for the nation’s security and protection; however, no provision was combined therein regarding organizational matters of the police. No separate decree of the police establishment was ratified until the downfall of Dergue in 1991.

Later the downfall of Dergue, it was found necessary to reestablish the police foundation for better organizational capabilities. In so doing, the police force has become in better shape to discharge its obligations of enforcing the constitution of the Federal Democratic Republic of Ethiopia and laws delivered based upon that constitution; the police formation is also better well-matched to contribute its share to the nationwide activities of development of a democratic system, to keep peace and to expedite development. The present police institution, the Federal Police Commission, was started pursuant to proclamation no. 720/2004 based on the principles of nonpartisanship, fair service to the society, assurance to policing ethics, competence and quality of service.

There is different rank structure with in police commission of Ethiopia. Early during Emperor Haile Selassie and Dergue regimes, there were primarily three levels. At present-day, the hierarchical structure is almost the same except for the difference in title description. The lower level ranges from constable to chief sergeant, the medium level from assistant inspector to inspector, and the top level from chief inspector to commissioner (Federal Police Regulation No. 86/2003). According to the Ethiopian Federal Police Commission Establishment Proclamation No. 720/2011, the ranks of police officers are at lower level (Constable; Assistant Sergeant; Deputy Sergeant; Sergeant and Chief Sergeant), medium level (Assistant Inspector; Deputy Inspector and Inspector) and top level (Chief Inspector; Deputy Commander; Commander; Assistant Commissioner; Deputy Commissioner; Commissioner Deputy Commissioner General and Commissioner General) (Degu Marew Zegeye, 2010).

1.3. Statement of the Problem

The work load of police compared with other employees is quite challenging. Police work is very harsh, exhausting and complicated certain conditions of police work like 24 hours' duty throughout week, irregular working schedule, controlling public and dealing with criminals compared to other jobs, which are reasons of concern. As a result, many police employees have reported experiencing tension and work life imbalance. Furthermore, the responsibilities of police officers are unique as they are directed by own code of conducts which is not applicable to any civil servant employees as in other organizations. Duties and responsibility of disciplines such as working hours, dressing code, work conditions, strong work ethics, right and obligation

of police employees are decided by law of the countries. Even if the police job by nature needs very active attention, the work overload and long working hours, which are frequent situation. This work life imbalance will lead to family conflict and dissatisfaction. Police employees often find it difficult to reconcile their professional responsibilities and their social life.

Previous studies have looked into the effects of work life balance on employees' job satisfaction include (e.g., Raju, 2016), pointed out that that work-life imbalance of family-work life is more likely to exert negative influences in the family, internal conflict within the family and results lower life satisfaction and greater internal conflict within the family. Negi and Singh (2012) also explored the challenges associated with work life of employees of police department and found out that work life balance has become a quest for police department and also that police work better when they have time to enjoy with their family. Bushara Bano (2011) in his side discovered that political pressure, insufficient time for family, bad reputation and image among public and inadequate salaries are the primary causes of stress among police personnel. The employee who has better work life balance will contribute more meaningfully towards the organizational growth and success (Naithani, 2010). According to Satoris (2005), young court police officers get conflict with family members when they become stressful in work life and they also become stress when they feel unsafe at blockade and investigations.

Notwithstanding that several studies have attempted to address the link between work life balance and employees' job satisfaction in the police contexts. Nevertheless, most studies have been conducted in the developed countries situation and little is known about to what extent work life balance and employees' job satisfaction are associated in the developing countries context. From practical perspective, investigating satisfaction levels across WLB and employees' job satisfaction can support management to recognize aspects that donate to the satisfaction or dissatisfaction of the employee of the police commission.

1.4. Basic Research Questions

The main purpose of this study was to address the following basic research questions:

1. What is the influence of WLB on employee job satisfaction?
2. What is the impact of working hour on employee job satisfaction?

3. What is the impact of working condition on employee job satisfaction?
4. What is the impact of workload on employee job satisfaction?
5. What is the impact of job stress on employee job satisfaction?

1.5. Objective of the Study

1.5.1. General objective of the study

General objective of the study is to explore the impact of work life balance on job satisfaction in the case of Addis Ababa police commission.

1.5.2. Specific objectives of the study

1. To explore the influence of work-life balance on job satisfaction
2. To survey the impact of working hour on employee job satisfaction.
3. To inspect the impact of working condition on employee job satisfaction.
4. To determine the impact of work load on employee job satisfaction.
5. To examine the impact of job stress on employee job satisfaction.

1.6. Significance of the study

The expected benefit of this research project is to make possible suggestions, which will be believed to improve the present effects of work life balance on employees' job satisfaction in Addis Ababa Police Commission. Therefore, the research will be expected to identify the dimensions of work life balance that have impacts on employees' job satisfaction of Addis Ababa police commission; and also, to identify to what extent of these dimensions of work life balance can effect on employees' job satisfaction and then recommend mechanisms for improvement.

In addition this research can indicate the ways that what the police commission officials have to do in the future based on the views of respondents, it can provide the way for other researchers who want to conduct further investigation on the area raised as a title, give some possible insights to the higher officials of the police commission to tackle the problems identified with this finding, initiates the officials police commission to give closer attention towards the

administration and follow ups as well as conduct awareness creation programs to achieve the desired objectives of work life balance of police employees, inform the policy makers to take the problems identified in to account by providing appropriate suggestions as well as it can serve as an additional source of reference material for those who want to conduct a full time research.

1.7. Scope of the study

This study was only limited to the matter of effects work life balance on employees' job satisfaction in Addis Ababa Police Commission.

1.8. Limitation of the study

The sample of respondent will be comprised all police employees of Addis Ababa city administration. Although, there are different variables of work life balance, for purpose of this study the variables of work life balance will be investigated only working hour, working condition, work load and job stress against employees' job satisfaction at specified police commission.

The thesis was conducted only in Addis Ababa Police Commission as a result the conclusion based on this study may not entirely reflect situations of other regional state of police in Ethiopia.

1.9. Organization of the Paper

The study was composed of five chapters. The initial chapter of this thesis is introductory section which includes subsections such as the background, statement of the problem, scope, significance and limitations of the study. The second chapter includes the analysis of relevant literature with both theoretical and empirical concepts in the area as well as hypothesis along with the objectives. The third chapter possesses the methodology used in the research activity. Data analysis and interpretation of the research result was discussed in chapter four. The final chapter covers the discussion of results, conclusion and recommendation of the study.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1. Introduction

This chapter presents the review of related literatures from various sources. To make it sensuous various empirical and conceptual evidences are critically reviewed and presented. It is also identifying research gaps that have not been tackled so that a solution for the same may be sought. It will be also helped shed some light on important areas that have been ignored by previous researchers and that are a major barrier to employees' job satisfaction of the police commission. Furthermore, this literature depicts the theoretical review and empirical review framework on the assessment of effects of work life balance on employees' job satisfaction of the police commission of Addis Ababa.

2.2. Concepts of Work Life Balance

Work Life Balance is about striking a balance between the obligation and responsibility of professional life and family life. It is very imperative to balance two sides simultaneously. A person who is a workaholic and doesn't enjoy his family life cannot be termed as a successful person. When life encounters such imbalance then the peace and harmony of life vanishes and work life was negatively affected.

Different authors describe the balance of work differently. According to Kodz et.al (2002) clarifies the principle of work-life balance is that: "There should be a balance between an individual's work and their life outside work and that this balance should be healthy". As defined by the work foundation (2003) the concept work-life balance is "about employees achieving a satisfactory equilibrium between work and non-work activities". Work-life balance plays a great role in all types of employees, irrespective to which sector they belong to whether private or public. Work-life balance is also an element of employee well-being, as it alienates employees from a physical and psychological point of view. Achieving a work-life balance is an individual employee's priority and desire. Work-life balance is programmed and the transaction is in a

situation that benefits both the employer and the employee. Employees can act as a dilemma in managing work-life balance and managing responsibilities, but from an employer's perspective, work-life balance is a beneficial corporate culture that allows employees to focus on their work at work with the challenge of building. In any case, the existence of a functional life balance program within the organization is good for both employees and employers (Igbinomvanhiya et al.

2.3. Importance of Work Life Balance

Advanced technology has enhanced peoples survives in several ways. People can live longer, healthier lives because of high-tech advancements. The improvements in the way people access information, communicate with one another, and complete tasks have allowed for flexibility in the workplace. It has also created an absence of difference between work and family time. Thus, it is significant to draw a difference between work and life.

According to Ms. S. Pattu Meenakshi et al. (2013), individuals who are continuously tied to their jobs deal with the indicators of anxiety and fatigue. A person who has no time to relax and refresh, their capability to do their job decreases and suffers level their performance. Thus, it is important to encourage a person to take time off from work instead of putting in long hours by creating schedule that allows an individual to do activities that enjoy and will help them to be better employees, friends, and family members.

2.4. Theories of Work Life Balance

Morris & Madsen, (2007), propounded that the academic body of knowledge regarding work family scholarship relies on a variety of theoretical frameworks which include spillover, compensation, resource drain, enrichment, congruence, work family conflict, segmentation, facilitation, integration, and ecology theories. The experiences resulting from spillover can manifest themselves as either positive or negative.

Spillover Theory

Edwards & Rothbard, (2000) quoted that Spillover refers to the effects of work and family on each other, and is described in terms of affect (mood and satisfaction), values (importance of

work and family), and skills Spillover has also been termed generalization, isomorphism, continuation, extension, familiarity, and similarity. There are two clarifications of spillover, firstly the optimistic association among family and work satisfaction and family and work values and secondly the conversion in total of skills and manners between domains such as when fatigue from work is displayed at home or when family demands affect with work schedule.

Compensation Theory

Zedeck and Mosier (1990) Compensation theory has been divided in to two broad categories: supplemental and reactive. Supplemental compensation occurs when helpful experiences are inadequate at work and are therefore followed at home. On other hand, reactive compensation happens when undesirable work experiences are made up for in helpful home experiences.

Edwards & Rothbard, (2000) stated the compensation theory refers to the efforts aimed at countering negative experiences in one ide through improved energies for positive experiences in another side.

Clark (2000) is of opinion that compensation theory includes an inverse relationship between work and family, so workers attempt to satisfy voids from one domain with satisfactions from the other.

Resource Drain Theory

Edwards & Rothbard (2000) stated that resources can also be shifted to other domains that are not work and family related, such as community or personal pursuits. Morris & Madsen (2007) propounded that this theory refers to the transfer of resources from one domain to another; because resources are limited (e.g., time, money, and attention), available resources in the original domain are reduced.

Enrichment Theory

Zedeck and Mosier (1990) used the instrumental to define the enrichment theory, which states that good work results lead to good family consequences and vice versa. Enrichment theory refers to the level to which involvements from instrumental sources (skills, abilities, values) or

affective sources (mood, satisfaction) enhance the quality of the other province. Enrichment is the degree to which practices in one role improve the quality of life in the other role and employees perceive that their work and family roles enrich each other (Greenhaus and Powell, 2006).

Congruence Theory

Edwards & Rothbard, (2000); Staines, (1980); Zedeck, (1992) stated that congruence theory refers to how additional variables that are not directly related to work or family influence the balance of multiple roles. While spillover is a direct influence between work and family, congruence attributes similarity through a third variable, such as personality traits, behavioral styles, genetic forces, and socio-cultural forces. According to congruence theory, a variable such as intelligence or level of education could positively influence both work and family.

Inter-Role Conflict Theory

Greenhaus & Beutell (1985) propounded inter-role conflict theory refers to what occurs when meeting the demands in one domain makes it difficult to meet the demands in the other domain. They described some propositions where the constructs are in conflict in relation to time, role strain, and specific behavior such as the pressures must come from both work and family, self-identification with roles is necessary, role salience moderates relationships and is positively related to conflict level, conflict is strongest when there are negatives associated with non-compliance, directionality is based on conflict source, conflict is related to career success and stage and external support is related to conflict.

