



**Factors Affecting Work-Life Balance of Women in
Leadership Roles: In Case of CARE Ethiopia,
INGO.**

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Declaration

The project work of the title, "Factors Affecting Work-life Balance of Women in Leadership Roles in Case of CARE Ethiopia" was written by me, Mr. Dereje Asgedom Gebremikael, and supervised by the School of Graduate Studies. I have planned, collected, organized, analyzed, and finalized this project in accordance with all scholarly ethical standards. All academic information and original sources used in the study has been acknowledged through citations, and properly recognized and referenced as well.

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This project, titled ‘‘Factors Affecting Work-life Balance of Women in Leadership Roles in case of CARE Ethiopia’’ was supervised in accordance with the University’s policy and procedures, and the student has my permission to submit it for evaluation.

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Acronyms

WLB:	Work-life Balance
WL:	Work Life
NGO:	Nongovernmental Organization
WEF:	World Economic Forum
UN:	United Nation

ABSTRACT

Work-life balance, in its broadest sense, encompasses all aspects of employees' personal and professional lives. Hence, the purpose of this research was to examine the factors that affect work-life balance of women in supervisory roles across CARE Ethiopia. By its methodological approach, this study has collected primary data through survey questionnaire instrument and applied scientific methods using descriptive and explanatory research designs that resulted in presentation of correlational and regression analysis of factors using the statistical application, SPSS. All women in CARE Ethiopia who were playing a supervisory role considered for the data collection since they were determined as a manageable size. The findings from the study revealed that the women's work role has an adverse effect in their balancing office work and non-work responsibilities. This is due to the busy atmosphere with tight deadlines and high demands from the roles. Being married and having dependent kids at home are also creating time constraint to enjoy other parts of life, hence the same has been contributing for having imbalanced work-life to many of the women in this study. On the other hand, even though they are not satisfied with their overall personal skills in managing work-life balance, family issues and the employer's role were not determined to be the primary causes of having unbalanced work-life domains. Moreover, the result from the study identified opportunities for improvement and affirmative actions to enable women with greater flexible leave programs, establish wellbeing initiatives, set up wellness center, having professional counselling programs, providing relevant trainings about harmonizing and balancing work and non-work life activities.

Keywords: *Work-life, Balance, Women, Family, Supervisory Roles, Leadership, Organization.*

CHAPTER ONE - INTRODUCTION

1.1. Background of the Study

There should be a balance between a person's work and their life outside work (J kodz et al, 2002) and that this balance should be healthy. The balance ought to, at the very least, not be unhealthy. This is a worry for everyone at work in the high-pressure settings of today. Employees who have care obligations undoubtedly have needs. Women naturally have domestic caregiving responsibilities, which puts other aspects of their lives in danger and impacts them negatively due primarily to time constraints and exhaustion.

Likewise, the initiative for this paper is derived from my personal life experience, which has been observed in my wife's struggle to balance her work and family matters. The same has also been learnt in the CARE's women, especially who assume a supervisory role.

From theoretical perspective, Work-life Balance (WLB) has been a topic of intense discussion, given the wide range of challenges faced by busy professionals, especially in Women's life. The demands of being "always on," time restraints brought on by nonstop meetings, the constant distractions of communication technology, the pervasiveness of work due to constant connectivity, and other factors may be among these issues (Maura Thomas, 2022). Pressure, stress, and burnout are caused by these difficulties.

On the other side, a recent review found that a better work-life balance promotes life and family satisfaction in addition to job satisfaction, job performance, and organizational commitment (Silvia and Massimo, 2020). Work-life balance also lessens the effects of stress, including mental anguish, emotional tiredness, anxiety, and melancholy.

A well-planned, strategic, credible, and cogent WLB program is required, one that would be in line with the business and HR policy framework chosen at the firm level. It will undoubtedly improve the company's reputation as well (Sami A. Khan, 2013). Any WLB program must have CEOs and line managers to be successful. Gaining their cooperation

and establishing a WLB program at the business level will undoubtedly have a positive impact on the organization.

In the context of Ethiopia, it is obviously observed that this topic becomes more relevant and compelling issue as the socio-cultural factors are contributing for having more burden on women than men from family caring, home workloads, and socializing point of views. According to the UN WomenWatch Report from 2003, women in Ethiopia face a disproportionate burden of poverty. This is mostly due to the gender-based division of labor and lack of access to and control over resources, which are enshrined in both tradition and culture as well as the legislation. Along with the support they give in other areas, women oversee all domestic responsibilities.

Also, in recent journal business review by Nigist Melese (2019), stating that one of the key challenges faced by women in leadership/supervisory roles in Ethiopia is the struggle to balance the gendered responsibilities of homecare against responsibilities outside of the home, and the restrictions and expectations imposed upon them by family members and by themselves. The same would be true for Women working in CARE Ethiopia as they are also occupied within the Ethiopian society where there are still a lot to do to make the desired situation a reality from gender equality end. Therefore, the study is hypothesizing family, being married, having children, work roles, organizational and administrative factors are negatively contributing to the WLB of women in the organization, CARE Ethiopia.

CARE Ethiopia as an organization, primarily centers on women strengthening and sexual orientation balance in both in and out of the organization, it has several numerous programs and ventures working on this motivation with critical donors' budget. The organization was begun working in Ethiopia since 1984 G.C in reaction to extreme dry season and starvation that crushed the populace and claimed the lives of about one million individuals. Although it still carries out crisis nourishment alleviation, the center of the work has presently moved towards tending to the root causes of destitution and defenselessness through longer-term restoration and improvement.

1.2. Statement of the Problem

According to Jack Zenger and Joseph Folkman (June 2019), in their updated research it shows that women in leadership positions perceived as being every bit as effective as men. In an assessment of thousands of 360-degree evaluations, women evaluated as exceeding expectations in taking activity, acting with versatility, practicing self-development, drives for outcomes, shows tall astuteness and genuineness, among others.

Likewise, as Global Gender Gap Report (2022) while more women have been moving into paid work over the last decades and, increasingly, into higher positions in market, there have continued headwinds: societal expectations, employer policies, the legal environment, and the accessibility of care infrastructure. This has continued to limit the educational prospects of women admission as well as the career possibilities they can chase.

When it comes to CARE Ethiopia, the same is true in women's leadership or supervisory roles. About 37% of the total employees (as of Dec'22), were covered by women in CARE Ethiopia despite far reaching to the target of the organization, i.e., more than 50% representation. The Organization has also various programs and initiatives to increase and empower more women to reach its target. Such as in placing gender equality policy, effective affirmative action during recruitment, Female-only Intern program, She Strives Project, Gender equality 2030 Vision – among others.

Despite all these relevant programs and initiatives, less focus has given to Work-life Balance (WLB) of women in the organization considering their motherly, caring, and other family responsibilities in most cases. This becomes worse especially bearing in mind of the developing country's culture like Ethiopia where women's life burden is much higher than Men. From the organization end, it has been learnt that no surveys or research have found at CARE Ethiopia in relation to WLB of female or male workers, no facilities built into the office for their breastfeeding or relaxation time, no relevant training given like stress management, no specific experience sharing among themselves to manage such problems, etc.

Research supports that organizations invest in all their human capital and make it easier for their employees to balance work and family life tend to be more prosperous, World Economic Forum Insight Report (July 2022). They find a positive relationship between balancing work and matters outside of work.

Thus, this paper intends to establish a theoretical and conceptual framework regarding the women's challenging factors to have balanced work and other part of life domains. On one hand, it explores the theoretical underpinnings, and, on the other, it examines their practical implications for these women in the case organization. In particular, this project emphasizes key variables such as family issues, supervisory work roles, and organizational roles that may adversely influence the WLB of women in CARE Ethiopia who assume the supervisory responsibility, such roles often observed as being more overloaded than other employees in other positions.

1.3. Research Questions

The paper will attempt to have identifying factors affecting WLB of women in supervisory/leadership roles in the case of CARE Ethiopia, Hence, it will address the following general and specific research questions:

General Research Question:

What are factors affecting Work-life balance of women in supervisory roles in the case of CARE Ethiopia?

Specific Research Questions:

- What are the family interventions and pressurized factors that result in imbalance of work and family matters in the CARE's Women leaders?
- What are the contributing factors across the Supervisory roles of Women that affects their Work-life balance?
- What are the organizational and administrative factors that would deter to place the desired Work-life balance of the study target group of women?
- What supports given to these women to satisfy their balance between work and life?

1.4. Research Objectives

The general objective of this research is to assess factors that affect the Work-life balance of Women in supervisory roles in the CARE Ethiopia, INGO.

The specific objectives of the study are to:

- Examine the work/leadership roles of the women that would be among the contributing factors for unbalanced work life condition.
- Assess and identify the family roles and its pressures that result in imbalance of work and family matters in the women life at CARE.
- Identify organizational and administrative factors that would deter to place the desired Work-life balance across women in supervisory roles.
- Determine the supports needed from the Employer end to enhance work-life balance of women at CARE Ethiopia

1.5. Significance of the Study

This study will benefit both CARE Ethiopia and women staffs through letting realize those factors that affect their imbalance of work and other parts of life outside of work. It will also increase awareness over the nature and importance of Work-life balance across the organization community, especially for busy Women who have caring responsibilities in their families. The organization will also get firsthand information to take important decisions that would use to make women's life easier than what they are currently experiencing across CARE. It will also be used as a reference for other potential researchers in similar area, where limited studies are presently observed in the WLB of women in particular.

1.6. Scope of the Study

The study has only focused on those women in CARE Ethiopia, considered playing supervisory and leadership roles. The supervisory/leadership role at various levels has defined as those positions with having direct reports (supervisees). As a result, supervisory and leadership roles used interchangeably in the paper. Likewise, in this study those factors around family intervention and pressures, work and organizational roles have covered.

1.7. Limitations of the Study

The study did not consider the perspectives of Men working in the same Organization; thus, this could be a limitation for the paper.

1.8. Organization of the Study

The paper is organized into five chapters. The first chapter deals with introductory parts including the background of the study, statement of the problems, research question, objectives of the study, significance of the study; delimitation/scope of the study, limitation of the study and organization of the study.

The second chapter covers review of the related literatures which discusses important topics related to factors affecting women leadership, issues across work life balance, and so forth.

The third chapter deals with the research methods which consists of the study area, the research design, target population, sample size and sampling techniques, source of data, instruments, and procedures of data collection method of data analysis and variables under the study.

The fourth chapter presents the data, analysis, and interpretation. Finally, chapter five will present summary of findings, conclusion, and recommendation of the study.

1.9. Definition of Key Terms

Balance: Harmony between work and private life. The thought of reconciliation includes conceivable struggle, but it may be an arranged and resolved struggle between the two sides within the lives of individuals.

Work-life Balance (WLB): the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities.

Leadership: A process of influence exercised when institutional, political, psychological, and other resources are used to arouse, engage, and satisfy the motives of followers.

Women Leadership: exercising leadership qualities by women to influence and get the desired outcome in any aspect of life, including organizational aims and goals.

Supervisory/Leadership Roles: The activity of leading a group of people or organization. In its essence, leadership in an organizational role involves; set up a sharp vision, sharing that vision with others so, that they will follow willingly to realize that vision.

Gender equality: The equal rights, responsibilities and opportunities of women and men.

Socio-cultural factors: They are strong forces that linked to culture and society that affects one's behaviors and way of thinking.

Caring Responsibility: a commitment to supplying unpaid care to a family member or friend who could not cope without their support.

CHAPTER TWO - REVIEW OF RELATED LITERATURE

2.1. Introduction of Work Life Balance

Work-life Balance (WLB) is a personal choice and a bit subjective topic as no agreed nor measurement/weight elements have proportionally assigned to each life domain including work and family. Also, WLB is not only about families, childcare, working less or more, but it is about how these all-life domains would manage in a smart way. It is about delivering all you need to distribute for both work and home without risking one for the other. In general, a best Work-life balance means you have harmony between the various aspects of your life.

