

**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE**



**THE EFFECT OF WORK LIFE BALANCE ON JOB SATISFACTION:
THE CASE OF CREATIVE ASSOCIATES INTERNATIONAL Inc.**

*Thesis Submitted to the Office of Graduate Studies of Addis Ababa University
School of Commerce in Partial Fulfilment of the Requirements for the Degree of
Master of Arts in Human Resource Management*

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Declaration

I, the undersigned, declare that this study entitled “The Effect of Work Life Balance on job satisfaction: The case of Creative Associates International Inc.” is my original work and has not been presented for a degree in any other university, and that all sources of materials used for the study have been duly acknowledged.

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Statement of Certificate

This is to certify that the thesis entitled “The effect of work life balance on job satisfaction: The case of Creative Associates international Inc.”, submitted to Addis Ababa University, School of Commerce for the award of the Degree of Master of Human Resources and is a record of bonafide research work carried out by Miss. Bethelhem Degia under our guidance and supervision. Therefore, we hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree or diploma.

Research Advisor: Solomon Markos. (PhD)

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**Addis Ababa University School of Commerce
Office of Graduate Studies**

**The Effect of Work Life Balance on Job Satisfaction: The Case of Creative
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Abstract

The study aims to establish and evaluate the relationship between selected work life balance practices and job satisfaction. The selected practices are Flexible work arrangement, Job characteristics, Fringe benefit plan and Supervisor support. The study used explanatory research design and both qualitative and quantitative approach. The study employed census survey where the data is collected from the total population for analysis. A total of 120 employees completed the survey. Descriptive statistics revealed that employee's have low level of perception of work life balance practices and job satisfaction. Results of the regression analysis showed that work life balance is a positive predictor of job satisfaction. Among this practice of work life balance, job characteristics was found to be the highest predictor of job satisfaction. The analysis also found non-significant relationship between supervisor's support and job satisfaction. As per this finding recommendation were made to revisit employees job design, allocate adequate financial resource to enhance fringe benefit plan and use different types of employment option to help employees deal with flexibility issues. Area for further studies also has been suggested.

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

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Many researchers have used different terminologies to describe work life balance such as work family balance(e.g. Joshin& Deepu,2017) work life synergy(e.g.Valerie2019), work life harmony(e.g. Kate,2018) work life integration(e.g. Joan, Jennifer &Joseph,2015) and work life equilibrium(e.g. Daniela,2017) are used interchangeably, but in more recent researches it is mostly referred as work life balance. According to Rama & Das et.al. (2015) work-life Balance programmes were reported to be in existence from 1930's. The term Work-life Balance (WLB) was formally coined for the first time in 1970's, to state the balance between one's work and personal life. In 1980's many companies have started to offer childcare programs and employee assistance programs. Rama & Das (2015) explained that during the 1990's the Work-life Balance programs had a better identification as a vital topic for women, however failed due to lack of better impact on real life challenges faced by the employees. The eyeball view towards Work-life Balance programs by all Work-life professionals started after the failure of Work life Balance programs implemented by human resource departments in the first years of the 21st century.

In order to evade and minimize effects of work life imbalance HR practitioners are leaning to using different practices. Mengistu (2012) asserted that HR policies should include concepts of impartiality, work life balance, and supportive working environment. Some of the practices proposed are different aspect of work-life balance programs, such as: flexitime arrangement, stage-management training, providing back-up support, breaks from work (Baral & Bhargava,2010), job sharing, compressed work weeks, telecommuting and shift work (Porter & Ayman,2010).According to (Rothbard,2001) from an employee's perspective, such arrangement significantly boosts the job satisfaction, & helps employees maintain healthier habits. (Pooja ,2019).

However, creating a work-life programmes or practices alone doesn't guarantee that employees will use them. Employees still struggle to make use of such interventions due to different variables resulting in dissatisfaction. (De Bruin & Dupuis 2010)

This paper is therefore is concerned with assessing the effect selected work life balance practices have on job satisfaction and analyse the effect with respect to the selected factors of work life balance in the study organization.

1.2 Background of the study Organization

This research will be conducted in a Non-governmental organization known as Creative Associates international, particularly READ II Project. Creative was founded in 1977 G.C. by four women with diverse cultural backgrounds and single passion for educational excellence and opportunity. The Company's portfolio has grown considerably and now includes economic growth, stabilizing communities, enhancing good governance, promoting transparent elections, democratic institution and stabilizations. Creative envisions stable neighbourhoods, communities and regions that can develop effective institutions to provide for their people, enabling them to overcome hardship and live peaceful and fulfilling lives. The organization's mission is to support people around the world to realize the positive change they seek. Creative is now operating in over 25 countries all over the world. READ II project is a 86 million Dollar project which is being implemented by Creative Associates International in partnership with Education Development Centre, World Vision, International Rescue Committee and other local implementation partners. The project hopes to reach 15 million students from grade 1-8 across the nation. The READ II project's central office is in Addis Ababa and operating at different regions as Addis Ababa region, Oromia Regional State, Amhara Regional State, Somali Regional State, Tigray Regional State and Southern Nations, Nationalities & People Regional state. Creative is running the project with a total of

128 employees. The different regions are being operated by Creative Associates International and Education Development Centre (EDC).

With respect to the work life balance interventions in the organization they provide all the environmental ,health, safety and work life balance issues covered with in the Ethiopian labour law(1156/2019).Although the proclamation doesn't have a section for all the work life balance issues that need to be addressed. Under each chapter and part, some work life issues are addressed.

To mention in detail the work life balance initiatives taken in the study organization: Employees are entitled to a twenty-day annual leave per year and acquire one additional day of leave for each additional year of service. Holiday leaves are also granted as per the national calendar. They have Maternity/paternity and compassionate leaves are given as per the prerogative given by the proclamation. Since project workers are employees to a maximum of five years, they do not have any severance pay entitlement hence the organization provides a 2% monthly provident fund. Employees also have a life and medical insurance coverage including dependents up to four kids and spouse. The central office employees also have an early childhood childcare program where employees' children's form the age of 3 up to 6 are accepted for free.

1.3 Statement of the problem

According to a national survey study done United States in workplace flexibility(Career Arc's Enterprise,2015), results showed that 67% of the HR professionals agreed that employees have balanced work life. However close to half 45% of the employees under study disagreed and pointed out their need for more time each week for personal matters. This was an indicator of sub-optimal work life balance and that there is a disconnect between employers and employee work life balance perception.

Employees of the study organization have complained that, to meet donor demand and project objectives the READ II project employees are expected to work long hours, dedicate personal time for work, being unable to use accrued annual leave as a result of work demands and not being allowed for an overtime pay for extra hour spent at work. Macky & Boxall (2008) states employees working longer hours are slightly more likely to report a greater imbalance in the work life relationship. It was also found that increasing the availability of work life balance policies for employees did not improve the relationships when pressure to work longer hours was higher, and employees felt greater work life imbalance.

Accordingly, a preliminary interview was conducted with the HR manager, it was explained, READ II employees carry out Project related workshops and trainings during weekends because of government restrictions on workshops and seminary conducted over work week. In addition, as the main operation of the project is to give trainings for education professionals having workshops during workdays has its challenges. As a result, employees are expected to work out of their regular hours, such as on weekends, holidays, at night, whilst not being entitled for any other means of compensatory or overtime payment. In addition, it was confirmed the effective utilization of their annual leaves has also been affected and presented a challenge for HR to manage.

To cope with the needs of the employee's project management has put in place different policies of work life balance practices such as a benefit plan and flexible work arrangements. The management believes that this practice has helped employees balance work and life, however there is no definitive theory of effectiveness in the practice implementation. In addition to this, the practices are implemented without prior survey on what most employees require regarding work life balance. Burstein, (1987), Harrington & Ladge,(2009); Nord et al,(2002) assert that the participation and involvement of all stakeholders is the key and there must be a consensus on the core issues needed to be addressed. Adopting a well thought out

strategic work life balance initiatives at firm level needs a supportive ambience involving all stakeholders. Therefore, measuring the work life balance of employees and job satisfaction will provide the management with the evidence or information to help guide its approach.

Previous researchers have also conducted similar researches. Researcher Mahlet(2018),studied antecedents of work life balance on selected NGO's in Ethiopia. Meskerem(2017) studied the effect of work life balance on employee engagement in the case of Commercial Bank of Ethiopia. Elisabeth(2019) studied the effect of work life balance on job satisfaction in the case of Lion International Bank S.C. the above researches found significant relationship and effect of work life balance. The current research is focused on work life balance variables which, as far as the researcher's knowledge, haven't been used by other researchers in Ethiopia context. Therefore, the research hopes to fill this gap and expand to the already existing knowledge in the topic in Ethiopia context. Hence, it is this rationale that motivates the researcher to analyse the employee perspective to offer evidence of success of the selected practices. and asses how the selected practices contribute to the attainment of the level of job satisfaction among the READII project employees.

1.4 Research Questions

The main research question that this research is intends to answer is “What is the effect of work-life balance on job satisfaction?” in Non-Government Organization in Ethiopia? The specific research questions are:

- i)How do employees perceive their work-life balance?
- ii)To what extent flexible work arrangement affect job satisfaction in the study organization?
- iii)To what extent fringe benefit plans affect job satisfaction in the study organization?
- iv)To what extent job characteristics affect job satisfaction in the study organization?
- v) To what extent supervisor's support affect job satisfaction in the study organization?

1.5 Research Objectives

In this section the general and specific objectives of the study was identified. The study has one general objective and four specific objectives as listed separately in the following lines.

1.5.1 General objective

The general objective of the study is to identify the effect of work life balance on job satisfaction.

1.5.2 Specific Objectives:

- i) To assess the perception of employees towards their work life balance.
- ii) To examine the effect of flexible work arrangement on employee job satisfaction.
- iii) To determine the effect of fringe benefit plans on employee job satisfaction.
- iv) To examine the effect of job characteristics on job satisfaction.
- v) To examine the influence of supervisor's work life balance support on job satisfaction.

1.6 Significance of the study

The study attempts to bring more understanding on the relation between work life balance and job satisfaction. The findings of the study will be significant to the organization in question.

The focus of the study organization will be able to assess their stance towards the practices. This will help them know their strength and revisit their work life balance practices for improvement that will be pointed out. The findings will also benefit managers especially in Creative Associates international Inc, as it would enable them to understand their employees better and how or why they behave the way they do and the recommendations in the study may guide the leaders and especially the human resource department and on how best to keep employees satisfied through the work life balance practices.

Employees will be beneficial as a result of measures taken as per the final recommendations made. In the bigger picture other organizations in the same sector can take learning's form the results of the study and utilize it.

For researchers this study will give suggestions on new area i.e. INGO's for further research that would be explored. Other organizations using the same system as Creative Associates International will specially get enormous benefit from the results of this study and may enable policy makers of INGO's to best understand their employees' needs.

1.7 Scope of the study

This research mainly addressed the work life balance practices that affect job satisfaction of employees in the selected organizations. Although there are several determinants or factors that affect work-life balance of employees, this research will be delimited to selected organizational practices of work life balance as job characteristics/task variables/, supervisor support, Fringe benefit plans and flexible work arrangement. This research will be conducted on all employees and respondents will be selected irrespective of their age, marital status, gender, or any other distinguishing feature.