Segmentation Theory

(Kanter, 1977) stated that it has been proven no longer to be true and perhaps never was, particularly for female workers, segmentation is now referred to as the active process that people use to create and maintain boundaries between work and family. Piotrkowski (1979) stated that the theory refers to viewing work and family as separate domains that do not influence each other. Since the industrial revolution, work and family have been inherently separate by time, space, and function. He described this process as what occurs when people actively suppress work-related thoughts, feelings, and behaviors in the family domain, and vice versa.

Integration Theory

Clark (2000) referred to the holistic view that a healthy system of flexible and permeable boundaries can better facilitate and encourage the family-life, work-life, and community-life domains. Morris and Madsen (2007) recognized that integration theory best defines the integration of additional contextual elements, such as community, knowledge regarding work and family. Integration states for modern day understandings that adjust outdated work-life standards, making all stakeholders (employers, employees, and societies) active associates with equivalent voices in the formation of complete model of work-life balance.

2.5. Determining Factors of Work Life Balance

Nizam and Kam (2018) measured the determinants of work-life balance with a survey in the event industry of Malaysia. The important variables are working hours, work load, work arrangements and reward schemes.

2.5.1. Working Hours

Working hours is the amount of time someone employs at work. The amount of time devote on job/office has consequence on balancing work and life. In Ethiopia context, the time given for work is eight hours per day and 48 hours per week for every worker. According to labour law of Ethiopia, an employee who is working over eight hours is entitled for overtime payments. Prolonged hours are thought that persons are working longer hours because of increasing workloads and job demands, job insecurity and performance standards and pressures (Sparks, Fried, Cooper, & Shirom, 2011).

Kodz, Lain, Sheppard, Davis, Bates, & Cummings, (2001) confirmed that the impacts of extended hours on personal and family influences aspects to concentrate on attitudinal surveys. These researchers conclude that long hour workers incline to feel that they are not happy with the amount of time they devote to work and how it effects on their family and home life. This implies that spending more time on jobs leads to job dissatisfaction.

Extended working hours have been supposed to be a serious risk for depression indications, (Banna & Tamakoshi, 2014). They confirmed that long working hours is connected with

depressive state, anxiety and sleep condition. Therefore, worker is becoming harsh, he/ she will not do his/her job accordingly and unhappiness and absenteeism may occur. This may be the indication for dissatisfaction and work life imbalance.

The ability to alteration of work hours and take work to home were related with increased home spillover to work. The ability to take time off was associated with decreased job spillover to home (McNall, Masuda, & Nicklin, 2010). According to Abid & Barech, (2017), the flexible time activities support employees in managing workload, personal life and support to measure responsibilities. Golembiewski, Yeager, & Hil, (1975), put that flexible time effects on employee behavior and effect of flexi time is highly dependent on nature of job.

According to Holly & Mohnen (2012), working hours has an impact on job satisfaction with fair work life balance. This WLB is clear to every person and relates to satisfaction with a job and all other parts in life. Therefore, good work life balance consequences in good satisfaction.

2.5.2. Working Conditions

Working conditions is the crucial areas include provisions of necessities for all workers in a range of areas including working hours, information, occupational health and safety at work as well as conditions for part time, full time and temporary agency workers'' (Fieldwork, 2014). Working condition is the conditions under which a job is passed out from comfortable environment to tough and insecure circumstances for the employee's life and health.

Jobs under hard working situations may be carried out only by employees who meet specific requirements and responsibilities in terms of age, sex, qualifications, health, physical and mental condition. Problematic working environments have adverse outcome on employees' performances. Therefore, it is essential to take actions to eliminate uncomfortable working conditions.

Working condition includes working place. The working place also should be neat, clean and arranged with the essential amenities in order to perform the organizational activities. Light, proper layout of work place, airing, hygiene, immediate availability of supervision, sufficient latest tools will positively add to job satisfaction. In addition to these closer of work place to home would add to employee retention. Employees who work in normal working conditions are

more satisfied than employees who work under tough working conditions (Bakotic & Babic, 2013).

Employee satisfaction mentions to the degree at which the working conditions meets the expectations and needs of employee. The ingredients of working conditions are work itself, social interaction with coworkers, physical environments and the relation between these actors. Working environment is an important factor of employee satisfaction (Herzberg, 1968, Spector, 2008). Guest (2004), Silla et al (2003) concluded that the working conditions has significant effect on employee satisfaction. It includes temperature, lighting, ventilation etc.

Balven et al. (2018) describe work-life balance as organizational support for aspects of employees' personal life such as flexible work hours, dependent care and family/ personal leave. Therefore, it requires the interaction of organizational factors with personal factors. Most seen practices include family leave programs, job sharing and on-site children care.

2.5.3. Work Load

Workload refers to the intensity of job assignments. The workload is defined as the number of tasks and obligations that have to be performed or completed within a specific amount of time. It is the amount of work an individual has to perform. Workload also includes welfare measures, uncertain working conditions, and sufficient facilities and leave rules. Work load influence performance and personal satisfaction of the workers.

In a positive way, workload is an opportunity for the employees to become skilled and prosper more quickly. As employees do their jobs, they gain more work experience, which enrich their exposure. It is also viewed that employees who have enough work to do remains more active and energetic while work-less employees are leftover inactive and lazy. Employees who have the abilities to perform a job enjoy workload.

However, when this pressure becomes excessive it has a negative impact. Employees are not interested with their workload or they are not satisfied with the job field, they take extra work as fatigue and its causes to contribute job stress, which have its ultimate impact on family life. Increased workload can improve short-term productivity, but it can increase long-term costs, as stress and illness among employees, lead to poor judgments and low productivity. It results in

imbalance of work and family life. Workers' ability to choose their working time arrangements has a positive impact on job performance, productivity and work- life balance.

Another major factor of workload is psychological impact on employee. Over work load positively related to the employees' turnover intentions. Those employees are not endurable to meet the workload, automatically they will quit the job, and it will not provide a healthy growth to organization. The workplace environment and flexible work load will lead to the less employee turnover and it is the key factor to retain employees. The work load of police compared with other employees is quite demanding. Police work is very tough, exhausting and complicated certain conditions of police work like 24*7 hours' duty, irregular working schedule, controlling public and dealing with criminals.

Workload awareness needs to disclose all aspects that determine the work process such as technological resources, organization and sharing of activities, peer relationships, relationship with the environment and physical structure, among other factors that could overwork the professionals, his/her work, ability and may destroy their vital energy (Martins, Ribeiro, Bobrof, Marziale, Cruz-Robazzi, & Mendes, 2013).

According to International Labour Organization work pressure is the harmful physical and emotional response caused by an imbalance between the perceived demands and perceived resources and abilities of individuals to survive with those demands (ILO, 2016). Work pressure is determined by work organization, work design and labour relations and occurs when the demands of the job do not match or exceed the capabilities, resources, or needs of the worker, or abilities of an individual worker or group to survive are not matched with the expectations of the organizational culture of an enterprise.

In order to seeking of promotion and job security, employees are required to increase workloads, working hours, and role vagueness. This is incorrect way of practices that different organization practice in most of countries including Ethiopia. As safety and health at work is still perceived by many enterprises as a cost rather than an investment. Work not only provides financial resources, but contributes to basic psychological functions such as a time structure, social contacts and a personal identity.

Nadeem and Abbas (2009), examined that the relationship between work life and job satisfaction and confirmed that work load does influence job satisfaction. According to Further Fatima & Sahibzada, (2012), also confirmed that due to workload in universities, the staffs become dissatisfied. Thus, to balance between work and life activities, every organization should have to develop strategies. Thus, from these researches its understood that work load/ work pressure is a factor for work life imbalance and job dissatisfaction.

2.5.4. Job Stress

According Crank (1998), job stress is defined as staff member's anxious feeling about his workload to complete. All staff members sometimes face with job stress which is the main reason for job dissatisfaction. Johnson (2012) confirmed a high level of job stress has a strong impact on the level of job satisfaction of staff members. In other words, job stress and job satisfaction have a negative impact on each other (Zhao J, et al., 1999). According to Smith & Charles (2010) due to special nature of work, police officers are at higher risks of facing job stress than other professions. For example, they are constantly dealing with death, serious injury, gruesome crime scenes, etc. Wu (2011) conducted a study on police officers in China and found a significant negative relationship between job stress and job satisfaction. Mensoor, Fida, Nasir, and Ahmad (2011) studied staff members from telecommunication sector in Pakistan and concluded that job stress measured by role overload, role ambiguity and physical environment has a negative impact on job satisfaction of staff members. From the arguments above, it is clearly shown that job stress is a major factor affecting the performance of public institutions especially police force (Fisher, 1992).

Police Stress and Stressors

The effect of stress on police officers differs based on the types of stressors that are encountered. Stress is brought by a nonspecific stressor which provides the body for fight or flight response (Hickman et al., 2011). Police has progressed in relation to the complication of criminal activity. Complexities of criminal activity are the variations of behaviors within the social and political categories of ethnicity, socioeconomics, culture, and social structure (Andrews & Bonta, 2010). Police are often required to assist with citizen welfare issues, community meetings, and

organizational demands. Thus, police officer has responsibility to provide social services (Jaramillo et al., 2005).

Adams and Buck (2010) recommended those police officers' practice high levels of anxiety as they involve with violent citizens in emotionally-charged environments with external stimuli that may jeopardize personal safety. Thus, the physiological explanation of the emotional response can lead to changes in behavior, psychological reaction, and reasoning.

Occupational Stress

Training prepares police officers for the challenges of police work, but it does not address the stressors of policing. Police work does not adhere to a constant routine when interacting with citizens, and this often creates emotional, physical, and psychological stress for police (Sundaram & Kumaran, 2012). Police officers typically respond to a continuous series of service calls, and this nonstop psychological stimulation can trigger emotional stress. Emotional stress is an anxiety associated to bodily responses from traumatic practices, is common among police officers (Lucas et al., 2012). McCarty et al. (2007) examined higher levels of stress among police officers and confirmed that constant interaction with distrusts and the unpredictable events inherent in policing produce higher levels of stress as well as found that police showed anxiety, fear, depression, and anger.

Police officers are focus too risky work demands such as constant management changes, forceful public scrutiny, devastating workloads, and lack of supportive resources, and also, they are required to maintain high performance levels. Adu-Gyamfi (2014) reasoned that the police officers faced to risky work demands can be unhealthy and also noted that pressures related to workload, work hassles, and organizational climate do not produce an atmosphere that is conducive to healthy work relationships in policing environments.

The nature of police work has challenging so that it is essential to maintain police officers about challenges associated with their job responsibilities. Thus, to address occupational stress and other challenges that influence job performance it is imperative to provide training programs. Even though, causes and prevention of job stress are not adequately understood by different scholars (Adams & Buck, 2010). There are different causes, events, and circumstances create stress for different persons depending on the environment, upbringing, religious beliefs, faith, or

a person's general outlook on life. Apart from of the cause, job-related stress can be hazardous within any occupation (McCarty & Skogan, 2013). It has been recommended that police officers are exposed to a higher level of occupational stress than other types of employees. Many police officers are careful psychological demands of their profession, drawn to police work because they have more robust stress responses than most people (Violanti, 2011). Shift workers have a higher propensity for occupational stress (Parkes, 2003). As many police officers qualify as shift workers, this also adds to the higher than normal stress levels officers.

Physical Stress

Physical stress is one of the most common reasons for burnout by police officers. Burnout related with policing is defined as a prolonged response to chronic emotional and interpersonal stress (McCarty & Skogan, 2013). The researcher found that 27% of police felt physical stress after 2 to 3 days of police patrol and recommended that physical stress will result injury or suspects to police officers.

The change in work schedules can influence sleeping patterns which affect physical stress (Violanti, 2011). Policing work needs 24 working hours in a day and 365 days per a year. The coverage to irregular working hours can quickly bring stress, fatigue, and lack of awareness among police officers (Violanti, 2011). According to Adu-Gyamfi (2014), the influence of an officer's physical environment, role ambiguity, role overload, supervisor support, and coworker social support are affect police officers job satisfaction. Thus, to address the potential health consequences of the physical demands of police work, some police departments provide flexible working hours and have scheduling policies that help officers manage their stress and work-life balance.