Marisa Sanfilippo (2023), WLB is the state of harmony where an individual similarly prioritizes the requests of one's career and the requests of one's individual life. Few of the common reasons that lead to a destitute Work-life balance incorporate expanded duties at work, working longer hours, expanded duties at domestic, having children, among others. Due to today's world that would reflect in higher financial requesting environment, expanding companies' engagement, competitions, innovation, etc. All these coming about in engaged workers who claim progressed competencies and multitasking aptitudes to guarantee trade are running financially and successfully. These strengths make individuals active and might lead to lopsidedness of the specified level of fulfilling the life spaces counting work, family, wellbeing, socializing, and others.

The impact of WLB may well be effectively reflected within the working individuals, particularly in Women who have other authority obligations both at work and family. Generally, Women do watch out of families and releasing caring duties particularly in creating nations like Ethiopia. Daniel Tadesse (June 2020), as per his finding, Women workers of Ethiopian Aircrafts, particularly who have babies, are battling to induce their craved adjust between work and family.

2.2. Definition and Implication of WLB

The phrase Work-life Balance is now and then reflected and intermingled with Work-family conflict. Yet, it can be reasoned out the Work-Family conflict is more limited in scope than the Work-life balance. When we talk about WLB, we are saying any other life domains other than Work such as health, social life, family, caring responsibilities, etc. The Work-family conflict, on the other hand, it specifically focuses on the relations between work and family in particular.

As noted in the introductory parts, everyone may define his or her ideal life balance differently since the subject involves personal choice and subjectivity element. According to Gartner Glossary (2023), Work-life balance is a belief of worker well-being related to the employee's capacity to oversee both individual and proficient duties with satisfactory time for rest and relaxation.

Laurence McLean (December 2022), Work-life balance is the state where an individual chooses to similarly prioritize the requests of work and career and the requests of their individual life. A person who needs this adjustment has more work and family commitments, works longer hours, and needs individual time. These got to look for Work-life stability is driven by outside and inner variables. Finding the proper WLB is not always simple. For most people, finding the right balance and achieving happiness is a question of adjusting your mind-set, and rethinking some behaviors, Cathy et al (2009).

Most of the scholars define WLB in a similar scope and elements, Poonam Lakra (2014) defines the WLB with more details. According to him, Work-life balance is about people having a measure of control over when, where, and how they work. It is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business, and society. The key to achieving WLB is having a sense of control and empowerment. What WLB means varies for individuals and changes over the course of one's life. WLB is about creating and keeping supportive and healthy work environments, which will enable employees to have

balance between work and personal responsibilities and thus strengthen employee loyalty and productivity.

In nutshell, one can understand that there is no perfect, one size fits all definition of WLB as the term 'Balancing' itself is dissimilar since we all have diverse priorities and unlike personality and lifestyles. In this context, I do not also agree with Laurance's WLB definition as she said person chooses to equally prioritize the demands of work and other life domains. This, equally prioritizing, appears to be practically impossible but can be assessed and managed in satisfying these domains as per the person's perception and the degree of importance.

2.3. Importance and Features of WLB

Daniel Tadesse (June 2020) revealed in his research that Work life balance programs found to be the most principal factors affecting employees' job satisfaction at large institutions like Ethiopian Airlines.

Now a days, the benefits of having balanced work and life have been becoming obvious as a satisfied person in all key life domains could better focus and manage things efficiently and effectively.

Abeba and Meskerem (2020), also found out in their study that WLB enhancement was found out to be the highest predictor of organizational commitment. It is also recommendable for the Organization to support the existing Work-life Balance initiatives and add some more as their effect on organizational commitment is substantial.

(Silvia and Massimo, 2020), in their recent study stated a better work–life harmony cultivates not as it were work fulfillment, work execution, and organizational commitment but moreover life and family fulfillment. The work–life adjust too decreases stress-related results such as mental trouble, passionate fatigue, uneasiness, and misery.

Tremendous progress has been made in implementing innovative work–life policies and programs over the past 20 years, especially in leading companies, Brad and Jamie (2009), although such deepening of organizational commitment will require viewing work–life as a cultural change endeavor to a much greater degree than is the case today.

Huge development has been made in actualizing innovative work–life arrangements and programs over the past twenty years, particularly in principal companies, Brad and Jamie (2009), despite such developing of organizational commitment will require seeing work–life as a social alter endeavor to a much more prominent degree than is the case nowadays.

Influencing senior leaders, line managers, and helping employees make and negotiate effective career choices are both essential for making the transition to a cultural change perspective. In the same study, they have also pointed out that nowadays numerous organizations see work–life balance and its activities as a way of expanding their worker wellbeing and wellness programs. In such organizations, work–life may be closely related with Employee Assistance Programs, wellbeing advancement activities, or other related restorative programs. This is often an issue of ever-increasing significance, as activities in this range may be seen as portion of a comprehensive arrangement to the persistently raising taken a toll of healthcare costs for bosses and representatives.

In supporting the above all benefits outlined in various studies, the good WLB would benefit beyond individuals, family, and employers. It goes to the society and the country where we live in since each positive impact resulting in better deliverables and future.

2.4. The Perception Towards WLB

Work–life balance may be a concept counting appropriate prioritizing between "work"(career and aspiration) and way of life (wellbeing, pleasure, leisure, family, and otherworldly improvement /contemplation) This is often related to the thought of way of life choice Vijaya Kumari (2017).

However, communicating as 'proper prioritization' would not be simple to assess and degree because it includes individual way of life and choice of people that lead to subjectivity. The same makes the recognitions of WLB differing from individual to individual. The other factor that seems indeed make changed discernments is the subject itself is a developing concept basically due to the substances of the working environment nowadays.

Life is getting to be greatly challenging, and the social, financial, and innovative changes (Sami A. Khan, 2013) have included much burden to the working class. Organizations are displaying a progressively demanding work environment. Being responsive and managing with worldwide trade are extra challenges that constrain personnel es to work longer hours in a dynamic environment.

Betelihem Teklu (2020) observed and concluded that the views of workers' life balance towards their execution is exceptionally basic. Her study about, work over-burden is seen as a primary indicator that affects employee's performance. This work over-burden on representatives happened due to working long hours, often works late/weekends to bargain with printed material without intrusions and take the work home most late nights. As this loads rise, the employee's performance will be weakened.

On the other hand, Mahlet Adugna (2018) found out in her study that more than 50% of the employees are not even sure if they are able to manage their personal Work-life balance effectively. Life balance involves how much control one feels over the number of hours put into work in comparison to the number of hours one makes available beyond the boundaries of work, Sen and Rathore (2018). Hence, WLB becomes important as a research area when the workplace dynamics started to change due to the economic uncertainty which resulted in a fight for survival in the organization.

From gender's (Men and women) WLB perception point of view, Poonam Lakra (2014) in her study stated that, other than work, a satisfying relationship are by far the most common element of individual success for both sexes, but men list rarely having a family as an

indicator of success, whereas women describe what a good family life looks like to them. Women are also more likely to mention the importance of friends and community as well as family.

2.5. Trends, Challenges, and Emerging Approaches to WLB

Byrne, U. (2005) said that a major driver of the drift towards accomplishing life balance is the fact that more young individuals are not arranged to work within the same way as their guardians, needing more noteworthy control, and a greater say within the structure of their jobs and what they might possibly offer within the future.

The seek for life balance may be a process in which individuals look for alter things in understanding with changes in their possess needs, physical, mental or both, and these can be activated in their turn by variables such as: age; changes in working conditions; the requests of modern innovation; and destitute administration. Employees advantage through having a more noteworthy duty and a sense of proprietorship, having way better relations with administration, dodging bringing issues at domestic to work and bad habit versa, having the time to center more on life exterior work, and having more noteworthy control of their working lives.

In more specific area, as Vijaya Kumari (2017) believed that the labor force often experienced considerable encounters in balancing work and other responsibilities. This growing awareness of the vital importance of the issue resulted in major growth in attempted Work-life solutions during this decade. Several studies showed that the generations from baby boomers to new college graduates were making job choices based on their own Work-life issues and employer 's cultures.

In the context of Ethiopia, the concept and trend of WLB has now been seen mostly in large companies, especially in Multinational and international ones. The biggest challenges would be from the Employers end since they need to bring cultural change towards WLB, such as setting up favorable work arrangements, embed relevant policies which may get

integrated with Human Resources, and other measures are expected to be taken. Presently, it appears that organizations in the country are not ready for such changes.

Arsema Demeke (2020), in supporting the above argument, stated that Ethiopia companies (Dashen Bank and Tagrow Commerce Plc as illustrations) ought to come up with successful and effective work life balance policy and programs and cultivate an organizational culture that underpins the utilize of accessible arrangements. This will help diminish the work–life conflict for employees. Workshops on work life balance and giving mindfulness on how to get to be brilliantly within the work environment and thus in other ranges of life can be given by organizations for workforces to have a upbeat and fulfilled workforce.

Mahlet Adugna (2018) in her research uncovered that there's need of organizational arrangements on work life balance and lacking mindfulness for existing arrangements was observed in INGOs. She explained that respondents of the case organizations have appeared employees have low awareness of the organizations 'policies or arrangements. This would be expressed in the unavailability of flexible working schedule, lack of trainings on the importance of keeping work life balance, provisions of family friendly programs and so on.

Overall, most of the researchers in the area suggested that the companies and societies can no longer continue with business as usual without considering the demanding agenda of WLB which associates with personal, organizational, and societal performance and healthy life. Today's complex communities yield the workforces with diverging responsibilities and deliverables. Therefore, the WLB has been becoming a prevalent issue at the places of work. In order to overcome the emerging challenge, studies have uncovered that HR experts look for creative ways to accomplish their organization's competitive advantage within the commercial center, and it is found that life balance exercises offer a win-win arrangement in this respect.

2.6. Influencing Factors in WLB

2.6.1 Organizational Factors

Companies and institutions are under substantial burdens to improve their productivity and yields so as to be successful in today's competitive commercial world. The same would result in high pressure on employees to get the best out of them for the benefit of the companies. Such pressures might create imbalance between work and other parts of life considering the time and energy limitation that could be taken away by the organizations.

WLB policies and practices, programmes, leadership roles, work arrangement, work support, time flexibility, office facilities, culture towards health and safety, staff, WLB awareness, technology, and role related factors, among others could be in the domain that affect within the organization.

Lula Abdulkadir (2018), revealed in her research that work-family priorities affected employee performance at the studied Office. The demand at the workplace interferes with employee's family life. The research also found out that due to high demand of the work, most of the employees forced to make changes to accomplish their family duties. Furthermore, the long working hours made employees to encounter too much stress. Many employees revealed that they face job related stress due to lack of organizational support. Likewise, Vyas and Shrivastava (2017) concluded in their study that organizational factors are one of the major factors which affect the Work-life balance of an individual.

Organizational factors such as workload, conflict of responsibilities, leadership roles with more accountabilities would lead to imbalance of Work-life of individuals or employees. These factors are more burdens to those who have family, caring, and other social responsibilities like women leaders in Ethiopia.

Azeem and Altalhi (2015), to support the above statement, they came up with very remarkable findings in their study, they said female employees are having higher level of commitment as compared to male partner. This is often a sign of female workers'

earnestness, inclusion, and noteworthiness of allotted work. Female laborers moreover detailed to have higher scores in the work-family and family-work conflict managements.

2.6.2 Family and Intervention Factors

In a country like Ethiopia, societal burdens are higher in many aspects of life domain specially to working Women as they noticeably bear the significant burden of the daily routines. These are mainly including covering kitchen related activities, caring and motherly responsibilities. These socio-cultural factors have its influence on income, employment, and job security, working life conditions, education, housing, and many others.

Bruktawit and Abeba (2018) stated in their study about those societal components such as family obligations, childcare and eldercare duties, and other social duties such as going to relatives, going to weddings and burial service ceremonies, and inquiring the debilitated. These days, many females spend their time outside of their home in responses to the unused work openings and expanding budgetary weights to fulfill family requests.