Employees of READ II project that are located in different areas all over Ethiopia will be potential respondents and will be communicated via email correspondences and in person depending on the location. The research will be delimited to census survey due to limitation of available source of data. This research is expected to be finalized at the end of the academic year June,2020.

1.8 Limitation of the Study

The limitation of the study is that it is done on selected NGO in Ethiopia. Further the research is based on response to questioners distributed, employee's perception will impact the success of the research. The selected variables may not be exhaustive enough to give the full picture of the study area. Further due to the limitation of time to collect data and information the study is limited one sector which can affect the universality of the findings. Another limitation expected is biased response due to fear of backlash from supervisor towards their employees' answers, and job security.

The research will utilize only one data collection method due to lack of time, cost and other resources other data collection methods such as interview, focus group discussions will not be utilized.

1.9 Definition of Terms

Work-Life Balance (WLB): The extent to which an individual is engaged in – and equally satisfied with – his or her work role and family role. (Kalliath& Brough, 2008)

Job Satisfaction: A positive emotional state resulting from the appraisal of one's job or various facets of it (Locke,1984).

Task characteristics: are the components in an individual's job that could increase the amount of stress they encounter. Some of the contributing factors of work stress include factors at work, performance standards, motivation and perceived constraints. (Bacharach, Bamberger &Conley, 1991)

Flexible Work Arrangement: 'any policies and practice, formal or informal, which permit people to vary when and where work is carried out' (Maxwell, Rankine, Bell & MacVicar, 2007).

Fringe Benefit Plan: The remuneration provided by the employer to the individual employee or a pool of employees as a part of the organizational membership. (Sharma, Jaiswal et al.2018)

Supervisor/Management Support: refers to managers demeaners, which constitutes upholding respect, encourage career growth and provide recognition. (Christiana, 2014)

1.10 Organization of the Study

The research is organized in five chapters. Chapter one introduces the research work. It gives basic information about the organizations and the research being undertaken. The chapter consists of the background of the study, organizational profile, statement of the problem, objectives, research questions, significance of the study, scope of the study, and limitations

encountered by the researcher. Chapter two consists of the literature review and the theoretical framework. Different concepts and theories explained by authors and researchers relevant to the study are referred and detail for further argument with the outcomes of this study. Chapter three gives details of the research methodology representing the various ways and methods which the researcher uses in order to gain information. The third chapter consists of the study area, research approach, research design, population and sample, data type and source, measurement, data collection methods and analysis. Chapter four is about the analysis and interpretation of the information gathered by the researcher. In this chapter, detailed interpretation of the findings from the questionnaires are interpreted and explained. Chapter five gives summary of the findings, suggestions and conclusion of the researcher that are drawn from the findings and their implications on the research organizations and for other similar organizations.

CHAPTER TWO

LITERATURE REVIEW

This chapter presents review of relevant theoretical and empirical literature. It comprises a detailed description of the concept of work-life balance and employee job satisfaction; review of theories relating to work-life balance and employees' job satisfaction; and empirical studies related with the concepts under review.

2.1 Theoretical Literature Review

2.1.1 The concept of Work-Life Balance

Lewis (2008) states work-life balance has to do with proper prioritizing between work (career and ambition) and lifestyle(health, pleasure, leisure, family and spiritual development).The concept of work-life balance is based on the idea that paid work and private life should be seen as less as opposite priorities and more as corresponding essentials of a full life. Greenhaus, Collins, and Shaw (2003) defined it as an equal distribution of time, involvement, and satisfaction across work and life domains. Clark (2000) defines work family balance as having a minimum role conflict while having a good functioning at home and at work. Clark further added work-life balance is about finding the right balance between one's work and non-work related responsibilities most find it challenging to manage their time in a healthy manner both at the work and personal life horizons, this is not because they lack a good time management skill but because most of their time is dedicated to work related responsibilities. However, without organizational encouragement work life balance is difficult to achieve individually. Bird(2010) asserted that, work life balance does not mean equal balance and that one's work life balance issues vary over time. One person's right balance is different at marriage, during childbearing: at the start of new career versus close to retirement.

The above definitions indicate that employees struggle to find a balance between life and work as most of their hours in the day are dedicated to work related responsibilities and

organization should take the initiative to help employees get this balance. The later definition further clarifies that one cannot strive to get the perfect balance for all employees as the right balance is varying for each person based on the individual's phase of life.

De Bruin and Dupuis (2009) observes that work-life balance programs those established and routine arrangements as well as formal and informal practices that make it easier for employees to manage the often-conflicting worlds of work and non-work. The aim is to try to increase flexibility with which employee can enact both their work and non-work roles without threat.

Advanced technologies nowadays result more opportunities to engage in work anytime and anywhere the employer can access employees easily. The advance technology needs employee and employer's understanding the privacy hour. Since the function of internet is 24hours non-stop, employer couldn't expect employee will continue the duty at work after working hour. If the situation continuous, employee will be fed-up and influence job dissatisfaction, in worst situation employee may intend to leave. (Henning & Nakai,2013)

An organization that care about and is concerned about the happiness of their employee's will create policies, guidelines or code of conduct in the organization in making sure the employee sustains or increase their performance level. The policies apply not only in accelerating performance but also to decrease the employee layoff and turnover. (Chitra & Sheila,2012)

2.1.1.1 Importance of work-life balance

Researcher Lowe (2005) states on the importance of work-life balance, workers have many competing responsibilities such as work, children, house, volunteering, spouse and elderly parents care. This affects the stress individuals, families and communities encounter. Most employers are facing problems in managing the work and their other personal responsibilities. Therefore, work life benefits will be able to minimize the stress and contribute to employee's satisfaction. Another researcher, similarly, Baltes et al, (1999) revealed that flexible work

schedules had positive effects on employee productivity, job satisfaction and satisfaction work schedule, and employee absenteeism.

Vlems(2008) asserts work-life imbalance has serious costs for employers, the organization, and society. Stress and stress included illness; lesser life satisfaction, elevated rates of family strife, violence, and control of children and adolescents and swelling rates of juvenile delinquency and violence. are explained as personal and societal consequences of work life imbalance.

The presence or absence of work life balance has been found to impact life satisfaction. They found that work issues could interfere with the family life satisfaction, and in turn impact employee satisfaction with the job itself. (Adams, king &King, 1996)

Friedman and Greenhaus (2000) argued that the dominant work and life roles for most employees in the contemporary society could either help or hurt each other's role. Thus, there is a strong need for the organization to provide widespread WLB benefits to all instead of adopting a myopic approach for selected segment of the workforce.

Shobitha et.al (2014) identified in a research two categories where work life balance practices can have an effect on. The below table demonstrates the effect of work life balance on aspects of work and non-work-related horizons.

Table 2.1 Outcome of work life balance

Work related outcomes	Non work-related Outcomes
1. Job / Work satisfaction	1. Marital satisfaction
2. Career satisfaction	2. Family satisfaction
3. Organisational commitment	3. Life satisfaction
4. Employee turnover	4. Leisure satisfaction
5. Absenteeism	5. Burnout
6. Retention of employees	6. Health outcomes
7. Job performance	7. Family performance

Source:Shobitha & Sudarsan (2014)

2.1.1.2 Theories of work life balance

Edward & Rothbard, (2000) identified six general theories to explain the work family linkage and the different aspects of the relationship between work, personal and family life. The six general categories are as follows: spill over, compensation, segmentations, resource drain, congruence, and work family conflict.

Compensation

Is defined as the effort intended at opposing negative experiences in one aspect through increased efforts for positive experiences in another domain. For instance, a dissatisfied worker focusing more on family than work, thus reallocating human resources (Edwards and Rothbard, 2000). Two types of compensation have been identified namely supplemental and Reactive compensation.

Supplemental compensation occurs when desirable experiences, behaviours, and psychological states that are insufficiently present in the work domain are pursued in other or family domain. Reactive compensation occurs when deprived experiences in the work domain are compensated in the non-work domain. (Gayatri,2016)

The difference between the supplemental and reactive compensation is the former is initiated due to insufficient reward in one or another domain where the later arises from excessive negative experience in one or another domain. (Edwards & Rothbard , 2000).

Spill over

Ilies, Wilson & Wagner (2009) stated that spill over occurs when work-related moods or attitudes are carried home, or that family-related moods or attitudes are carried to work. Although moods and attitudes are both affective in nature, they differ in stability and target-specificity.” That means experiences made in one area have an impact on experiences and behaviour within the other area. Temper, conduct, ethical values and skills are transferred from one role to the other (Edward & Rothbard ,2000).

Resource Drain

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

Work family conflict

This work life conflict is a form of inter role conflict in which work, and family role demands are mutually incompatible so that meeting demands in one domain makes it difficult to meet demands in the other (Edward & Rothbard, 2000).

Congruence

The way additional variables can influence the balance of multiple roles that are not directly related to work and family. This theory shows a similarity between work and family through a third variable like personality traits, genetic and socio-cultural forces and behaviour styles. It is stated that both domains of work and family can be positively affected by a third variable such as intelligence, level of education (Edward & Rothbard, 2000)

Segmentation

Segmentation theory states that two domains of work and family do not affect one another. People suppress work related thoughts, feelings and behaviour while in the family domain, and vice versa. The active separation of work and family may be viewed as a method of coping with stress from either domain or as a way of maintaining a preferred degree of connection between work and family (Edward & Rothbard, 2000)

2.1.1.3 Measuring work life balance

Shobitha & Sudarsan (2014) conducted a research on a conceptual review of work life balance. The researchers indicated different methods used by different researchers to measure work life balance. As cited by Shobitha & Sudarsan (2014) Marshall & Barnett proposed a

scale with four dimensions to measure work family gain which includes a measure of work family gains and strains. The dimensions include work-family strains & gains along with work-parenting strains and gains. work family gains represent the positive aspect work family roles whereas the work family strains are the extent to which individuals experience spill over of stress between roles. Work-parenting strains and gains depict the gains & strains of combining work & parenting roles of an individual.

As cited by Shobitha (2014) Fisher indicated work life balance is composed of four components namely time, individual behaviour, strain and energy. Time is comparing the time spent at work versus in other roles. Individual behaviour is examining the behaviour of one at work versus in personal life. strains are inter-role conflicts that might arise and lastly energy is being limited to resources that are relevant for employees to accomplish work or non-work-related goals.

Another model proposed by Clark as cited by Shobitha (2014) is five different scales to represent work life balance i.e. role conflict, work satisfaction, home satisfaction, family functioning and employee citizenship. Greenhaus & Beutell, (1985) proposed to measure work life balance based on three types of conflict. Time based conflict, strain conflict and behaviour-based conflict. Time based conflict is time spent at one's work /role making it difficult to balance the demands of another role. Strain based conflict exists when psychological factors produced within the role impact the functionality of the individual in other aspects of life. Behaviour based conflict occurs when one's behaviour effective in one role is inappropriate with the behavioural expectation in another role.

The above and more models are proposed to identify what to incorporate to have an accurate measure of perception of work life balance.

