

Addis Ababa University

College of Business and Economic School of Commerce

THE EFFECT OF WORK-LIFE BALANCE POLICIES ON EMPLOYEE JOB SATISFACTION AT ETHIO TELECOM ADDIS ABABA, ETHIOPIA

BY

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A THESIS SUBMITTED TO THE DEPARTMENT OF BUSINESS ADMINISTRATION AND INFORMATION SYSTEMS, ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE, IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN HUMAN RESOURCE MANAGEMENT

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DECLARATION

I hereby declare that this thesis entitled “The Effect of Work-Life Balance Policies on Employee Job Satisfaction at Ethio Telecom Addis Ababa, Ethiopia” is my original work and has not been in submitted in Addis Ababa University or any other university. The study was carried out under the guidance and supervision of Dr. Wasihun Mohammed (PhD) and all sources and materials used for this thesis have been duly acknowledged.

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CERTIFICATION

This is to certify that Rediet Alebachew has carried out her research work on the topic entitled “The Effect of Work-Life Balance Policies on Employee Job Satisfaction at Ethio Telecom Addis Ababa, Ethiopia”. The study is an original work and suitable for submission for the award of the Masters of Arts in Human Resource Management.

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THESIS APPROVAL

As members of the board of examiners, we examined this entitled “The Effect of Work-Life Balance Policies on Employee Job Satisfaction at Ethio Telecom Addis Ababa, Ethiopia” by Rediet Alebachew. We hereby certify that the thesis is accepted for fulfilling the requirements for the award of the degree of Master of Art in Human Resource Management.

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ABSTRACT

This study examined the effect of work-life balance policies on employee job satisfaction at Ethio Telecom, Addis Ababa, Ethiopia using both descriptive and explanatory research design. A quantitative research approach was used to collect data through a structured 5-point Likert scale questionnaire administered to a sample of 296 employees. Both descriptive and inferential statistical analyses were conducted using SPSS version 27. Findings show strong positive correlation between employee job satisfaction and management support ($r = 0.665$, $p < 0.001$) showing higher levels of management support leads to increased job satisfaction. There is also a moderate positive correlation with leave policies ($r = 0.523$, $p < 0.001$), implying that fair and supportive leave policies enhance job satisfaction. Flexible working arrangements also has positive correlation with job satisfaction ($r = 0.389$, $p < 0b.001$). However, the correlation between workload and job satisfaction is weak ($r = 0.195$, $p = 0.001$). The regression analysis also show that leave policies is the most influential predictor of job satisfaction (beta = 0.456, p = 0.000), flexible working arrangements has significant role (beta = 0.381, p = 0.000). Management support (beta = 0.410, p = 0.000), indicate the positive impact of supportive leadership on employee satisfaction. Workload has significant but relatively weaker effect (beta = 0.124, p = 0.000). Manageable workload contributes to satisfaction, but it is less impactful than the other factors assessed. It is recommended that Ethio Telecom should enhance its leave policies and flexible working arrangements to improve employee job satisfaction.

***Keywords**: Employee job satisfaction, Management support, Leave policies, Flexible working arrangements, Workload, Work-life balance, Ethio telecom.*

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List of Abbreviations/Acronyms

WLB	Work-Life Balance
JD-R	Job Demands-Resources
HR	Human Resources
POS	Perceived Organizational Support
SPSS	Statistical Package for the Social Sciences
SD	Standard division
VIF	Variance Inflation Factor

CHAPTER ONE

Introduction

This section describes the fundamental aspects of the research which includes the background of the study, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study, limitations of the study, definitions of key terms, and the organization of the study. It provides the context for examining the effect of work-life balance policies on employee job satisfaction at Ethio Telecom Head Office in Addis Ababa.

1.1 Background of the Study

In today's competitive world where employees face increasing pressure to work longer hours and meet demanding deadlines work-life balance become very important. High pressure in work environment leads them to decreased work-life balance and harm to employee well-being (Soga, 2025). Work-life balance policies reduce stress levels enhance job satisfaction which in turn increase employee productivity and retention. Therefore, organization now recognize that work-life balance is an employee welfare matter, and a strategic issue that directly influencing organizational performance and competitive sustainability as well (Waworuntu et al., 2022).

Employee job satisfaction becomes an important organizational outcome because it influences employee motivation, commitment, productivity, and retention. Employees who are satisfied with their jobs shows high levels of engagement and loyalty, whereas dissatisfaction reduced performance, improve absenteeism, and turnover. In service oriented industries such as telecommunications, maintaining high levels of employee job satisfaction is essential for ensuring service quality and sustaining organizational competitiveness (Fatmawati et al., 2025; Snigdha & Singh, 2024).

The concept of work-life balance has gained more attention today due to fundamental shifts in the nature of work, technological advancement and evolving employee expectations regarding quality of life. Across the globe, organization increasingly recognize that creating workplaces supporting meaningful work-life balance that constitutes both a humanitarian and a business need (Noor et al., 2025). Research conducted in different countries show that when employees experience balance between their professional and personal responsibilities the show increased productivity, reduced absenteeism, improved talent retention and higher job satisfaction (Kasperczuk et al., 2025). However, despite growing recognition of work-life

balance importance its implementation remains inconsistent and inadequate, especially in developing countries where organization struggle to balance business pressures with employee welfare consideration (Akinyemi, 2025).

Despite rapid industrialization and organizational growth across the continent, Africa is underrepresented in work-life balance research (Adah et al., 2023). Researches on some multinational companies in the continent (e.g., Nigeria's telecommunications and banking sectors) found that work-life balance policies enhance job satisfaction reducing stress and improving well-being, but cultural resistance and management barriers often limit full implementation of these policies (Akinyemi, 2025). Research on female ICT professionals in South African telecommunications organization found that though awareness of work-life balance policies exists, successful implementation of these researches is challenged by organizational culture, workload management and gender-specific obstacles (Munyeka & Maharaj, 2023).

Ethiopia is one of developing countries with distinctive work-life balance challenges requiring specific empirical investigation. A study on work-life balance practices in selected federal government institutions in Ethiopia found that work roles highly interfere personal life indicating absence of formal work-life balance policies and programs. In the country employees report high stress levels and job dissatisfaction (Mulugeta et al., 2019). In addition, research examining work-life balance among academic leaders in Ethiopian public universities reported that work-life balance is severely compromised across all dimension like role overload, health quality, dependent care, time management and support networks (Elifneh et al., 2025). These findings indicate the system barriers to work-life balance in Ethiopian organization.

The telecommunications industry needs high human resource and employee satisfaction to ensure the competitive advantage and service quality (Fang, 2024). The telecommunications industry globally faces distinctive characteristics influencing employee experiences and work-life balance and the sector is characterized by rapid technological change requiring continuous learning and skill development, 24/7 operational demands. This indicates the need for shift work and extended hours. It also need intense competitive pressures driving productivity expectations and customer service demands requiring responsive availability (Zurong et al., 2025). According to the researches in developing countries, employees of telecommunication face high stress levels and burnout rates (Fang, 2024). For example

research from Pakistan's telecommunication industry show that perceived organizational support significantly predicts work satisfaction. This in turn determine job performance and organizational commitment (Kiany et al., 2024). In African telecommunications, employee retention is critical concern. Research in Rwanda, Cameroon and Kenya revealing that inadequate work-life balance support and excessive workload increased employee dissatisfaction and departure (Mushinzimana et al., 2024).

Telecommunication sector faces several challenges related to employee work-life balance and it is characterized by high technical demand, operational requirements and competitive service expectations (Yaqin & Indradewa, 2025). Work-life balance, compensation and workload significantly influence turnover intention in telecommunications (Yaqin & Indradewa, 2025). Ethio Telecom is the primary telecommunications service provider with multiple head office across major cities including Addis Ababa. Therefore, this study aims to assess the work-life balance effect on employee job satisfaction in Ethio Telecom head office in Addis Ababa.

1.2 Statement of Problem

Employee job satisfaction is a critical organizational outcome that reflects employees' overall attitudes to their job and has implications for both individuals and organization. Job satisfaction reflects the degree to which employyees feel fulfilled, valued and appropriately supported in their work roles (Wenno & Prapunoto, 2025). Research shows that strong relationships between job satisfaction and organizational outcomes including performance quality, retention rates, customer satisfaction, safety performance and innovation (Fatmawati et al., 2025). For telecommunications companies specifically, job satisfaction influences service quality, customer experience, employee retention and organizational competitiveness (Snigdha & Singh, 2024). On the other hand, low job satisfaction leads to serious organizational consequences including elevated turnover costs, reduced productivity, increased absenteeism, higher safety incidents and diminished organizational reputation (Qi et al., 2024).

The public institutions and service providers show poor work-life balance performance and limited formal policy frameworks (Mulugeta et al., 2019). Employees in Ethiopian work environments face unique institutional and economic constraints that differentiate their experiences from international context where most work-life balance research is concentrated (Adah et al., 2023). Previous researches commonly report that there are increased

organizational awareness regarding work-life balance, however, policy implementation and its effectiveness is not examined specially in developing countries (A. F. Akinyemi, 2025).

The telecommunication sector is globally recognized for prioritizing employee satisfaction and retention for business success (Yaqin & Indradewa, 2025). Despite the documented global importance of work-life balance policies in enhancing employee job satisfaction, there is lack of empirical evidence regarding the relationship between work-life balance policies and employee job satisfaction at Ethio Telecom. Ethio Telecom can't improve employee satisfaction without understanding how work-life balance policy affect job satisfaction.

According to the Employee feedback on public review platforms consistently reports mixed WLB experiences at Ethio Telecom, with average ratings of 3.3 - 3.5 out of 5. These findings highlight the urgent need to strengthen policies, especially given increasing competition and new market entrants. (Glassdoor, 2025). Despite technological advancements of today's world, flexible working arrangements are limited at Ethio Telecom. Most employees operating under traditional rigid schedules (Amilussholihati & Rahmi, 2025); leave policies exist but are not easily accessible. Cultural norms discourage utilization and inadequate supervisor encouragement to use available leave (Ezeani, 2025). Job design and workload management show significant gaps. Excessive demands on many positions creating unsustainable working hours and stress (Doan et al., 2024). Management support for employee well-being appears inconsistent and frequently insufficient, that supervisory practices are not systematically aligned with work-life balance support (Amanda & Ekhsan, 2024).