Yet, the number of men in sharing the duties of unpaid work within the home has rarely expanded. This can be mainly caused by the societal variables that have been encountering within the Nation for so long. Due to the same social reason, women in Ethiopia stay the chief caretakers for their families, they are still anticipated to be included more than men in a few social duties notwithstanding of the position they expect in any organizations.

S. Kumari (2017) also said in his research, in enhancing the Adams et al ideas, that Societal factors namely family support including spouse support was observed to have an impact on work life balance of individuals. Emotional and instrumental support from family as well as society related to lower levels of work family imbalance. It is explored on balancing work demands with personal needs and family tasks to have sustained own businesses and at the same time live a meaningful and happy life.

Hunde and Dagne (2023) revealed based on their research result that work overload, work family conflicts and role vagueness were the major causing factors which were scored latent factors for stressors. Also, supporting factors such as spouse backing, supervisor and colleagues support, and family/relative supports are generally categorized as Social Supports to moderate the relationship between healthy life and work life balance if such supports are properly obtained.

2.7. Supervisory and Leadership Roles

As Peter F. Drucker said:

“leadership is doing the right things while Management is doing things right.”

In this context, leadership involves by far more elements and expectations than other kind of managements while trying to do right things. These includes, influencing and helping people towards their personal and organizational goals, working extra time including from home, managing complex arrangements, managing stress and conflicts, among others.

Although proper wisdom is expected from Supervisors/Leaders in order to manage their work and life in effective and smart ways, organizational leadership roles would create a lot of responsibilities and accountabilities that may result in limited time and create horrible stresses. These could all lead to adversely affect the healthy work and non-working balance of these organizational roles.

Lehmann et al (2021), stated that Leaders are exposed to increased stress because of a range of challenges. Additionally, they rarely could participate in stress management trainings and other sessions that would help for their healthy life such as balancing life domains including work. Holding this position comes along with increased responsibility and high job demands. Managers need to make decisions for the benefit of their company and, at the same time, to ensure that performance and satisfaction of their employees remain high. Employees in leadership positions are thus easily exposed to high levels of occupational stress, putting them at risk for the adverse health effects of prolonged stress

exposure. On the organizational level, high levels of work stress may impair job performance and WLB.

2.8. Women

Across the globe, tremendous progress has been observed towards gender equality, women right and empowerment, involvement of women in decision making and leadership roles. However, there are still a lot to do despite all these initiatives, programmes and projects to be in a place where it must be. In support of the same agenda, UN Women (2022) a Gender Asset Gap Survey has been produced for the first time in Ethiopia to guide the formulation of policies and strategies on women's economic empowerment. One of the strategies is all people in Ethiopia enjoy the rights and capabilities to realize their potential, in equality and with dignity.

The burden of Women, especially in developing countries like Ethiopia, is inarguably well-known, the issues have also highlighted in the introductory parts of this paper. Such pressures might affect Women to progress in many economic and social aspects of their country. In general effect, in these situations, their contribution to imbalance of work and life if Women would be immense, especially those paid working females.

Mekonnen (2017) states in his research there are different challenges in Ethiopia that will influence or ruin women's advance in coming to of these positions. These challenges may be unmistakable or intangible, genuine, or perceived. Appropriately, the components that will have an effect on women's victory incorporate family, socio-cultural components, organizational and individual related issues.

Likewise, Asrat Dagne (2022) recently revealed the existence of the problems with supporting governmental institutes. It says, despite Ethiopia has approved and being signatory of pertinent local and universal laws (such as Convention to the African Constitution on Human and Peoples' Rights on the Rights of Women in Africa), the speed with which these are put into practice to ensure women's and men's equal access to

resources, opportunities and treatment so critical to equitable, participatory and sustainable development has not been as expected. As a result of this, sexual orientation imbalance still broadly exists in the society that sex imbalance is one of the features of Ethiopian.

2.9. Women in Leadership Roles and Culture in Ethiopia

It is understandable that Women's leadership has been significantly contributing to building successful organizations. Astonishingly, Zenger and Folkman (2019), in their recent research shows that women in leadership positions are perceived as being every bit as effective as men. In an analysis of thousands of 360-degree assessments, women were rated as excelling in taking initiative, acting with resilience, practicing self-development, driving for results, and displaying high integrity and honesty. In fact, they were thought to be more effective in 84% of the competencies that were measured most frequently.

Despite all these facts, Women are still struggling to assume more leadership roles in organizations due to many reasons. According to Bahiru and Mengistu (2018), they have identified in their study that there are various challenges that working women are confronting in business organizations as they are anticipated to meet the societal desires that result in including gigantic burden and encountering to the awkwardness of their non-working life and organizational obligations. Work over-burden, social and social standards, family duties, and childhood related behaviors of the females themselves were recognized among the major challenges in keeping up their work-family balance.

Likewise, Ogato (2013) mentioned the basic reasons for insufficient representations of women in political and decision-making posts in Ethiopia are inadequate focus to the issue, due to lack of political will; lacking number of educated women; backward thinking among society, ineffective administration leaders and civic leaders; the ineffective and powerless women affair offices; societal perception about leadership ability of women; women's low financial status; and women's lack of decisiveness.

A recent study has also supported that the situation is not that much changed despite number of endeavors. Worku (2017) concluded in his study that socio-cultural issues, such

as belief of the community and unfavorable cultural norms, have had a significant impact on their progress achieving higher executive/leadership positions. The perception was that community programs and related laws on gender differences ultimately impacted their progress to a higher managerial ladder. The individual respective organizations would not disfavor their progress based on gender differences; however, being women requires extra exertion to prove their capacity in playing the part of director/senior positions.

The problem is not limited to Ethiopia, rather yet to be addressed globally. Bushra (2015), the findings from his study said that the socio-cultural setting impacts women's career progression in numerous ways. The members experienced cliché convictions, with respect to sexual orientation parts constituted covered up limitations to women's career movement. The conventional social framework and sees approximately the parts of men and ladies restricted women's career choices and made word related isolation.

2.10. CARE Ethiopia and Women

One of the CARE Ethiopia missions is enhancing and supporting women empowerment and gender equality from both inside and outside of the organization, it has also multiple programs and projects working on these agendas through budgeting huge amount of dollars from various donors.

The organization has begun working in Ethiopia since 1984 G.C in response to severe drought and famine that devastated the population and claimed the lives of around a million people. It has now been effectively running with emergency and development programmers. Within which, one of the main programs is providing support to women and girls in rural and urban areas. In CARE Ethiopia, Women are the backbone of the organization. They are found everywhere and, in every position, including the top leadership roles across the country. Currently, a women Country Director (the highest office rank for the organization) is running the office. As of December 2022, 37% of the organization's workforce was secured by females. For those supervisory roles, they were 35% out of the available opportunities.

2.11. Reasons for WLB Imbalance

The causes for imbalance Work and Life (WL) could be various depends on the society perspectives, personality, national customs, traditions, organizational culture, and many other reasons would be signified. For example, the specific reasons for imbalance of WL in Ethiopia and US might be different even though they can be grouped in the same over-all category.

The concept of WLB has freshly taken the attention of both researchers and officials. This subject interest countless people around the world, especially those who are in a professional career. As the same time, they are keen to know the causes for the imbalances for the WL. Delecta, P. (2011), stated in his study that people themselves, family, work and organization, and social environment are the causes that result in lopsidedness of work and non- working life spaces. If one has managed to distribute the desired time for each perspective of life properly and not to reflect the issues in one portion of life to another it implies that he has been able to attain work-life balance.

Life is composed of numerous other portions together with work. Those who have carried out a best harmony among these variables are beyond any doubt to realize the best out of life, which does away with any imbalance.

Furthermore, Nayak and Pandey (2015) also concluded in their research that life balance conflict is bidirectional as various factors of work such as long working hours, work overload, unsupportive office environment, overtime interfere with the family life, on the other hand marital status, age of children, child and eldercare responsibilities, unsupportive family member are identified as family demand interfere with work life. They did also find women employees face more work life conflict as compared to men employee.

2.12. Consequences of an Imbalance Work-Life

The effect of having disparity across the main life domains such as work, family, social responsibility could lead to several crisis like depression and mental health. According to Prachi Juneja (2023), extensive studies and research on life balance revealed that, more than financial pressures or family problems, work-life imbalance unpleasantly affects the wellbeing significantly and may trigger serious complications if left ignored.

Elizabeth Eludinni (2016), she stated the consequences of imbalance of WL have resulted in three levels: personal, societal, and organizational levels. She said that there is compelling evidence that work-life imbalance portends grave consequences for workers, their organization, and the society. Conflicts, particularly between work and family, significantly affect quality of family life and career attainment for both men and women.

Personal and societal consequences of work-life imbalance include increased level of stress and stress-related sickness, lower-life fulfillment, higher rates of family conflict, violence and separate, rising rate of substance abuse, growing issues with child rearing and supervision of children and teenagers, and raising rates of adolescent wrongdoing and savagery. Likewise, organizational consequences include raising health care cost, higher rates of truancy and turnover, reduced efficiency, decreased work fulfillment, lower levels of organizational commitment and dependability, raising wellbeing care raised.

Particularly, Delecta, P. (2011), found out that the imbalance of WL causes stretch that influences numerous things. He said that when stress happens among these life spaces, one of the parts of the person at work or within the family causes push on the person and this push influences the other parts of the person.

Nayak and Pandey (2015), also found out that if work life balance is not kept up, it can influence employee performance at organizational level which can also affect family. They also identified various negative features of work-life imbalance at work and family for occurrence of poor performance, increased absenteeism and turnover rate, low level of job satisfaction and low productivity at organization level and poor family relation with spouse

and other family member, anxiety, depression, and disappointment from family, destitute mental and physical wellbeing at family and individual level.

2.13. Review of Empirical Studies

Scholars, researchers, and contributors, from home and abroad, have been conducting several studies regarding WLB, specially in relation to stress, workload, mental health, women's burden of non-working activities, and so forth.

Most of the abroad WLB studies have generally focused on stress, mental health, management issues, overwhelmed professions, challenges and opportunities in today's world, personality traits, and others. They are also more of longitudinal studies that are concentrating on specific industries and sectors to review, identify, and propose the way forward from both individual, firms, and countries perspectives.

Bulk of the national level research are more of a case study in specific organization and contributions of various journal reviews, especially in philosophy, sociology, and business field of disciplines. These studies are typically sourced in support of the partial fulfillment of several level of University Degrees. Some of them are of course originated from Article and Journal reviews. Similarly, work-life balance studies and papers dealing with personality traits have rarely found in Ethiopia and is seen as a gap in this regard.

A study conducted by Betelihem Teklu (2020), revealed that employees understand WLB is key to their performance in the organization. Work over-burdens due to working long hours, regularly works late/weekends to bargain with printed material without intrusions, taking work to home, are one of indicators that influence their organizational effectiveness. The same also make work related stress. although their organization has in place and back through stress management and other kind of wellbeing program.

Other than the workload, she identified that family role overload has significant effect on employees' performance at the case organization. She also proposed to advance broadly

and frequently of suitable arrangements and activities to energize mindfulness and information of accessible choices for materializing to successfully work-life practices.

Dereje Birru (2022), in his research concluded that most the workers in the case organization institute having less break hours, causing them to be exhausted. They are moreover compelled to blend social and family duties due to a need of control over their work plan. By and large, less break hours, work over-burden, and need of control over work plan are distinguished as the major work-related variables which influence other life spaces. As a result of their parental commitments, representatives go up against work-life balance challenges such as ceasing instruction and not taking an interest in community matters. It was also found that a few employees' families routinely criticize how much time they spend at work.