With respect to how to measure it Opatha(2010) suggested getting a 360 degree evaluation. In this evaluation all major parties can do the evaluation such as parties at work, family

members and the employee. Parties at work can be customers, subordinates, superior, peers etc. Family members are spouse, parents, children or close relatives. This approach will help in measuring the extent one meets the demands and expectation & responsibilities of the parties, meeting this to a high extent imply high satisfaction and the presence of the right balance between work and life. Similar other scholar has suggested their own models and factors to be considered to study the quality or status of work life balance. Sverko and Galic (2014) implied that one can highlight the factors that will be covered in one's research based on the research's purpose and theoretical perspective.

2.1.2. Determining Factors of work life balance

The concept of work life balance is still evolving and as many researchers would agree that there is a gap of knowledge in the empirical study of work and life balance.

According to Shobitha & Sudarsan (2014) Previous researches that have been done on the antecedents of work life balance have identified dimensions of work life balance. Three dimensions have been identified namely, individual, organizational and societal factors.

The focus of the research will be on the organizational factor of work life balance with focus of work arrangements, work life balance practices and policies (benefit plan), superior support and role related factors. The research will focus on the organizational dimension of work life balance to identify the level of effectiveness of the practices and how they contribute to the job satisfaction of the employees.

2.1.2.1 Flexible work arrangement

A convenient approach that has been widely practiced in this context is 'flexible working arrangement. Flexible work arrangements or flexibility are one of the ways work life balance initiatives can be implemented. According to (Kara, Kayis & o'Kane, 2002) dimensions of cost, quality time and flexibility are not to be traded off against one another but need to be simultaneously prioritized. (Porter& Ayman,2010) stated that employees desired a work

environment which practices flexibility. Pollitt (2003) stated employees recorded substantial benefits by using the concepts like job flexibility and the WLB initiatives. By offering part time work, Flexible hours, work from home policy, compressed work week, job-sharing, annualized hours, term time, and shift work.

Lewis (2003) stated flexibility as 'win-win' to individual needs, it enables the employees to connect their occupational and un-occupational world together, where family requirements and work needs can be dealt favorably.

Felstead et.al. (2002) states that working from home will allow employees in achieving quality work life balance as it will enable them take care of their loved ones or helps them to contribute their work if transport facility is not running. Its worthy for the employees to work from home, men give it importance to work with independence and to increase work efficiency, while women demand flexibility to manage different tasks such as childcare and salaried job (Felstead & Jewson,2000).

Grantham et. al. (2009) have identified types of flexible work arrangement:

i) **Flexi time-** is defined as a program that let people enjoy their workdays, while still working the standard hours of work set by the company and be present at work during the core work hours of the day. This allows people have a certain control over their work schedule. Core hours are daily similar hours that all employees must be present at work.

ii)**Compressed work week-** is a schedule that is composed of working full time schedule in fewer, longer days. For instance, four 10-hour days or three 12-hours workdays per week instead of the traditional five 8-hour days per week. This arrangement allows for having the opportunity of having longer period of uninterrupted personal time.(Tipping ,2012).

iii)**Tele commuting-** is the ability of people to access work from remote location by using computers. This helps companies minimize cost and improve productivity while eliminating the time and physical commuting by allowing the employees work from outside the company

location. working that can be done from any location using technologies such as laptops, wireless internet connection and mobile phones, Redmond, Valiulis , and Drew (2006).

iv)**Job sharing-** is a strategy that allows two persons to perform one full time position each with responsibility for the success of the total job. This will help employees arrange their work-family obligations reduce layoffs, improve employee commitment and loyalty, produce happy and productive workers. This is also opportunity to use additional manpower during busy and peak business periods (Lazar, Osoian & Ratiu, 2010).

2.1.2.2 Job Characteristics

Hackman & Oldham (1980) proposed job characteristics model, which is widely used as a framework to study how particular job characteristics impact on the job outcomes, including job satisfaction. This model identifies five core job characteristics (Skill variety, task identity, task significance, autonomy and feedback). These characteristics have critical impact on three psychological states experience, meaningfulness and responsibility on outcome and knowledge of the results. Hackman & Oldham (1980) further describe how these psychological factors impact job satisfaction, absenteeism and motivation. The below are the elements of job characteristics identified by Hackman & Oldham (1980):

i)Skill variety- is the extent to which a job requires a different set of activities to accomplish the task, which could involve the use and requirement of different skills and talents from the employee.

ii)Task identity- is the extent to which a given task's results are predictable. It states involving in a task or project from start to finish helps employees find more meaning in their work.

iii)Task significance-is the level of impact one's work have in the lives of other people it can be the immediate organization or an external environment.

iv)Autonomy-is the level of freedom one experiences in his/her job regarding making judgement calls, scheduling the tasks and in determining the steps and procedures used to carry out the job. Bhatti et.al,(2011)states that being empowered with job autonomy yields high satisfaction level within the organization. Numerous works that link job satisfaction with autonomy at work and research of Pousette & Hansen (2002) shows a statistically significant association exists among them.

v)Feedback-is when an employee has a clear information about their performance at their job.

According to Lewis, Lim& Ling (2012) task autonomy and task variety are two job characteristics or work domain variables which have been found to impact the work-life balance. Task autonomy refers to the freedom an employee has to decide how to do the job. It is a resource for the employees which may help in creating some flexibility to enable the employees to participate in the non-work domain. More control over the work helps the employees to cope with the stress created by various job demands.

It was also discovered that high level of daily control at work were associated with decrease in daily level of work family conflict, further higher daily control; and higher skill level of work were found to be associated with increase in daily levels of work family facilitation (Butler, 2005)

In the other dimension a job with high variety usually provides an opportunity to employee to exercise various skills and protects the employee from stress due to monotonous work.

To ensure task variety, training and personal development is found to be the most important factor towards employee satisfaction. The main purpose of having training and development is to increase employees' knowledge and skills. Missing skill sets should be determined, and new training should to fulfill these gaps. (Lewis, Lim & Ling ,2012)

The components of once task can impact the employee's usage of the available work life balance practices.(Greenhaus & Beutell,1985)mentions that time spent on one domain cannot be spent on another domain, indicating that high time demands at work can have a detrimental effect on family life employee may feel unable to use work life balance initiatives if their workload is such that most of their hours are spent on work commitments with little time left for non-work commitments(Thompson et al,1999) asserts individuals with high time demands maybe inhibited from achieving a high quality of life in both work and family domains.

2.1.2.3 Fringe Benefit Plan

Fringe benefits is indication of the work life balance practice and policies available; it refers to the remuneration provided by the employer to the individual employee or a pool of employees as a part of the organizational membership. Fringe benefits are paid to all the employees (unlike incentives which are paid only to the extra ordinary performers) based on their membership in the organization. They are indirect compensation because they are extended as a condition for employment and are not directly related with the performance. (Sharma, Jaiswal et al, 2018)

Fringe benefits make the majority for a company's compensation package. It is expressed that those companies which provides attractive compensation and benefits package are a way forward from their competitors in the domain of recruiting talented workforce and retaining them in the long run. The major advantage of the fringe benefits is to encourage and motivate workers which increases output level and higher coherence, (Steyn ,2010).

Elham, Hossein, & Farmahini,(2012) stated that fringe benefits can act as noteworthy substitute for wages. Employers may choose to offer fringe benefits since workers can have high tendencies for them. As a result, it can lead to decreasing the turnover rate as effectively as a similar valuable increase in wage. Workers think of benefits as substitutes for wage. They

are willing to exchange wages for more benefits. This can increase job satisfaction if the worker's income tax rate reduces by decreasing wages.

Cinnamon (2018) states that fringe benefits are important because they can go a long way in inspiring employee happiness and satisfaction which are two principal factors that make the difference between retaining a strong employee and losing them to your competition who's doing more in the fringe benefit arena. If a company is not offering top-notch salaries and traditional benefits, offering attractive fringe benefits can give a competitive advantage when it comes to striking the interest of potential new hires. William,(1995) highlights the adequacy of benefits features has an important impact on individual attitudes and behaviours, particularly job satisfaction and organizational commitment.

2.1.2.4 Supervisor support

Major & Lauzun ,(2010) stated supervisors role is crucial in reducing role conflict, role ambiguity and resultant of work-family conflict. The role of the supervisor is to developing flexibility, helping employees access resources and providing employees with social support (Martel,2002). The supervisor can also determine how much autonomy the employee has in the job and the sense of achievement that comes from doing the job(Purcell & Hutchinson,2007). According to Gilbreath &Watkins,(1995) the supervisor is the one who is accommodating when conflicts arise between work and family and can significantly improve job satisfaction and the company's bottom line. The supervisor can determine how satisfying a job can be by influencing how demanding the job is. Supervisors play a role in benefit administering and they should be given appropriate training in order to complete their task effectively. (Gilbreath, 2004). Given how influential supervisors can be, it is important to note that supervisors that are not always aware of work-life balance issues, may not be well trained, adequately compensated or even the right fit for the organization. Caroline, Ingrid,

Claire, (2002) have identified three major roles of the supervisor in ensuring the work life balance of the employees under supervision.

i)Communication

Caroline, Ingrid, Claire, et.al. (2002) Two-way communication is the building block that allows a manager to enable balance. Managers must understand the personal situations of their subordinates, and the subordinate must feel comfortable letting the manager know about personal needs. Good work-life balance managers believe that they need to manage employees on an individual basis, making concessions in a case-by-case method. The importance of creating an open-door environment where employees feel free to discuss their personal needs and approach their manager when they need to take time off, cannot be overestimated. Without a clear and unthreatening communication channel, employees will not express their needs, and as such, managers will not be able to ensure balance.

ii)Role modelling

Caroline, Ingrid, Claire, et.al. (2002) Although, as mentioned earlier, the most powerful, culture-setting role modelling takes place at the senior management levels, role modelling is an effective tool by which a manager can communicate a commitment to work-life balance. Where managers verbally support work-life balance but do not themselves practice it, employees may view the verbal support with some suspicion, fearing that they may jeopardise their career prospects by taking the words to heart.

Martel, (2002) states the importance of roles played by supervisors in creating a balance and maintain the efficiency of employees. It asserted that supervisor's play a core role and are influential in helping employees maintain a balance between work and life. Supervisors are in daily contact with employees and can manage, coach and mentor, conveying the culture, spirit, and pride of their organizations.

iii)Empathy, Trust and Empowerment

Caroline, Ingrid, Claire, et.al.(2002) Good communication between managers and their subordinates lets the manager know there is a problem and leave them feeling empathetic and caring allowing them to take the necessary measure. A good work-life balance manager will affirm the importance of employees' balance needs and exhibit a sincere attitude of caring towards the employee. Such managers will have the tendency to empathise with the employee and recognize that one's personal needs do not prohibit the employee from being motivated and loyal to the organization and perform well.

(Caroline et.al.,2002) further stresses that managers who are caring usually get rewarded with employee's loyalty and willingness to put extra effort and time. However, they argue employees can sense insincerity and can have an adverse effect. how to let go.

2.1.3 Theoretical Foundation of Job satisfaction

2.1.3.1 Definition of Job satisfaction

Job satisfaction is defined as how happy, content and pleased one is with his position of employment. Hoppock, (1935) indicates that job satisfaction is a combination of psychological, physiological and environmental circumstances that can cause a person to say I am satisfied with my job. This indicated there are complex variables contributing to the satisfaction and dissatisfaction of employees.