2.6. Job Satisfaction

2.6.1. Definition of Job Satisfaction

Different authors have defined job satisfaction differently. All definitions revolve round one central critical fact 'need satisfaction'. Hence job satisfaction is nothing but the need satisfaction of employees through his job.

Job satisfaction is a significant element from organizational viewpoint, as it leads to higher organizational promise of employees and high commitment leads to overall organizational achievement and growth (Feinstein, 2000) additionally development, success and competence of the organization and low employees' intentions to leave the organization (Mosadeghard 2000).

Unhappy individuals employee leave the organization and negatively impact the motivation of those remaining there (Feinstein, 2000) and as a result workers loose performance and efficiency and might disruption the work and leave the job (Sonmezer and Eryaman, 2008).

Employee satisfaction was used to define whether employees are happy and satisfying their aspiration and needs. Employee satisfaction can help to build promise of employees towards organization. (Bharati Deshpande, 2012)

Job satisfaction is a person's overall attitude toward his or her job (Robbins, 2003). It explains how satisfied an employee is with his job. The common facets of job satisfaction are: appreciation, communication, co-workers, benefits, job conditions, nature of work itself, organization itself, organization policies and procedures, pay, personal growth, promotional opportunities, recognition, security and supervision (Spector, 1997). An employee job satisfaction is measured by various factors, such as, pay, promotion, benefits, policies and procedures, and relationship with higher authority, work timings, work-family conflict, and the job itself (Howard, Donofrio & Boles, 2004). The people who are happy with their job are also more satisfied with it. A positive relationship is noted between emotional intelligence, job performance and job satisfaction (Sy, Tram & O'Hara, 2006).

2.7. Theories of Job Satisfaction

The various theories of job satisfaction are subsumed under two categories namely content theories and process theories. The former category emphasizes the specific factors which motivate the individual towards job, while the latter category deals with dynamics of this motivational process. Even though criticisms were raised against these theories they represent foundation for the development of later theories. So, any discussion of job satisfaction will be incomplete and inadequate if a glance at the contributions of the important theorists is not made. Therefore, a very brief evaluation of the important-theories is attempted in the following section.

2.7.1. Content theory

The content theories are concerned with identifying the needs/drives that people have and these needs/drives are practiced.

Abraham Maslow's Need Hierarchy Theory (1943)

Abraham Maslow proposed five significant hierarchical theories of needs. The basic principle of the theory is meeting of human needs which gradually move up from simpler to more basic needs. Maslow's theory indicated that the five progressive sets of needs, the first set being purely physical needs, also called physiological needs. Physiological needs include all the needs those a person needs which are shelter, food, water, air, the maintenance of body temperature and the necessity of voiding of natural human waste. It is only when this basic need set is satisfied that the next set of needs will be thought of for satisfaction.

The five need sets that are in sequential order are physiological needs, safety and security needs, love and belonging needs, status and prestige needs and self-actualization needs. Peoples are work to satisfy these needs and as people and societies grow up in life, their need also fluctuates up. This is factual of all people as general; it could apply to the circumstances, to individuals, in groups and also to whole countries. Growth of the separate or group causes the needs to change upwards whereas the opposite causes downward movement in need fulfillment desire. Maslow reasons that the needs shift from bottom to up will increase the satisfaction while downward movement in need fulfillment dissatisfies the people.

Clayton Alderfers Erg Theory (1969)

Alderfer reframed Maslow's need hierarchy into three basic human needs simplifying it to make it more in tune. He kept Maslow's hierarchical structure but reduced the levels to three on the basis that a certain overlap existed in the middle layers and call them Existence, Relatedness and Growth, in short ERG Existence is the lowest level need which is concerned with physical survival and includes the obvious needs for food, water and shelter which can be satisfied through salary, fringe benefits, safe working environment and some measures of job security. Relatedness needs involve interaction with other people and the satisfaction they can bring in the form of emotional support, respect, recognition and sense of belonging. These needs can be satisfied on the job through coworkers and off the job through friends and family.

Growth need focuses on the self and includes need for personal growth and development which can be satisfied only by using one's capabilities into the fullest. ERG theory sees different needs from different levels existing in a sort of continuum where while there is a hazy precedence for a lower level need, it can still very well exist in the presence of a higher-level need.

Frederick Herzberg Two Factor Theory (1959)

Frederick has also tried to adjust Maslow's Hierarchy of need theory. This theory is also known as two factor theory or Hygiene theory. He stated that there are certain satisfiers and dissatisfiers for employees at work. Intrinsic factors are related to job satisfaction while extrinsic factors are associated with dissatisfaction. He devised his theory on the question: "What do people want from their jobs?" He asked people to describe in detail such situations when they felt exceptionally good or exceptionally bad. From the responses that he received, he concluded that opposite of satisfaction is not dissatisfaction. Removing dissatisfying characteristics from a job does not necessarily make the job satisfying. He states that presence of certain factors in the organization was natural and the presence of the same does not lead to satisfaction. However, their nonresponse leads to dissatisfaction. In similar manner there are certain factors, the absence of which causes no dissatisfaction, but their presence has motivational impact.

Douglas McGregor Theory X and Theory Y

McGregor proposed theory X and Y underlying the behavior of employees. Theory X holds that men who are basically lazy dislike work; one has to force him to do work. Later, McGregor noticed that these patterns of behavior are the result of management action. An average worker can be motivated by low level incentives such as money, security and the like only for certain period of time. When a worker strives to achieve higher level needs and when management denies this, he becomes distrusted and adopts an apathetic attitude, which may be interpreted as laziness. So, in Y theory McGregor postulates that man is creative and has the power of self-discipline to work. The important function of management, therefore, should be to make the best use of the creative potentiality of employees by providing adequate means for the satisfaction of their higher order needs. The implication of McGregor theory in the context of job satisfaction is that when there are opportunities in the job to satisfy the needs of workers at different levels, they will become satisfied.

David McClelland's Needs Theory

David McClelland's, an American behavioral psychologist who taught at Harvard and Boston, in his book on "The Achieving Society" in 1961 wrote of three basic human needs which motivated people to strive and succeed. These were the need for achievement, the need for power, and the need for affiliation. These need levels would vary from individual to individual and again from society to society. It was inconceivable that each individual would have the same levels for all three needs, which would vary with the background, society, culture and education of the individual.

McClelland's theory came to be known as the three-need theory and is also referred to as the learned needs theory as it stipulates that most of these needs are shaped over time and depend upon the experiences of the particular individual. The results at the workplace depend upon a proper matching of job requirements and putting in a person with high achievement needs in a slot ideal for a person with high affiliation needs is going to result in a mismatch and possible underperformance. People with high affiliation needs, for example, will be ideally suited in cooperative and people environments and tend to do very well in customer service and public relations.

2.7.2. Process Theories

The important theories having relevance in the context of job satisfaction are mentioned in the following sections.

Vroom's Valence Expectancy Theory

Victor Vroom gives explanation that was the most widely accepted for motivation which is known as expectancy theory. This theory claims that the strength of a tendency to act in a specific way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. Expectancy theory implies and to make it simple puts that an employee can be motivated to perform better when there is a belief that the better performance will lead to good performance appraisal and that this shall result into realization of personal goal in the form of some reward. The theory focuses on three relationships which are efforts and performance relationship, performance and reward relationship as well as rewards and personal goal relationship.

2.7.3. The Equity Theory

In the equity theory Adams argues that people are motivated by inequity and keep on comparing their efforts with that put in by others around them in the workplace as also the rewards being meted out to them. Equity is likened to a perception of fairness involved between efforts and rewards given to coworkers in the work place. A fair situation where all employees are treated with equality obviously envisages similar outcomes for similar inputs; and if some employees feel that others are being given higher rewards for similar work they will obviously hold back some of their efforts. In case an employee putting in hard work happens to see an inefficient and unproductive colleague being rewarded with the same salary may probably feel demotivated to put in the same level of work continuously. Motivation is thus very difficult without the establishment of fairness in the appraisal and reward process.

Goal Setting Theory of Edwin Locke

Instead of giving vague tasks to people, specific and pronounced objectives help in achieving them faster. A goal orientation also avoids any misunderstandings in the work of the employees. The goal setting theory states that when the goals to be achieved are set at a higher standard, the employees are motivated to perform better and put in maximum effort. It revolves around the concept of 'self-efficiency' that is person's trust that he or she is capable of acting a tough work.

Porter and Lawler Model

Lyman W.Porter and Edward E. Lawler developed a more complete version of motivation depending upon expectancy theory. It relates to perception, effort reward and satisfaction. An employee's individual effort is dependent on the value of expected reward and the perception of the effort involved in performing and obtaining reward. Thus, performance is the result of effort, a person's abilities and an accurate role of perception. The performance or accomplishment will provide other intrinsic and extrinsic reward. The employees compare the perceived equitable reward with the reward actually received. This will result in employee satisfaction or dissatisfaction. If the difference between the perceived equitable reward and the actual reward is less the satisfaction is high. A failure to receive the perceived equitable reward will create a feeling of dissatisfaction.

2.8. Empirical Review

Various researchers and scholars were investigated effects of work life balance on employees' job satisfaction including: working hour, working condition, work load and job stress in abroad countries with in police department and other organizations and also it is very evident that many researches are being carried on the same subject on different organizations with in Ethiopia. The findings of most of the researchers are exciting and relevant as they provide intuitions into how WLB and employees' job satisfaction might be correlated.

Hiral Mehta (2015), in the study of work life balance of employee's and find out work life balance and its impact on employee's performance in an organization. The researcher had used convenience sampling technique with the sample of 100 of different department in Surat district. It has found that more working hours lead to dissatisfaction. The researcher has suggested

arranging family picnic, providing monetary benefits for efficient employees; introducing flexi policy will help to balance work and personal life of employee. Duxbury and Higgins (2003) in their study about WLB using samples of large organizations find out that the main reason for employees who reported feeling dissatisfied with WLB were not enough time for family/spouse/children and too much time spent on the job.

H1: There is a negative and statistically significant relationship between working hours and employee job satisfaction

Elsabeth G. (2019) had studied impact of work life balance on employees' job satisfaction in the case of Lion International Bank S.C by using convenience sampling technique on 184 sample size of respondents. The results of the study were analyzed by both correlation and multi regression which shows that there is significant positive relationship between work condition and job satisfaction

H2: There is a significant positive relationship between work condition and employee job satisfaction.

Arunika, MMA and Kottawatta, H, (2015) carried out the study to investigate the effect of WLB on employee job satisfaction among non-executives in the public banking sectors in Colombo district. Data is collected from 224 respondents in public banks in Colombo by administering a structured questionnaire, which consisted of 36 statements with 5-point likert scale. The data analysis comprised the univariate, bivariate and multivariate analysis method conducted using SPSS (version 16.0). The finding described that job stress have a negative effect towards job satisfaction and there is a negative relationship between job stress and job satisfaction.

H3: There is a negative relationship between job stress and employee job satisfaction.