Zelalem Wossenu (2021), investigated and found out that works usually interfere in personal life. The perceived organization support and perceived social support are found to be significant factors of work life balance as well. Similarly, he recommended the employer to include work life balance strategies that support company's leaders. Furthermore, to make a sense of belongingness, that's considered as significant factor for way better execution, the company's approaches must pay consideration to issues such as welfare arrangements (yearly get-away, superior periphery benefits, commendations for superior execution, etc), and adaptable work courses of action.

Elsabeth Girmay (2019) showed the existence of the association of WLB and job satisfaction. The relationships appeared that WLB practices have measurably critical impact on employees and their levels of fulfillment inside their work. Also, she affirmed that working long hours is one of the variables with a negative impact on employees' work fulfillment. Due to this the employees claim that they have no balanced working life and individual life. Hence, she suggested that the employer's management must increase the level of dedication by increasing job fulfillment through arranging work life balance practices. The WLB practices that are supposed to in place are for example job flexibility, which has significant contribution for greater productivity and self-assessed performance, all such work arrangements should create a 'win to win' situation as well.

Roxana E.M. (2018) advised in her journal that people should be more preoccupied with ensuring a better work-life balance considering a progressively diverse and open economy. Combining personal development with professional fulfilment create the basis for enhanced opportunities for the job market, and for satisfactory social interactions. The underlying understanding nowadays is that paid work and leisure activities are complementary and create a unitary personal venture.

Accomplishing a fair life balance is hence an aim within the existence of people within the contemporary world that they are getting to be increasingly willing to set for themselves. Although initially a profoundly gendered concept, it has ended up being caught on in a more gender-neutral way, with an expanding number of ladies getting to the labor showcase and succeeding in securing vital positions in different areas. This goes hand in hand with the advancement of a more comprehensive understanding of work and family life.

2.14. Conceptual Framework Model

The goal of the study is to find the relationship between overall work life balance against key possible factors in the life of professional women in the case organization. In order to identify this relationship among variables, the below conceptual framework model has adapted from Ullah (2016) conceptual framework model. The variables of the study are family role and interventions, supervisory/work roles, organizational roles, overall work life balance. In addition, the demographic profile such as marital status and having dependent kids are examined as a predictor of the dependent variables.

Work Life Balance: Work-life balance refers to the ability of individuals to pursue successfully their work and non-work domains, without undue weights from one space undermining the palatable encounter of the other.

Family role and intervention: family interference involves struggles with satisfying home and social responsibilities, and conflicts between families and the workplace. The time to perform one task (related job or family) does not leave adequate time to take up with other task related to family (personal life) or work. Especially, females are expected to possess nurturing, caring, socializing, taking up a mothering role, and carrying out the organizational responsibilities as well. A country like Ethiopia, due to the social and cultural structure, the expectation becomes elevated. Women are expected to take care of the household chores and children, as well as supply a comfortable homely environment.

Work/Supervisory roles: where the nature of work itself creates various activities to be conducted that might limit the time to give for other life spheres.

Organizational role: whether conducive working environment are existed such as flexible scheduling, work arrangement, flexible jobs, organizational work-life balance strategies, facilities that supports the same, among others.

Thus, the independent variables and dependent variable are determined as follows:

INDEPENDENT VARIABLES

- **Family roles and its Interventions** on WLB, such non-business work responsibilities, and activities, parental demands
- **Work/Supervisory roles** that affect WLB, such as the nature of job-related factors, involvement of numerous organizational areas, role conflict and ambiguity,
- **Organizational factors** influencing WLB, such as flexible work arrangements, work life balance policies and programs, work support, job stress, etc.

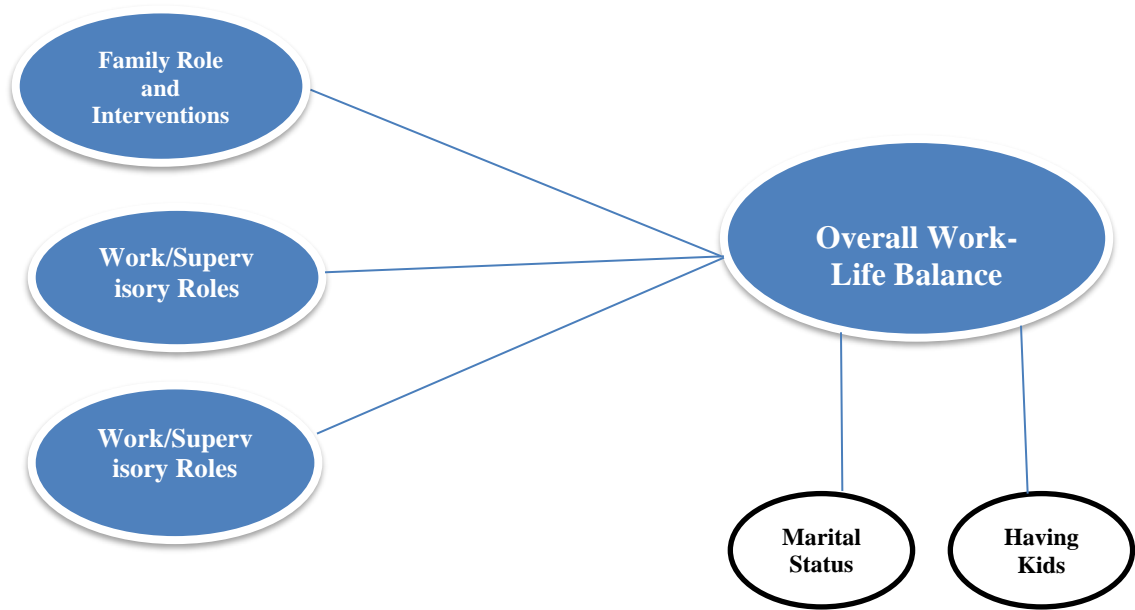
DEPENDENT VARIABLE:

- **Work-life Balance (WLB)**

Other Demographic Profile Predictors

- Marital Status
- Having Child (ren)

Figure 1: CONCEPTUAL FRAMEWORK MODEL



Source: Adapted from Ullah (2016): Proposed Research Model, Life Balance.

Based on the above adapted model and theoretical review, the following hypothesis has determined.

2.15. Hypothesis of the Study

H1: The family roles and its pressures have negative impact to have a balanced Women's Life and their managerial works.

H2: The nature of work roles of women in supervisory roles have an influence against their work-life balance.

H3: The organizational and administrative factors have a contribution to the imbalance work-life of women.

H4: Married status has a negative influence on the work-life balance of women.

H5: Women with having child (ren) has imbalance work-life balance at CARE Ethiopia

CHAPTER THREE - RESEARCH METHODOLOGIES

3.1. Introduction

This research has adopted the acceptable research approach as applied in most social studies. Thus, the section explains how the study has conducted to accomplish the defined objectives. Research design, research approach, study area and target population, sample size and sample methods, data collection techniques, data analysis model, reliability and validity analysis, and ethical consideration are all included.

3.2. Research design

Assessing and reviewing of secondary information such available literatures, theoretical frameworks and prior research studies related to Work-life Balance are the main basis for developing general hypothesis that result in speculating the potential factors that would impact the Work-life balance of CARE Ethiopia's female workers who are assuming in higher positions. To evaluate the hypothesis empirically, the researcher had gathered quantitative and qualitative information mainly from primary sources. Hence, casual explanatory and descriptive research designs has used to examine factors affecting of women life balance both at work and outside work.

3.3. Population and Sampling

The study has defined with a specific geographic area. The primary focus of this study was non-governmental organizations (NGO) industry in Ethiopia, in particular focus of CARE Ethiopia NGO based in Addis Ababa. Thus, the population for the study has projected all females and women employees who are considered playing a supervisory/leadership role in CARE Ethiopia. The leadership roles at various levels are defined those positions that involves direct reports.

3.4. Sample Design and Size

The sample design is a definite plan for obtaining a sample from a given population. It refers to the technique or the procedure the researcher would adopt in selecting items for the sample. Sample design also leads to a procedure to tell the number of items to be included in the sample i.e., the size of the sample.

Considering the target population, however, all women in the list were taken. Across these leadership/supervisory roles as defined above, more than hundred positions (357) could be found (as of December 2022 G.C), of which 53 (15%) employees are women as they are the target of this project work. Hence, questionnaire was distributed to all fifty-three (53) women and got responses from fifty-one (51) of them, which results in 96% success rate.

3.5. Data Collection

There are number of data collection tools such as case studies, checklists, interviews, observations, and surveys or questionnaires, and others. Among these, the survey method has used in this study, mainly questionnaire to access primary sources. The primary data has collected from research participants via a cross-sectional survey to evaluate independent and dependent variables at the same time.

The questionnaire served to collect data from women supervisors where almost all population lists had involved. The tool is regarded as the most effective research instruments for designing descriptive and explanatory surveys. It has therefore both closed questions using Likert scale approach that tends to use an approach of scaling the potential responses in this survey research. The same had also a single open-ended question to let the respondents reflect their general view and recommended the way forward that will likely be done by the current employer.

Other than the Primary data, secondary data was obtained through a deep search of relevant sources such as previous studies, scholarly research articles, published journals,

reference books, collection of information found into Internet, other documents related to the study to review the situation and make further analysis.

3.6. Data Analysis

Data analysis is the process of gathering, cleansing, analyzing, and converting raw data into information that users can make the best out of it for various consumption including weighty decision makings. Likewise, as a source of these data, a combination of quantitative and qualitative methods was used in this study. These data, in the study, were collected, organized, analyzed, and presented.

The data analysis has used descriptive and qualitative methods, correlation and regressions models have also used as inferential result of the study. In effect, the study has revealed that the status of the overall work-life balance of women leaders in CARE Ethiopia. Also, the factors which contribute for the imbalance work-life of the females in the supervisory roles has been acknowledged and communicated.

3.7. Scale Reliability and Validity

In order to ensure reliability and validity of this research results, all necessary measure has taken. Working closely with the paper adviser and consistently applying and addressing his comments were one of the key factors for the successful completion of the study. The reliability is the consistency, while the validity has its origins in accuracy. If the same result can be consistently achieved by using the same methods under the same circumstances, the measurement is considered reliable. Thus, this study will therefore assure by employing the most possible and appropriate research methods including developing of appropriate research tools and selection of appropriate samples and conduct the research consistently to ensure its reliability.

The validity as a measurement characteristic that describes a research instruments or tool's ability to measure what it was designed to measure. It is the degree to which the outcomes are correct. As a result, proper research instruments have applied including using scientific

models and statical packages like SPSS. Furthermore, simple, and unambiguous language has used when producing instruments for respondents to easily understand.

3.8. Ethical Consideration

Ethical consideration refers to the principles or guidelines that protect the rights of study participants, earlier paper works, as well as the organization. Therefore, during this research process, the researcher kept proper ethical considerations to protect the confidentiality of the organization's information and the response of the respondents. The questionnaires were distributed only to the volunteer respondents in case anyone is found who refuse to respond. Furthermore, any written materials were clearly cited and acknowledged where needed.

Over-all, all essential ethical considerations had considered to ensure that the entire research process and the results found are scientifically and morally acceptable.

CHAPTER FOUR – DISCUSSION AND RESULT

The general aim of this study was to examine factors that affect work life balance of women employees who are playing supervision and leadership roles using the case of CARE Ethiopia organization as one of the International NGOs based in Ethiopia. In this chapter the data analysis and findings are presented where data analysis was done using SPSS and MS Excel.

The results of the data analysis, which was conducted using SPSS and MS Excel, has presented in this chapter. The chapter consisted of five sections: The descriptive study of the respondents' demographic traits has enlightened in the first part. Also, the descriptive analysis of the study's key variables has presented in the second section. The correlation study between factors predicting Work-life balance and overall Work-life balance has covered in the third section of the chapter. Lastly, the regression analysis which shows how much the independent factors combined explained the dependent variable.