Moyes, Shao & Newsome (2008) this day's human resource practitioners are looking to their practices to meet the needs of employees and hoping to increasing their loyalty towards the organization. Bodur (2008) enlisted some factors such as gender, employee age, education level, working environment, location, co-worker's attitude, compensation and working hours that relate to job satisfaction. Nadeem & Abbas (2009) state that job satisfaction equally affects the employees as well as the enterprises success. Employees struggle to maintain a balanced work life due to the lack of flexible working hours, high demanding tasks, work stress and sophisticated technology.

2.1.3.2 Theories of Job satisfaction

As stated by Tariku, Opkara(2009) states these factors such as pay ,the work itself ,supervision ,relationship with co-workers and opportunities for promotion have been found to contribute to job satisfaction. Some theories have been identified relating to job satisfaction.

Need fulfilment Theory

Hierarchy of needs theory, also known as Maslow's need hierarchy theory, was one of the first theories to emphasize and examine the important contributors of job satisfaction. According to Abraham Maslow, human needs are categorized under five categories in order of preference thus forming a five-level hierarchy consisting of basic physiological needs, safety and security needs, belongingness/affiliation needs, and self-actualization. (Kothari,2007)

Although Maslow's theory is developed to explain aspects of motivation it's also applicable to work environment and can be used to explain job satisfaction. Prasad (2001)explained the basic physiological needs include the pay package and medical benefits. Safety and security needs manifest through equipment provided by the employer for the physical safety such as, first-aid boxes, sick rooms, etc. Once satisfied with the environment, then comes the third phase of belongingness and affiliation. At this level seeking recognition and appreciation from his colleagues and superiors starts. The final step is where the employee seeks self-actualization. In this stage, the employee shows his best capability.

Expectancy Theory

Bob &Jim (2013) advocated Vroom's theory of expectancy which states job satisfaction is related to motivation and that job satisfaction is what an employee expects to get compared to what they get for their efforts. This theory propounded by Porter and Lawler (1968) used expectancy theory to develop their model. Vroom suggested that the performance of an employee depends upon the expected rewards Porter and Lawler (1968) added a few aspects to it for more explicitness.

Intrinsic and Extrinsic Rewards: Intrinsic rewards included inner positive feelings of an employee where he gets motivated with his own experiences from completing the task. This includes sense of achievement, satisfaction, etc.

Extrinsic rewards are those external motivators which work due to company's policies.

Equity Theory

Adams (1963) in his equity theory suggests that an individual compares the rewards received by other employees on similar positions with his rewards. If the employee finds them equitable, fair and just, it will bring the feeling of satisfaction. Aswathappa,(2008) stated that an employee always seeks to maintain equity between the efforts and hard work contributed with the rewards and appraisals given by the organization. If an employee finds an organization giving similar outputs to two employees with high level of variations in their inputs the one with greater efficiency and productivity is sure to get demotivated and unsatisfied and give poor results.

Motivator-Hygiene Theory

Herzberg as cited by Tariku (2009) in his motivator-hygiene theory suggested that job satisfaction and dissatisfaction are not actually two opposite ends of the same continuum, but if practically analysed both are two separate and unrelated concepts. According to (Fred, 1973) the satisfiers or the motivators include those that lead to job satisfaction such as pay, benefits, rewards, recognition, achievement, etc. Whereas the hygiene factors or the dissatisfies include working conditions, company policies, structure, communication, job security, etc.

2.1.4 Relationship between work-life balance and job satisfaction

Work life balance involved professional people in equally balance the professional and family life. In achieving the balancing of professional work requirement and family life it will improve the performance and productivity by that it will bring positive satisfaction level to employee and organization. (Raisinghanil & Goswami,2014).Cooper, (2014). Aryee, Srinivas,

&Tan (2005), Tompson & Werner (1997) have identified on their research that work-family facilitation afforded by companies is positively related to job satisfaction and affects organizational commitment. Qurrat, et.al. (2016) indicated (job stress, intention to leave job, job autonomy and flexible working hours) play vital role in explaining employees' job satisfaction. Factors of work life such as flexible working hours, psychological stress, environmental changes, workload, personal & financial problems, other responsibilities etc. have been proven to affect the job satisfaction.

2.2 Empirical Review of Literature

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

2.2.1 Flexible work arrangement and job satisfaction

Adnan & Mohammed(2016) studies if flexible work arrangement affects job satisfaction and work life balance. the study result asserted positive and significant effect of flexible work arrangement on job satisfaction. Researchers indicated ways management can enhance flexibility and motivate employees.

Mayeesha (2019)studied the impact of flexible work arrangement on job satisfaction among female teachers in higher education sector. The research results indicated flexi time, schedule, telecommuting and job sharing have a significant influence on job satisfaction. Researchers asserted if flexible work arrangement is strongly incorporated it will help employees maintain balance between work and life and lead to higher job satisfaction.

Xuejiao (2018) conducted a study on the effect of flexibility on job satisfaction. The study revealed a positive effect of flexibility on job satisfaction. It indicated implementation of flexible work arrangement will significantly increase employee's recognition to the organization and reduce turnover.

H1: *There is significant and positive relationship between Flexible work arrangement and job satisfaction.*

2.2.2 Job characteristics and job satisfaction

Moeed et.al.(2013) studied the effect of job design on employee satisfaction. The research considered autonomy, task variety, task significance, task identity and feedback as an indicator of job design .Results showed a strong, positive correlation between job design and job satisfaction indicating that they both move in the same direction.

Onimole (2015) studied work design and job satisfaction. The conclusions show one can expect more satisfied workers by giving emphasis on job design that contains some or this entire feature (i.e. autonomy, decision making, skill variety, feedback, self-evaluation...). However it's also highlighted there are many other factors that influence the success of any job design.

Abdul (2017) studied the effect of job characteristics on job satisfaction. Skill variety, task identity, task significance, autonomy and feedback were included as indicators of job characteristics. The result showed that job characteristics have a positive relationship with job satisfaction. Therefore increasing job characteristics will assist in achieving a higher satisfaction level.

H2: *There is significant and positive relationship between Job Characteristics and job satisfaction.*

2.2.3 Fringe benefit plan and job satisfaction

Mussie, Kathryn & Abel (2013) conducted a research on the effect of recognition, pay & benefit on job satisfaction. The study concluded that both financial and non-financial rewards (i.e. pay, benefit & recognition) influence job satisfaction. The researchers asserted nonmonetary rewards are source of motivation for employees regardless of the employee culture & economic development.

Danish (2019) conducted a survey study on the role of fringe benefits on job satisfaction. The study analyzed the fringe benefit with key dimension of health protection benefits, overtime, recreational leave, flexible work hours. The study revealed that there is a relationship between fringe benefit and employee job satisfaction. The study suggested utilizing health protection plans, recreation leave (annual leave, sick leave, maternity leave & overtime) as it is essential for directly and positively affect employee satisfaction.

Abel(2018)studied the influence of employee benefit on job satisfaction .The conclusion of the study showed benefits such as transport benefit, house allowance, paid time off pension plan and health insurance and social benefits influence job satisfaction to a great extent.

Sarayan (2017) studied impact assessment of fringe benefits in job satisfaction and employee attitude. Result showed monetary rewards are fast forgotten, and employees job satisfaction showed being positively influenced or impacted by fringe benefits.

Ransford (2019) studied the impact fringe benefit plan has on job satisfaction and employee engagement. The findings showed fringe benefits significantly impacted job satisfaction and engagement. The research used indicators of fringe benefit (medical aid, accommodation allowance, educational assistance) showed statistically significant in predicting job satisfaction.

H3: *There is significant and positive relationship between fringe benefit plan and job satisfaction.*

2.2.4. Supervisor support and job satisfaction

Giuseppe(2017) studied the impact of supervisor support on employee job satisfaction. The results found factors that contributed for satisfaction and that decreased satisfaction. Doing meaningful work & attaining career achievement and growth contributed for job satisfaction while poor management, having career achievement, undermined,& political maneuvering among workers was found to decrease satisfaction.

Mohammad & kamal (2017) conducted an empirical research on the impact of supervisor support on job satisfaction. The study indicated responsive supervisor support can effectively enhance job satisfaction. In addition the employee perception on the work being just and fair can further energize job satisfaction through supervisor support.

Sadat & Ahmet (2014) studied the influence of supervisor support on job satisfaction. The researchers found employees perceived supervisor support having a statistically significant and positive effect on the level of job satisfaction. It was demonstrated as supervisor support increase within the organization, job satisfaction level of employee also increases.

Sibel, Isil & Pinar (2014) conducted a study on the role of perceived supervisor support & organizational identification on job satisfaction. The results showed job satisfaction was found to be positively correlated with perceived supervisor support and organizational identification. Thus indicating having a supportive relationship with the supervisor increased job satisfaction.

H4: *There is significant and positive relationship between Supervisor support and job satisfaction.*

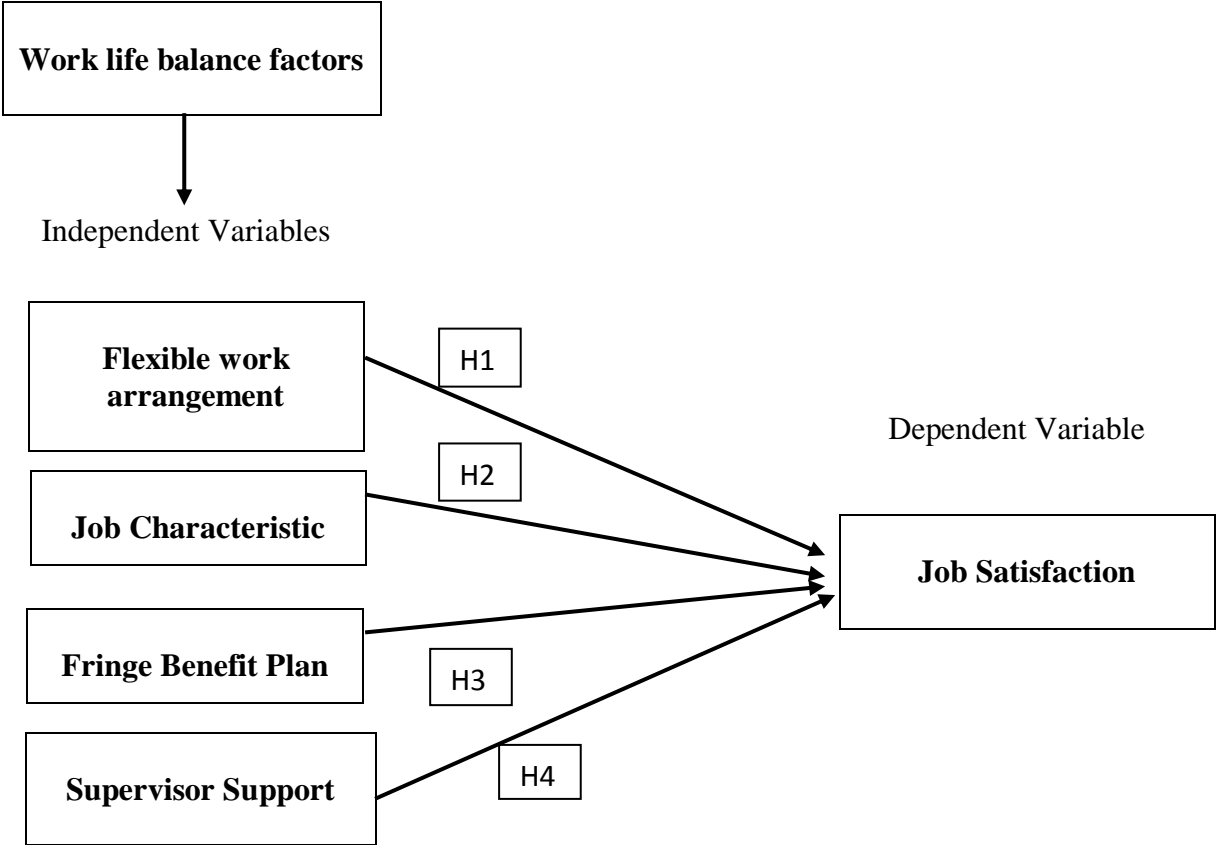
2.3. Conceptual framework

The conceptual framework in this study shows the link between the variables of study; mainly work life balance and job satisfaction. The dependent variable will be job satisfaction and the independent variables will be Flexible work arrangement, supervisor support, job characteristics and Fringe benefit plan. The presumed relationships between the variables under investigation and is illustrated in the following hypothetical model in Figure 2.4 below