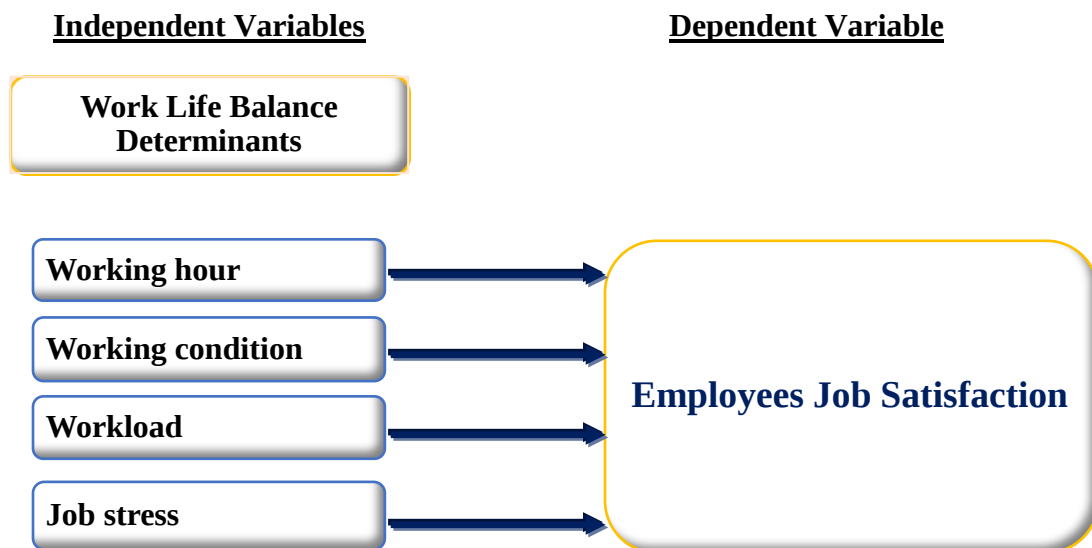
Dr.Madhaulika A. Sonawane (2016), a study of work life balance, challenges before Jalgaon Police Department. The researcher had used convenience sampling technique with the sample of 30 of different department in Jalgaon district. The study revealed that 60 percent of respondent said that heavy work load and uncertain role, no fix place are issues which make dissatisfied police employees to perform in effective manner. Fatima & Sahibzada, (2012) examined a study on work-life balance in the universities, and based on the findings they conclude that; due to

workload on employees in universities, the staffs become dissatisfied. Therefore, from this finding it is clearly understood that workload is a issue for work life imbalance and job dissatisfaction.

H4: There is a negative and statistically significant relationship between work load and employee job satisfaction.

2.9. Conceptual Framework

In this study, work life balance and employees job satisfaction are conceptualized as independent variables and dependent variable respectively. The work life balance determinant includes working hour, working condition, work load and job stress.



Source: developed for this research, 2021

Figure 2.91: Conceptual model of effects of working life balance on employees' job satisfaction

2.10. Research Hypotheses

Based on the stated empirical review the following hypotheses are provided:

Hypothesis 1: There is a negative relationship between working hours and employee job satisfaction

Hypothesis 2: There is a significant positive relationship between working conditions and employee job satisfaction

Hypothesis 3: There is a negative relationship between job stress and employee job satisfaction

Hypothesis 4: There is a negative relationship between workload and employee job satisfaction

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This chapter presents the methodological concerns that were used in conducting the research and provides a justification for each step to be taken. It includes research design, data sources, target population and sampling techniques, methods of data collection, scale of measurement, validity and reliability, methods of data processing and analysis.

3.2. Research Design and Approach

To point out a research question and to achieve research objective the researcher has decided more applicable a research design. A conceptual structure that shows how all the main parts of the research work combined together. The research design comprises the outline for the collection, measurement and analysis of data (C. R. Kothari, 1985). In this study, explanatory type of the research design was used rationale behind using inferential study design is to determine how the independent variables explain the dependent variables of the study in order to describe the influence of WLB on employee job satisfaction in the case of Addis Ababa Police commission. In the study a quantitative research approach was used and the quantitative data was obtained through questionnaires.

3.3. Target Population

The target population according to Kothari, (2013) is the universe of interest. It is the total number of subjects or the total environment to the researcher. According to Castillo (2009), a research population is generally a large gathering of items that is the main attention of a scientific enquiry. This study was targeted a study population of 18,730 respondents from Addis Ababa Police Commission.

3.4. Sampling Frame

A sampling frame is a list of all objects where a representative sample is drawn for the purpose of research study. Sampling must be so large that it allows the researcher to feel confident about the sample representativeness and it allows the researcher to make inferences of the sampling frame and the entire population (Silverman, 2005). The sample frame for this study was all the 18,730 police employees from the Addis Ababa Police Commission as shown in table 3.1.

Table 3.41: Population of the study

No.		Total Population	Percentage
1	Lower Level	16,697	89.1
2	Middle Level	1,629	8.7
3	Top Level	395	2.1
4	Strategic Leader	9	0.1
Total		18,730	100

Source: Computed Survey Data, 2021

3.5. Sample Size and Sampling Techniques

3.5.1. Sample Size

Sampling design was the plan and technique of selecting the appropriate sample from the population identified. The plan consists of the components identifying the population, sampling frame, sampling unit, sample size and sampling technique (Kothari, 2004). In this research to find representative sample size of the study population of Addis Ababa police commission, the population size was large. Therefore, the researcher has used the formula of *Daniel W.W., (1999)* to reduce the sample size to manageable level. According to *Daniel W.W., (1999)*, sample size is computed as follows:

$$n = \frac{N * X}{X + N - 1}$$

Where,

- **N-** is the population size

- $X = \frac{Z_{\alpha/2}^2 * P * (1-P)}{e^2} = \frac{1.96^2 * 0.5 * (1-0.5)}{0.05^2} = 384.16 \approx 385$
- $Z_{\alpha/2}$ is the critical value of the normal distribution at $\alpha/2$ (for a confidence level of 95%, α is 0.05 and the critical value is 1.96),
- e is the margin of error (5%),
- P is the sample proportion, and

Note that a finite population correction has been applied to the sample size formula. So, as the estimated populations of Addis Ababa police commission employees are 18,730 and the sample size become

$$n = \frac{18,730 * 385}{385 + 18,730 - 1} = 377.26 \approx 378$$

Therefore, the sample size to be used for this study was 378 police employees of Addis Ababa Police Commission.

3.5.2. Sampling Techniques

In this study, probability sampling techniques was used to select representative samples. From probability sampling technique, a stratified random sampling technique was used to select respondents. The reason why the researcher selects simple random sampling technique is a trustworthy method of obtaining information where every single member of a population will be chosen randomly, just by chance and each item has the exact equal probability to be being chosen to be a portion of a sample. This technique is useful when there is key subgroup in researches to involve within the sample. Accordingly, the researcher has divided the entire population into four subgroups or strata based on their rank of police officers that means lower level, middle level, top level and strategic leader. Then finally the samples were selected proportionally from these strata. Therefore, four type's strata were formed by the researcher from head office and ten sub-cities of Addis Ababa Police Commission.

According to C. R. Kothari (2004), sample size of the strata is found by multiplying the total sample size with the probability. Since the sample size used for this study as determined sample size were 378 employees of head office and ten sub-city of Addis Ababa Police Commission, sample size of each stratum is found as depicted below in the table 3.2.

Table 3.2: Bases of Stratification

No.	Division (stratum)		Multiplying Total Sample Size with the Probability of each Strata (n*P)	Sample size of each strata
	Level	Rank		
1	Lower Level	Constable	378 * (5,242/18,730)	106
		Assistant Sergeant	378 * (3,520/18,730)	71
		Depute Sergeant	378 * (2,607/18,730)	53
		Sergeant	378 * (1,836/18,730)	37
		Chief Sergeant	378 * (3,492/18,730)	70
2	Middle Level	Assistant Inspector	378 * (365/18,730)	7
		Deputy Inspector	378 * (910/18,730)	18
		Inspector	378 * (354/18,730)	7
3	Top Level	Chief Inspector	378 * (141/18,730)	3
		Deputy Commander	378 * (63/18,730)	1
		Commander	378 * (191/18,730)	4
4	Strategic Leader	Assistant Commissioner	378 * (7/18,730)	1
		Deputy Commissioner	378* (1/18,730)	
		Commissioner	378* (1/18,730)	
	Total Respondents			378

Source: Computed Survey Data, 2021

3.6. Sources of Data and Data Collection Method

3.6.1. Sources of Data

In this study the researcher was used both primary and secondary data to collect necessary information from respondents. Accordingly, primary data was collected from the respondents by using structured questionnaire. On other hand, secondary data was collected from relevant published journal articles, case studies, books, annual reports, police department websites, newspapers and periodicals of the police department, government publications and websites.

3.6.2. Data Collection Instrument

The researcher was used self-prepared and structured questionnaire to collect data from the respondents. The questionnaire items were scaled on a five-point Likert scale that accompanied by qualitative questions.

3.6.3. Data Collection Procedures

According to Kambo et al. (2002), data collection is defined as the process of gathering specific information aimed at proving or refuting some facts. In this research, the primary data was collected through self-administered a questionnaire which is distributed to the target respondents Addis Ababa police commission. The questionnaire comprises close ended questions. Closed ended questions was prepared by using a five-point likert response scale which includes highly satisfied (5), satisfied (4), uncertain (3), unsatisfied (2) and highly unsatisfied (1) for respondents. To collect the data from respondents, the questionnaire will be prepared in English and later translated to Amharic language since it is working language.

3.7. Methods of Data processing and Analysis

3.7.1. Methods of Data processing

Method of data processing was both manual and computerized system. In the data processing procedure editing, coding, classification and tabulation of the collected data was done. The researcher has edited the collected raw data to detect errors, omissions, checking that there is an answer for each question and the questions are answered accurately and uniformly. The process of assigning numerical or other symbols was come next which is used by researchers to reduce into a limited number of categories or classes. Next of this, the data having the common characteristics were placed together and divided into a number of groups. Finally, tabulation was done to summarize the raw data and displayed in the compact form (in the form of statistical table) for further analysis.

3.7.2. Methods of Data Analysis

The data analysis consists of examining categorizing, tabulating or otherwise recombining the evidence to address the initial prepositions of the study (Savenye, Robinson, 2004). The collected data was edited, collated to eliminate errors and coded for analysis using the Statistical Package for Social Sciences (SPSS version 21) tool. Descriptive (averages, percentages, frequencies & tables) and inferential analysis (correlation and regression) were conducted. ANOVA test also conducted to test the statistical significance of the effect of independent variables on job satisfaction of police employees in Addis Ababa Police Commission.

3.8. Description of Variables & Model Specification

The study was contained both dependent and independent variables. The predicted variable is job satisfaction; while explanatory variable was work life balance (Working hour, Working condition, Work load and Job stress). These variables were analyzed by both descriptive and inferential analysis.

3.8.1. Descriptive Analysis

The researcher used descriptive analysis to reduce the data into a summary format by table measure of central tendency (minimum and maximum values, mean and standard deviation) and histogram and chart were used to describe the demographic characteristics of respondents.

3.8.2. Inferential Statistics Analysis

According to Sekaran (2000), inferential statistical analysis allows researchers to deduce the relationship and variances of different subgroups and independent variables that might explain a dependent variable from data through analysis. Pearson product moment correlation coefficient and multiple regression analysis were used to infer this research.

The Pearson Product Moment Correlation Coefficient

The Correlation Coefficient is a commonly used statistical method for the analysis of the relationship between two variables when the relationship between two variables is linear and

correlated continuous. Thus, to examine whether a significant relationship exists between WLB and job satisfaction, the Pearson Correlation Coefficient was used.

According to (Mc Daniel and Gates, as cited by Adam Martin, 2007), correlation coefficient can range from -1.00 to +1.00. The value of -1.00 presents a perfect negative correlation. While a value of +1.00 presents a perfect positive correlation. A value of 0.00 correlations presents no relationship. The results Correlation Coefficient may be interpreted as follows:

Correlation Coefficient	Interpretation
(-1.00 to -0.8)	High
(-0.8 to -0.6)	Substantial
(-0.6 to -0.4)	Medium/ Moderate
(-0.4 to -0.2)	Low
(-0.2 to 0.2)	Very Low
(0.2 to 0.4)	Low
(0.4 to 0.6)	Medium/ Moderate
(0.6 to 0.8)	Substantial
(0.8 to 1.00)	High

Multiple Regression Analysis

Multiple regression analysis explain the inter correlations of all variables involved. Sekaran (2000) adds that in multiple regression analysis more than one predictor is jointly regressed against the criterion variable. This method is used to determine if the independent variables would explain the variance in WLB and employees job satisfaction of Addis Ababa Police Commission.

Description of Variables & Model Specification

Multiple linear regression analysis was used to study the effect of the independent variable on the dependent variable. In this study, the dependent variable job satisfaction and independent variable is WLB. The main purpose of using the regression in this study was to make the researcher more effective at describing, understanding, predicting and controlling the stated variables.