4.1. Response Rate

As the end of December 2022, the organization has got a total of 962 employees, out of which 357 (37%) were covered by females. For those Supervision and Leadership roles, as defined under the scope of the study, women have assumed of 53 posts/positions. Consequently, considering the size of the population, the study has tried to cover all 53 employees and got the responses of 51 (96%) employees through distributing questionnaires and collecting data as appropriate. The below table 4.1 has shown the details.

TABLE 4.1: Questionnaire Return Rate

Name of the Organization	No of Questionnaires Distributed	No of Questionnaires Returned	Return Rate in %
CARE Ethiopia	53	51	96%

Source: The Study Survey Result

4.2. Respondents Background Profile

Descriptive statistics of frequency and percentage was used to obtain the participant’s marital status, gender, whether they have child (ren), and educational background. The results have presented in the following table.

TABLE 4.2: Respondents’ Composition

Background	Item	Frequency	Percent	Valid Percent	Cumulative Percent
Education Background	Master and above	23	45.1%	45.1%	45.1%
	BAs/BSc	28	54.9%	54.9%	100%
	Total	51	100%	100%	
Marital Status	Married	35	68.6%	68.6%	68.6%
	Unmarried	16	31.4%	31.4%	100%
	Total	51	100%	100%	
Having Child (ren)	Yes	29	56.9%	56.9%	56.9%
	No	22	43.1%	43.1%	100%
	Total	51	100%	100%	
Sex	Female	51	100%	100%	100%

Source: Survey Result, SPSS-2022 Version, 2023

The above result reveals that most of the women covered in this study have married and got children with caring responsibilities at home other than their supervisory roles playing at their organization. Besides, they are all educated with a minimum of bachelor of degrees.

4.3. Reliability test

Cronbach ‘s Alpha, the test has applied to degree the consistency of the questions from the respondents to check the reliability of the questionnaire with the value of 0.7 and greater. The alpha values for this study were therefore greater than 0.7 that result in very good reliability of the survey instrument /questionnaire.

TABLE 4.3: Cronbach’s Alpha Results Measures

Variable	No of items	Cronbach’s Alpha Result α
Predictors of Work-life Balance		
Family and Intervention	6	0.937
Work/Supervisor roles	5	0.936
Organizational roles	6	0.776
Work-life Balance measurement		
Overall Work-life Balance	3	0.974

Source: Survey Result, SPSS-2022 Version, 2023

4.4. Descriptive Analysis of the Variables

The three independent variables hold 17 questions that asked respondents to state their perception of each variable. Each of the independent variables, Family role and Intervention (FR), Work/Leadership role (WR), and Organizational role (ORR) have 6, 5, and 6 items, respectively. The dependent variable Overall Work-life Balance (OWLB) scale has 3 items that measure the overall Work-life status of the participants.

Summary of the descriptive statistics for the variables is as follows.

4.4.1. Family role and Intervention

TABLE 4.4: Percentage Analysis of Family Role and Intervention

Question		Frequency	Percent	Mean	Missing	Standard Deviation
I cannot concentrate in my work due to the dependent care issues at home.	Strongly Agree	2	4%			
	Neutral	5	10%			
	Disagree	12	24%			
	Strongly Disagree	15	29%			
	Agree	17	33%			
	Total	51	100%	2.6	0	1.3
Due to the role	Strongly Agree	3	6%			

overload at home, I am physically exhausted to discharge my work responsibilities.	Neutral	3	5%			
	Strongly Disagree	12	24%			
	Disagree	12	24%			
	Agree	21	41%			
	Total	51	100%	2.8	0	1.4
The stress originating from my personal/family life make me unable to concentrate on my work.	Strongly Agree	5	10%			
	Neutral	2	4%			
	Disagree	12	24%			
	Agree	15	29%			
	Strongly Disagree	17	33%			
	Total	51	100%	2.6	0	1.5
Many time I must postpone things at work due to demands on my time at home.	Strongly Agree	3	6%			
	Neutral	4	8%			
	Agree	10	20%			
	Disagree	16	31%			
	Strongly Disagree	18	35%			
	Total	51	100%	2.3	0	1.3
I could have concentrated more in my work If I were free from the family burden.	Strongly Agree	5	10%			
	Neutral	7	14%			
	Disagree	10	20%			
	Agree	14	27%			
	Strongly Disagree	15	29%			
	Total	51	100%	2.7	0	1.4
Due to my pre-occupation with societal activities, I find it difficult to complete work in time.	Neutral	2	4%			
	Strongly Agree	5	10%			
	Agree	11	22%			
	Disagree	16	31%			
	Strongly Disagree	17	33%			
	Total	51	100%	2.4	0	1.4
Total Average Mean and SD				2.57		1.2

Source: Survey Result, SPSS-2022 Version, 2023

From the average result, we understand more than half of the respondents have disagreed that their family matters do not that extent affect and intervene in their work responsibilities. However, considerable number of the women still finds their homework assignments have influences their effectiveness and efficiency of their professional works.

4.4.2. Work/Supervisory Roles

TABLE 4.5: Percentage Analysis of Work/Supervisory Roles

Questions		Frequency	Percent	Mean	Missing	Standard Deviation
As I am busy with my work, I cannot give proper care and attention to my children and family.	Disagree	5	10%			
	Neutral	6	12%			
	Strongly Agree	9	18%			
	Strongly Disagree	14	27%			
	Agree	17	33%			
	Total	51	100.0%	3.0	0	1.5
As I must spend more time in my work domain, I often fail to fulfill my family and social responsibilities.	Neutral	5	10%			
	Disagree	10	20%			
	Strongly Disagree	11	22%			
	Agree	11	22%			
	Strongly Agree	14	27%			
	Total	51	100.0%	3.1	0	1.5
The demands arising from my work make my personal life stressful.	Neutral	8	16%			
	Strongly Disagree	9	18%			
	Disagree	10	20%			
	Strongly Agree	10	20%			
	Agree	14	27%			
	Total	51	100.0%	3.1	0	1.4
I face difficulties in personal life due to my profession/work.	Neutral	6	12%			
	Strongly Agree	7	14%			
	Strongly Disagree	10	20%			
	Disagree	14	27%			
	Agree	14	27%			
	Total	51	100.0%	2.9	0	1.4
The tiresome demands of work do not allow me to lead to personal life that I like.	Neutral	4	8%			
	Strongly Agree	6	12%			
	Strongly Disagree	12	24%			
	Disagree	12	24%			

	Agree	17	33%			
	Total	51	100.0%	2.9	0	1.4
Total Average Mean and SD				3.01		1.29

Source: Survey Result, SPSS-2022 Version, 2023

We learnt from the above statistical result is that half of the women were agreed their work supervisory roles playing at office have an impact on their other life domains. They believe that their day-to-day activities at workplace affects their personal and social life such as having inadequate attention to their kids and other social responsibilities, the same would also create stressful lifestyle.

4.4.3. Organizational Roles

TABLE 4.6: Percentage Analysis of Organizational Roles

Questions		Frequency	Percent	Mean	Missing	Standard Deviation
Help is available from CARE Ethiopia when I have problems supporting the family and children.	Strongly Disagree	1	2%			
	Disagree	2	4%			
	Strongly Agree	9	18%			
	Neutral	14	27%			
	Agree	25	49%			
	Total	51	100%	3.8	0	.9
CARE Ethiopia really cares about my well-being.	Strongly Disagree	1	2%			
	Disagree	2	4%			
	Neutral	12	24%			
	Strongly Agree	12	24%			
	Agree	24	47%			
	Total	51	100%	3.9	0	.9
My organization is willing to help me if I need a special favor at work.	Strongly Disagree	1	2%			
	Strongly Agree	9	18%			
	Agree	12	24%			
	Disagree	13	25%			
	Neutral	16	31%			
	Total	51	100%	3.3	0	1.1
CARE Ethiopia allows me work at home on	Strongly Disagree	2	4%			
	Disagree	4	8%			

family problems.	Strongly Agree	11	22%			
	Neutral	13	25%			
	Agree	21	41%			
	Total	51	100%	3.7	0	1.0
My organization allows me to work on my flex time subject to the approval.	Strongly Disagree	0	0%			
	Disagree	1	2%			
	Neutral	6	12%			
	Strongly Agree	16	31%			
	Agree	28	55%			
	Total	51	100%	4.2	0	.7
The leave policy of CARE Ethiopia can meet my individual needs or demands from my family.	Strongly Disagree	0	0%			
	Disagree	5	10%			
	Neutral	9	18%			
	Strongly Agree	10	20%			
	Agree	27	53%			
	Total	51	100%	3.8	0	.9
Total Average Mean and SD				3.76		.62

Source: Survey Result, SPSS-2022 Version, 2023

The mean of the organizational role was found to be 3.76 by which the descriptive analysis shows there was high belief that their organization have actually been supporting and positively contributing to the work-life balance of women employees through placing effective leave policy, flexy and work from home arrangements, and supporting their family and children when needed.

4.4.4. Overall Work Life Balance (WLB)

TABLE 4.7: Percentage Analysis of Overall WLB Perception

Questions		Frequency	Percent	Mean	Missing	Standard Deviation
I am successful in balancing my work and 2n-work life.	Strongly Disagree	2	4%			
	Disagree	19	37%			
	Neutral	12	24%			
	Agree	10	20%			
	Strongly Agree	8	16%			
	Total	51	100%	3.1	0	1.2

I am satisfied with the way I divide my attention between work and 2n-work life.	Strongly Disagree	3	6%			
	Strongly Agree	7	14%			
	Neutral	8	16%			
	Agree	14	27%			
	Disagree	19	37%			
	Total	51	100%	3.1	0	1.2
I am satisfied with my ability to balance the needs of my job with those of my 2n-work life.	Strongly Disagree	3	6%			
	Strongly Agree	8	16%			
	Neutral	9	18%			
	Agree	12	24%			
	Disagree	19	37%			
	Total	51	100%	3.1	0	1.2
Total Average Mean and SD				3.06		1.17

Source: Survey Result, SPSS-2022 Version, 2023

We understand from the average responses of the Women is more than 50% of them did not think that they are satisfied and successful enough in their ability and overall management of their work and non-work life spheres. This shows that there are a lot to do in this regard as they are not happy as per their current self-assessment.

The means and standard deviations for all variables employed in the conceptual model are presented in next Table.

TABLE 4.8: Variable Mean Scores and Standard Deviations

Variables	Count	Mean	Standard Deviation
Family Roles and Intervention (FR)	51	2.57	1.20
Work/Supervisory Roles (WR)	51	3.01	1.29
Organizational roles (ORR)	51	3.76	.62
Overall Work Lifer Balance (OWLB)	51	3.06	1.17

Source: Survey Result, SPSS-2022 Version, 2023

The descriptive statistics of the variables in Table 4.7 shows the mean score, standard deviation, and number of respondents for the variables of the study under the specific dimensions. In order to describe the mean, the Mean Score Interpretation guides presented by BPPDP (2006) and used by Zaki and Ahmad (2017) in their study, where 5.00 - 4.30 considered as very high, 4.29 – 3.50 as high, 3.49 – 2.70 as moderate, 2.69 – 1.90 as low, and 1.89 – 1.00 as very low.

As a result, considering the above criteria, the result of the descriptive analysis of Family role and Intervention was found to be 2.57 of Mean, which implies that the respondents perceived low level of family issues that interferes and affects their work responsibilities and its effectiveness. The descriptive analysis result of Work and Supervisory roles was found to be 3.01 of Mean that inferring the respondents were perceiving that their nature of work and its role has an effect with a moderate level.

On the other end, the mean of the organizational role was found to be 3.76 by which the descriptive analysis shows there was high perception that their employer did actually support and positively contributing to the work-life balance of women employees. Overall, the average response of the respondents about their overall work-life balance was 3.06, which illustrates the respondents perceived moderate level of their Work-life balance.

4.5. Correlation Analysis

The correlation analysis was done to figure out whether possible connections among the variables were set up. The relationship can either be positive or negative, where positive relationship exists if one variable increments at the same time with the other. Negative relationship exists if one variable reduces when the other increments.