Figure 2.1 Conceptual framework of the study

This study involves on effect of work-life balance on employee's job satisfaction focused on factors of work life balance i.e. flexible working arrangement, job characteristics, fringe benefit plan and supervisor support as independent variables and job satisfaction as dependent

variable. According to literature review job satisfaction will result in employee retention and reduced absenteeism. This conceptual framework is adopted and modified from other researcher's work. The modification is made on the selected determining factors of work life balance (i.e. job characteristics and supervisor support are modified when adopted).



Source: Adopted form Esther, Abraham & Thomas (2017) and modified by the researcher

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter elaborates on the detailed research design and approach of the study. It explains the population of the study, sample size, sampling technique, data type & source, instrument of data collection, procedure of data collection, method of data analysis & ethical considerations to be applied over the course of the study. In this chapter the practical methods to be used in order to answer the research questions and fulfill the purpose of the research are presented. That means it provides an overview of the research study area, the research approach, design and method, population and sample, data source and type, description of the data collection instrument, data collection procedure, ethical considerations and finally the methods of data analysis.

3.1 Description of the Study Area

The study is done on selected NGO in Ethiopia. Creative associate's international's READ II project currently operating in five regions all over the country and central office located around signal, Addis Ababa.

3.2 Research Approach

This research was conducted using a cross sectional quantitative survey to examine the relationship among variables. The data was collected at one given time and used for further analysis. The variables were measured where the numerical data will be analysed using statistical procedures to determine the effect of work-life balance have on job satisfaction. The study establishes associations between variables and focuses on numeric data and other references.

3.3 Research Design

The study adopted explanatory research design. Explanatory research attempts to discover or establish the existence of causal relationship/interdependence between two or more aspects of a situation Kothari, as cited by Fasil (2018), indicating that this research design attempted to

find statistical relationship between variables. This allowed the researcher to examine the relationship between the dependent variable with the Independent variables.

3.4 Data Sources

The study used both primary and secondary data sources;

Primary data sources: The study employed primary data gathered by using structured questionnaire.

Questionnaire; adopted Structured questionnaires from other researches were used as the main data collection instrument. Closed questions provide a more structured response for better recommendation. A five-point liker scale, ranging from strongly agrees to strongly disagree used to measure the importance the respondents attached to the independent variables. Self-administered questionnaire was chosen as an appropriate method of data collection as most of the respondents are qualified professional staffs. The method was also found inexpensive, convenient and will allow same presentation of questions for the respondents. The data collection instrument has seven sections. Questioners were distributed for the respondents, 128.

Secondary data sources: - used recent year's Human resource records to know target population, revised employee handbook and company code of conduct for the work life balance practices being implemented.1156/2019 labor law proclamation to make a comparison of the work life balance practices.

3.5 Population

According to the Human Resource Management report of the study organization (2019), there are a total of 128 project staffs in the organization. As per Glenn,(2012), there are several approaches to determine the sample size, this includes using a census for small populations, imitating a sample size of similar studies using published tables and applying formula to

calculate a sample size. Among all these alternatives, this study prefers census survey technique as the population size is relatively small.

The study population is program and support staff groups of the organization which in the judgment of the researcher are believed to understand the concepts of work life balance and its effect on their job satisfaction. Therefore, the 128-regular staff of Creative associates International's entire READ II project staffs will be requested to respond to the questioners via email correspondence and in person depending on their availability and proximity to the researcher.

Table 3.1
Population of employees in targeted locations

No	Target population Location	Number of employees		Total
		support	Program	
1	Head Office	27	19	46
2	Addis Ababa	4	9	13
3	Oromia	6	10	16
4	Somali	5	5	10
5	Amhara(EDC)	7	8	15
7	SNNP	5	11	16
6	Tigray(EDC)	6	6	12
	Total	60	68	128

Source: Creative & EDC Human Resource Management,2019

3.6 Data Collection Instrument

The measurement instrument for the research are structured questionnaire adopted and modified from the internet survey and instruments used to collect data in similar researches, i.e.(Esther, Abraham& Thomas,2017), (Tihut,2016), (Elsabeth,2019). In the questionnaire a five-point Likert scale was used. The questionnaire was designed by developing questions that provided the researcher with the required data. It was done by adopting questions from other research questionnaires conducted on similar topic area of this research.

Table 3.2

Component of questions related to the research

No	Dimension	Total questions
1	Demography	6
2	Work life balance perception	8
3	Job satisfaction perception	8
4	Flexible work arrangement	7
5	Job characteristics	8
6	Fringe benefit plan	7
7	Supervisor support	7
	Total	51

3.7 Data Distribution and Collection Procedures

The structured questionnaires were delivered via email or hand delivered based on location of the respondents with a short note requesting for answering all the questions and return the questionnaire on the set time. Regional staffs were communicated via email through one focal person for the region. The respondents were required to answer the questions on their own. Enough time was given to respondents so that they may give well thought answers to the questions. The researcher, with the help of the HR people and other focal personnel in the study organization collect the questionnaires.

3.8 Validity & Reliability

To establish the validity of the study the researcher seeks the opinion of experts in the fields of the study, lecturers and supervisors which helped in modification of the research instruments and enhance validity. The questionnaire was also pre-tested with selected respondents before it administered to all the employees. Pilot test of 15 sample was conducted to see whether the instrument measures what it intends to measure, accordingly appropriate measures were taken such as language improvement, item change to improve returns (response rate), inclusion of work life balance definition to give employees an over view of the concept. Additionally, the questioner was translated to one local language (Amharic) to allow

employees choose the language command they find suitable. The researcher distributed and collect via email and in person with regular follow-ups. Chronbach's alpha method was used to measure the reliability and validity of the data collection instrument.

Table 3.3
Summary of cronbach’s alpha values after full scale data collection

No	Variables	Total questions	Alpha value
1	Work life balance perception	8	.712
2	Job satisfaction	8	.701
3	Flexible work arrangement	7	.848
4	Job characteristics	8	.825
5	Fringe benefit plan	7	.800
6	Supervisor support	7	.783
	Total	45	.921

It is most used when multiple likert scale questions are used in the survey questionnaire that form a scale, and to determine if the scale is reliable. If Alpha value equalled 0.7 and above, the instrument is considered satisfactory. (Sekaran&Bougie,2010).

3.9 Ethical Consideration

During this research process, appropriate ethical considerations were made by the researcher to protect the confidentiality of the organizations ‘information and the response of the respondents. Any written materials (sources of literature) are clearly cited and acknowledged. As the researcher is a current staff of Creative associates International, the researcher will try to avoid personal bias during analysis of the collected data.

The management of the organization was requested for permission to carry out the research. A letter addressed to the respondents, assuring anonymity will also be attached to the questionnaire.

3.10 Data Analysis

After the data collection is completed, the data gathered by the method used, in this case, questionnaire were checked for omissions, legibility and consistency in classification. The quantitative data was analysed quantitatively using statistical packages for social sciences (SPSS)version 23. The analysed data was summarized and be used for conclusion and recommendation. The study used tables and descriptive statements to present data collected. Mean, percentage and frequency will be used to present the characteristics of respondents. This will allow the reader to easily identify the characteristics of the respondents for the study. Inferential statistics will be used to identify the correlation between variables; ANOVA statistical test will be presented. Regression analysis will be done to determine the degree of relation between the independent variables.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSION

As indicated in the previous chapters, this research aims to examine the effect of work life balance on job satisfaction among employees. The study was made by collecting the data from 128(all) employees of the project across the country. Such as Somalia, Oromia, SNNPR, Amhara, Tigray, and the central office. Out of the 128 questioners distributed 120 were collected with the required information amounting to 94% response rate. Findings were presented in tabular summarized, and their implications discussed.

4.1 Demographic Background of respondents

Descriptive statistics was used to analyse the demographic characteristics of the respondents. The biographical variable that is presented in this research is gender, age, marital status and family size of the respondents whereas the organizational variables were educational level and job level/department/, of the employees which are described in the table below.

Table 4.1
Summary of the respondent's profile

Gender of respondent		
Description	Frequency	Percent
Female	34	28.3 %
Male	86	71.7 %
Total	120	100%
Age		
Description	Frequency	Percent
Below 30	4	3.3 %
30-40	62	51.7 %
41-50	38	31.7 %
Above 50	16	13.3 %
Total	120	100%
Marital Status		

Description	Frequency	Percent
Single	21	17.5 %
Married	99	82.5 %
Widowed	0	0
Divorced	0	0
Total	120	100%
Level of education		
Description	Frequency	Percent
PHD	4	3.3 %
MBA/MSc	46	38.3 %
BA/BSc	54	45 %
Diploma and below	16	13.3 %
Total	120	100%
Family size		
Description	Frequency	Percent
One	21	17.5 %
2-3	59	49.2 %
4-5	28	23.3 %
Above 5	12	10 %
Total	120	100%
Department		
Description	Frequency	Percent
Program staff	63	52.5 %
Support staff	57	47.5 %
Total	120	100%

Source: Own survey,2019/20

Gender of respondents

As can be seen from the above table item number one, male respondents took the biggest share of the population considered under the study (n=86), which is 71.7% of the population indicating majority of the project employees are male.(n=34),28.3% constituted of female. This could affect the result of the study that could be caused by gender imbalance.

Age of respondents

Item number two shows that the age range of most of the respondents was found out to be between 30-40, followed by those age group of 41-50, those above 50 constituted 13.3 % while those below 30 constituted 3.3 %. This indicates that most of the current employees of the project are less than the age of 40 indicating majority of the employees are young.

Marital Status of respondents

According to item number three of the above table, 82.5% of the respondents are found to be married and 17.5% single. This implies that majority or more than half of the respondents are married.

Educational level of respondents

According to item number four of the above table, 45% of the respondents are found to be first degree holders, followed by those possessing master's degree 38.3%, PHD holders constituted of 3.3 % and Diploma holders constituted 13.3%. This implies that majority of the project employees are first degree holders followed by master's degree holders. This implies that majority of the project employees are first degree holders followed by master's degree holders. This is because most positions in the project require first degree and master's degree qualification.