Independent Variables



Determinants of WLB

- Working hour (Wh)
- Working condition (Wc)
- Job stress (Js)
- Work load (Wl)

Dependent Variables



Job Satisfaction (Y)

Regress effects of job satisfaction on the selected determinants of WLB: The equation of multiple linear regression formula expression is presented as:

$$Y = \beta + \beta_1 Wh + \beta_2 Wc + \beta_3 Js + \beta_4 Wl + E.$$

This study contains both dependent and independent variables. The dependent variable is Job Satisfaction; while independent variable is WLB (working hour, working condition, workload and job stress). These variables were analyzed by using a linear multiple regression model which can be specified as follows:

$$Y = \beta + \beta_1 Wh + \beta_2 Wc + \beta_3 Js + \beta_4 Wl + E.$$

Where: β is the intercept term – it gives the mean or average effect of Y when all the variables excluded from the equation and also, its automatic interpretation is the average value of Y when the stated independent variables are set equal to zero.

Y - Dependent variable – job satisfaction of employees

Wh, Wc, Js, and Wl - the explanatory variables (the regressors)

$\beta_1, \beta_2, \beta_3,$ and β_4 refers to the coefficient of their respective independent variables which measures the change in the mean value of Y, per unit change in their respective independent variables.

3.9. Validity and Reliability

Pilot Testing

A pilot was conducted purposely to test for validity and reliability of instrument. Validity test measures the ability of the research instruments to measure what it is intended to. According to Sukaran (2010), content validity is a function of how well the dimensions or elements of a concept have been captured.

Mugenda and Mugenda, (2003) recommends a 10% of the sampled population to be considered as a sample size in a pilot study. Accordingly, in order to test the validity of data, the researcher had conducted pilot study by distributing questionnaires for 38 respondents police employees of Ababa Police Commission. The results of the pilot test were not included in the final data analysis.

Reliability test on the other hand looks at the ability of research instruments to give consistent results over and over again (Kombo et al., 2002). According to Gay (1987), Reliability is the degree to which a test consistently measures whatever it measures. The level to which results are reliable over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable.

The Cronbach's Alpha Test was then conducted on all the studied variables. According to George and Mallery (2003), Cronbach correlation coefficients greater or equal to 0.7 are adequate and acceptable. Field (2005) observes that a Cronbach's alpha greater than 0.7 implies that the research instrument provides a good measure. The reliability of data was found a Cronbach's alpha coefficient for all variables as computed below.

Table 3.3: Cronbach Alphas' Result of Reliability Test

N_o.	Factor	No. of Items	Cronbach Alpha
1.	Working Hours	8	0.813
2.	Workloads	7	0.729
3.	Working Condition	6	0.835
4.	Job Stress	7	0.773
5.	Job Satisfaction	10	0.847
Over All Factors		38	0.783

Source: Computed for the research, 2021

As it can be seen from the above table, all the factors have satisfactory reliability coefficients in excess of the required 0.70. Therefore, the value of Cronbach's alpha in this study indicates that the scales used in the instrument are adequate and suitable.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1. Introduction

This chapter presents the assessment made to investigate the effects of work life balance on employees' job satisfaction of Addis Ababa Police Commission. This section reports the major findings from the statistical procedures used to provide answer for the basic research questions. The data was analyzed by using SPSS Version 21 software. Generally the presentation included response rate, descriptive analysis of demographic characteristics of respondents, descriptive analysis of major variables of the study, correlation analysis between predictors of WLB and employees job satisfaction, regression analysis which explain how much the combination of the independent variables explained the dependent variable and finally the study finding and the subsequent analyses of the findings are presented in this chapter.

4.2. Response Rate

The total number of police employees in Addis Ababa Police Commission under study was 18,730. A sample of 378 police employees was taken for the purpose of the study. A total of 378 questionnaires were distributed to employees of Addis Ababa Police Commission out of which 344 (91%) were correctly filled and returned.

4.3. Descriptive Statistics

This section provides quantitative data analysis of respondents' demographic data and effects of WLB on job satisfaction of police employees through mean and standard deviation analysis.

4.3.1. Respondents Demographic Profile

The descriptive analysis of the data on the demographic characteristics of police employees of is Ababa Police Commission presented in Table 4.1 as below.

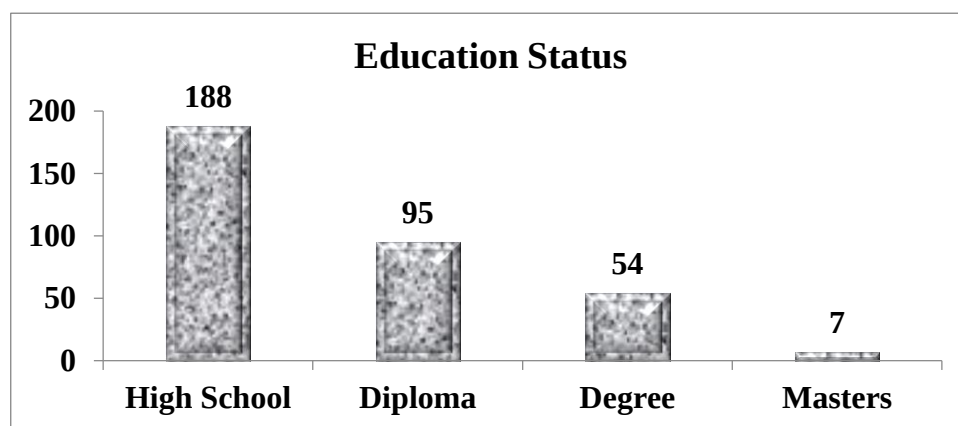
Table 1.1: Demographic Characteristics of Respondents

Demographic Variable	Description	Frequency	Valid Percentage
Gender	Female	68	19.8%
	Male	276	80.2%
	Total	344	100%
Age	21-25 Years	163	47.4%
	26-30 Years	147	42.7%
	31-35 Years	6	1.7%
	36-40 Years	21	6.1%
	41-45 Years	4	1.2%
	46-50 Years	2	0.6%
	Above 50 Years	1	0.3%
	Total	344	100%
Rank	Constable	97	28.2%
	Assistant Sergeant	66	19.2%
	Deputy Sergeant	48	14%
	Sergeant	34	10%
	Chief Sergeant	65	19%
	Assistant Inspector	6	1.7%
	Deputy Inspector	16	4.6%
	Inspector	5	1.4%
	Chief Inspector	3	0.9%
	Deputy Commander	1	0.3%
	Commander	2	0.6%
	Assistant Commissioner	1	0.3%
	Total	344	100%

Source: Survey Results, 2021

According to the above table 4.1, Out of the total 344 survey participants 276(80.2%) were male and 68(19.8%) were female employees. The majority of the respondents were in the age group of 21-25 years and 26-30 years making 163 (47.4%) and 147 (42.7%) of respondents respectively.

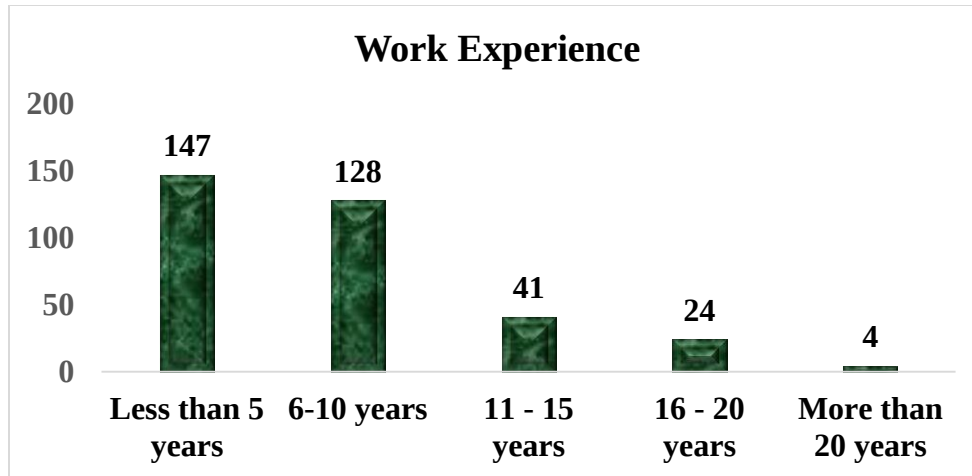
Additionally, table 4.1 also shows that the rank of respondents who involved in the study. Thus, the majority of respondents 310 (90.1%) have lower level rank (Constable, Assistant Sergeant, Depute Sergeant, Sergeant and Chief Sergeant) and while 27 (7.9%) of respondents have middle level rank (Assistant Inspector, Deputy Inspector and Inspector) as well as 7 (2%) of respondents have top level rank (Chief Inspector, Deputy Commander and Commander).



Source: developed for this research, 2021

Figure 4.31: Education status of respondents

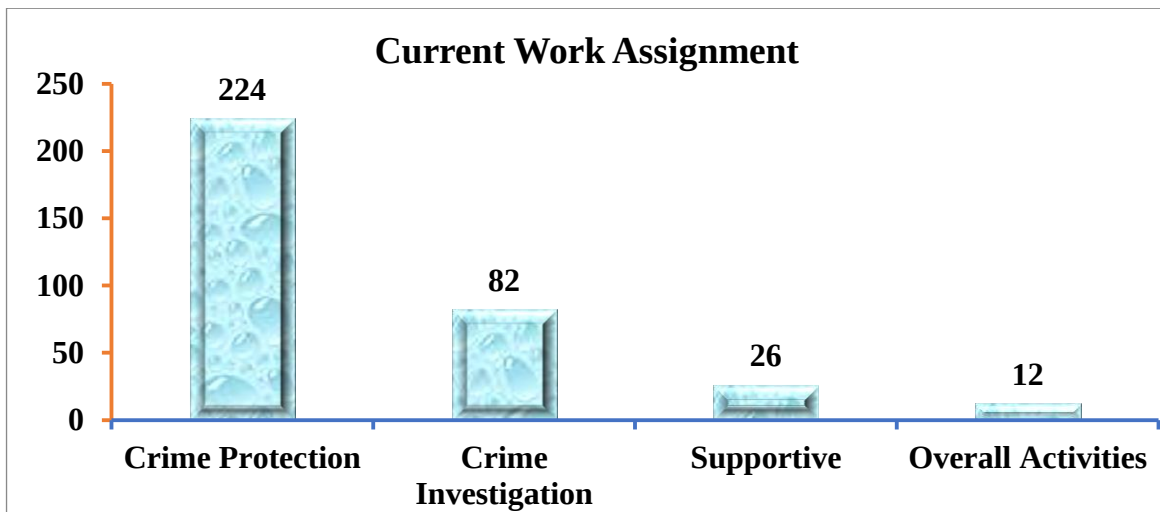
Educational status can influence ones understanding and proper implementation of the required task. As shown on the figure 4.1 above, the educational qualification of the respondents is very low i.e. most of respondents 188 (54.7%) were not more than high school level while 95 (27.6%) of the respondents were at diploma level. But only 54 (15.7%) and 7 (2%) of respondents have first degree and master's level of educational qualification respectively.



Source: developed for this research, 2021

Figure 4.32: Work experience of respondents

The above figure 4.2. also reveals that 147 (42.7%) of respondents have less than five years of experience, while 128 (37.2%) of respondents have work experience that lies between 6 up to 10 years and 41 (11.9%) of respondents have experience of 11 up to 15 years of experience. And the remaining 28 (8.2%) of respondents have more than 15 years of work experience.



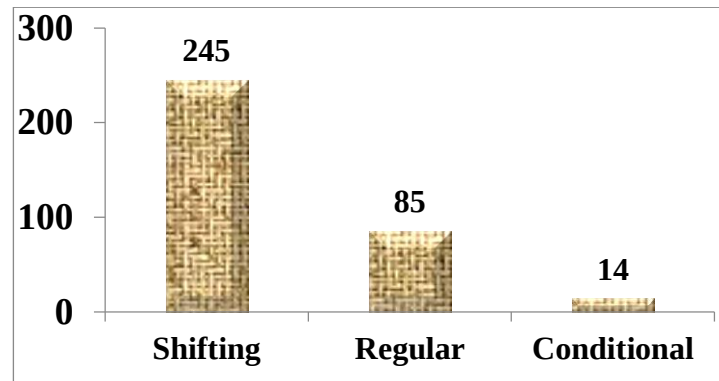
Source: developed for this research, 2021

Figure 4.33: Current work assignment of respondents

As it can be seen from the figure 4.3 above majority of respondents 224 (65.1%) were assigned on current crime protection, 82 (23.8%) of respondents were assigned on current crime

investigation, 26 (7.6%) of respondents were assigned on supportive work and the rest 12 (3.5%) respondents were assigned on overall activities.