According to Turney (2022), positive correlation upholds if coefficient (r) is between 0 and 1, that means when one variable varies, the other variable changes in the same direction. On the other hand, when coefficient is between zero and -1 , it tells us there is negative correlation since one variable changes the other one goes in the opposite

direction. In case of zero coefficient, we learnt that there is no relationship between the variables.

TABLE 4.9: Correlations between WLB Predictors and WLB

Variables		Family role and Intervention	Work/Supervisory Role	Organizational role	Overall Work balance
Family role and Intervention	Pearson Correlation	1	.756**	-.262	-.565**
	Sig. (2-tailed)		.000	.063	.000
	N	51	51	51	51
Work/Supervisory Role	Pearson Correlation	.756**	1	-.384**	-.671**
	Sig. (2-tailed)	.000		.005	.000
	N	51	51	51	51
Organizational role	Pearson Correlation	-.262	-.384**	1	.621**
	Sig. (2-tailed)	.063	.005		.000
	N	51	51	51	51
Overall Work balance	Pearson Correlation	-.565**	-.671**	.621**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	51	51	51	51

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

Source: Survey Result, SPSS-2022 Version, 2023

Therefore, considering the result of the above table 4.8, and the criteria suggested by Turney, the below interpretation has proved considering the relationships among the variables.

⇒ Correlation between Family Roles and Intervention and Overall Work-life balance (OWLB).

The results of the correlation between Family roles and Overall Work-life balance were found out to be negative ($r=-0.565$). This shows that family issues do not significantly matter and affect the overall Work-life balance of the target group covered under the study.

⇒ **Correlation between Work and Supervisor Roles, and Overall Work-life balance**

Likewise, as per the table result, Work/Supervisory roles was found to have a negative relationship with Overall Work-life Balance ($r=-0.671$). It tells us the more work burden exists; it decreases the Overall Work-life balance of the women.

⇒ **Correlation between Organizational Roles and Overall Work-life balance**

Unlike the above independent variables, the result of the correlation between the Organizational Roles and Overall Work-life Balance was found to be positive ($r=0.621$) that can be interested as the Organizational roles increase, the overall Work-life balance would also be increased simultaneously.

4.5.1. Correlation with the Background Predictors

As understood from the descriptive result of the background data, about 70% of the respondents were married, and nearly 60% of them have child (ren). The study has also tried to analyze how far these life statuses contribute to the overall work-life balance.

TABLE 4.10: Profile Predicators Mean Scores

Predictors		Marital Status	Having Child (ren)	Overall-Work-life balance (OWLB)
Marital Status	Pearson Correlation	1	.776**	-.083
	Sig. (2-tailed)		.000	.563
	N	51	51	51
Having Child (ren)	Pearson Correlation	.776**	1	-.135
	Sig. (2-tailed)	.000		.344
	N	51	51	51
Overall-Work-life balance (OWLB)	Pearson Correlation	-.083	-.135	1
	Sig. (2-tailed)	.563	.344	
	N	51	51	51

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

Source: Survey Result, SPSS-2022 Version, 2023

As we realized from the above relationship, the women’s profiles have strong negative correlation with the overall work-life balance. The marital status as $r= -0.083$ and having children as $r= -0.135$ revealed that when the women have got married and having kids,

their overall work-life becomes imbalance, they are negatively correlated. The descriptive result has also shown the same.

4.6. Regression Analysis

The regression analysis was performed to find out how well the combination of independent variables describes the dependent variable. The results of the regression for each independent variable with the overall Work-life balance of the women are presented below.

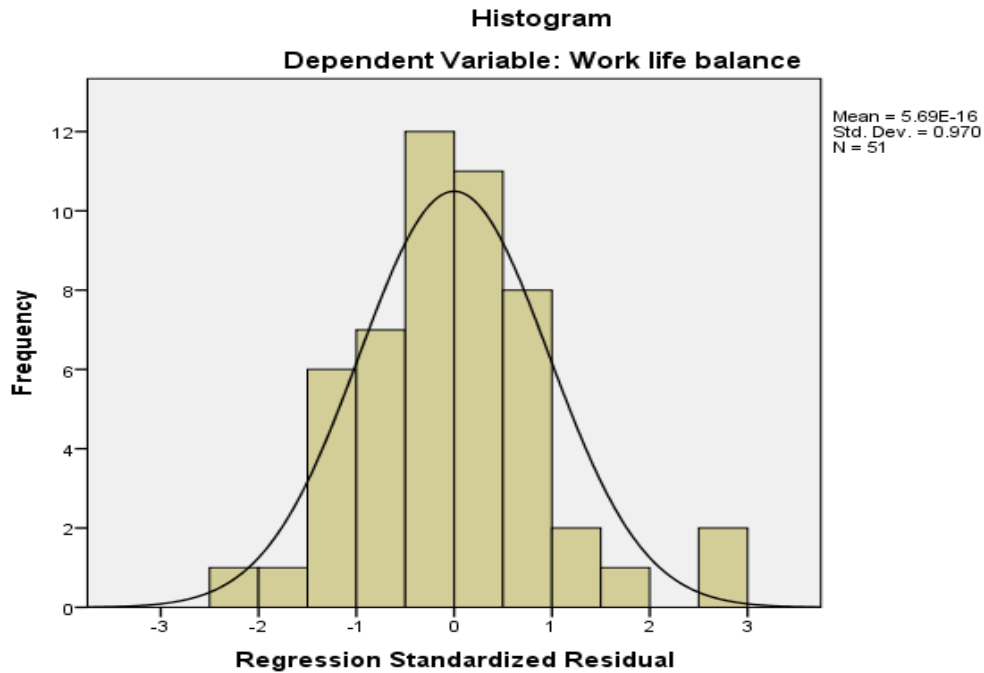
4.6.1. Assumptions of Linear Regression

Linear regression assumptions or possibilities should be satisfied since it is only permissible to use multiple regressions if the data meets the assumptions required for multiple regressions to produce valid results. This assumption states that the dependent variable needs to be measured on a continuous scale (i.e., interval or ratio), that there should be two or more independent variables, that there must be independence, linearity, homoscedasticity, independence of errors (lack of autocorrelation), that there should be no multi collinearity among the predictors, and that errors need to have a normal distribution.

4.6.1.1. Normality Test

The first assumption is that error terms must be regularly distributed with a mean of zero and a constant variance and used to determine whether sample data has been drawn from a normally distributed population (within some tolerance). Normality is used to describe a symmetrical, bell-shaped curve, which has the greatest frequency of scores around in the middle combined with smaller frequencies towards the extremes. The histogram can be used to verify this. To meet this assumption, the histogram should be about normal, or bell shaped.

Figure 2: HISTOGRAM GRAPH FOR NORMALITY TEST



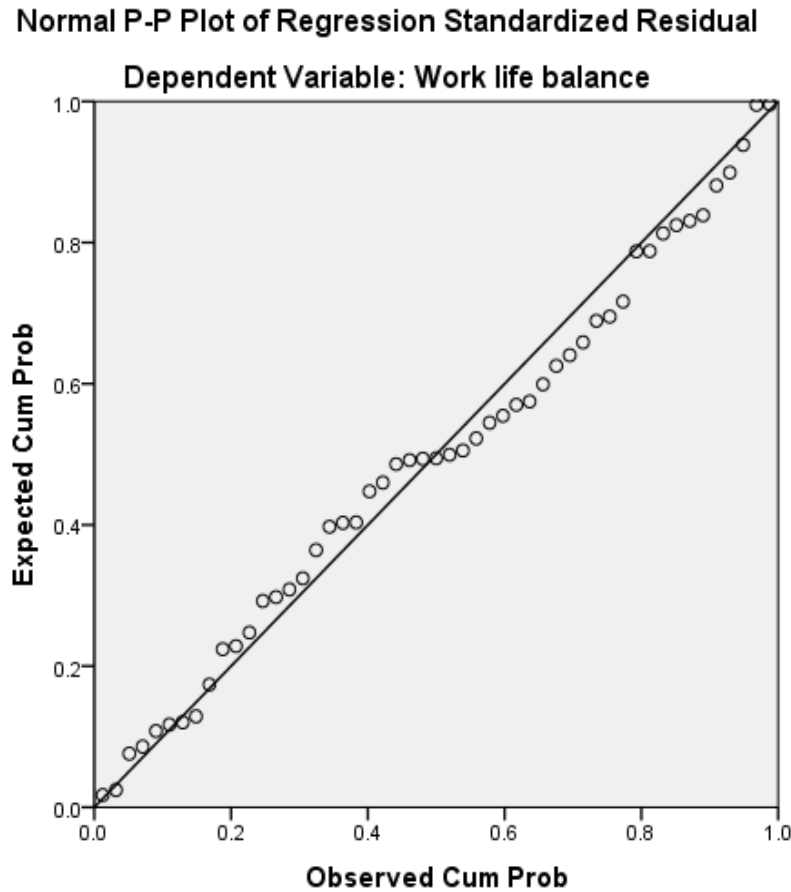
Source: Survey Result, SPSS-2022 Version, 2023

The distribution was essentially normal, and the histogram resembles a bell-shaped distribution. Furthermore, the histogram (the curve) was symmetrically skewed. As a result, we can draw the conclusion that the model used for the data is sound, and we may even be able to extrapolate to the population of the organization.

4.6.1.2. Linearity Test

The other assumption is that Linearity assumption. It shows that the mean values of the outcome variable for each increment of the predictor (s) follow a straight line. Linearity describes how closely the change in the dependent variable is related to the change in the independent variable. Linearity is defined as the dependent and independent variables have a linear relationship. Linearity can be easily checked by plotting residual plots versus the standardized expected. Furthermore, because the threshold of significance of divergence from linearity is greater than 0.05, the statistical test of linearity tells that the relationship between dependent and predicted variables is linear.

Figure 3: LINE GRAPH FOR LINEARITY TEST



Source: Survey Result, SPSS-2022 Version, 2023

According to the result of the linearity test and the graph, there is a significant linear relationship between the independent and dependent variables, as shown by the value of $p < 0.05$, although the linearity's deviation of economic factor is not significant, and the scatter plot on the graphs on the straight line, as a result the model is meet the assumption of linearity.

4.6.1.3. Test of multi-collinearity

Multi collinearity occurs when independent variables in a regression model are significantly linked with each other. It makes it hard to interpret of model and creates an over fitting problem. When a model's independent variables and dependent variables have a high degree of interdependence, this is referred to as multicollinearity in regression analysis. Therefore, in this model there is no multicollinearity problem as VIF of all the variables are less than ten.

Table 4.11: Multicollinearity Test of the Model

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Family role	.427	2.341
	Work role	.391	2.558
	Organizational Role	.850	1.176

Source: Survey Result, SPSS-2022 Version, 2023

4.6.2. Multiple Regression Result

On the base of tested multiple linear regression assumptions, the next step is to regress the influence of independent variables (family roles and interventions, work and supervisory roles, and organizational roles) in predicting the dependent variables (overall work life balance) or to determine the extent to which the explanatory variables explain the variance in the explained variable, so the following are basic outputs of linear regression

4.6.2.1. Analysis of Variance (ANOVA)

Table 4.12. ANOVA Analysis for Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.840	3	5.947	25.160	.000 ^b
	Residual	11.109	47	.236		
	Total	28.949	50			
a. Dependent Variable: Overall Work-life balance						
b. Predictors: (Constant), Organizational role, Family role, Work/Supervisory role						

Source: Survey Result, SPSS-2022 Version, 2023

As a good model which needs to have a high F-ratio (at least greater than 1, the independent variables statistically significantly predict the dependent variable. As can be seen, $F = 25.16$ that shows the independent variables can significantly influence over all work-life balance of the women at CARE. As a result, it is considered that the regression model provides an acceptable match to the data.

4.6.2.2. Regression Coefficients

The regression coefficient is the constant 'b' in the regression equation that talks about the change in the value of dependent variable corresponding to the unit change in the independent variables. The following table displays the estimated coefficients of the multiple regression of overall satisfaction of work-life balance against the independent variables for the fifty-one (51) women employees.