Family size of respondents

According to item number five of the above table 49.2% of the respondents have a 2-3 family size ,23.3% 4-5 followed by 17.5% and 10% which represent one family size and above five respectively. This implies majority of the employees have a family size within the range of two to three.

Department of respondents

According to item number six 52.5% of the respondents are found to be program staffs while the other 47.5% are support staffs. This indicates that both department employees almost equally participated in the study and will not be affected with this respect.

4.2. Work life balance practice

This section contains the response of employees for the questions related with role conflict, level of stress, work environment, hours spent in work domain and dealing with personal issues. All the item in this section were reverse coded for appropriate analysis.

Table 4.2.
Summary of perception of respondents on their work life conflict

No.	Questions	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Dev.
		FQ	%	FQ	%	FQ	%	FQ	%	FQ	%		
1	I often work late or at weekends to deal with paperwork without interruptions.	6	5.0	60	50	29	24.2	14	11.7	11	9.2	2.70	1.050
2	Finding time for hobbies, leisure activities, or to maintain friendships and extended family relationships is difficult.	12	10	70	58.3	25	20.8	5	4.2	8	6.7	2.39	.964
3	I would like to reduce my working hours and stress levels, but feel I have no control over the current situation.	7	5.8	59	49.2	34	28.3	14	11.7	6	5	2.61	.946
4	I worry about the effect of work stress on my health.	21	17.5	62	51.7	25	20.8	9	7.5	3	2.5	2.26	.921
5	Relaxing and forgetting about work issues is hard to do.	29	24.2	61	50.8	8	6.7	11	9.2	11	9.2	2.28	1.197
6	My family are missing out on my input, because I don't see enough of them.	2	1.7	10	8.3	43	35.8	40	33.3	25	20.8	3.63	.961
7	At the moment, because the job demands it, I usually work long hours	22	18.3	51	42.5	13	10.8	22	18.3	12	10	2.59	1.260
8	To meet the demand of the job, I have to limit the number of things I do at home.	5	4.2	29	24.2	18	15	54	45	14	11.7	3.36	1.098

As part of summarizing, and get an understanding of the opinion, with respect to perception of respondents on their work life balance respondents were asked regarding both work and life domains. As the questions are negative statements the data presented here is reversed for appropriate analysis. For the first question about personal time spent in the work domain, majority 60(50%) disagreed and indicated they work on weekends and at night to deal with work, for the second question concerning maintaining hobbies and friendship most of them 70(58.3%) also disagree and that it was difficult for them to make time for such activities. Moreover, most of respondents, 59(49.2%) have also disagreed and implies they do wish to reduce their work hours however lack control over their work schedule or load.

From the above perception factors, respondents were asked about their concern whether their work demand might be causing them stress and, majority 62(51.7%) disagreed the statement. Likewise, most of the respondents 61(50.8%), have also disagreed that, they have difficulty getting work related thought out of their mind and that they are constantly thinking about it. Similarly, regarding role conflict or if the respondents do not feel that their families are missing out from their support and, majority respondents, 43(35.8%) were neutral the statement. Although their job was demanding physically and mentally this shows respondents still try to make ends meet and accommodate their family demands. Respondents were asked how they feel about their current working schedule and 51(42.5%) disagreed indicating that because of job demands they do work long hours. lastly for the last perception factor employees were asked if their job demand didn't limit what they can do in their personal life domain and majority respondents 54(45%) agreed to the statement. Showing although respondents struggle to cope with all responsibilities in the personal life aspect and must make compromises to balance and engaging in both work life domains.

As seen from the above findings it is possible to see that, Respondents believed their tasks are time demanding and making them compromise between personal time and work schedule.

However, employees also stated they do not fully feel that this has made their families miss out on their input.

4.3. Work Life Balance Factors

In this section questions regarding the selected four factors of work life balance are presented. Respondents were asked regarding the different available flexible work arrangement available for them. In the job characteristics section respondents were asked to respond to the different job characteristics their current job offers, i.e. independence, decision making, scheduling, and task variety. fringe benefit plan inquired the availability, utilization and fair distribution. Finally, respondents were asked their level of perception on the support of supervisors regarding work and life demands.

Table 4.3.
Summary of level of agreement about respondent's perception of flexible work arrangement

No.	Questions	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Dev.
		FQ	%	FQ	%	FQ	%	FQ	%	FQ	%		
1	My workplace provides technological resources that allow me to work from home if I have family affairs to attend to.	1	.8	22	18.3	63	52.5	25	20.8	9	7.5	3.16	.840
2	I can work from an off-site location (such as home) for part of the regular workweek possibly linked by telephone	3	2.5	43	35.8	46	38.3	16	13.3	12	10	2.93	.997
3	The job can be compressed to four (4) days instead of working five (5) days	5	4.2	31	25.8	58	48.3	16	13.3	10	8.3	2.96	.947
4	I am able to access impromptu flexibility when my needs change on short notice	2	1.7	27	22.5	59	49.2	20	16.7	12	10	3.11	.924
5	My job is structured in a way that I can share with another person	1	.8	43	35.8	48	40	17	14.2	11	9.2	2.95	.951
6	A large proportion of our employees are able to access flexible work arrangement option.	4	3.3	30	25	62	51.7	14	11.7	10	8.3	2.97	.916
7	I believe that my work responsibilities are very labor intensive and promotes conflicts between my work and my family	5	4.2	29	24.2	51	42.5	21	17.5	14	11.7	3.08	1.026

To summarize the respondent's perception of the flexible work arrangement practice they were asked factors relating to the available different practice available for them to use and its accessibility. The questions inquired about the availability of facilities, flexibility and job-sharing practice. Regarding the different technological resources available majority 63(52.5%) were neutral. These highlights employees are moderately content with the technologies available for them to help them cope with work and family demands. Respondents were then asked their perception on availability of working from home as regular work day to which 46(38.3%) answered neutrally, showing that there is no work from home practice available for the respondents. Respondents were inquired about the availability of a compressed work week practice where 58(48.3) were neutral. This shows that the respondents do not believe there is a compressed work week practice that can allow them to work long hours per day and fewer days per week. They are required to work full time with no flexibility on schedule.

The next question tried to access the availability of job sharing and majority was answered 48(40%) neutrally. This shows that employees do not have the practice to share their job. Most respondents indicated that they have sole responsibility to finalizing their assigned tasks, which may limit what they can do in other domain of life other than work and create stress.

Employees were also asked to respond the availability of flexibility when they require or demand it to which majority 59(49.2%) were neutral. Their response shows they are not fully confident on getting the access as per their request and indicate there are other underlying issues which may be limiting flexibility. As an indicator of flexibility practice respondents were asked their perception on the availability of overall flexible work arrangement for the entire group of employees and again majority replied neutrally 62(51.7%)replied were neutral.

Item 7 was reverse coded in this section for appropriate analysis. Last as predicting factor of flexibility employees were asked about their overall perception of how labour intensive their job can be majority remained neutral 51(42.5%) were neutral. To summarize the above analysis indicated that employees are not fully satisfied with the flexible work arrangement currently in practice. Employees with greater flexibility and control over work schedules are more likely to show increased job satisfaction and overall well-being (Powers, 2004).

Table 4.4.
Summary of level of agreement about respondent's perception of Job characteristics

No.	Questions	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Dev.
		FQ	%	FQ	%	FQ	%	FQ	%	FQ	%		
1	Job provides many chances to figure out how well I am doing the work required	5	4.2	51	43.3	34	28.2	24	19.2	6	5	2.79	.978
2	Job gives me considerable opportunity for independence or freedom of work	4	3.3	47	39.2	49	40.8	14	11.7	6	5	2.76	.889
3	I prepare work schedule to fulfil both my personal and family commitment	42	35	45	37.5	23	19.2	4	3.3	6	5	2.06	1.063
4	I am overworked and have neglected my family responsibilities due to inability to reject my co-workers and managers	2	1.7	34	28.3	58	48.3	18	15	8	6.7	2.97	.879
5	The job gives me chance to use my personal initiative or judgment	4	3.3	53	44.2	37	30.8	17	14.2	9	7.5	2.78	.989
6	Job requires me to do many different things at work, using a variety of my skills	6	5	33	27.5	53	44.2	23	19.2	5	4.2	2.90	.911
7	I plan my work and perform orderly without any delay	4	3.3	22	18.3	70	58.3	14	11.7	10	8.3	3.03	.879
8	I am satisfied with the nature of work assigned by the organization.	4	3.3	31	25.8	56	46.7	23	19.2	6	5	2.97	.888

To evaluate the employee's perception on different characteristics their task offers they were asked about the independence, feedback opportunity, task variety and overall satisfaction it has on them. The first question the jobs opportunity for feedback was answered with majority disagreement of 51(43.3%). Respondents believed their output results depended on feedback from another party and has no mechanism of immediate tracking the success rate of the job done. Secondly, they were asked whether the job provides independence of work to which 49(40.8%) replied neutrally. This indicates the employees operate under strict control over their every activity and must rely on a third party's directions.

The next question emphasises on the freedom of scheduling work that would fit their personal and work demands and they replied 45(37.5%) disagree. Great majority of respondents had no control over their work scheduling, as the independence and feedback. A reverse coded item 4, As perception indicator analysis of job characteristics respondents were inquired whether they feel the very nature of the work makes them to over work, if they have supportive environment and if this has created a conflict between work and life and 58(48.3%) responded neutrally. Majority still believe there is lack of separation in the work and life issues and that has created a strain on the work life balance of the employee. Regarding using personal initiative and judgement 53(44.2%) disagreed. Majority of the jobs limit what the employee can do without superiors' approval.

Similarly, the study inquired the nature of the job concerning how it allows employees to utilize variety of their skills and was replied majorly neutrally 53(42.2%). This highlights that respondents believed the job allowed low chances to exhibit the different skills they have. This could be as a result of the assigned tasks being very routine. The participants were asked if the job allowed them to meet deadlines without delay and they replied majorly neutrally 70(58.3%). This may indicate they require input from other colleagues to get their job done or

their job is affected by an external factor like partners, government bodies and local implementing partners.

Lastly, they were asked on their overall satisfaction of the task they are assigned to and 56(46.7%) remained neutral. Participants had a reservation towards the overall nature of their job and believe that it can be improved.

To summarize based on the response of employee regarding their perception of the job characteristics it indicated that majority of the employees believe their job does not provide them with enough room for independence, autonomy, decision making and feedback. This asserts that the purpose of job characteristics or the job design should be to increase the level of employee job satisfaction which will ultimately lead to good performance. (Parvin,2011).