Addressing work-life balance and job satisfaction challenges at Ethio Telecom carries substantial significance for multiple stakeholders. For employees, improved work-life balance and higher job satisfaction can improve quality of life, psychological well-being, family relationships and overall life satisfaction (Qi et al., 2024). For Ethio Telecom as organization, addressing these challenges could reduce turnover, enhance service quality, improve employee performance and engagement, strengthen organizational culture and strengthen competitive positioning in competitive market (Lera & Weldemariam, 2025).

There are some researches that addresses work-life balance in African multinational telecommunications companies in Nigeria and South Africa (Owusu, 2024), but equivalent research in Ethiopian telecommunications is absent. African nations vary in institutional,

economic and cultural contexts and this requires specific empirical investigation rather than generalization from Western or other African contexts.

Even though previous studies have examined work-life balance and employee outcomes in different countries and sectors, empirical evidence regarding the effect of work-life balance policies on employee job satisfaction within the Ethiopian telecommunications sector remains limited. Existing Ethiopian studies mainly focused on government institutions and universities, while studies conducted in African telecommunications not adequately reflect the organizational realities of Ethio Telecom. In addition, no study has specifically examined how flexible working arrangements, leave policies, workload, and management support influence employee job satisfaction at Ethio Telecom Head Office.

Therefore, this research aims to address this empirical gap by examining work-life balance policies and their effect on employee job satisfaction at Ethio Telecom Addis Ababa head office. The study will Provide empirical evidence specific to Ethio Telecom regarding the presence, implementation and effectiveness of work-life balance policies and their relationship to employee job satisfaction. The findings of the study will bridge theory and practice by examining established theoretical relationships in a understudied context. And it will also provide evidence-based recommendations for Ethio Telecom regarding its work-life balance policy development or enhancement.

1.3 Research Questions

1. What is the effect of flexible working arrangements on employee job satisfaction at Ethio Telecom Addis Ababa head office?
2. How do leave policies affect employee job satisfaction at Ethio Telecom?
3. What effect does Workload have on employee job satisfaction at Ethio Telecom?
4. How does Management support influence employee job satisfaction at study company?

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of this study is to examine the effect of work-life balance policies on employee job satisfaction at Ethio Telecom Addis Ababa head office.

1.4.2 Specific Objectives

1. To examine the effect of flexible working arrangements on employee job satisfaction at the study head office.
2. To assess the effect of leave policies on employee job satisfaction.
3. To analyze the effect of Workload on employee job satisfaction.
4. To determine the effect of Management support on employee job satisfaction.

1.5 Significance of the Study

This study is significant for different groups because of its potential to enhance the understanding of work-life balance policies and their impact on employee job satisfaction within Ethio Telecom.

For employees, the findings will help them to express their feelings about the working arrangements, leave policies and wellness program issues in the company. They will be encouraged to advocate for better work condition that support a healthier balance between their professional and personal lives and this will lead to increase their morale and productivity.

For Ethio Telecom management, the study will help understand how work-life balance initiatives influence employee job satisfaction so that helping the management in making informed decisions about policy enhancements and implementations.

This research will also benefit policymakers through evidence-based information that can inform the development of regulations and frameworks to promote employee welfare in different sectors in Ethiopia. Based on the findings policymakers can develop legislation that encourage organization to adopt practices. This can make employees more productive and satisfied workforce and the findings of this study adds to the knowledge base through

providing empirical evidence specific to the Ethiopian context. Future studies on the related topic can also use the findings of this research as foundation to develop upon it.

1.6 Scope of the Study

This study covers thematic, geographical and methodological scopes. Thematically, the research examine the effect of work-life balance policies on employee job satisfaction at Ethio Telecom, and it focuses on the policy dimensions such as flexible working arrangements, leave policies, Workload, Management support. Regarding the geographical scope, the study is limited to the head office of the Ethio Telecom located in Addis Ababa, Ethiopia. The study is methodological delimited to both descriptive and explanatory research designs and also utilize a quantitative research approach. The descriptive aspect was used to characterize the current state of work-life balance policies and employee job satisfaction at Ethio Telecom. The explanatory component was employed to assess causal relationship between the work-life balance policies and employee job satisfaction.

1.7 Limitation of the study

This study was conducted at a single organization (Ethio Telecom) in Addis Ababa, Ethiopia. This may limits the generalizability of findings to other telecommunications companies, sectors, or geographical contexts with different labor market conditions, regulatory environments, and organizational cultures. In addition, the study relied on self-reported survey data, which may be subject to social desirability bias, recall bias, or respondent interpretation of survey questions, potentially affecting the accuracy of responses.

1.8 Definition of Key Terms

Work-Life Balance (WLB): The ability of employees to manage their work responsibilities and personal life in a way that reduces conflict between them. It involves maintaining a balance between work, family, social activities, and personal wellbeing. (Malek et al. 2025).

Employee Job Satisfaction: The extent to which employees feel satisfied with their jobs and work experiences. It is employees' feelings and attitudes toward their work, including their duties, work environment, and relationships within the organization. (Malek et al. 2025)

Flexible Working Arrangements: refer to work practices that allow employees some control over when, where, and how they perform their work. These may include flexible working hours, remote work, and job sharing. (Malek et al. 2025)

Leave Policies: it is the organizational provisions that allow employees to take time away from work for personal, family, or health related reasons. These policies include annual leave, maternity leave, parental leave, and other leave that help employees manage their work and personal responsibilities. (Malek et al. 2025)

Workload: the amount of tasks, duties, and responsibilities assigned to an employee. A high workload can create pressure on employees and may affect their ability to maintain a healthy balance between work and personal life. (Luan et al. 2025)

Management Support: refers to the assistance and support provided by supervisors to help employees perform their jobs and manage their work-life responsibilities. This support may include guidance, understanding, flexibility, and creating a supportive work environment. (Luan et al. 2025)

1.9 Organization of the Study

The report of this study is structured in five chapters: the first chapter introduce the study, presenting background, statement of the problem, research objectives, research questions, limitations, significance, scope. Chapter Two presents a literature review, discussing relevant research findings, research gaps and conceptual framework of the study. The third chapter describes the research methodology, the procedures used for data collection, sample selection and data analysis. Chapter four present results and discussions and last chapter includes the conclusion and the recommendations.

CHAPTER TWO

Review of Literature

2.1. Introduction

This chapter presents a review of literature on work-life balance policies and their effects on employee job satisfaction organized into three main sections: theoretical literature, empirical research findings and a conceptual framework specific to this study. This literature review aimed to synthesize existing knowledge on how various work-life balance initiatives influence employee job satisfaction in organizational settings so that it can provides the theoretical foundation and empirical evidence which is necessary for understanding the relationships between work-life balance policies and employee job satisfaction at Ethio Telecom.

2.2 Definitions and Concepts

2.2.1 Work-Life Balance

Work-life balance (WLB) is key organizational concern in modern workplace management (Bello et al., 2024) and it refers to the equilibrium between professional commitments and personal life activities. It enable individuals to effectively manage their job duties without compromising their personal well-being, family relationships or leisure pursuits (raj & Ayesha, 2025).

Work-life balance (WLB) is a multidimensional concept that has become central to organizational human resource management (raj & Ayesha, 2025), in present-day organization operating in demanding sectors such as telecommunication, the ability to achieve work-life balance is key determinant of employee well-being and organizational effectiveness (Kasperczuk et al., 2025).

work-life balance dimensions extend beyond simple time allocation between work and personal life. Research indicate that effective work-life balance encompases multiple sides including work-family balance, work-leisure balance and work-personal growth balance (Jun, 2025). These dimensions recognize that employees have diverse life responsibilities and needs that extend beyond family obligation and the importance of work-life balance in modern organization in many research reporting that policies addressing these multiple dimension contribute to enhanced employee motivation, job satisfaction and organizational

commitment (Dorai et al., 2026). Organization who need to attain work-life balance must recognize that the concept extend beyond administrative policies to encompass the actual lived experience of employees and their ability to integrate work and personal life meaningfully (Nafiu et al., 2026).

2.2.2 Job Satisfaction

Job satisfaction is the extent to which employees feel fulfilled. And content with their work experiences. It represents a multidimensional construct involving satisfaction with work content, compensation, supervision and interpersonal relationship (S & Shivane, 2024). The relationship between work-life balance and job satisfaction has gained scholarly attention due to the need to respond to evolving workplace. It is characterized by technological advancement, changing demographic composition of the workforce and post-pandemic work arrangement (Khan et al., 2025). Recent meta-analyses of empirical studies show that work-life balance policies indicate statistically significant positive association with employee job satisfaction.

Job satisfaction represent key outcome variable in organizational behavior research. It reflect the degree to which employees feel content, fulfilled and valued in their work roles. Job satisfaction is multifaceted construct influenced by many organizational and personal factor with significant implication for individual performance, organizational effectiveness and employee retention (Mansur et al., 2026). The relationship between job satisfaction and broader organizational outcome is documented in literature. Accordingly, higher levels of job satisfaction is associated with improved employee performance, reduced absenteeism, lower turnover intention and increased organizational commitment (Wenno & Prapunoto, 2025).

Job satisfaction outcomes extend to organizational level metrics, since researches show that employees experiencing high job satisfaction exhibit greater engagement show increased loyalty and contribute to improved service quality (Qi et al., 2024). Also, job satisfaction serve as mediator in organizational relationships. This explain why certain human resource practice or work condition lead to improved employee retention and performance (Chen et al., 2024). Understanding job satisfaction as both an outcome and a mediating variable helps to recognize how work-life balance policies translate into broader organizational benefits.

2.3. Theoretical Review

Now adays, organization are increasingly recognizing that employee satisfaction directly impacts organizational performance. It also minimize retention rates and increase competitive advantage. Several theoretical framework have been developed to explain the mechanisms of the WLB affect job satisfaction; This include the Job Demands-Resource (JD-R) theory and spillover theory. These framework, provide the foundational understanding necessary for designing and implementing effective WLB intervention that increase employee satisfaction and organizational performance.

2.3.1 Work-Family Border Theory

This theory is foundational framework for understanding how employee manage the boundaries between work and personal life domain (Dorai et al., 2026); and the theory conceptualizes work and family as distinct domains with unique cultures, demands and characteristics. It explain how individuals create, maintain and adjust boundaries between these spheres. The theory emphasizes that the nature and permeability of these boundaries significantly influence employee well-being. It also determine the effectiveness of work-life balance efforts. According to this framework, organization that support employee autonomy in establishing and managing these boundaries. This can be achieved through policies such as flexible working arrangements and supportive leave policies, enable employees to achieve greater integration of their work and personal life (Nafiu et al., 2026).