Current Deployment Shift



Source: developed for this research, 2020

Figure 4.34: Current deployment shift of respondents

As shown on above figure 4.4., most of respondents 245 (71.2%) were deployed in shifting policing, 85 (24.7%) of respondents were deployed on regular and 14 (4.1%) of respondents were deployed on conditional bases.

4.3.2. Descriptive Statistics of WLB and Employees Job Satisfaction

Descriptive statistics in the form of means and standard deviations for respondents were computed for determinants of WLB and employees' job satisfaction of police employees of is Ababa Police Commission. The descriptive statistics of the factors is presented in table 4.2 as below.

Table 4.2: Descriptive Statistics for Determinants of WLB and Employees Job Satisfaction

Factors	N	Minimum	Maximum	Mean	Std. Deviation
Working Hour	344	1.18	4.00	3.87	0.537
Working Condition	344	1.46	4.36	2.96	0.712
Job Stress	344	2.00	5.00	3.62	0.859
Workload	344	1.67	4.75	1.88	0.876
Job Satisfaction	344	1.00	4.33	2.52	0.767
Valid N (listwise)	344				

Source: Computed for this research, 2021

The descriptive statistics displayed in table 4.2 above show the number of respondents, mean and standard deviations among variables. According to Pihie (2009), the mean score measurement is used for description of the respondents mean score as low, moderate and high. Mean score of less than 3.39 is described as low, mean score of 3.40 to 3.79 is described as moderate and mean score of greater than 3.80 is described as high. Consequently, the mean or average response of the respondents about the extent of their WLB on working hour variable was 3.87 (SD = .537) on a five-point scale. This shows that high level of working hour of work life balance perceived by the respondents. The mean or average response of job stress 3.62 (SD = .859). It is the moderate mean as compared to the working condition with a mean of 2.96 (SD = .712), workload with a mean of 1.88 (SD = .876) and job satisfaction with a mean of 2.52 (SD = .767). This result shows for the majority of participants since there is low variability of the response between the respondents as shown in the standard deviation result. The findings of each measurement tool on percentiles of respondents are summarized as below.

Findings of working hour

The working hour measurement was recognized through self-rating methods. The questions are mainly focused on police staff rated on the working hour. The average mean value of all working hour questions is 3.87.

Table 4.3: Summary of Working hours

S/N	i. Questions Related to Factors Determining Work Life Balance	Likert's Rating Scale				
1. Questions Related to Working Hour		SDA	DA	N	A	SA
1.1.	I am working more than 8 hours per day	22%	20%	1%	19%	38%
1.2.	I have no enough time to rest and relax	24%	20%	5%	21%	30%
1.3.	My work is not enabling me to spare a suitable time for my family	5%	7%	2%	38%	48%
1.4.	I am working more than 48 hours a week	13%	8%	5%	32%	42%
1.5.	There is regular sleep schedule for work	12%	6%	3%	39%	40%
1.6.	There is regular and programmed working hour	1%	2%	7%	40%	50%
1.7.	Working on days off (e.g. holidays and weekends)	0	0	5%	49%	46%
	Average	11%	9%	4%	34%	42%

Source: Computed for this research, 2021

The finding of the research indicated that 57% of police were working more than 8 hours per day, 51% have no time to rest and relax, 90% there was regular and programmed working hour as well as 95% working on days off (e.g. holidays and weekends). Hiral Mehta (2015), in the study of work life balance of employee's and find out work life balance and its impact on employee's performance in an organization. It has found that more working hours lead to dissatisfaction.

Findings of working condition

The working condition measurement was recognized through diverse self-rating methods. The questions are mainly focused on police staff rated on the working condition. The average mean value of all working condition questions is 2.96.

Table 4.4: Summary of working condition

2. Questions Related to Working Condition		Likert's Rating Scale				
		SDA	DA	N	A	SA
2.1.	Inadequacy of resources and equipment to perform work	17%	21%	8%	29%	25%
2.2.	Office arrangement & work environment is inspiring me	21%	40%	14%	11%	14%
2.3.	My organization supports employees in terms of combining professional life with family life.	22%	32%	12%	19%	15%
2.4.	The command and control approach from higher level rank	19%	21%	10%	26%	24%
2.5.	The nature of work needs urgent responses and call for work irregular	23%	28%	11%	20%	18%
2.6.	On working hours and during travel to my home always wearing police uniform satisfies me	16%	34%	9%	21%	20%
2.7.	Unjustified and stringent commands	15%	20%	13%	28%	24%
	Average	19%	28%	11%	22%	20%

Source: Computed for this research, 2021

The finding of effect of working condition indicated that 54% of resource and equipment to perform the work has insufficient, 61% of office and work environment is seldom inspiring, 54% the organization is not as much supporting personal with family life of police employees and there were 53% unjustified and stringent commands. This finding is supported by Elisabeth G.

(2019), According to Elisabeth G. (2019), revealed out that there is positive relationship between working condition and job satisfaction

Findings of job stress

The job stress measurement was recognized through many self-rating methods. The questions are mostly focused on police staff rated on the job stress. The average mean value of all job stress questions is 3.62.

Table 4.5: Summary of job stress

3. Questions Related to Job Stress		Likert's Rating Scale				
		SDA	DA	N	A	SA
3.1.	Exposure to risks all the time	15%	13%	6%	37%	29%
3.2.	Dealing with Traumatic events in the course of duty which causes accidents and deaths stress	20%	17%	9%	30%	24%
3.3.	Not enough support from fellow and senior officers	19%	12%	12%	31%	26%
3.4.	Having to use force to restrain criminal	10%	12%	5%	40%	33%
3.5.	Demands of work impinging on home	13%	7%	7%	39%	34%
3.6.	Urgent requests preventing planned work	8%	6%	10%	43%	33%
3.7.	Risk of being injured on the job	3%	3%	8%	46 %	40%
3.8.	My workload is seldom too heavy	22%	5%	3%	40%	30%
3.9.	Family pressure to stop your job	16%	6%	12%	36%	30%
	Average	14%	9%	8%	38%	31%

Source: Computed for this research, 2021

The finding of the research indicated that 66% there was exposure to risks all the time, 73% police employees use force to restrain criminal, 86% there was risks of being injured on job and 66% family exposure to stop job. This finding is supported by different researcher. According to Alexander et.al (1993), police officers respond to stress and trauma with high level of irritability and hostility while dealing with public and leading to members of the public being traumatized by their experiences and also brings job dissatisfaction of police officers. Collins and Gibbs (2003) examined that exposure to job specific hazards, police officers do not differ from other occupational groups in their perception of the sources of work-related stress.

Findings of workload

The workload measurement was recognized through a variety of self-rating methods. The questions are largely focused on police staff rated on the workload. The average mean value of all workload questions is 1.88.

Table 4.6: Summary of workload

4. Questions Related to Workload		Likert's Rating Scale				
		SDA	DA	N	A	SA
4.1.	The workload is shared fairly	49%	38%	2%	5%	6%
4.2.	The level of responsibility given to me is reasonable.	40%	43%	6%	7%	4%
4.3.	Staffing levels are adequate for the workload	51%	30%	5%	6%	8%
4.4.	The work load keeps me away from my family too much	24%	20%	8%	28%	20%
4.5.	I feel I have more to do than I can handle comfortably	47%	43%	4%	4%	2%
4.6.	My responsibility at work increases my workload	53%	38%	1%	5%	3%
4.7.	I am received more target beyond my capacity	47%	40%	2%	6%	5%
	Average	47%	36%	4%	7%	6%

Source: Computed for this research, 2021

The findings of the research show that 87% of workload is not shared fairly, 81% staffing level is not adequate for workload, 48% workload makes police employees away from family, and 91% responsibility at work increases workload police employees. This finding is supported by different researcher. According to Altaf and Awan (2011), there is negative relationship between job overloads and job satisfaction. Shujat et al (2011) revealed out workload had negative and weak relation with employees' job satisfaction. Fatima & Sahibzada, (2012) conducted a study on work life balance in the universities, and based on the findings they conclude that due to high workload in universities, the staffs become dissatisfied. Therefore, from the prior researches it's understood that workload is a cause for work life imbalance and job dissatisfaction.

Findings of job satisfaction

The job satisfaction measurement was recognized through several self rating ways. The questions are principally focused on police staff rated on the job satisfaction. The average mean value of all job satisfaction questions is 2.52.

Table 4.7: Summary of job satisfaction

ii. Questions Related to Job Satisfaction		Likert's Rating Scale				
		SDA	DA	N	A	SA
1.	I feel satisfied with my working hours.	24%	27%	6%	23%	20%
2.	I am often bored with my job	31%	25%	3%	23%	18%
3.	I am satisfied with my working conditions	32%	28%	4%	19%	17%
4.	I am satisfied with the amount of work I have to do	36%	30%	1%	15%	18%
5.	I am satisfied with my supervisor	29%	26%	2%	25%	17%
6.	I feel a sense of pride in doing my job	40%	35%	3%	10%	12%
7.	I like the kind of work I do very much	39%	32%	16%	11%	3%
	Average	33%	29%	5%	18%	15%

Source: Computed for this research, 2021

Job satisfaction of police employees measured with respect to selected determinant of WLB such as working hour, working condition, job stress and workload related questions. A result of the finding indicated that on average 51 of police employees are unsatisfied by working hour of job in Addis Ababa Police Commission. About 60% of police are unsatisfied by working condition of job and in relation to job stress, 56% of police are bored with their job. Nearly 66% of police are unsatisfied the amount of work and 71 % of police do not like police work.

4.4. Results of Inferential Statistics

In this part, the results of inferential statistics used in the study are presented. To draw conclusion and assess the objectives of the study, correlation Coefficient and multiple regression analysis were also performed.

4.4.1. Correlation Analysis

In order to determine whether there are significant relationships between independent variables (determinants of WLB) and dependent variable (employees job satisfaction), Pearson's Product Moment Correlation Coefficient of IBM SPSS version 21 was computed.

Table 4.8: The results of Pearson Product Moment Correlation Coefficient

		Correlations				
		Working Hour	Working Condition	Job Stress	Workload	Job Satisfaction
Working Hour	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	344				
Working Condition	Pearson Correlation	.610**	1			
	Sig. (2-tailed)	.007				
	N	344	344			
Job Stress	Pearson Correlation	.707**	.368	1		
	Sig. (2-tailed)	.002	.050			
	N	344	344	344		
Workload	Pearson Correlation	.674	.590	.583**	1	
	Sig. (2-tailed)	.034	.015	.009		
	N	344	344	344	344	
Job Satisfaction	Pearson Correlation	.753**	.776**	-.512**	-.459**	1
	Sig. (2-tailed)	.000	.006	.001	.003	
	N	344	344	344	344	344

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Computed for this research, 2021

Table 4.3 shows the correlation coefficient between independent variables and dependent variable. According to (Mc Daniel and Gates, as cited by Adam Martin, 2007), correlation coefficient can range from perfect negative to perfect positive (-1.00 to +1.00). Correlation score of -0.6 to -0.4 is described as medium/moderate negative correlation, correlation score of 0.4 to 0.6 is described as medium/moderate positive correlation, and correlation score of 0.6 to 0.8 is described as strong/ substantial positive correlation.

As it can be seen, strong/ substantial relationship exists between working hour and employees' job satisfaction as well as working condition and employees' job satisfaction $r = .753$ and $r =$

.776 correlation coefficient value respectively. On other hand, moderate/average negative relationship exists between job stress and employees' job satisfaction as well as workload and job satisfaction $r = -.512$ and $r = -.459$ correlation coefficient value respectively. The correlation coefficient value of ($r = .776, .753, -.512, -.459, p < 0.01$) respectively which is statistically significant at 99% confidence level.