Table 4.5.
Summary of level of agreement about respondent's perception of fringe benefit plan

No.	Questions	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Dev.
		FQ	%	FQ	%	FQ	%	FQ	%	FQ	%		
1	The job has accident/disability insurance program.	1	.8	15	12.5	72	60	29	24.2	3	2.5	3.15	.694
2	I feel pension plan retain employee in employment.	10	8.3	12	10	61	50.8	28	23.3	9	7.5	3.12	.980
3	The current medical plan has solved most of my medical problems.	2	1.7	15	12.5	77	64.2	23	19.2	3	2.5	3.08	.693
4	Fringe benefits are equally distributed fairly to all (i.e. Loan benefit, Onsite childcare...)	2	1.7	18	15	57	47.5	36	30	7	5.8	3.23	.837
5	I have benefited from the early childcare program provided to all.	2	1.7	25	20.8	66	55	22	18.3	5	4.2	3.03	.793
6	I have benefited from the bank loan program available to all.	2	1.7	12	10	46	38.3	53	44.2	7	5.8	3.43	.816
7	I am not fully satisfied with the benefits I receive	9	7.5	30	25	41	34.2	29	24.2	11	9.2	3.03	1.080

To evaluate the employee's perception the fringe benefit available for employees they were asked about the different available benefits, their awareness and their level of satisfaction with the benefits. The first question assessed the knowledge of employee regarding the benefits available particularly the accident/disability insurance program and was answered with a majority neutrally 72(60%). Majority showed uncertainty for the availability indicating there is a gap in communication or orientation.

Secondly, they were asked whether they believe the pension plan benefit scheme will be able to retain them for which 61(50.8%)replied neutral. Respondents showed a moderately positive outlook for the benefit scheme and felt it helps retain employees.

Then they were asked concerning the medical benefit plan and how it helped them with the medical problems they are currently facing and majority replied neutral 77(64.2%). Just as the pension plan moderate perception is seen where respondents think there are factors that could be improved with the current plan. Participants were asked how they felt about the equal distribution of the benefit plan and majority of the respondents were neutral and in agreement, 57(47.5%).This shows majority of the employees do not have an objection towards how the benefit is distributed and believe that its fair.

Majority 66(55%) remained neutral and said they have benefited from the early child care services available. Respondents showed moderate perception of the early childcare services indicating there are factors which could be limiting the employees' access to the benefit.

Similarly, the availability and use of the bank loan benefit was replied majorly neutral 46(38.3%). This shows the bank loan benefit showed the most utilization and satisfaction among the benefit plans they were asked about.

In this section item 7 was reverse coded, lastly respondents were as asked about their overall satisfaction of the job for which they replied in neutrally 41(34.2%) .

To summarize based on the response of employee regarding their perception of the fringe benefit plan the receive it indicated that majority of the employees believe the benefit plan provided for them have been able to satisfy them to a moderate level.

Majority of the employees have the awareness of the different benefits available for them and demonstrated that they have benefits from them. This can be supported by where the research found a positive relationship between fringe benefit and job satisfaction, it is stated that benefits such as dental insurance, pension plan, paternal leave, and employer provided childcare were significant. (Benjamin,2008)

Table 4.6.
Summary of level of agreement about respondent's perception of supervisor's support

No.	Questions	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Dev.
		FQ	%	FQ	%	FQ	%	FQ	%	FQ	%		
1	My superior gives more importance towards the well-being of the employees.	3	2.5	11	9.2	63	52.5	38	31.7	5	4.2	3.26	.783
2	I get high degree of respect and fair treatment from my boss.	14	11.7	11	9.2	57	47.5	31	25.8	7	5.8	3.05	1.028
3	I feel my supervisor makes an effort to understand my need to be flexible.	4	3.3	16	13.3	76	63.3	21	17.5	3	2.5	3.03	.739
4	I feel comfortable requesting a change in my work schedule from my supervisor.	3	2.5	20	16.7	59	49.2	32	26.7	6	5	3.15	.847
5	I can openly discuss issues relating to work life balance with my superior.	3	2.5	30	25	68	56.7	13	10.8	6	5	2.91	.810
6	I get proper feedback about my work performance from my superior.	1	.8	10	8.3	41	34.2	57	47.5	11	9.2	3.56	.807
7	My supervisor allows and supports me in terms of combining professional life with family life.	2	1.7	28	23.3	52	43.3	30	25	8	6.7	3.12	.900

To measure the employee's perception towards supervisor's work life balance support they were asked on factors regarding communication, treatment, scheduling, supervisor's flexibility, effort and fairness. The first two statements inquired respondents on their belief of whether their supervisor gives special attention towards their well-being and whether they get a high degree of respect from their supervisor and majority 63(52.5%)neutrally, and the 57(47.5%)replied neutrally respectively. Respondents believed their supervisor tries to respect its employees and give attention for their well-being to a moderate level.

Supervisor's effort on flexibility was measured by asking the respondent whether they feel their supervisor makes an effort to help them with their need for flexibility and a great majority 76(63.3%) remained neutral. Participants believed their supervisors may need to improve their efforts.

similarly majority of the respondents were neutral 59(49.2%)to the inquirers of being comfortable to request a change in work schedule from their supervisors. Similarly employees were asked if they feel comfortable talking about work life balance issues with heir supervisor for which 68(56.7%) were neutral. This shows employees and supervisors lack open communication regarding flexibility issues and work life balance.

The last questions asked if the supervisor gives the employee proper feedback about work performance and 57(47.5%) responded in agreement. This highlights supervisor are much more comfortable discussing only work related issues with their employees. Finally respondents were asked to rate their supervisors support regarding combining professional life with family life and majority replied neutrally 52(43.3%). Participants didn't believe their supervisor made a special effort in terms of helping them achieve a balance of work and life and needs improvement.

To summarize the overall perception of the employees towards supervisor's support was not fully positive. It shows that supervisors have been successful in communicating work related

matters successfully however, responses also show open communication regarding work life balance issues is lacking support. Kossek et. al. (2011) indicated employees usually consider supervisors as an agent for the organization and equate supervisors support with the value the organization is putting on them.

4.4. Job Satisfaction

This section contains the response of employees for the questions related with compensation, promotion, growth, social support and intention to leave.

Table 4.7.
Summary of perceived employee job satisfaction

No.	Questions	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Dev.
		FQ	%	FQ	%	FQ	%	FQ	%	FQ	%		
1	There is room for growth and promotion in my current position.	7	5.8	54	45	17	14.2	28	23.3	14	11.7	2.90	1.177
2	I feel I am equally compensated for my exerted efforts.	3	2.5	45	37.5	13	10.8	43	35.8	16	13.3	3.20	1.157
3	I would recommend this company to a friend if he/she were looking for a job.	4	3.3	38	31.7	43	35.8	25	20.8	10	8.3	2.99	1.000
4	I look forward to being with the people I work with everyday	4	3.3	31	25.8	37	30.8	32	26.7	16	13.3	3.21	1.076
5	I am satisfied with the separation of both my professional and personal life without any conflicts.	2	1.7	54	45	37	30.8	15	12.5	12	10	2.84	1.012
6	If another opportunity arises, I would not leave my work.	1	.8	61	50.8	32	26.7	16	13.3	10	8.3	2.78	.983
7	The task assigned to me help me grow.	0	0	56	46.7	42	35	17	14.2	5	4.2	2.76	.850
8	I find my work meaningful.	1	.8	33	27.5	29	24.2	35	29.2	22	18.3	3.37	1.100

In order to assess the perception of employees own job satisfaction respondents were asked regarding their perception of their contentment at their current job, promotion, working condition, intention to leave and compensation were among the indicators included for job satisfaction. As part of summarizing the opinion with respect to perception of respondents on their job satisfaction for the first question about the availability of room for growth and promotion at their current post majority 54(45%) disagreed. This showed employees in a project setting have very small chance of getting promotions. Secondly issue of compensation was raised asking how respondents feel about the compensation they now get compared to their efforts the vast majority 45(37.5%) disagreed followed by 43(35.8) agreement. Respondents did feel their compensation was worthwhile their efforts'.

The third question which inquired whether they would consider recommending someone to join their current company and majority of the respondents 43(35.8%) were neutral. Respondents indicated they would restrain from initiating someone join their current work place which could be attributed to the specific nature of the job being for a definite term.

Consequently respondents were asked if every day they look forward to being with and working with the people they work with to which majority of the respondents responded neutrally 37(30.8%). Participants showed that they do enjoy their work environment to some extent and are not unhappy with their surroundings.

Continuing the perception factors of job satisfaction respondents were asked if they are satisfied with the separation of their personal life and professional life free of conflict and majority 54(45%) disagreed. They believed these two roles are in continuous conflict and lack boundary. To the statement inquiring whether they would consider not leaving had an opportunity avails itself and majority 61(50.8%) disagreed. Respondents strongly felt that they would leave their current job if another opportunity is revealed.

similarly, they were asked regarding whether their current job allows and helps them grow and 56(46.7%) disagreed. Just as the room for promotion the job has very limited opportunity of growth. Finally, respondents were asked if they find their work meaningful to which majority 35(29.2%) agreed. Most respondents believed they found meaning in their job and enjoy that aspect of it.

Both hygiene and motivator factors had been indicated as the source, such as lack of growth and promotion, and role conflict issues were highlighted. Employees showed positive outlook regarding the meaningfulness of their job and compensation. This asserts that People's levels of degrees of job satisfaction can range from extreme satisfaction to dissatisfaction. In addition to having attitude about their job as whole. People also can have attitudes about various aspects of their job such as on the job atmosphere, co-workers, supervisors, subordinate and their pay.(George et al,2008)

4.5. Mean Distribution of variables

Table 4.8

Summary Item of central tendency measurement results

Statistics			
	Number of Items	Mean	Std. Deviation
Perceived Work life balance	8	2.7281	.60061
Flexible work arrangement	7	3.0214	.68365
Job characteristics	8	2.7625	.62414
Fringe benefit plan	7	3.1464	.57961
Supervisor support	7	3.1524	.56013
Job satisfaction	8	3.0052	.59660

Source: SPSS results and Survey,2020

The above table shows the mean and standard deviation of variables such as work life balance perception, flexible work arrangement, job characteristics, fringe benefit plan, supervisor support and job satisfaction rated by respondents. As cited by Mengistu & Melesse (Pihie,2009) the mean score measurement used for description of the participants mean score

as low, moderate and high. Mean score of <3.39 is described as low, mean score of $3.40-3.79$ is described as moderate and mean score of >3.80 is described as high.

Descriptively, the average or mean level of job satisfaction showed ($M=3.00$, $SD=.596$). This implies level of job satisfaction is low.

The result also show that, the mean values of flexible work arrangement ($M=3.02$, $SD=0.683$), fringe benefit plan ($M=3.15$, $SD=0.570$), supervisor support ($M=3.15$, $SD=0.560$) were average(moderate) while perceived work life balance($M=2.72$, $SD=.600$) and job characteristics were low($M=2.76$, $SD=.624$). In general employees showed they lacked flexibility, enough support from their supervisor and benefit plan that satisfies their needs fully. lack of a well-designed job and work demand interfering with personal responsibilities were also observed thus indicating effect on their job satisfaction.

4.6. Relationship between work life balance factors and job satisfaction

This section exhibits an extensive inferential statistical analysis and their results. Inferential Analysis is conducted using Pearson correlation and linear regression analysis based on statistical software SPSS. When to predict membership of only continuous outcomes the analysis is known as linear regression. This chapter focuses on the results and discussion, based on the tables generated by SPSS, (Field ,2009)

Correlation measures the degree to which the change in one variable follows the pattern of change in the other variable. Pearson product-moment correlation coefficients were computed to assess the relationship between dependent variable and each of the independent variable dimensions.

Pearson Correlation coefficients(r) describe how well a straight line fits the data. The correlation coefficient r provides a numerical measure of the strength of the relationship between two numeric variables. The magnitude of the correlation coefficient can vary from 0 (indicating no relationship), to 1 (indicating a perfect relationship).