The practical implication of Work-Family Border Theory for organizational policy design are key. It emphasize organization implementing work-life balance initiatives must recognize that different employees may require different boundary configuration. Some benefit from clear separation between work and family, and others prefer greater integration; and support for work-family integration, whether through temporal flexibility or spatial arrangement, addresses the core principle that employees function more effectively when able to manage boundaries (Dorai et al., 2026).

2.3.2 Spillover Theory

Spillover Theory examines how experience, emotions and behaviors in one life domain (work or family) transfer to and affect experience in other domain. Positive spillover occur when satisfying work experiences enhance personal well-being and family life. Negative spillover happens when work stress and dissatisfaction disrupt personal relationships and leisure time

(Presti et al., 2022). This theory is relevant to understand how work-life balance policies create positive spillover effects, especially when employees experience satisfying work condition and effective balance.

Researches based on spillover theory indicate that employees who maintain effective work-life balance experience high job satisfaction. This results from the positive emotional state and fulfillment derived from personal domain engagement (Raghav & Sharma, 2025). In addition to this, enrichment theory extend spillover concept by arguing that resource, skills and positive experience from personal roles can enrich work performance and satisfaction. This implies the importance of policies are necessary enabling meaningful personal time and family engagement as mechanisms for maintaining job satisfaction.

Previous studies grounded in Spillover Theory show that work-life balance policies that reduce work stress and enhance job satisfaction create positive effects throughout employee life (Raghav & Sharma, 2025). The theory state that organization investing in work-life balance initiatives benefit not only from improved employee well-being but also from the positive externalities that extend to employee families and communities and this creates mutually beneficial outcomes. This theoretical foundation justify investment in work-life balance policies as addressing employee welfare and organizational interests in sustainable productivity.

2.3.3 Social Exchange Theory

This theory deals with why employees respond positively to work-life balance policies and organizational support. According to this theory, employment relationships involve exchanges of valued resource organization provide support, flexibility and fair treatment, but employees reciprocate with commitment, effort and flexible performance (Choi, 2025); when organization show genuine commitment to employee well-being through tangible policies (such as flexible working arrangements and supervisory support), employees perceive these as evidence of organizational care and valuing of their contributions.

When employees perceive that their organization genuinely support their work-life balance they develop stronger organizational commitment and higher job satisfaction. This also motivate them to exert greater effort and show commitment-enhancing behaviors (Wirtadipura & Sumarjo, 2025). This theoretical perspective is relevant for understanding how supervisor support for work-life balance generates positive employee responses. Direct

supervisors represent the organization in daily interaction and their support signal organizational investment in employee well-being.

2.3.4 Organizational Support Theory

Perceived Organizational Support (POS) represent key mechanism through which organization communicate their commitment to employee well-being; organizational Support Theory argue that employees develop general beliefs regarding the extent to which their organization values their contribution and cares about their well-being and these perception significantly influence employee attitude and behavior (Haar & Harris, 2025).

Past research show that organizational support operates through multiple pathways to influence employee well-being, beyond direct effect on satisfaction, POS function as a protective mechanism that buffer employees from the negative effects of work stress and demand (Rebecca et al., 2025). Organization that support work-life balance through flexible policies, responsive management and wellness initiative create environment in which employee perceive genuine care. This leads to enhanced psychological well-being, job satisfaction and commitment (Hidayat et al., 2025); this theoretical perspective emphasize that work-life balance policies are most effective when embedded within broader organizational culture that prioritize employee welfare.

2.3.5 Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory distinguish between hygiene factor and motivators. Hygiene factors are dissatisfiers whose absence creates job dissatisfaction. motivators are satisfiers whose presence creates satisfaction and engagement. In the context of work-life balance, this framework states that work-life balance policies function primarily as hygiene factors; their absence creates dissatisfaction and their presence is necessary for maintaining satisfaction but may not independently drive high motivation. however, contemporary research show that when work-life balance policies are implemented with honest organizational commitment and supervisor support. Enabling employees to pursue personal growth and family responsibilities help them function as motivators to enhance intrinsic satisfaction.

The implications of Herzberg's framework for understanding work-life balance is that organization must recognize that implementing policies without addressing implementation quality, supervisor support and workplace culture will fall short of creating satisfaction. And the effectiveness of leave policies, flexible working arrangement and wellness programs

depend substantially on how these policies are supported, communicated and experienced by employees.

2.3.6 Job Demands-Resource (JD-R) Theory

The Job Demands-Resource (JD-R) theory represents one of the most influential theoretical frameworks to understand the relationship between work-life balance policies and employee outcomes (Shah et al., 2025). This theory state that job demand such as workload, work pressure and emotional labor deplete employee resource and lead to burnout and reduced well-being On the other hand, job resource like supervisor support, autonomy and flexibility enable employees to meet demands effectively and achieve engagement and satisfaction.

Empirical investigations utilizing the JD-R framework show that flexibility-based policies and organizational support serve as protective job resource which buffer against excessive job demands (Raghav & Sharma, 2025). The JD-R framework state that work-life balance policies enhance job satisfaction through two primary pathways by reducing the depletive effects of job demands and activating motivational processes that increase engagement and satisfaction.

2.4 Empirical Review

2.4.1 Flexible Working Arrangements and Job Satisfaction

Flexible working arrangements (FWAs) encompass various organizational practices that allow employee to alter when, where or how they work include flextime, remote work, compressed workweeks and job sharing. Empirical research consistently report positive association between flexible working arrangement and job satisfaction across diverse organizational context (Khan et al., 2025). A study of employees found that flexible working arrangement enhance job satisfaction significantly. Similarly, research among women in multinational corporation revealed that flexible working hours work-from-home option and compressed workweeks. Each of these contribute independently to employee satisfaction with flexible working hours show the strongest positive impact (Kasperczuk et al., 2025).

The mechanisms through which flexible working arrangement enhance job satisfaction are multifaceted; it provides temporal and spatial flexibility. This is to enable employees to better manage work and personal responsibilities. This leads to reduced work-family conflict and enhanced psychological well-being (Khan et al., 2025).

However, research also identifies condition under which flexible arrangement may not automatically enhance satisfaction. Remote and hybrid work arrangement require intentional organizational strategies to ensure social connection, clear communication and prevention of work-life boundary erosion. Organization must design flexible work policies with explicit attention to preventing isolation and maintain team cohesion and ensuring equitable access across diverse employee population.

2.4.2 Leave Policies and Job Satisfaction

Leave policies including sick leave, annual leave, family leave and other paid time off, represent fundamental work-life balance. It influence employee well-being and satisfaction. Research shows that leave policies are associated with improved employee satisfaction, especially among employees with caregiving responsibilities (Westover, 2024); these findings show that leave policies serve as administrative provision. It also serve as essential supports for employee health and life balance. The availability and ease of accessing leave correlates strongly with job satisfaction.

Gender-based differences in the impact of leave policies merit particular attention; research on employees found that family leave provision have stronger effect on job satisfaction for married female employee than for other demographic groups. This implies the particular utility of family-friendly policies for women managing dual career and family responsibilities. This finding indicate that work-life balance policies must be designed with recognition of diverse employee need and that policies effective for one population and it may require adaptation for equitable outcomes across demographic groups.

The organizational context within which leave policies operate significantly influence their effectiveness. Policies are most effective when supported by supervisory encouragement to utilize leave, organizational culture normalizing time away. Organization that combine formal leave policies with substantive support structure. This includes workload management, colleague backup coverage and recognition of leave benefit observe greater positive impact on employee satisfaction (Westover, 2024).

2.4.3 Workload Effects on Job Satisfaction

Excessive or poorly designed workload constitute primary barriers to achieving balance and represent major stressor undermining job satisfaction (Subedi & Bhandari, 2024). Empirical research report that unreasonable workload negatively affect job satisfaction. This is

important when excessive demands persist without balanced resource or organizational support. A study among nurses in Bandung found that excessive workload directly reduces job satisfaction, but improved work-life balance through rational workload management enhance satisfaction and employee retention (Sihombing & Sungono, 2025).

Research on employees found that job characteristics significantly influence job satisfaction, both directly and through work-life balance mediation. This finding show that organization seek to enhance satisfaction should address workload distribution, task design and work-life balance support through integrated human resource strategies.

The relationship between workload and well-being is moderated by availability of job resource and organizational support. Research among healthcare professionals found that while perceived workload independently increases burnout, perceived organizational support significantly reduces burnout among employees with heavy workloads (Ihwughwavwe & Shewakramani, 2024). This finding indicates that well-designed jobs with adequate resource, autonomy and support can sustain satisfaction even under demanding condition. However inadequate resource combined with heavy workload undermines well-being.

2.4.4 Management support on Job Satisfaction

Supervisory support appears among the most significant predictors of job satisfaction and mediator of work-life balance effects on satisfaction and retention in many studies. Research across diverse sectors show that employees perceiving strong supervisory support for work-life balance report higher job satisfaction, lower stress and greater organizational commitment (Choi, 2025). Supervisor support encourages use of flexibility policies, reduces role stress through clear communication and reasonable expectations and show organizational care through personal attention.

The quality of supervisor-subordinate relationship influences whether formal work-life balance policies translate into actual improved outcomes. Studies find that supervisor support moderates relationships between work demands and employee stress, job satisfaction and burnout. When supervisors actively support employee well-being, normalize work-life balance policy utilization and model healthy boundaries, employees experience stronger positive effects from organizational policies. In opposite side, even generous formal policies yield limited benefits when supervisors communicate doubt about work-life balance or penalize those utilizing flexibility.

Supervisory support extending beyond formal policy approval to include empathetic management, recognition of personal demands and psychological support increases job satisfaction (Xu & Zhao, 2024). The protective effect of supervisor support against burnout and job stress are important for employees in high-demand role, showing that supervisory support is key enabling coping with challenging work environment and organization seeking to maximize benefit from work-life balance policies must invest in supervisor development focused on supportive management practices.

2.5 Research Gaps

Despite extensive literature on work-life balance and job satisfaction, several important gaps are identified in this literature review. First, longitudinal research examining how work-life balance policy effects on satisfaction evolve over time remains unstudied. Most studies employing cross-sectional designs (Raghav & Sharma, 2025). Second, research specifically examining telecommunications sector employees and developing country contexts like Ethiopia are scarce This limit understanding of how findings translate to the study context. Third, most studies examining single or paired variables and integrated research examining combined effects of multiple work-life balance dimensions (flexible arrangements, leave policies, workload management and supervisor support) are lacking.