TABLE 4.13: Regression Model between Independent and Dependent Factors

Coefficients, 1 ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.447	.551		4.440	.000
	Family role	-.104	.088	-.165	-1.191	.240
	Work/Supervisory role	-.236	.090	-.380	-2.630	.012
	Organization role	.531	.120	.432	4.408	.000
a. Dependent Variable: Overall Work-life Balance						

Survey Result, SPSS-2022 Version, 2023

As shown above, the unstandardized B coefficients column contains the coefficients of the independent variables in the regression equation as well as all the predictor variables. The coefficient of family role and work/supervisory role has a negative value showing that there is lower effect on the dependent variable. However, organizational role has a positive value meaning it has substantial effect on the dependent variable (overall work-life balance).

4.6.2.3. Coefficient (R Square)

The model summary concerning R, R square, adjusted R square, and the standard error of the estimate, which can be used to assess how much of the dependent variable is explained by the predictive factors under assessment and the R2 value represent how well a statistical model predicts an outcome. The model's dependent variable characterizes the outcome.

TABLE 4.14: Regression Model between Independent and Dependent Factors

Regression Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.785 ^a	.616	.592	.48617
a. Predictors: (Constant), Organizational role, Family role, Work/Supervisory role				

Survey Result, SPSS-2022 Version, 2023

As indicated in the above table, the R value is .785 and R square value is 0.616, which suggests that the three independent variables in this study can explain 61.6.8% of the variation seen in overall work life balance of women at CARE. In other words, family roles, work roles, and organizational factors account for 66.6.8% of the potential determinants of overall work life balance of women who are working at CARE Ethiopia in supervisory roles.

4.7. Hypothesis Testing

This testing is used to investigate the association between two kinds of variables, such as "studying how dependent variable varies with change in independent variables" or "explaining one dependent variable in terms of another one independent variable." For each study variable or factor affecting overall work-life balance of women, simple regression (r value) was taken to evaluate the hypothesis.

H1: The family roles and its pressures have negative impact to have a balanced Women's Life and their managerial works.

The results of the correlation between family roles and overall work-life balance were found out to be negative (r=-0.565). More than 50% of the respondents did disagree that the family issues have significantly matter and affect the overall Work-life balance of the target group covered under the study. Thus, the first hypothesis of the study has been rejected.

H2: The nature of work roles of women in supervisory roles will have an influence against their work-life balance.

The work/supervisory roles, however, was found to have a negative relationship with overall work-life balance ($r=-0.671$). Most of the women did agree and say that the nature of their roles and office burden have contributing not to have balanced work-life since having inadequate time due to burdens at work. Thus, the second hypothesis of the study has been accepted.

H3: The organizational and administrative factors have a contribution to the imbalance work-life of women.

The result of the correlation between the organizational roles and overall work-life balance was found to be positive ($r=0.621$) that can be interpreted as the organizational roles increase, the overall work-life balance would also be increased simultaneously. Thus, the hypothesis has been rejected.

H4: Married status has a negative influence on the work-life balance of women.

It was found out that the women's profile as having married life have strong negative correlation with the overall work-life balance. The result of r was negative 0.083, which was correlated inversely. Thus, the hypothesis has been accepted.

H5: Women with having child (ren) has imbalance work-life balance at CARE Ethiopia.

Likewise, it was also leant that the women's profile as having kids in their life have strong negative correlation with the overall work-life balance. The result of r was negative 0.135 which was again correlated inversely. Thus, the hypothesis has been accepted.

4.8. Analysis of Qualitative Data

This study has also endeavored to collect qualitative data through using a single open-ended question as part of the questionnaire. The question was about what their current employer (CARE Ethiopia) would do better for them to have a greater work-life balance. According to the women's responses, number of issues have highlighted and insist their organization to support more with supplementary measures and resources for healthier work-life balance across the organization despite most of them are still happy with the current overall support of CARE Ethiopia. For instance, many of the women in this study valued the current work-from-home arrangement since it allowed them to spend time with their families while taking a break from a busy atmosphere.

On top of that, they expect that the current annual leave policy gets revised to consider a recreation time with family members and arrange a woman-only vacation as well, to reassess some of the roles in CARE Ethiopia where overwhelmed workloads are existed so that job designs would be improved to ensure a better work-life balance for the benefits of both worlds, and they reflected that balancing work and life are more of personal responsibilities than the organization itself thus women need to work on themselves first then ask the employer any relevant support where necessary.

Likewise, they need a staff well-being initiative to be introduced to avoid any burn out due to high workloads. They urge also the employer to focus more on people than the work activities as the same has presently been observed. Moreover, they recommended as it would be great if CARE has structured policies in managing family and personal related activities in a better way. For example, allowing mothers to work from home in need basis to keep children after school, and giving time to bring children during school departure hours. For every Friday, better to make the work hour till 2am so that women can have more time to satisfy other needs of life spheres. Again, emphasized to set up a wellness center for activities such as Yoga, Therapy, etc, and also to have professional counselling team to women in particular.

According to the target group of the study, they think that it would be great if they could get educated through relevant trainings about work-life harmony, especially to women as they have more burden almost in everything. Besides, it would be good if CARE can arrange a child room inside the building where mother employees can safely leave their kids until end of working hours.

The study has also evidenced the opportunities for improvements that advised by the women are also a working and effective measures taken by large and prosperous organizations around the world.

4.9. Result Discussion

As per the result of the study, supervisory work roles have a negative correlation with the overall work-life balance of the target women. Most of the women in this study have agreed the nature of their work role have an impact and create burden not to allocate an adequate time to other parts of their life. They believe that their day-to-day activities at workplace affect their personal and social life such as having inadequate attention to their kids and other social responsibilities, the same would also create stressful lifestyle. For instance, 51% of the women did say that they often fail to fulfil their family and social responsibilities as they are spending more time to work. Also, the increasing demand from work is creating stressful personal life.

The study also reveals that the women's profile, in most instances, being married and responsibility with dependent kids have a negative relationship with the overall work life balance of these women since more home-based responsibilities are added to their to-do-list than others who are not engaged in such obligations. These women have found limited time for social responsibilities and leisure time to satisfy their life balance or harmony.

On the other hand, more than half of the women do not believe that their family issues including caring responsibilities are preventing them from satisfactorily concentrating on work, being fit and physical ready for work, stress free condition, and finding time for other societal activities. However, around 40 percent of the women from the same group still find their homework assignments have negatively affecting their work effectiveness and efficiency due to the burden they are experiencing at home.

Yet again, the result represents that on average 74% of the respondents have thought that their employer (CARE Ethiopia) has been supporting and contributing to have a good balance of work and non-work life domains through employing effective leave policy, flexy and work from home arrangements, and supporting their family and children when needed, and caring for their well-being. On the other hand, however, most of the women were neutral when they were asked whether the employer is willing to help them in case of special favor at workplace.

In case of overall work-life balance, more than average women do not think they are successful in balancing work and non-work activities, they are not also satisfied in their ability to divide attention and balancing the needs of their job with those of their non-work lifespan. This shows that there are number of opportunities for improvement from both personal and organization ends.

CHAPTER FIVE – SUMMARY, CONCLUSION AND RECOMMENDATION

The data generated were subjected to descriptive statistics and correlational statistical analysis. Based on the analysis, this chapter summarized the main findings of the study that was derived from the earlier chapter, and presented the conclusion based on the overall results obtained throughout the research process. It moreover gives a brief recommendation based on the findings highlighted in the study.

5.1. Summary of the findings

This research was conducted to study the factors influencing the work-life balance of women employee in case of one of the international NGOs, called CARE Ethiopia. The summary of findings from this research is on respondents' profile and analysis of the predictors of work life balance in the women who are playing a supervisory role in CARE Ethiopia.

5.1.1. Respondents' profile

In this study, it was found out that there were 53 working women in supervisory roles as the same was the target of the study. Considering the small population size and to get more perspectives, all 53 women were covered during the data collection even though the two of them did not respond to the distributed questionnaire.

All the respondents have a bachelor's degree or master's level educational background. Nearly 70% of these women group has married, and 60% of them also have kids, which could influence the work and non-work life balances as motherly and caring responsibilities are there by default.

5.1.2. Findings for Work-life balance factors

Family role and Intervention: In this independent variable, six items (questions) were used to measure to extent their family matters intervene and affect their professional work life. More than half of the women do not believe that their family issues including caring

responsibilities are preventing them from satisfactorily concentrating on work, being fit and physical ready for work, stress free condition, and finding time for other societal activities. However, around 40 percent of the women from the same group still find their homework assignments have negatively affecting their work effectiveness and efficiency due to the burden they are experiencing at home.

Work/Supervisory roles: Five items (questions) were used to assess whether their supervisory roles in CARE Ethiopia influence or affect their home and other life domains. Most of the target women in this study have agreed the nature of their work and its role have an impact and create burden not to allocate an adequate time to other parts of their life. They believe that their day-to-day activities at workplace affects their personal and social life such as having inadequate attention to their kids and other social responsibilities, the same would also create stressful lifestyle. For instance, 51% of the women did say that they often fail to fulfil their family and social responsibilities as they are spending more time to work. Also, the increasing demand from work is creating stressful personal life.

Organizational roles: For this independent variable, six items (questions) were applied to observe how far their employer is supporting the work-life balance aspects of the women employees. The result represents that on average 74% of the respondents have thought that their organization (CARE Ethiopia) is supporting and contributing to have a good balance of work and non-work life domains through in placing effective leave policy, flexy and work from home arrangements, and supporting their family and children when needed, and caring for their well-being. On the other hand, however, most of the women were neutral when they were asked whether CARE Ethiopia is willing to help them in case of special favor at workplaces.

Overall Work-life Balance: while using three general questions to understand how happy and satisfied they are in overall self-assessment of their own work and non-work life, most of them have replied that they do not think they are successful in balancing work and non-work, they are not also satisfied in their ability to divide attention and balancing the needs

of their job with those of their non-work lifespan. This shows that there are number of opportunities for improvement from both personal and organization fronts.

Profile Predictors: when the data was analyzed with only married women and having dependent kids at home, it was realized that they were more dissatisfied with their life in balancing non-work and work pieces. The study reveals that these two predictors have strong negative relationship with the overall work life balance of these women since more home-based responsibilities are added to their to-do-list than others.

5.2. Conclusion

The main purpose of this study was to assess those factors influencing the work-life balance of women who are actively assuming a supervisory role at CARE Ethiopia, with the assumption of these roles might involve enormous office tasks that ought to perform outside the normal working hours.

Thus, the following conclusions have drawn from the findings of the study.

- ⇒ Due to the busy schedules/work environment, high demands and tiresome nature of the roles, most of the women in CARE Ethiopia could not give proper care and attention to their kids and family, also often fail to fulfill other social responsibilities, something causes stressful and running complex life.
- ⇒ Out of the target group who reflected their perspectives, who are being married and having dependent responsibility are more dissatisfied and having imbalanced work-life than others since these variables create additional tasks at home and resulting in limited time to enjoy other parts of life.
- ⇒ In contrary to the study's expectation, more women in CARE Ethiopia believe that their organization is acceptably helping for better work-life balance through various packages such as placing effective leave policy that contribute to take a break when needed, flexy and work from home arrangements, and supporting their family and children when necessary, and caring their overall well-being.

⇒ Besides, number of respondents think otherwise, the family parts and its interventions were not a momentous issue for most of the target women in CARE Ethiopia. The overseeing duties at their home are not stopping them from rationally concentrating on work, being fit and physical prepared for work, push free condition, and finding time for other societal exercises.

⇒ In general, however, more than half of the women who were part of this study, are not happy in their current status of managing their work-life balance. They also think that they are not successful in handling how they divide attention and balancing the needs of their job with those of their non-work life spheres.