The result of effect of working hour variable on employees' job satisfaction is not supported with the findings of previous researchers. According to Hiral Mehta (2015), point out that more working our leads to job dissatisfaction. Duxbury and Higgins (2003), also revealed out that the main cause for employees who reported feeling dissatisfied with work life balance were not adequate time for family/spouse/children and too much time spent on the job. Thus, the result of the study infers that working hour has positive and significant effect on employees' job satisfaction of Addis Ababa Police Commission.

The result of effect of working condition, job stress and workload variables on employees' job satisfaction are supported with the findings of different previous researchers of Elsabeth G. (2019), Arunika, MMA & Kottawatta, H, (2015); M. A. Sonawane (2016); and Fatima & Sahibzada, (2012).

According to Elsabeth G. (2019), revealed out that there is positive relationship between working condition and job satisfaction in Lion International Bank S.C. which supports the result of the study finding. Thus, working condition has positive and significant effect on employees' job satisfaction of Addis Ababa Police Commission.

On other hand, according to Arunika, MMA & Kottawatta, H, (2015), described that job stress have a negative effect towards job satisfaction and there is a negative relationship between job stress and job satisfaction. This finding also supports that the job stress leads to employees' job dissatisfaction in Addis Ababa Police Commission.

According to M. A. Sonawane (2016), examined that heavy work load and uncertain role, no fix place are issues which make dissatisfied police employees to perform in effective manner in the public banking sectors in Colombo district. In addition to this, Fatima & Sahibzada, (2012), examined that due to workload in universities, the staffs become dissatisfied. Thus, the result of

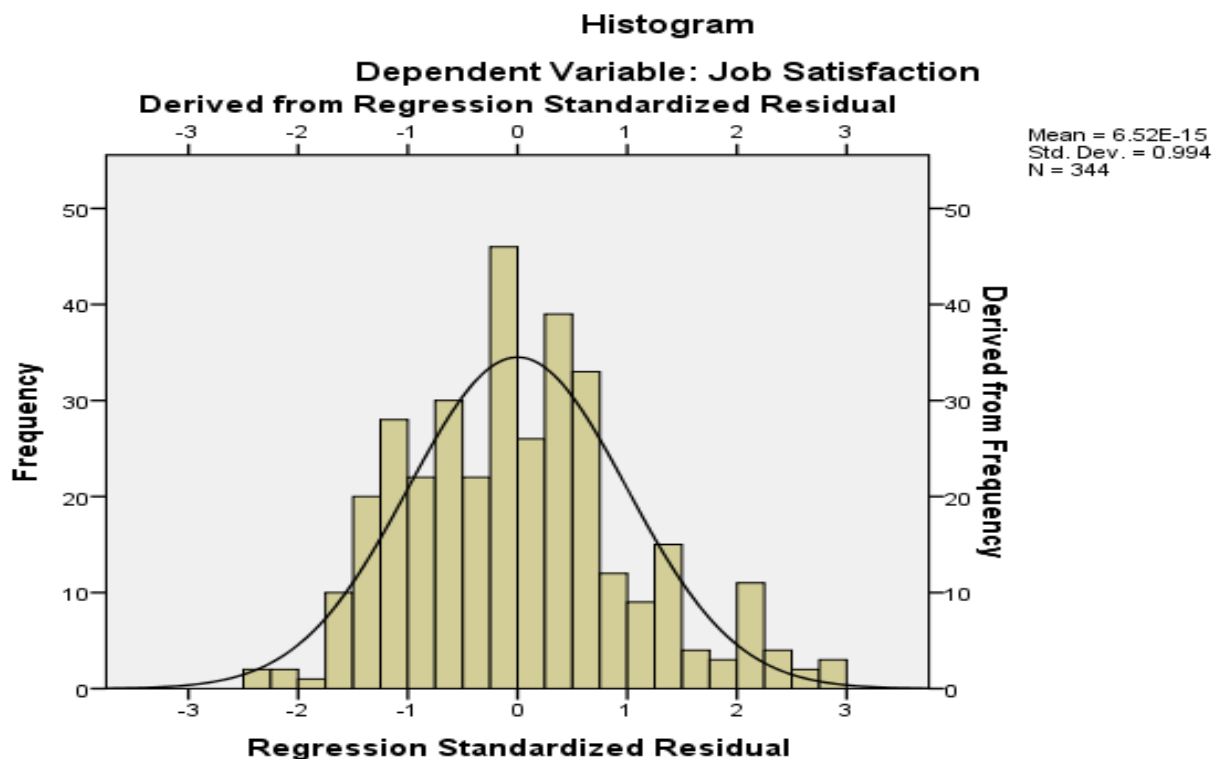
the study indicates that workload has negative effect on employees' job satisfaction at Addis Ababa Police Commission.

4.4.2. Test for Multiple Regression Model Assumptions

Different tests were run to make the data ready for analysis and to get reliable output from the research. These tests were intended to check whether the multiple regression model assumptions are fulfilled when the explanatory variables are regressed against dependent variables. Accordingly, the following assumption presents tests of the multiple regression model assumption.

Assumption 1: Test for Normality

The normality tests in this study as shown in figure 4.5 of histogram shows that the data were consistent with a normal distribution assumption.



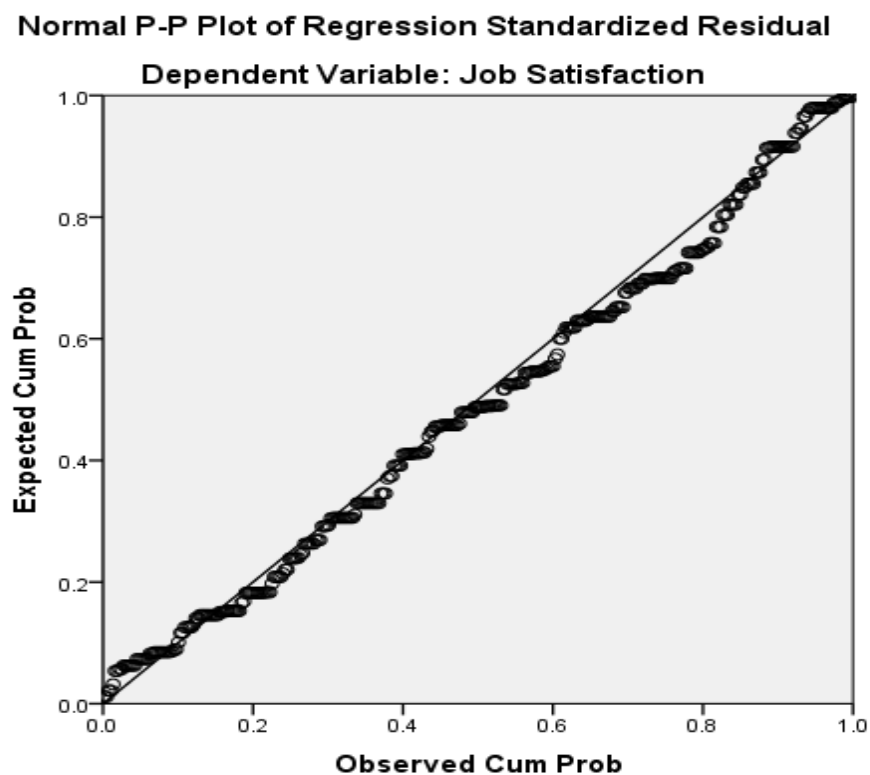
Source: developed for this research, 2021

Figure 4.4: Normality test for the multiple regression model assumption

The researcher used histogram to test the normality of predictor and predicted variables. As Fig. 4.5 shows, both test of normality of variables are normally distributed because the skewness indicates both positive and negative (skewed to both directions from 0).

Assumption 2: Test for Linearity

The linearity assumption predicts that the relationship between the independent variable and the dependent variable is linear in nature. Examination of the residual plots can help to identify the presence of linear relationships between the dependent variable and the independent variables. The plotted point on Figure 4.2 illustrates a straight line stretching diagonally from the bottom left to the top right. Therefore, the linearity assumption is not violated and the variables in the model have more or less linear relationship.



Source: developed for this research, 2021

Figure 4.4: Test for Linearity

Assumption 3: Multicollinearity Test

The presence of multicollinearity can be detected by examining the correlation matrix of independent variable. If the researchers found that there is any correlation between two variables to be more than 80%, automatically the suspicions for the existence of multicollinearity problem is derived. By referring back to the correlation matrix provided in table 4.3, it can be observed that the highest correlation among the independent variable is 0.707 which is less than 0.8, thus we can conclude that there is no problem of multicollinearity among the variables in the model.

On other hand, the variance inflation factor /VIF/ of the linear regression is defined as $VIF = 1/T$. similarly, with $VIF > 10$ there is an indication for multicollinearity to be present. Thus, as it can be seen on table 4.6, the VIF of all variables are not more than 10 and there is no problem of multicollinearity.

4.4.3. Multiple Regression Analysis

Multiple regression analysis was performed to determine the level to which independent variables explain the variance in dependent variable. The results of the multiple regression analysis are narrated as under.

Regress employees job satisfaction (as the dependent variable) on WLB (as independent variables) for Addis Ababa Police Commission.

Table 4.9: Model Summary for WLB

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.886 ^a	.534	.522	.212
a. Predictors: (Constant), Workload, Working Hour, Job Stress, Working Condition				
b. Dependent Variable: Job Satisfaction				

Source: Computed for this research, 2021

Table 4.4 presents the regression model on WLB versus employee job satisfaction. As presented in the table, multiple R is .886^a, R Square value .534 and adjusted R Square .522. Thus, the

model summary revealed that the proportion of the variation in determinants of WLB explained by the four predictors namely working hour, working condition, job stress and workload jointly is 52.2 percent. The remaining 47.8 percent of the variance is explained by variables not included in this study.

Table 4.10: Analysis of Variance (ANOVA) for WLB

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	135.327	4	33.832	99.506	.000 ^b
Residual	115.309	339	.340		
Total	250.636	343			
a. Dependent Variable: Job Satisfaction					
b. Predictors: (Constant), Workload, Working Hour, Job Stress, Working Condition					

Source: Computed for this research, 2021

Analysis of variance (ANOVA) results shown in the table 4.5 further confirms that the model fit is appropriate for this data since p-value of .000^b which is less than 0.05, with 343 degree of freedom. This implies that there is a significant positive relationship between WLB and employees job satisfaction.

Table 4.11: WLB Coefficients

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	T	VIF	Sig.
		B	Std. Error	Beta			
1	(Constant)	-.551	.140		-3.936	-0.254	.000
	Working Hour	.533	.245	.310	2.176	0.460	.000
	Working Condition	.622	.287	.546	2.167	0.461	.001
	Job Stress	-.366	.159	-.335	-2.302	-0.434	.000
	Workload	-.509	.184	-.476	-2.766	-0.362	.003
a. Dependent Variable: Job Satisfaction							

Source: Computed for this research, 2021

As table 4.6. Shows the unstandardized regression coefficients of the bivariate association between the independent variables and the dependent variable are explained in the form of the

following equation. As it can be seen in table 4.6 Predicted (employees job satisfaction score) = $-.551 + .533 (\text{working hour}) + .622 (\text{working condition}) - .366 (\text{job stress}) - .509 (\text{workload})$

i.e. $Y = -.551 + .533 Wh + .622 Wc - .366 Js - .509 Wl.$

The intercept employees job satisfaction (- 0.551) shows the predicted value of the dependent variable when all of the independent variables have a value of 0. The β coefficient represents the amount of change in the dependent variable (employees job satisfaction) for a one-unit average score change in the independent variable (WLB). For instance, if we take the coefficient of Wh, for every one average score increase in the scale of Wh, it is predicted that the magnitude of score of Y's would change by 53.3% on employees' job satisfaction and the effect of one unit change in working condition will affect 62.2% employees job satisfaction of if there is no change on other variables. On other hand, the effect of one-unit change in job stress will affect 36.6% employees job dissatisfaction as well as the effect of one-unit change in workload will affect 50.9% employees job dissatisfaction if there is no change on other variables.