Additionally, emerging research identifies that post-pandemic work arrangements, especially hybrid and remote work, require new understanding of work-life balance in digital work environments. The intersection of generational difference, technological mediation of work and evolving employee expectations regarding work-life balance represents an important emerging research area (Akinyemi, 2025, Yulianti & Sary, 2025).

2.5 Conceptual Framework

The conceptual framework for this research integrates different theoretical perspectives with empirical evidence from work-life balance research to develop a model specific to Ethio Telecom context. This framework proposes that work-life balance policies function as organizational support mechanisms that improve employee job satisfaction through multiple pathways.

The framework integrates understanding that effectiveness of work-life balance policies reflects complex interaction between organizational factors (policy design, resource allocation, management commitment), supervisor factors (support, modeling,

communication) and individual factors (employee preferences, life circumstances, receptivity to policies).

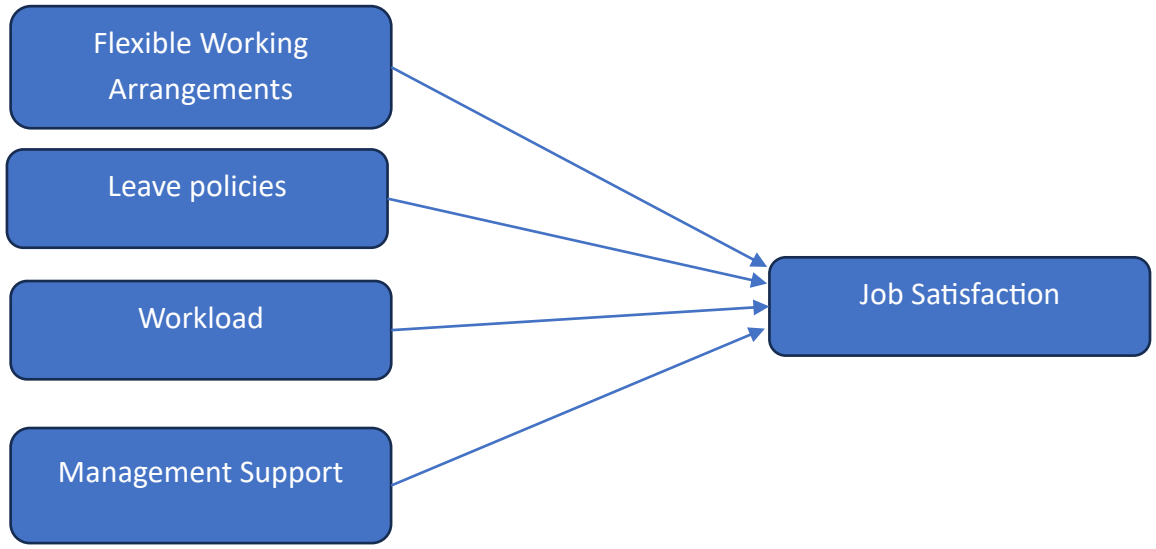


Figure 1: Conceptual Framework

Source: Adapted from Subedi & Bhandari (2024), Westover (2024), Khan et al. (2025).

Hypothesis

Based on the literature review, the following hypotheses guide this research:

H1: Flexible working arrangements has a statistically positive influence on employee job satisfaction at Ethio Telecom.

H2: Leave policies has a statistically positive influence on employee job satisfaction at Ethio Telecom.

H3: Workload has a statistically positive influence on employee job satisfaction at Ethio Telecom.

H4: Management support has a statistically positive influence on employee job satisfaction at Ethio Telecom.

CHAPTER THREE

Research Methodology

3.1 Introduction

This chapter discusses the methods employed in this study achieve the specific objectives. It describes the research design, research approach, sample selection technique, method of data collection and method of data analysis. Measures that were taken to ensure validity, reliability and ethical consideration is also presented.

3.2. Research Design

According to Creswell (2014), research design is the specific process involved in the research process, including data collecting, data analysis, and report writing. A research design serves as a strategic plan to address a series of questions, providing a structured approach for gathering, analyzing, and interpreting data (McCombes, 2019). This study has adopted both descriptive and explanatory research designs as its methodological framework. Descriptive method is used to understand trends about observed employee perception of Work-life balance policies being practiced at Ethiopia Telecom and associated job satisfaction. Explanatory research method was used to evaluate the cause-effect relationships between the independent and dependent variables (Marczyk, 2005).

3.3. Research Approach

In this study quantitative research approach was used to collect and analyze needed data. This approach is adopted because it allows for systematic measurement and statistical analysis of variables. This ensures objectivity and reliability in the findings using numerical data, the study can identify patterns, test relationships. Quantitative research was collected through primary data source. It was collected through structured questionnaire administered to sampled respondents. Using quantitative data, the research hypotheses were tested through statistical model.

3.4. Population of the Study and Sampling Techniques

3.4.1. Target Population

The target population of this involves employees of Ethio Telecom at head office. According to the information obtained from Human resources department of the head office, there are a total of 1134 permanent employees in the head office.

3.4.2. Sample Size and Sampling Technique

Out of the 1134 target population, the total sample size needed for this was decided using Yemane formula at 95% of confidence interval and 5% error margin as shown below

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

Where: n= is the sample size

N= is the population size

e= is margin error at 0.05

$$n = \frac{1134}{1+1134(0.05)^2} = 295.69 \approx 296$$

Accordingly, a total of 296 employees was selected simple random sampling method.

3.5. Source and Types of Data

The study has used primary data collected from survey questionnaire distributed to the employees of Ethio Telecom selected head office.

3.6. Method of Data Collection

Cresswell (2012) explains that the questionnaire is a set of questions that are distributed to the research subjects to measure the research variables for analysis. In this study, the researcher employed self-administered questionnaires with closed ended questions; A 5-point Likert scale questionnaire was designed to collect the perceptions of respondents regarding work-life balance policies and their effects on job satisfaction. The questionnaire has different sections including demographic, the work-life balance dimensions (Flexible working arrangements, Leave policies, Workload, Management support) and the dependent variable (Job satisfaction).

3.7. Data analysis Method

The data were analyzed using both descriptive and inferential analysis. The descriptive statistics was used to assess trends in the data using mean, standard deviation, percentages and frequency of occurrence. Inferential analysis such as correlation and multiple linear regression analysis was employed to assess the relationship between the dependent and independent variables and statistical software; SPSS version 27 was used to analyze the data.

3.8. Model Specification

To assess the causal relationship between the dependent and independent variables the multiple linear regression equation is specified as follows:

$Y= b_0+b_1X_1+b_2X_2+b_3X_3+b_4X_4+e$

Where; Y =Job satisfaction

X1= Flexible working arrangements

X2= Leave policies

X3= Workload

X4= Management support

b_0 =constant term

b_1- b_5 are regression coefficients corresponding to each of the independent variable.

3.9 Validity and Reliability

3.9.1 Validity Test

To ensure the validity of the questionnaire, the researcher has sought an expert review, especially incorporating the feedback of the research supervisor. Pilot test was also conducted on 20 respondents to identify any errors or unclear questions or wordings to make necessary correction before beginning the main data collection.

3.9.2 Reliability Test

Reliability which is the measure of internal consistency of the survey items was tested using Cronbach's alpha. This model is commonly used as a measure of the internal consistency or reliability. A coefficient of alpha greater than or equal to 0.7 was considered acceptable

(Kothari, 2004). Accordingly, the Cronbach's alpha result calculated for this study is provided below:

Table 1: Reliability test

	Reliability Statistics	
Variable	**Cronbach's Alpha**	**N of Items**
Flexible Working Arrangements	0.762	5
Leave Policies	0.786	6
Workload and Job Design	0.719	5
Management Support	0.729	5
Employee Job Satisfaction	0.889	6

3.10. Ethical Consideration

Permission was obtained from the Ethio Telecom head office before approaching the respondents. During the data collection, informed consent, confidentiality was the core principles of this study. Participants has taken part in the question only if they give consent after being informed about the purpose of the study. The information and responses was also be strictly confidential. They can also withdraw from the study at any time without any consequences.

CHAPTER FOUR

Results and Discussion

4.1. Introduction

As discussed previously, this research aims to examine the effect of work life balance policies on employee job satisfaction. Therefore, this chapter presents the results of data analysis. Out of 296 questionnaire distributed, a total of 279 respondents have completed and returned it. This results in response rate of 94.25%, which is considered high and increases the validity of the results derived from the analysis of these data. The chapter begins with the demographic information of the respondents, and proceeds to the descriptive and inferential analysis results, and the discussion of the findings.

4.2. Demographic Information of the Respondents

Table 2: Demographic information of the respondents

Variable	Response	Frequency	Percent
Gender	Male	171	61.3
	Female	108	38.7
Age	18-25 years	37	13.3
	26-35 years	96	34.4
	36-45 years	104	37.3
	46-55 years	37	13.3
	56 and above	5	1.8
Education level	Diploma	38	13.6
	Bachelor's degree	148	53
	Master's degree	93	33.3
Marital status	Single	89	31.9
	Married	153	54.8
	Divorced	37	13.3
Years of experience	Less than 1 year	37	13.3
	1-3 years	57	20.4
	4-6 years	67	24
	7-10 years	85	30.5

	More than 10 years	33	11.8
	Total	279	100

The demographic results show that majority of the respondents (61.3%) were male and 38.7% were female indicating the dominance of male representation in the sample. Concerning the age groups of the respondents, majority are in the 36-45 years range (37.3%) followed by the 26-35 years age (34.4%). Those aged between 18-25 years represents (13.3%), and those aged 46-55 years are 13.3%, and only 1.8%, were aged 56 and above. The result indicates that most employees are in the economically active age groups, which this suggests that the respondents are likely to experience considerable work and family responsibilities, making their perceptions relevant to assessing the effect of work-life balance policies on employee job satisfaction.

The educational background of the participants shows that 53% held a Bachelor's degree, 33.3% had obtained a Master's degree, and 13.6% possessed a Diploma. This indicates that there is well-educated workforce in the study company, which may positively influence job satisfaction. Regarding marital status, 54.8% of the participants were married, 31.9% were singles, and 13.3% were divorced.

The data also shows that 30.5% of the respondents had between 7-10 years of work experience in their respective fields. 24% of the total had 4-6 years of experience. Respondents with 1-3 years of experience constituted 20.4%, and those with less than 1 year and more than 10 years of experience represented 13.3% and 11.8%, respectively. This distribution indicates employees in the study area are experience that could contribute to overall job satisfaction and performance.