5.2.1. Future Opportunities

The research uncovered that the case organization has an immense opportunity to promote a work environment that result in creating positive organizational culture for better Work-life balance of women employees with special focus. Expressly, this is highly expected from CARE Ethiopia since one of its missions is enhancing and supporting women empowerment and gender equality from both inside and outside of the organization.

5.2.2. Future significance

This research has a great significance for the case organization in showing the current gaps in supporting and promoting a positive work-life balance to their work force and makes a vital advancement across the organization.

The same would also serve to other organizations interested to evaluate their current practice and take actions where they believe doable.

5.2.3. Implication for Further Research

The study suggests future research to investigate with more factors that limit women success in management of their life skills as work-life balance. One of the findings of this research is the women, the target group of the study, were not happy with the overall assessment of their work life balance that they are currently experiencing. Thus, personality traits as one of the key factors need to be studied in similar research topic.

5.3. Recommendation

The following recommendations are emphasized based on the findings and conclusions of the study:

- ⇒ CARE Ethiopia may need to revisit its leave policy to consider work-life harmony issues and address as much as possible. The leave program may have more structured policies in managing family and personal related activities in a better way. For example, allowing mothers to work from home in need basis to keep children after school, and giving time to bring children during school departure hours.
- ⇒ Assessment and implementation need to be grounded to have staff wellbeing initiatives placed and introduced to avoid any burn out due to high workloads.
- ⇒ Likewise, it is recommended to establish a wellness center for activities such as Yoga, Therapy, etc, and having professional counselling team to women with special support. For instance, in placing marriage/family counseling programs.
- ⇒ CARE may need to consider providing various trainings about harmonizing and balancing work and non-work life activities, especially to women as they have more burden in everything. The trainings would be about Life skill development such as parenting skills, time management, organizing skills, stress management, etc.

- ⇒ It would also great if CARE arrange a child room inside the building where mother employees can leave their kids until end of working hours.

- ⇒ Some of the jobs need to be rechecked and redesigned to ensure women are not overwhelmed with workloads and disconnected with other spheres of life.

- ⇒ From further study point of view, I would recommend to other researchers and article authors to study in the work life balance with more variables including personality traits of women.

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Appendix - Survey Questionnaire

ADDIS ABABA UNIVERSITY
(አዲስ አበባ ዩኒቨርሲቲ)
School of Commerce, Graduate Program
(የንግድ ስራ ትምህርት ቤት ፣ የድህረ ምረቃ ፕሮግራም)
MASTER OF BUSINESS LEADERSHIP
(ቢዝነስ አመራር ድህረ ምረቃ)
Questionnaire
(መጠይቅ)

Dear Participant
(ውድ ተሳታፊ)

I would like to express my genuine appreciation for your generous time, honest and prompt response.

(ለወደ ጊዜዎ፣ ሐቀኛ እና ፈጣን ምላሽዎ ያለኝን እውነተኛ አድናቆት መግለጽ እፈልጋለሁ)።

You are invited to participate in this WORK-LIFE BALANCE survey. Aim of this questionnaire is to study **Factors Affecting Work-life Balance of Women in Leadership Roles: In case of CARE Ethiopia.**

(በዚህ የስራን እና ህይወትን ጊዜ ማመጣጠን ዳሰሳ ጥናት ላይ እንድትሳተፉ ተጋብዘዋል። የዚህ መጠይቅ አላማ የሴቶችን የስራ-ህይወት ሚዛን በተለይ በመሪነት ስራዎች ላይ ያሉ ተጽእኖዎች የሚያደርጉ ሁኔታዎችን በኬር ኢትዮጵያ ድርጅት ላይ አተኩሮ ማጥናት ነው)።

The information provided by you will be kept confidential and used for the research purpose only. (በእርስዎ የቀረበው መረጃ በሚስጥር ይጠበቃል እንዲሁም ለምርመር ዓላማ ብቻ ጥቅም ላይ ይውላል)።

Dereje Asgedom
Email: derejeasgedom4@gmail.com
Mobile: 0945 85 49 49

Please put a tick mark on your answers out of the available options.
(እባክዎ ካሉት አማራጮች ውስጥ በመልሶችዎ ላይ ምልክት ያድርጉ) ።

I. Background Information (የጀርባ መረጃ)

Item (ርዕስ)	Options (አማራጮች)			
Educational Status (የትምህርት ሁኔታ)	Diploma (ዲፕሎማ)	BAs/BSc (ቢ.ኤ/ቢ.ኤስ.ሲ)	Masters and above (ማስተርስ እና ከዚያ በላይ)	Others (ሌሎች)
Marital Status (የጋብቻ ሁኔታ)	Married (ያገባ)	Unmarried (ያላገባ)	Divorced (የተፋታ)	Others (ሌሎች)
Sex (ፆታ)	Female (ሴት)		Male (ወንድ)	
Having Child (ren) (ልጅ ውደም ልጆች አሉት)	Yes (አዎ)		No (የለም)	
Current Position (አሁን ያሉበት ሃላፊነት)				

II. Questionnaire on Variables (መጠይቅ በተለዋዋጮች ላይ)

Variable s (ተለዋዋጮች)	Question (ጥያቄ)	Options (አማራጮች)					Source (ምንጭ)
		Strongly Disagree (1), በጣም አልስማማም (1) ፣	Disagree (2), አልስማማም (2) ፣	Neutral (3), ገለልተኛ (3) ፣	Agree (4), እስማማለሁ (4) ፣	Strongly Agree (5) በጣም እስማማለሁ (5)	
Family role and intervention (የቤተሰብ ሚና እና ጣልቃ ገብነት)	I cannot concentrate in my work due to the dependent care issues at home. (በቤት ውስጥ ባሉ በኔ ስር እንክብካቤ በሚሹ ጉዳዮች ምክንያት በስራዬ ላይ ማተኮር አልቻልኩም) ።	1	2	3	4	5	Rincy and Panchanatham (2010)
	Due to the role overload at home, I am physically exhausted to discharge my work responsibilities. (በቤት ውስጥ ባለው የስራ ጫና ምክንያት፣ የስራ ኃላፊነቴን ለመወጣት አካላዊ ድካም ይሰማኛል)።	1	2	3	4	5	

	The stress originating from my personal/family life make me unable to concentrate on my work. (ከግል/ቤተሰብ ህይወት የሚመነጨው ጭንቀት በስራዬ ላይ እንዳላተኩር አድርጎኛል)።	1	2	3	4	5
	Many times, I must postpone things at work due to demands on my time at home. (ብዙ ጊዜ በቤት ውስጥ ባለው ጊዜ በሚጠይቀኝ ፍላጎት ምክንያት ነገሮቼን በስራ ቦታ ለሌላ ጊዜ ማስተላለፍ አለብኝ)።	1	2	3	4	5
	I could have concentrated more in my work If I were free from the family burden. (ከቤተሰብ ሽክም ነፃ ብሆን ኖሮ በስራዬ ላይ የበለጠ ትኩረት ማድረግ እችል ነበር)።	1	2	3	4	5
	Due to my pre-occupation with societal activities, I find it difficult to complete work in time. (ከማህበራዊ እንቅስቃሴዎች ስራ በመጠመዴ የቢሮ ስራን በጊዜ ማጠናቀቅ ከብደኛል)።	1	2	3	4	5
Leadership/ Work Roles (የአመራር/የስራ ሚናዎች)	As I am busy with my work, I cannot give proper care and attention to my children and family. (በሥራዬ በመጠመዴ ለልጆቼ እና ለቤተሰብ ተገቢውን እንክብካቤ እና ትኩረት መስጠት ተቸግሪያለሁ)።	1	2	3	4	5
	As I have to spend more time in my work domain, I often fail to fulfill my family and social responsibilities. (በስራዬ ውስጥ ብዙ ጊዜ ማሳለፍ ስላለብኝ፣ ብዙ ጊዜ ቤተሰቤን እና ማህበራዊ ኃላፊነቶቼን መወጣት አቅቶኛል)።	1	2	3	4	5
	The demands arising from my work make my personal life stressful.	1	2	3	4	5
						Rincy and Panchanatham (2010)

	<p>(ከስራዬ ማፈልገብኝ ገግሮች ስለሚበዙ የግል ህይወቴን አስጨናቂ ያደርገታል)።</p>					
	<p>I face difficulties in personal life due to my profession/work.</p> <p>(በሙያዬ/በስራዬ ምክንያት በግል ህይወቴ ውስጥ ችግሮች ያጋጥሙኛል)።</p>	1	2	3	4	5
	<p>The tiresome demands of work do not allow me to lead to personal life that I like.</p> <p>(አድካሚ የሥራ ፍላጎቶች ስለሚበዙ የግል ህይወቴን እንድምፈልግው እንመራ አይፈቅድልኝም)።</p>	1	2	3	4	5
<p>Organization al factors (ድርጅታዊ ምክንያቶች)</p>	<p>Help is available from CARE Ethiopia when I have problems supporting the family and children.</p> <p>(በተሰብን እና ልጆቻችን የተመለከተ ችግር ሲያጋጥመኝ ከኬር ኢትዮጵያ እርዳታ/ድጋፍ ይገኛል)።</p>	1	2	3	4	5
	<p>CARE Ethiopia really cares about my well-being.</p> <p>(ኬር ኢትዮጵያ ድርጅት ለደህንነቴ በጣም ያስባል)።</p>	1	2	3	4	5
	<p>My organization is willing to help me if I need a special favor at work.</p> <p>(ድርጅቴ ኬር ኢትዮጵያ በሥራ ቦታ ልዩ ድጋፍ ካስፈለገኝ ሊረዳኝ ፈቃደኛ ነው)።</p>					
	<p>CARE Ethiopia allows me work at home on family problems.</p> <p>(ኬር ኢትዮጵያ በቤተሰብ ችግር ሲገጥምኝ ከቤት ውስጥ ሆኜ እንድሰራ ይፈቅድልኛል)።</p>	1	2	3	4	5
	<p>My organization allows me to work on my flex time subject to the approval.</p> <p>(ድርጅቴ ከአለቃዬ ፍቃድ ካገኘ በተለዋዋጭ ጊዜ ስራዬን እንድሠራ ይፈቅድልኛል)።</p>	1	2	3	4	5
						Zheng and Wu (2018)

	The leave policy of CARE Ethiopia can meet my individual needs or demands from my family. (የኬር ኢትዮጵያ የአረፍት ፖሊሲ የአኔን የግል ፍላጎቶች ወይም የቤተሰብ ጥያቄዎችን ሊያሟላ ይችላል)።	1	2	3	4	5	
Work-life Balance (የሥራ-ሕይወት ሚዛን)	I am successful in balancing my work and non-work life. (ስራዬን እና ከስራ ስራ ውጪ ያልሆነ ህይወቴን በማመጣጠን ስኬታማ ነኝ)	1	2	3	4	5	Omar (2015)
	I am satisfied with the way I divide my attention between work and non-work life (ሥራ እና በሥራ ባልሆነ ሕይወቴ ጉዳዮችን የምከፋፍልበት መንገድ እና ትኩረት እርካታ ይሰማኛል)	1	2	3	4	5	
	I am satisfied with my ability to balance the needs of my job with those of my non-work life. (የስራዬን ፍላጎቶች ከስራ ካልሆኑ ህይወቴ ጋር የማመጣጠን ችሎታዬ እርካታ ይሰማኛል)	1	2	3	4	5	

III. Open-Ended Question. (ዝግ ያልሆነ ጥያቄ)

- 1) What can CARE Ethiopia do to give you a better work-life balance?
(ኬር ኢትዮጵያ የተሻለ የስራ እና የህይወት ሚዛን እንዲኖረዎ ምን ማድረግ ይችላል?)

Once Again, Thank You for Your Valuable Time and Patience!

Wish You Happy Work Life!!

**በድጋሚ ስለ ውድ ጊዜዎ እና ትዕግስትዎ እናመሰግናለን!
መልካም የስራ ዘመን እመኛለሁ!!**