Table 4.6 further shows that, F statistics value 343 at 4 and 339 degrees of freedom indicates all the independent variables (WLB) included in this study can significantly explain at 99 percent confidence level to the variation in the dependent variable – employees' job satisfaction. The effect of independent variables on dependent has been presented in their order of importance along with beta value.

-  Working Condition with a (Beta = .546)
-  Working Hour with a (Beta = .310) and
-  Job Stress with a (Beta = -.335)
-  Workload with a (Beta = -.476)

The working condition and working hour, determinant of WLB with a Beta value .546 and .310 are the best predictors of employees' job satisfaction respectively. On other hand job stress and workload, determinant of WLB with a Beta value -.335 and Beta value -.476 are the poorest and negatively predictors of employees' job satisfaction respectively, when they are compared with the other selected explanatory variables in this study.

4.5. Discussion of Results

This study is aimed to examine the effects of WLB through the selected four determinants; i.e. working hour (Wh), working condition (Wc), job stress (Js) and workload (Wl) on employees' job satisfaction in Addis Ababa Police Commission. Brief discussion is provided for each determinant of WLB effects on employees' job satisfaction.

4.5.1. Effects of Working Hours on Job Satisfaction

As the relationship between the two variables (working hour and job satisfaction) were analyzed through the correlation coefficient. There is a positive relationship between the two variable which is evident by the value of ($r = .753$ and $B = .533$). The results of the study revealed that working hours has a significant and positive impact on employees' job satisfaction. Based on this result, it can be described that hypothesis 1 is not supported.

Elsabeth Girmay (2019) carried out study to investigate the effect of WLB on job satisfaction and found significant positive/ direct relationship between working hours and job satisfaction. McNall, Masnda, Nickin, (2010) carried out a study to investigate the relationship between flexible work arrangement and job satisfaction; confirmed that more flexible working arrangements provided to the employee job satisfaction.

4.5.2. Effect of Working Condition on Job Satisfaction

The relationship between the two variables (working condition and job satisfaction) was analyzed through the correlation coefficient. As it can be seen on table 4.3, there is a positive relationship between the two variable which is evident by the value of ($r = .776$ and $B = .622$) significant effect on employee job satisfaction. Based on this result, it can be explained that hypothesis 2 is accepted. The finding shows that working conditions have a positive effect towards job satisfaction. This result is in line with previous study made by (Raziq & Maulabakhsh, 2015). The researcher has shown that there is a positive relationship between working condition and job satisfaction.

4.5.3. Effect of Job Stress on Job Satisfaction

The result from this study also revealed that job stress has a significant and negative effect on employee job satisfaction which is marked by the value of ($r = -.512$ and $B = -.366$). Hence, on the basis of these result it can be inferred that Hypothesis 3 is accepted. The finding explained that job stress has a negative effect towards job satisfaction. This result is in line with previous study made by (Arunika, MMA and Kottawatta, H, 2015). The researcher has shown that there is a negative relationship between job stress and job satisfaction.

4.5.4. Effect of Workload on Job Satisfaction

The result from this study also discovered that workload has a significant and negative or indirect effect on employee job satisfaction which is evident by the value of ($r = -.459$ and $B = -.509$). Therefore, based on these results it can be inferred that Hypothesis 4 is accepted. The finding of the study is supported with the previous studies.

M. A. Sonawane (2016) carried out study of WLB, challenges before Jalgaon Police Department. The study revealed that that heavy work load and uncertain role, no fix place are issues which make dissatisfied police employees to perform in effective manner. Fatima & Sahibzada, (2012) conducted a study on work life balance in the universities, and based on the findings they conclude that due to high workload in universities, the staffs become dissatisfied. Thus, the study has shown that there is a significant negative relationship between workload and job satisfaction.

CHAPTER FIVE

5. SUMMARY, CONCLUSSION AND RECCOMMENDATION

This section sum-up the major findings of the study, highlights conclusion from the findings and forward recommendations to improve job satisfaction of employees in Addis Ababa Police Commission

5.1. Summary of Major Findings

The findings of this study are drawn from sampled data which collected from 344 police employees of Addis Ababa Police Commission to examine the effects of WLB on employees' job satisfaction. This study has found out as correlation analysis results show that there is a positive and significant correlation between working hour and job satisfaction as well as working condition and employees' job satisfaction. On other hand, there is a negative and significant correlation between job stress and job satisfaction as well as workload and employees' job satisfaction.

Job stress has a negative effect on job satisfaction. Due to these the employees claim that they are exposed to risk all time, use force to restrain criminal, risk of being injured on the job and also, they deal with traumatic events in the course of duty which causes accidents and deaths stress.

Workload has also a negative effect on job satisfaction. Due to these the employees also claim that they work is not shared fairly, the level of responsibility given is not reasonable, and also work load keeps away from my family too much.

Multiple Regression analysis was also used to investigate the effects of WLB on employees' job satisfaction. The results of model summary show that multiple R is .886^a, R Square value .534 and adjusted R Square .522. Therefore, this study has found out as results of summary of regression analysis discovered that the proportion of the variation in determinants of WLB explained by the four predictors namely working hour, working condition, job stress and workload jointly is 52.2 percent effect on employees' job satisfaction. The remaining other

47.8 percent of the variance is explained by extraneous variables which are not included in this study.

5.2. Conclusion

Job satisfaction is the level of happiness of employees with their job. Employee job satisfaction is one of the important features of organizational effectiveness (Chapagai, 2011). Police work is very tough, exhausting and complicated certain conditions as well as it are long hour work. Work life imbalance will lead to family conflict and dissatisfaction. Work life balance is an employee's satisfactory equilibrium between work and non-work activities. Work life balance plays a great role in all types of employees, irrespective to which sector they belong to whether private or public.

The main purpose of this study was to explore the consequence of work life balance on job satisfaction. All the way through the supply for employee's satisfaction, employee's life become balance on work and non-work activities, devoted and committed to continue in the organizations because job satisfaction of employees reduce turnover.

The study recognized that there is the existence of the association between work life balance and job satisfaction. The study realized that a positive work life balance increase employee's levels of job satisfaction as well as a negative work life balance increase employees' levels of job dissatisfaction. This study was also eliciting key determinant of work life balance such as working hour, working condition, job stress and workload which had effects on job satisfaction.

Finally, this study concludes that employees' job satisfaction was positively affected by working hour and working condition and negatively affected by job stress and workload determinants of work life balance.

5.3. Recommendation

Depending on the findings of the study, the following recommendations are provided and forwarded for Addis Ababa Police Commission.

- ☞ It is recommended that the management should be able to increase the level of commitment in police commission by increasing job satisfaction arranging WLB practices.
- ☞ The commission should have to provide police employees the time to rest, relax and enjoy with family
- ☞ Commission should have train and deploy more police officers on positions that require more working time and serious attention to reduce the work load on officers.
- ☞ The commission should have fulfilled the resource and equipment required to perform the work and inspire work environment
- ☞ Top level of management should have to make justified command.
- ☞ The workload should be is shared fairly for police employees and adequate staffing should be implemented.

- ☞ This study only focused on Addis Ababa Police Commission, focusing on WLB and Job satisfaction. The researcher believes that there is much more factors in addition to WLB. Hence, other researchers are recommended to address the gaps that this research doesn't touch.
- ☞ In order to decreases workload especial under crime prevention traffic control using new technological innovations should be developed both to decrease workload and to improve the performance of the police. For this reason, applying of hard technologies such as CCTV – street lighting, citizen protection devices (e.g. mace, tasters), metal detectors, and ignition interlock systems (drunk drivers) plays a great role to come up with solution. Besides, using soft technologies such as threat assessment instruments, risk assessment instruments, bullying ID protocol, sex offender registration, risk assessment prior to involuntary civil commitment, profiling potential offenders, and facial recognition software also used in conjunction.

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Appendix I: Research Questionnaire

ADDIS ABABA UNIVERSITY COLLEGE OF COMMERCE

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

I am Dereje Terefe, MA – Human Resource Management graduating student from Addis Ababa University School of Commerce.

Dear respondents;

This questionnaire is aimed to collect information about the Effect of Work Life Balance (WLB) on Job Satisfaction at Addis Ababa Police Commission.

The information obtained will be used to complete a study in partial fulfillment of the requirements for Masters of Arts (MA) in Human Resource Management.

This information you would provide me is highly essential for successful completion of the study. Please answer all items objectively. The research assures you that information provided will be kept confidential and be used only for an academic purpose.

Note:

☞ Kindly **put a (✓)** mark with the option that reflects your level of agreement with the given statement.

☞ Please don't write your name on the questionnaire

Part I: Demographic Questions

1. Sex: Male ☐ Female ☐
2. Age: 21-25 ☐ 26-30 ☐ 31-35 ☐ 36-40 ☐ 41-45 ☐ 46-50 ☐ 51+ ☐
3. What your current work assignment: Crime Prevention ☐ Crime investigation ☐
Supportive ☐ Over all activities ☐
4. What is your current police rank: Constable ☐ Assistant sergeant ☐
Deputy Sergeant ☐ Sergeant ☐ Chief Sergeant ☐ Assistant Inspector ☐
Deputy Inspector ☐ Inspector ☐ Chief Inspector ☐ Deputy Commander ☐
Commander ☐ Commissioner ☐

5. Your current deployment shift: Day: ☐ Evening: ☐ Midnight: ☐
6. Please check highest level of Education: High School ☐ Diploma ☐ Degree ☐
Master's degree ☐ Above ☐
7. Your experience as police officer: 0-5 ☐ 6-10 ☐ 11-15 ☐ 15 + ☐

Part II: Survey Questions

Please indicate your response by using (✓) according to your choice

Strongly Agree (5), Agree (4), Ambivalence (3), Disagree (2) and Strongly Disagree (1)

S/N	Questions Related to Factors Determining Work Life Balance	Likert’s Rating Scale				
Questions Related to Working Hour		1	2	3	4	5
1.1.	I am working more than 8 hours per day					
1.2.	I have no enough time to rest and relax					
1.3.	My work is not enabling me to spare a suitable time for my family					
1.4.	I am working more than 48 hours a week					
1.5.	There is regular sleep schedule for work					
1.6.	There is regular and programmed working hour					
1.7.	Working on days off (e.g. holidays and weekends)					
Questions Related to Working Condition						
2.1.	Inadequacy of resources and equipment to perform work					
2.2.	Office arrangement & work environment is inspiring me					
2.3.	My organization supports employees in terms of combining professional life with family life.					
2.4.	The command and control approach from higher level rank					
2.5.	The nature of work needs urgent responses and call for work irregular					
2.6.	On working hours and during travel to my home always wearing police uniform satisfies me					
2.7.	Unjustified and stringent commands					

Questions Related to Job Stress						
3.1.	Exposure to risks all the time					
3.2.	Dealing with Traumatic events in the course of duty which causes accidents and deaths stress					
3.3.	Not enough support from fellow and senior officers					
3.4.	Having to use force to restrain criminal					
3.5.	Demands of work impinging on home					
3.6.	Urgent requests preventing planned work					
3.7.	Risk of being injured on the job					
3.8.	My workload is seldom too heavy					
3.9.	Family pressure to stop your job					
Questions Related to Workload						
4.1.	The workload is shared fairly					
4.2.	The level of responsibility given to me is reasonable.					
4.3.	Staffing levels are adequate for the workload					
4.4.	The work load keeps me away from my family too much					
4.5.	I feel I have more to do than I can handle comfortably					
4.6.	My responsibility at work increases my workload					
4.7.	I am received more target beyond my capacity					

Please indicate your response by using (✓) according to your choice

Strongly Agree (5), Agree (4), Ambivalence (3), Disagree (2) and Strongly Disagree (1)

Questions Related to Job Satisfaction		Likert's Rating Scale				
		1	2	3	4	5
1.	I feel satisfied with my working hours.					
2.	I am often bored with my job					
3.	I am satisfied with my working conditions					
4.	I am satisfied with the amount of work I have to do					
5.	I am satisfied with my supervisor					
6.	I feel a sense of pride in doing my job					
7.	I like the kind of work I do very much					