4.3. Descriptive Analysis

4.3.1. Flexible Working Arrangements

Flexible working arrangements is an important component of work-life balance policies that allow employees to manage their work and personal responsibilities in effective way. It will reduced stress and improved job satisfaction by providing employees the greater control over their work. On this study, employees perception were assessed using items related to flexible working hours, schedule adjustments, remote working opportunities, stress reduction, and autonomy in work arrangements. The descriptive results are presented in Table 2.

Table 3: Perception on flexible working arrangements

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	SD
The organization provides flexible working hours that suit my personal needs.	N	48	76	46	75	34	2.9	1.309
	%	17.2	27.2	16.5	26.9	12.2		
I am able to adjust my work schedule to balance work and personal responsibilities.	N	55	73	62	53	36	2.79	1.311
	%	19.7	26.2	22.2	19	12.9		
Remote working options are available and accessible to me when needed.	N	50	78	62	52	37	2.81	1.298
	%	17.9	28	22.2	18.6	13.3		
The flexibility in work arrangements has reduced my work-related stress.	N	17	16	73	101	72	3.7	1.101
	%	6.1	5.7	26.2	36.2	25.8		
I have the autonomy to choose when and where I work (where applicable).	N	4	34	52	132	57	3.73	0.969
	%	1.4	12.2	18.6	47.3	20.4		
Grand mean							**3.186**	**1.198**

The descriptive results regarding flexible working arrangement practices in Ethio telecom shows different perceptions of the respondents. For the statement that says the organization provides flexible working hours that suit their personal needs, respondents showed an overall agreement of 39.1% (26.9% agree + 12.2% strongly agree) and an overall disagreement of 44.4% (Strongly Disagree: 17.2% + Disagree: 27.2%) (mean = 2.9, SD = 1.309), indicating that employees find the flexible hours inadequate for their personal needs. In addition, 31.9%

of the respondents replied that they are able to adjust their work schedule to balance work and personal responsibilities. But, 45.9% disagree (Mean = 2.79, SD = 1.311) indicate that many employees feel constrained in adjusting their schedules. This could impact their work-life balance.

Similarly, respondents were also asked if remote working options are available and accessible to them when needed, and a total of 31.9% (Mean = 2.81, SD=1.298), these findings show that though some employees acknowledge the availability of remote work options, a larger proportion feels that these options are not adequately accessible. Regarding the flexibility reducing work-related stress, 62% agreed that the flexibility in work arrangements has reduced their work-related stress. This shows a more positive response (Mean = 3.7, SD =1.101) indicate that many employees feel that flexible arrangements indeed contribute to lower stress levels.

Respondents were also asked if they have the autonomy to choose when and where they work (where applicable), and 67.7% of the respondents agreed (mean = 3.73, SD=0.969); this result indicates that significant majority of employees feel they have autonomy in their work arrangements. This can in turn enhances their job satisfaction.

4.3.2. Leave Policies

Leave policies enable employees to take time from work for rest, family time and responsibilities, and personal needs. Effective leave policies contribute to employees wellbeing and work-life balance. The Ethio Telecom employees perceptions of leave policies were examined using items related to fairness, adequacy of leave entitlements, ease of accessing leave, and availability of different leave options. It's presented in Table 3.

Table 4: Perception on the implementation of leave policies

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	SD
The organization's leave policies are fair and transparent.	N	25	60	33	119	42	3.33	1.223
	%	9	21.5	11.8	42.7	15.1		
I have sufficient annual leave to rest and recharge.	N	20	71	49	91	48	3.27	1.219
	%	7.2	25.4	17.6	32.6	17.2		

The process for requesting and approving leave is straightforward.	N	8	21	77	125	48	3.66	0.946
	%	2.9	7.5	27.6	44.8	17.2		
Emergency/personal leave options are available when needed.	N	3	37	69	104	66	3.69	1.01
	%	1.1	13.3	24.7	37.3	23.7		
The organization allows me to take leave without pressure or negative consequences.	N	62	34	55	64	64	3.12	1.466
	%	22.2	12.2	19.7	22.9	22.9		
Maternity/paternity leave policies are adequate and supportive.	N	11	11	15	84	158	4.32	1.018
	%	3.9	3.9	5.4	30.1	56.6		
Grand mean							**3.565**	**1.147**

Under the survey results regarding the organization's leave policies, the statement “The organization's leave policies are fair and transparent” has got total agreement of 57.8%; with a mean of 3.33 (SD =1.223), the result shows that though many employees perceive the leave policies as fair, there are many respondents who feel the leave policies are not fair and transparent. Regarding if they have sufficient annual leave to rest and recharge, a total of 49.8% agreed with mean value of 3.27 (SD =1.219). i.e even though some employees feel adequately supported in terms of annual leave, there are several respondents who believe it is insufficient for proper rest and recovery. A total of 62% of the respondents have agreed that the process for requesting and approving leave is straightforward, but 10.4% generally disagreed (Mean = 3.66 SD =0.946); these results indicate that most employees find the leave request process to be clear and manageable.

Regarding emergency and personal leave, 61% were agreed that this option is available when needed with overall disagreement of 14.4% (mean =3.69, SD =1.01) show that many

employees feel they have access to necessary leave options during urgent situations. However, the statement "The organization allows me to take leave without pressure or negative consequences" shows concerning view. Only 45.8% of the respondents showed overall agreement (Agree: 22.9% + Strongly Agree: 22.9%) and a high overall disagreement of 34.4% with the mean value of 3.12 (SD =1.466). This indicate that many employees may feel nervous about taking leave due to potential impacts. But when asked about the adequacy and supportiveness of Maternity/paternity leave policies highly positive response with an overall agreement of 86.7% was recorded (Mean = 4.32, SD =1.018) showing that employees generally view maternity and paternity leave policies as supportive and sufficient.

4.3.3. Workload

Workload is employee perception on the amount of work assigned to them and their ability to complete tasks in the available time and resources. Manageable workloads reduced stress and improved job satisfaction. The study assessed workload through items related to work manageability, task organization, time sufficiency, distribution of responsibilities, and opportunities for skill development. It's presented in Table 4.

Table 5: Perception on the workload

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	SD
My workload is reasonable and manageable within my working hours.	N		23	59	131	66	3.86	0.872
	%		8.2	21.1	47	23.7		
The tasks assigned to me are well-organized and clearly defined.	N	10	27	78	87	77	3.7	1.085
	%	3.6	9.7	28	31.2	27.6		
I have sufficient time to complete my job responsibilities effectively.	N	34	59	74	66	46	3.11	1.26
	%	12.2	21.1	26.5	23.7	16.5		
My job	N	31	55	64	83	46	3.21	1.249

responsibilities are appropriately distributed among team members.	%	11.1	19.7	22.9	29.7	16.5		
The job design allows me to develop my skills and competencies.	N	34	71	55	69	50	3.11	1.304
	%	12.2	25.4	19.7	24.7	17.9		
Grand mean							**3.398**	**1.154**

This study found important information about the employee perceptions of their job demands and responsibilities at the Ethio telecom. For example, for the statement "My workload is reasonable and manageable within my working hours" there was high overall agreement among 63.7% of the respondents (47% and 23.7% agree and strongly agree respectively) and a total of 29.3% were disagreed with this statement (mean = 3.86, SD = 0.872). These results show that majority of employees feel that their workload is manageable. This indicates positive perception about their work-life balance. Regarding the tasks assigned to employees being well-organized and clearly defined, 58.8% of the respondents generally agreed with only 13.3%. The mean score of 3.7 (SD = 1.085) indicate that most employees find their tasks to be organized. This may contribute to their ability to manage their workload effectively.

However, the statement "I have sufficient time to complete my job responsibilities effectively" shows an overall agreement of 40.2% and an overall disagreement of 33.3% (Mean = 3.11, SD = 1.26); showing that many employees may feel pressed for time. This can impact their effectiveness in completing their responsibilities. Regarding the distribution of job responsibilities, 46.2% agreed that the responsibilities are appropriately distributed. But, 30.8% of the respondents disagreed (mean = 3.21, SD =1.249). These findings indicate that some employees believe responsibilities are fairly distributed. But, there is still considerable number who may feel overburdened.

In addition, for the statement that asks whether the job design allows them to develop my skills and competencies 42.6% agreed and 37.6% disagreed (Mean =3.11, SD =1.304); indicating that many employees may feel that their current job design does not sufficiently encourage skill development. This could affect their long-term career satisfaction.

4.3.4. Management Support

Management support is the degree of supervisor encourages and facilitate employees' work-life balance. It enhance employees wellbeing and job satisfaction. Management support was evaluated using items related to supervisory support, concern for employee well-being, encouragement of work-life balance, approachability, and leadership commitment to work-life balance policies. The findings are presented in Table 5.

Table 6: Perception on the management support

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	SD
My immediate supervisor is supportive of work-life balance initiatives.	N	5	33	78	118	45	3.59	0.955
	%	1.8	11.8	28	42.3	16.1		
Management shows genuine concern for my well-being and personal life.	N	13	15	67	120	64	3.74	1.02
	%	4.7	5.4	24	43	22.9		
My supervisor encourages me to maintain a healthy work-life balance.	N	10	9	95	111	54	3.68	0.942
	%	3.6	3.2	34.1	39.8	19.4		
Management is approachable and accessible for discussing work-life concerns.	N	16	29	75	100	59	3.56	1.107
	%	5.7	10.4	26.9	35.8	21.1		
Leadership demonstrates commitment to implementing work-life balance policies.	N	3	29	83	107	57	3.67	0.952
	%	1.1	10.4	29.7	38.4	20.4		

Grand mean		**3.648**	**0.995**

Respondents showed generally positive perception about management support for work-life balance initiatives in the study company. When asked if their immediate supervisor is supportive of work-life balance initiatives, respondents showed overall agreement of 58.4% and 13.6% overall disagreement (mean = 3.59, SD =0.955). This means that most employees feel supported by their supervisors in maintaining a work-life balance. Regarding the management shows genuine concern for my well-being and personal life of the employees the overall agreement is higher (65.9%) and the overall disagreement is low, 10.1% (mean = 3.74, SD = 1.02 indicate that employees perceive management as genuinely caring about their well-being. This is important for creating a supportive work environment.

A total of 59.2% agreed that their supervisor encourages them to maintain a healthy work-life balance with only 6.8% disagreement (mean = 3.68, SD =0.942). These findings show that supervisors actively promote healthy work-life balance and this can impact employee morale positively. In addition, management is approachable and accessible for discussing work-life concerns as witnessed by 56.9% of the respondents (mean = 3.56, SD =1.107); this indicate that many employees find management approachable, but there is area that needs improvement in ensuring that all employees (including those disagreed and felt neutral) feel comfortable discussing their concerns. Also, the statement "Leadership demonstrates commitment to implementing work-life balance policies" received an overall agreement of 58.8% (mean = 3.67, SD = 0.952). These results show that employees perceive leadership as committed to maintain work-life balance. But, continued efforts may be necessary to strengthen this perception.

4.3.5. Employee Job Satisfaction

Employee job satisfaction is the extent to which employees have positive feelings and attitudes to their job and work. It is influences on employee motivation, commitment, and retention. Job satisfaction was measured using item related to overall satisfaction, sense of accomplishment, motivation, career growth opportunities, compensation, and willingness to recommend the organization as a workplace. It's presented in Table 6.

Table 7: Perception on employee job satisfaction

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	SD
I am satisfied with my current job at Ethio Telecom.	N	17	16	73	101	72	3.7	1.101
	%	6.1	5.7	26.2	36.2	25.8		
My job provides me with a sense of accomplishment and fulfillment.	N	4	34	52	132	57	3.73	0.969
	%	1.4	12.2	18.6	47.3	20.4		
I feel motivated and engaged in my daily work responsibilities.	N	8	21	77	125	48	3.66	0.946
	%	2.9	7.5	27.6	44.8	17.2		
I am satisfied with the opportunities for career growth and development.	N	3	37	69	104	66	3.69	1.01
	%	1.1	13.3	24.7	37.3	23.7		
My compensation and benefits align with my job responsibilities.	N		23	59	131	66	3.86	0.872
	%		8.2	21.1	47	23.7		
I would recommend Ethio Telecom as a good place to work.	N	8	29	79	85	78	3.7	1.073
	%	2.9	10.4	28.3	30.5	28		
Grand mean							**3.723**	**0.995**

The data analysis results regarding employee job satisfaction at Ethio Telecom show generally positive view with some areas needing improvement; accordingly, 62% reported overall satisfaction with my current job at Ethio Telecom with 11.8% dissatisfaction reported (Mean = 3.7, SD =1.101). This shows that majority of employees are content with their roles, reflecting positively on the organization. In terms of fulfillment, 67.7% reported that their job

provides them sense of accomplishment and fulfillment with disagreement of 13.6% (mean = 3.73, SD = 0.969). This indicate that employees feel a strong sense of achievement in their work. This is essential for job satisfaction. When assessing motivation, 61.9% generally agreed that they feel motivated and engaged in their daily work responsibilities and 10.4% disagreed (Mean = 3.66 SD = 0.946); these findings show that most employees are engaged in their work.

Similarly, a total of 61% of the respondents were satisfied with the opportunities available for career growth and development (total disagreement = 14.4%). The mean score of 3.69 (Mean =1.01) show that many employees see potential for growth, but there is still employees who may feel limited in their career advancement. Respondents also have relative positive view about the compensation and benefits align with their job responsibilities that resulted in a total agreement of 70.7% and a low overall disagreement (mean = 3.86, SD = 0.872. This shows these results suggest that employees feel fairly compensated. Respondents were finally asked if they would recommend Ethio Telecom as a good place to work shows an overall agreement of 58.5%. But a total of 13.3% show overall disagreement (Mean = 3.7, SD = 1.073 indicate that many employees are likely to recommend the organization to others.

4.4. Inferential Analysis

4.4.1 Correlation analysis

Correlation analysis was conducted to assess how flexible working arrangements, leave policies, workload, and management support are associated with employee job satisfaction. Pearson's correlation coefficient was used to identify the strength and direction of their relationships. This analysis provides insight into the associations among the variables before examining their effects through multiple linear regression analysis. The correlation matrix is presented in Table 7.

Table 8: Correlation results

		Employee Job Satisfaction	Flexible Working Arrangements	Leave Policies	Workload	Management Support
Employee Job Satisfaction	Pearson Correlation	--				
Flexible Working Arrangements	Pearson Correlation	.389**	--			
Leave Policies	Pearson Correlation	.523**	-.210**	--		
Workload	Pearson Correlation	.195**	-.019	.112	--	
Management Support	Pearson Correlation	.665**	.258**	.323**	.067	--

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

The correlation analysis results shows that there is strong positive correlation between employee job satisfaction and management support. ($r = 0.665$ $p < 0.001$) showing that higher levels of management support are associated with increased employee job satisfaction. In addition, there is moderate positive correlation between employee job satisfaction and leave policies ($r = 0.523$ $p < 0.001$); this indicates that when employees perceive leave policies as fair and supportive, their job satisfaction tends to increase. The correlation between flexible

working arrangements and employee job satisfaction (r = 0.389, p < 0.001) showing flexibility in work arrangements contribute positively to employee satisfaction.

On the other hand, the relationship between workload and employee job satisfaction is relatively weak (r = 0.195 p = 0.001), indicating that workload may not be as significant predictor of job satisfaction compared to the other factors this study has assessed.

4.4.2 Regression Analysis

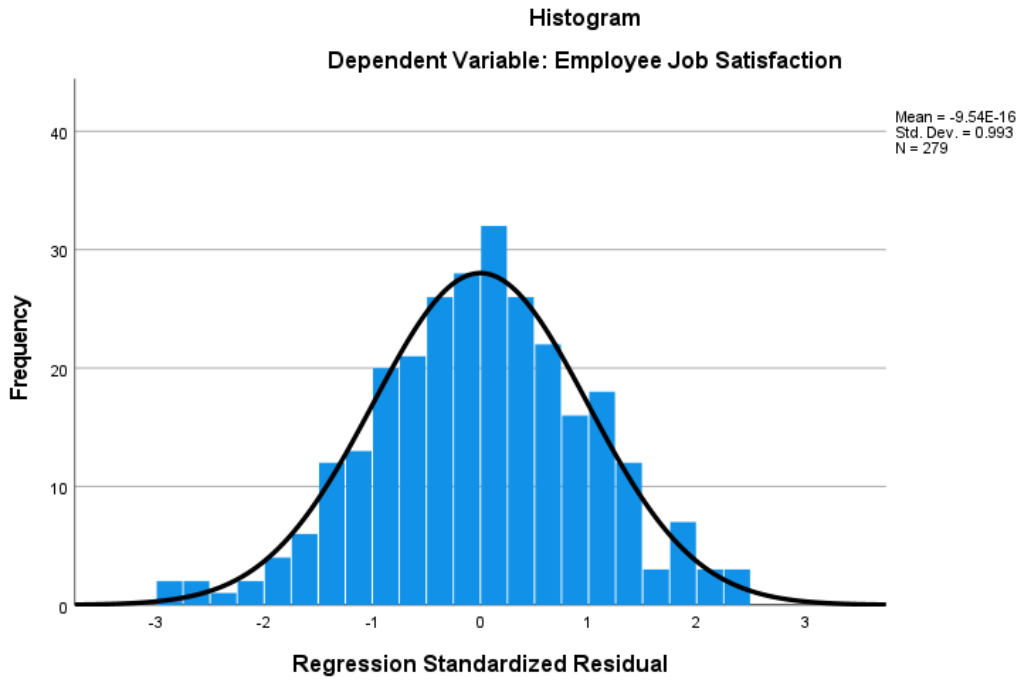
Multiple linear regression analysis was employed to examine the effect of work-life balance policies on employee job satisfaction at Ethio Telecom Head Office. The analysis was conducted to determine how much flexible working arrangements, leave policies, workload, and management support predict employee job satisfaction.

4.4.2.1 Multiple Linear Regression Assumptions Test

To conducting the multiple regression analysis, several main assumptions were considered and examined in order to ensure that the multiple regression analysis was appropriate. Accordingly, the following assumption presents tests of the multiple regression model assumption

Normality of the Error Term Distribution

Figure 2: Histogram for normality test



In linear regression analysis residuals should be normally distributed to consider the results reliable. For this study data normality was tested using histogram. Accordingly, the histogram presented below shows that the data is equally distributed; there is no significant skew in both sides.

Multicollinearity

Model	Collinearity Statistics	
	Tolerance	**VIF**
Flexible Working Arrangements	.837	1.195
Leave Policies	.797	1.255
Workload	.986	1.014
Management Support	.783	1.277

Table 9: Multicollinearity test results

To be included in the multiple linear regression, independent variables should not be multicollinear. In this study multicollinearity among independent variables was tested using variance inflation factor (VIF) in SPSS 27. VIF value should be less than 5 and the tolerance value should be less 1 to ensure that there is no significant multicollinearity among the dependent variable. Accordingly, no multicollinearity problem was detected in the current data and tolerance values were less than 1 and VIF values were around 1.00 and less than 1.28, indicating no multicollinearity.

Heteroscedasticity

Figure 3: Scatter plot test for Heteroscedastic



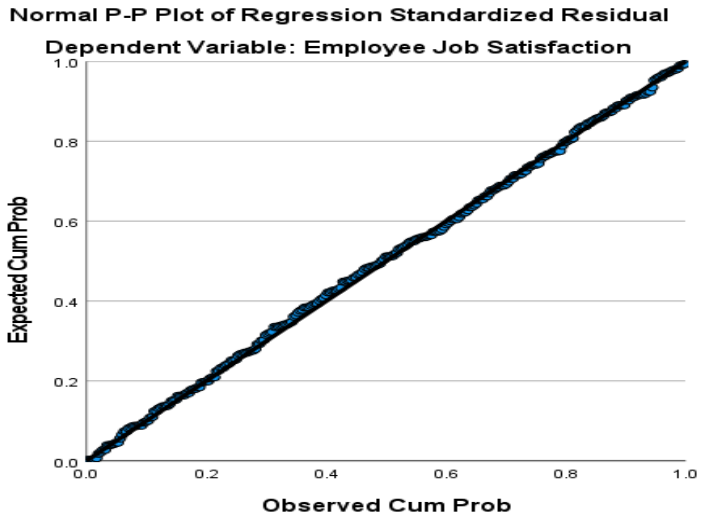
For multiple linear regression, the variance of the error terms (residuals) should be constant (homoscedastic) across all levels of the independent variables or it shouldn't be non constant distribution (heteroscedastic) of the residuals. The Heteroscedastic assumption can be checked using scatterplots or residual plots. For this study, the scatter plots of standardized residuals versus the fitted values for the regression models were visually inspected in figure 3. This shows that the data has no heteroscedasticity problem and the assumption is met.

Auto-correlation

Autocorrelation occurs when the dependent variable at time t is related to its value at the previous time period. The Durbin-Watson test detects auto-correlation in regression analysis. A value of 2 indicates no autocorrelation, and the acceptable range for no autocorrelation is 1.5<DW<2.5. For this study the Durbin-Watson value is 1.759, which falls in the acceptable range showing no significant autocorrelation.

Linearity

Figure 4: Linearity test result



The figure above shows that the data points are scattered following the diagonal line between the expected and observed variable showing that the overall linearity assumption is met.

4.4.2.2. Model Results

Table 10: Regression model summary and ANOVA

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.827[a]	.683	.679	.4170	1.759

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	102.873	4	25.718	147.876	.000[b]
	Residual	47.654	274	.174		
	Total	150.527	278			

The regression analysis results indicates a strong correlation between the independent variables and the dependent variable (R = 0.827); this shows that the independent variables

collectively explain significant portion of the variance in employee job satisfaction. The R^2 value of 0.683 indicates that approximately 68.3% of the variability in job satisfaction can be explained by the predictors included in the model. The ANOVA results reveal that the regression model is statistically significant (F=147.876, p < 0.001). This indicates that the model significantly predicts employee job satisfaction.

Table 11: Regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.582	.247		-6.411	.000
Flexible Working Arrangements	.430	.042	.381	10.263	.000
Leave Policies	.568	.047	.456	11.980	.000
Workload	.137	.038	.124	3.609	.000
Management Support	.395	.037	.410	10.678	.000

When examining the effect of each predictor on the dependent variable, the most influential predictor is Leave Policies, (beta = 0.456, p = 0.000), showing that perceptions of fair and supportive leave policies have the strongest positive impact on employee job satisfaction; when employees feel their leave policies are adequate, their satisfaction increases. Flexible Working Arrangements is the second important factor influencing job satisfaction (beta = 0.381, p = 0.000). This finding emphasizes the importance of flexibility in work arrangements as key factor in enhancing job satisfaction: employees value the ability to manage their work hours according to personal needs.

Management Support is also significant predictor (beta = 0.410, p = 0.000) that shows the key role of supportive leadership in creating positive work environment; employees are more satisfied when they receive encouragement and support from their managers. Workload has also had significant but relatively weaker effect on job satisfaction (beta = 0.124, p = 0.000). A manageable workload contributes to employee satisfaction, even though its impact is lesser than the other work-life policy dimensions.

4.5 Discussion

The findings from this study on the effect of work-life balance policies on employee job satisfaction generated important information that both validate and challenge existing theoretical understanding when compared with previous research from diverse organizational settings and geographical regions.

Current findings regarding flexible working arrangement show gap between policy provision and employee perception regarding flexible working arrangements. Though Ethio telecom offers flexibility many employees report that current arrangements no adequate to meet their personal needs, which inturn leads to feelings of constraint and increased stress. Previous research reported that both the potential and limitations of flexible arrangements when not carefully customized to employee needs. For example, Research examining flexible work arrangements across multiple organizations found that these arrangements positively correlate with higher employee well-being and job satisfaction (Aswani, 2025), however, the key determinant is implementation quality and cultural integration rather than policy presence alone. The Ethio Telecom situation exemplifies this distinction; even though flexibility exists structurally, the perception of insufficiency indicates that there is gaps in how policies are implemented. Studies examining flexibility in the telecommunications industry have showed that when flexible arrangements are implemented effectively, they reduce stress and improve work-life balance (Kasperczuk et al., 2025), yet the Ethio Telecom data shows that implementation barriers may be preventing full realization of these benefits.

The current studies correlation analysis showing moderate relationship between flexible working arrangements and job satisfaction at Ethio Telecom aligns with former findings indicating that flexible work arrangements improve productivity and engagement through reduced stress and better time management (Kumar & A, 2025). But their effectiveness depends on organizational support systems, clear guidelines and technological infrastructure (Kendagor, 2025).

In this study, leave policies shows stronger positive relationship with job satisfaction compared to flexible working arrangements indicating that predictable, structured time away from work carries psychological value for employees. Though many employees at Ethio Telecom perceive leave policies as fair and transparent, concerns about annual leave sufficiency persist. This indicates worries about adequate recovery time and burnout prevention, this finding agrees with previous research findings on the protective effects of

leave policies against employee burnout and stress. Recent research on annual leave confirms that concerns about leave sufficiency directly correlate with burnout risk (Akinyemi, 2025). especially in demanding industries such as telecommunications. The strong positive correlation between perceived leave policy fairness and job satisfaction found in the Ethio Telecom study aligns with evidence showing that leave provisions enhance job satisfaction (Yuan & Suryani, 2025), especially for employees with family responsibilities. In addition to this, research specifically examining leave policy implementation has found that straightforward access to leave processes reduces administrative barriers to utilizing benefits (Akinyemi, 2025).

The gap between perceived fairness and adequacy in this study findings indicates that though employees acknowledge transparent processes, the concern about sufficiency points to potential inadequacy in the quantity of leave provided rather than in policy transparency. This is consistent with research indicating that though policy implementation processes matter, the substantive provision of adequate leave days is equally important for preventing exhaustion (Rahman et al., 2025).

This study found interesting contradiction regarding workload. Employees generally perceive their workload as manageable, which is positive, but some express concerns about sufficient time to complete tasks. The weak positive correlation between workload and job satisfaction weaker than the relationship between management support or leave policies and satisfaction indicates that even though manageable workloads matter, they are not the primary determinant of satisfaction in this context. This pattern challenges some research indicating that workload is important factor. Previous research on workload and job satisfaction reveal that perceived workload burden depends on organizational support, management assistance and availability of resources to manage tasks (KUMAR, 2025). The weaker effect of workload on satisfaction at Ethio Telecom may show effective task distribution or adequate staffing levels. It may also indicate that though current workload is manageable, the presence of management support and leave policies provides the necessary buffer against stress. Research examining workload in telecommunications sector has found that high-pressure environments can maintain employee satisfaction (Kumar, 2025). Literature on the telecommunications industry documents that service demands can escalate rapidly. What appears manageable during normal periods may become unsustainable during peak demand or organizational changes (Sumarno et al., 2024).

The finding about management support shows strong positive relationship between management support and job satisfaction which agrees with previous research reports showing supervisory support serves as fundamental determinant of work-life balance effectiveness. For example research examining the role of supervisor support in work-life balance outcomes consistently identifies it as the strongest predictor of policy effectiveness and employee well-being outcomes (Irwansyah & Sondakh, 2025). The importance of supervisor support lies in its capacity to translate organizational policies into daily practice. Even well-designed policies fail to benefit employees if immediate supervisors discourage their use or create cultural barriers to utilization (Hutabarat & Putri, 2025). The current finding that many employees feel supported. But some hesitate to discuss work-life concerns with management shows need for creating psychological safety around these discussions. Previous studies confirm that transformational and supportive leadership styles are essential for translating work-life balance policies into tangible employee benefits (Kaur & Randhawa, 2024). In addition to this, research indicates that supervisor training and development that focuses on supporting employee well-being is the highest-return investments organizations can make in improving satisfaction (Widyaningsih & Nawangsari, 2025). Supervisor quality directly influences whether flexible arrangements reduce stress or create additional pressure through unclear expectations and monitoring practices (Kendagor, 2025).

The findings of this study shows that overall job satisfaction is positive at Ethio telecom. Employees expressed satisfaction with their roles and accomplishments. This shows that the organization has successfully created meaningful work environment; the strong sense of accomplishment reported by employees provides important psychological reward that contributes to retention and performance. However, the identification of career growth limitations as an area for concern aligns with previous research on employee satisfaction showing that though day-to-day factors such as work-life balance, management support and adequate workload are essential for maintaining satisfaction, employees also require clear career progression pathways (Lotulung et al., 2025); employees may be satisfied with their immediate work situation but develop intention to leave if advancement appears blocked (Friska & Sandroto, 2025).

Telecommunications companies, especially in developing countries like Ethiopia, face challenges in implementing work-life balance policies (Ridho & Oktavianor, 2024). Research on work-life balance policies of multinational companies in Nigeria identified cultural resistance and management implementation barriers as significant obstacles to full policy

effectiveness (Akinyemi, 2025). This shows that the moderate satisfaction and implementation gaps at Ethio Telecom may implies organizational factors challenges in implementing work-life balance frameworks in local contexts. The results indicates that flexible arrangements and policies are necessary foundations, but their impact is moderated by management support and the organizational culture surrounding implementation. The stronger effect of leave policies compared to flexibility shows that structured, predictable time away from work provides psychological and recovery benefits. The weaker effect of workload, shows that adequate workload combined with supportive management and leave policies creates satisfaction even in demanding roles. This pattern aligns with and extends previous research utilizing the Job Demands-Resources (JD-R) framework; the study proposes that job demands (including workload) are buffered by organizational resources such as supervisor support, autonomy and flexible work arrangements (Rasak et al., 2024). The Ethio Telecom data supports this framework indicating that management support and leave provisions may carry weight in the organizational context studied.

Table 11: Hypothesis Testing Results

Hypothesis		**Beta (β)**	**p-value**	**Decision**
H1	Flexible working arrangements has a statistically positive influence on employee job satisfaction at Ethio Telecom.	0.381	0.000	Supported
H2	Leave policies has a statistically positive influence on employee job satisfaction at Ethio Telecom.	0.456	0.000	Supported
H3	Workload has a statistically positive influence on employee job satisfaction at Ethio Telecom.	0.124	0.000	Supported
H4	Management support has a statistically positive influence on employee job satisfaction at Ethio Telecom.	0.410	0.000	Supported

Chapter Five

Summary, Conclusion and Recommendations

5.1 Summary

This study assessed the effect of work-life balance policies on employee job satisfaction at Ethio telecom, using quantitative research method. The descriptive results regarding flexible working arrangements at Ethio Telecom reveal that only 39.1% of employees agreed that the organization have flexible working hours that suit their personal needs (mean = 2.9, SD = 1.309). In addition, 31.9% believe that they could adjust their work schedules to balance personal responsibilities (mean = 2.79, SD = 1.311). Although 31.9% acknowledged the availability of remote working options (mean = 2.81, SD = 1.298), many still found these options inadequate. On the other hand, 62% agreed that flexible arrangements have reduced work-related stress (mean = 3.7, SD = 1.101) and majority (67.7%) felt they had autonomy in choosing when and where to work (mean = 3.73, SD = 0.969), which positively contributes to job satisfaction. Correlation analysis shows positive relationship between flexible working arrangements and employee job satisfaction ($r = 0.389$, $p < 0.001$). The regression results indicating that flexibility is significant predictor of job satisfaction (beta = 0.381, $p = 0.000$).

Survey results on leave policies indicate that 57.8% of respondents perceive leave policies as fair and transparent (mean = 3.33, SD = 1.223), however, nearly half (49.8%) feel they have sufficient annual leave for rest and recovery (mean = 3.27, SD = 1.219). About 62% find the leave request process straightforward (mean = 3.66, SD = 0.946). Only 45.8% feel they can take leave without pressure (mean = 3.12, SD = 1.466), indicating concerns about potential consequences. 61% perceive that they had access to emergency leave options (mean = 3.69, SD = 1.01) and high agreement of 86.7% was recorded for the adequacy of maternity/paternity leave policies (mean = 4.32, SD = 1.018). Correlation results show moderate positive relationship between leave policies and employee job satisfaction ($r = 0.523$, $p < 0.001$). The regression analysis also indicates that leave policies are the most influential predictor of job satisfaction (beta = 0.456, $p = 0.000$).

Employee perceptions of workload indicate that 63.7% agree their workload is manageable (mean = 3.86, SD = 0.872) and majority (58.8%) also feel their tasks are well-organized (mean = 3.7, SD = 1.085). However, only 40.2% agree they have sufficient time to complete their responsibilities (mean = 3.11, SD = 1.26). Regarding the distribution of job

responsibilities, 46.2% agreed that responsibilities are appropriately shared, but 30.8% disagreed (mean = 3.21, SD = 1.249) and 42.6% believe their job design encourages skill development (mean = 3.11, SD = 1.304). Correlation results show weak positive relationship between workload and employee job satisfaction ($r = 0.195$, $p = 0.001$). Regression analysis also indicates lesser impact on job satisfaction (beta = 0.124, $p = 0.000$).

The results regarding management support for work-life balance initiatives show generally positive perception as 58.4% of respondents feel supported by their supervisors (mean = 3.59, SD = 0.955). 65.9% of the respondents indicates that employees believe management genuinely cares about their well-being (mean = 3.74, SD = 1.02). in addition, 59.2% reported that supervisors encourage healthy work-life balance (mean = 3.68, SD = 0.942). 56.9% find management approachable for discussing work-life concerns (mean = 3.56, SD = 1.107), although 58.8% perceive leadership as committed to work-life balance policies (mean = 3.67, SD = 0.952). Correlation analysis reveals strong positive relationship between management support and employee job satisfaction ($r = 0.665$, $p < 0.001$). Regression results showing management support as significant predictor (beta = 0.410, $p = 0.000$).

The analysis of employee job satisfaction reveals that 62% of the respondents reported satisfaction with their jobs (mean = 3.7, SD = 1.101), 67.7% feel their work provides sense of accomplishment (mean = 3.73, SD = 0.969). In addition, 61.9% feel motivated and engaged (mean = 3.66, SD = 0.946). However, only 61% are satisfied with career growth opportunities (mean = 3.69, SD = 1.01). Also, 70.7% agree that compensation aligns with their responsibilities (mean = 3.86, SD = 0.872), 58.5% would recommend Ethio Telecom as good workplace (mean = 3.7, SD = 1.073).

5.2 Conclusion

- ✓ The findings of this study regarding flexible working arrangements implies that policy availability does not automatically translate to employee satisfaction. Organizations often assume that offering flexibility is sufficient, but the findings of this study reveal that the gap between policy provision and perceived adequacy is key implementation.
    - The moderate satisfaction with flexibility despite its formal availability teaches organizations that they must invest equally in implementation support, clear communication and cultural normalization of flexible work use as they do in policy design itself. Organizations seeking to maximize the benefits of flexible arrangements must recognize that supervisor attitudes, organizational

culture and clear guidelines about flexibility boundaries are as important as the policies themselves.

- ✓ The findings of this study found that employees appreciate straightforward leave request processes, the persistent concerns about leave sufficiency reveal that procedural ease cannot compensate for inadequate leave quantities.
    - This finding teaches organizations that leave policy evaluation must focus on whether employees understand how to access leave and also on whether the quantity of leave provided allows for adequate recovery and prevents burnout.
- ✓ The weak correlation between workload and job satisfaction implies that rather than focusing exclusively on workload reduction, which may not always be feasible in high-demand environments they should concentrate on ensuring that whatever workload exists is accompanied by adequate resources and supervisory assistance.
    - This study shows that employees can maintain satisfaction with workload when they perceive clear task expectations, have access to management support and feel their time is valued through adequate leave. This lesson reframes workload management from quantity problem to resource allocation and support problem. Organizations operating in sectors where workload is structurally difficult to reduce such as telecommunications should recognize that investing in management quality, resource provision and employee support systems may lead to greater satisfaction improvements than attempting to reduce workload volume
- ✓ The findings of the management support indicates that organizational policies achieve their intended effects only when supervisors actively facilitate and support their utilization.
    - This teaches organizations that management support should include active management practices such as modeling work-life balance behavior, implementing associated policies and creating psychological safety for discussing personal needs. Organizations investing heavily in work-life balance policies neglecting supervisor training and cultural change initiatives will inevitably fail to succeed.
    -

5.3 Recommendations

Based on the findings presented and discussed in the above sections, the following recommendations were proposed:

- The findings show that many of the employees feel current flexibility is insufficient and doesn't adequately meet personal needs. Therefore, Ethio telecom should expand and actively promote flexible scheduling options to reduce work-related stress and increase job satisfaction through conducting an employee survey to identify specific flexibility needs and communicate the benefits clearly to employees.
- This study also found that even though many perceive leave policies as fair, some of the respondents still consider them inadequate or insufficient annual leave potentially leading to burnout. Therefore, the company should review and strengthen leave policies to ensure all employees feel supported by analyzing current leave entitlements against industry standards, consider increasing annual leave allocation and conduct awareness campaigns to ensure employees understand the straightforward leave request process.
- The findings regarding management support revealed that some employees lack comfort discussing work-life concerns with supervisors. Therefore, the Ethio telecom should invest in management training to create an open communication culture through providing ongoing training for supervisors on work-life balance best practices and create formal channels for employees to raise concerns.
- The findings show that employees express overall satisfaction but feel limited in career advancement opportunities. This could lead to disengagement over time. Therefore, the organization should develop clear career pathways and professional development programs. This can be achieved through transparent career advancement criteria, offer mentoring programs, provide skills training and development opportunities.
- The findings show that workloads are generally perceived as manageable, but some employees report insufficient time to complete tasks effectively. Therefore, the organization should review work distribution processes through audit current task allocation practices, implement workload assessment tools, provide time management training to employees and managers and establish realistic deadline-setting procedures.

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Appendix

Questionnaire

Addis Ababa University

Business and Economics College School of Commerce

Dear Respondent, my name is Rediet Alebachew, a graduating MA student in Human Resource Management at the School of Commerce, Addis Ababa University. Thank you for taking time to participate in this important research study. This questionnaire aims to assess The Effect of Work-Life Balance Policies on Employee Job Satisfaction at Ethio Telecom, Addis Ababa, Ethiopia. The information obtained will be used to complete a study in partial fulfillment of the requirements for Masters of Arts (MA) in Human Resource Management. Your honest and thoughtful responses are very important to the success of this research. Please note that all responses are confidential and will be used only for research purposes. Please note that you are not required to write your name. If you have any questions, you may

contact me through this email address **redietalebachew03@gmail.com.** I would like to express my deepest gratitude for your kind cooperation in completing this questionnaire.

The questionnaire will take approximately 15-20 minutes to complete.

Section A: Demographic Information

Instructions: Please provide the following information about yourself:

1. Age

☐ 18-25 years ☐ 26-35 years ☐ 36-45 years ☐ 46-55 years ☐ 56+ years

2. Gender

☐ Male ☐ Female

3. Level of Education

☐ Diploma ☐ Bachelor's Degree ☐ Master's Degree ☐ PhD ☐ Other

4 Marital Status

☐ Married ☐ Single ☐Divorced ☐ Widowed ☐Other

5. How long have you worked at Ethio Telecom?

☐ Less than 1 year ☐ 1-3 years ☐ 4-6 years ☐ 7-10 years ☐ More than 10 years

Section B: Work-Life Balance Policies Affecting Employee Job Satisfaction

Instruction: For each statement below, please indicate your level of agreement using the following 5-point Likert Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

IV1: Flexible Working Arrangements

S.No.	Item	1	2	3	4	5
FWA1	The organization provides flexible working hours that suit my personal needs.					
FWA2	I am able to adjust my work schedule to balance work and personal responsibilities.					
FWA3	Remote working options are available and accessible to me when needed.					

FWA4	The flexibility in work arrangements has reduced my work-related stress.					
FWA5	I have the autonomy to choose when and where I work (where applicable).					

IV2: Leave Policies

S.No.	Item	1	2	3	4	5
LP1	The organization's leave policies are fair and transparent.					
LP2	I have sufficient annual leave to rest and recharge.					
LP3	The process for requesting and approving leave is straightforward.					
LP4	Emergency/personal leave options are available when needed.					
LP5	The organization allows me to take leave without pressure or negative consequences.					
LP6	Maternity/paternity leave policies are adequate and supportive.					

IV3: Workload

S.No.	Item	1	2	3	4	5
WJD1	My workload is reasonable and manageable within my working hours.					
WJD2	The tasks assigned to me are well-organized and clearly defined.					
WJD3	I have sufficient time to complete my job responsibilities effectively.					
WJD4	My job responsibilities are appropriately distributed among team members.					
WJD5	The job design allows me to develop my skills and competencies.					

IV4: Management support

S.No.	Item	1	2	3	4	5
SMS1	My immediate supervisor is supportive of work-life balance initiatives.					
SMS2	Management shows genuine concern for my well-being and personal life.					
SMS3	My supervisor encourages me to maintain a healthy work-life balance.					
SMS4	Management is approachable and accessible for discussing work-life concerns.					
SMS5	Leadership demonstrates commitment to implementing work-life balance policies.					

DV: Employee Job Satisfaction

S.No.	Item	1	2	3	4	5
EJS1	I am satisfied with my current job at Ethio Telecom.					
EJS2	My job provides me with a sense of accomplishment and fulfillment.					
EJS3	I feel motivated and engaged in my daily work responsibilities.					
EJS4	I am satisfied with the opportunities for career growth and development.					
EJS5	My compensation and benefits align with my job responsibilities.					
EJS6	I would recommend Ethio Telecom as a good place to work.					

What are the most critical challenges affecting job satisfaction in your organization? Please also mention any additional issues not covered in this questionnaire.

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THANK YOU FOR YOUR PARTICIPATION!