Moreover, it can have either a positive sign or a negative sign. When two variables change in the same direction, this characterizes the relationship among the variables as a direct relationship. When two variables change in opposite directions, this refers to the relationship as an inverse relationship (Cohen,2003).

Table 4.9. Pearson Correlation between each independent variable (Factors) and Job satisfaction

		Correlations					
		Job satisfaction	WLB perception	Flexible work arrangement	Job characteristics	Fringe benefit plan	Supervisor support
Job satisfaction	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	120					
WLB perception	Pearson Correlation	.383**	1				
	Sig. (2-tailed)	.000					
	N	120	120				
Flexible work arrangement	Pearson Correlation	.589**	.211*	1			
	Sig. (2-tailed)	.000	.021				
	N	120	120	120			
Job characteristics	Pearson Correlation	.703**	.257**	.632**	1		
	Sig. (2-tailed)	.000	.005	.000			
	N	120	120	120	120		
Fringe benefit plan	Pearson Correlation	.557**	.232*	.442**	.490**	1	
	Sig. (2-tailed)	.000	.011	.000	.000		
	N	120	120	120	120	120	
Supervisor support	Pearson Correlation	.549**	.219*	.415**	.580**	.692**	1
	Sig. (2-tailed)	.000	.016	.000	.000	.000	
	N	120	120	120	120	120	120

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

* . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS results and Survey,2020

For interpreting correlation coefficient intervals: 0 to 0.20 corresponds to a very weak relationship; 0.21 to 0.40 corresponds to a weak relationship, 0.41 to 0.60 corresponds to a moderate relationship, 0.61 to 0.80 corresponds to a strong relationship, and 0.81 to 1.00 corresponds to a very strong relationship, Cohen (2003). Therefore, from the above table the r value of perceived work life balance has r-value 0.383 with p-value<0.05(0.000) has a positive and weak relationship with job satisfaction. r value of Flexible work arrangement Factor has r-value 0.589 with p-value<0.05(0.000) has positive and moderate relationship with Job satisfaction. Moreover, from the above table the r value of Job characteristic factor has r value 0.703 with p-value<0.05(0.000) has positive and strong relationship with Job satisfaction. Fringe benefit plan factors r-value 0.557 with p-value<0.05(0.000) is positively and moderately correlated with Job satisfaction Similarly, Supervisor support factors r-value 0.549 with p-value<0.05(0.000) is positively and moderately correlated with Job satisfaction.

The correlation analysis in this study agrees with previous researches. For example (Elsabeth 2019), Martha & Jasmina (2016), Hasan (2015) revealed that work life balance is positively correlated with job satisfaction.

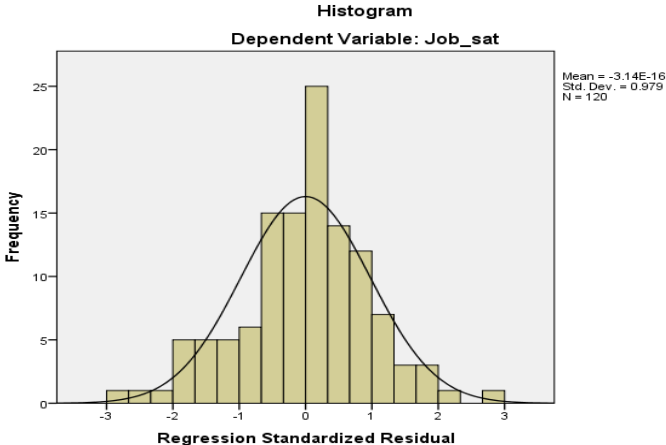
According to Hair et.al. (2010) and Pallant (2010) a person's correlation coefficient of below 0.90 indicates that there may not be cause of serious multicollinearity problem. One way of identifying multicollinearity is to see if the predictor variables have high correlation meaning above 0.8 or 0.9.(Andy,2009). Based on this we can say the data is not a threat to regression analysis.

4.7. Effect of work life balance factors on job satisfaction

In conducting the multiple regression analysis, several' main assumptions were considered and examined in order to ensure that the multiple regression analysis was appropriate (Hair et al., 2006). The assumptions to be examined are as follow:' (1) **outliers,** (2) **normality linearity and homoscedasticity,** and' (3) **multicollinearity.** In order to see outliers, it is needed to

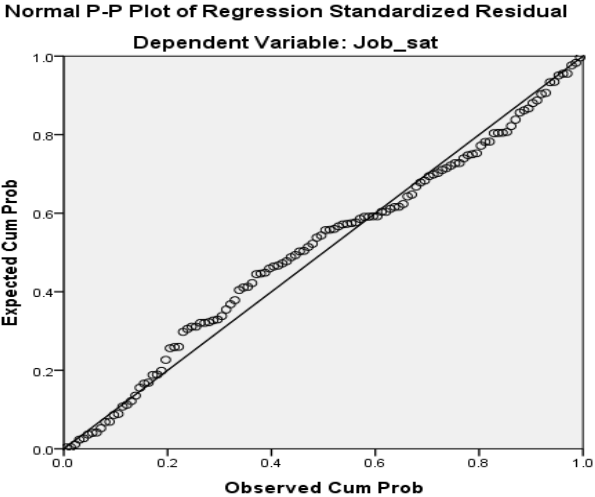
check Data whether there are any potential outliers existing in the analysis. Pallant (2010) noted that “multiple regressions is very sensitive to outliers (i.e. very high or low score)” Thus, outliers should be removed before running the regression analysis. Multivariate outliers can be detected by using statistical methods such as case wise diagnostics. During conducting multiple regression and Collinearity Diagnostics, one outlier was detected and removed. One of the assumptions to be examined is normality linearity and homoscedascity. In order to check normality a graph is plotted using SPSS regression graph the below graph shows the assumption of normality is accepted,

Figure 4.1. normality graph



Source: SPSS results and Survey,2020
 Moreover, to check linearity, a graph is plotted using SPSS regression graph. The below graph shows the assumption of linearity is met.

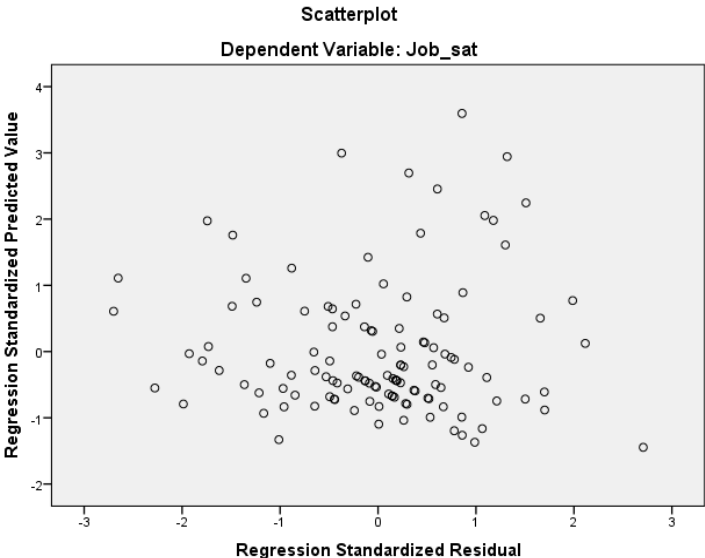
Figure 4.2. Linearity graph



Source: SPSS results and Survey,2020

To check assumption of homoscedacity or homogeneity, is plotted using SPSS regression graph and the graph shows most of the data scattered are compacted in one area in homogenized pattern.

Figure 4.3. Scatter plot



Source: SPSS results and Survey,2020

The above Figures shows the assumption of linearity, normality and homoscedascitivity, The tolerance for a variable is $1 - R$ -squared for the regression of that variable on all the other independents, ignoring the dependent. When tolerance is close to 0 there is high multicollinearity of that variable with other independents and the B and Beta coefficients will be unstable. But in this case: **Tolerance** is much higher than 0 which is (0.446 - 0.916) coefficient table. Hence, multicollinearity is not a threat to the substantive conclusions of this study and the B and Beta coefficients are stable, (**Variance Inflation Factor**) is (1.092 – 2.241) simply the reciprocal of tolerance. Therefore, when **VIF** is higher than 10, there is high multi co-linearity and instability of the B and Beta coefficients. In this case since VIF values are less than 10.

Coefficients^a

Model	Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)		.547	.585	-.355	.625		
WLB perception	.181	2.939	.004	.059	.301	.916	1.092
Flexible work arrangement	.181	2.325	.022	.023	.293	.574	1.742
Job characteristics	.411	4.786	.000	.230	.555	.472	2.117
Fringe benefit plan	.172	2.020	.046	.003	.350	.482	2.076
Supervisor support	.078	.878	.382	-.104	.269	.446	2.241

a. Dependent Variable: Job satisfaction

Source: SPSS results and Survey, 2020

In this study, multiple regressions were conducted in order to examine the relationship between all the significantly correlated factors with another dependent variable Job satisfaction

Table 4.10.

Model Summary in Multiple regressions

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.777 ^a	.603	.586	.38406	.603	34.633	5	114	.000

a. Predictors: (Constant), Supervisor support, WLB perception, Job characteristics, Fringe benefit plan, Flexible work arrangement

b. Dependent Variable: Job satisfaction

Source: SPSS results and Survey, 2020

R^2 is a measure of how much of the variability in the outcome (in this case Job satisfaction) is accounted for by the predictors (i.e. factors of Work life balance). As shown in the above table, R^2 value is 0.603, which means that the mentioned factors of job satisfaction cause 60.3% of the variation in the employee's job satisfaction. This suggests that the model is quite significant in explaining the variances. The significance result at $p < 0.05(0.000)$ provides support for the significant. Moreover, it is possible to see that there are other 39.7%

contributing factors for job satisfaction of employees in the organization. This is left for other researchers to conduct further research.

Test for autocorrelation was conducted using the Durbin Watson statistic which is a test for autocorrelation in the residuals from a statistical regression analysis. The Durbin-Watson statistic will always have a value between 0 and 4. Values from 0 to less than 2 indicate positive autocorrelation and values from 2 to 4 indicate negative autocorrelation. The result below depicts DW result 2.216, so we can say there is no autocorrelation.

Table 4.11.
ANOVA Table

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.541	5	5.108	34.633	.000 ^b
	Residual	16.815	114	.147		
	Total	42.356	119			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Supervisor support, WLB perception, Job characteristics, Fringe benefit plan, Flexible work arrangement

Source: SPSS results and Survey, 2020

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

Table 4.12

Coefficients of the Relationship between Job satisfaction and their contributing Factor

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.135	.247		.547	.585
WLB perception	.180	.061	.181	2.939	.004
Flexible work arrangement	.158	.068	.181	2.325	.022
Job characteristics	.393	.082	.411	4.786	.000
Fringe benefit plan	.177	.088	.172	2.020	.046
Supervisor support	.083	.094	.078	.878	.382

a. Dependent Variable: Job satisfaction
 Source: SPSS results and Survey,2020

The following points discuss the interpretation of the table 4. 10, B column shows the values for the regression for predicting the dependent variable from the independent variable. Std. Error column shows the standard errors associated with the coefficients. Beta (standardized coefficients) is a measure of how strongly each predictor variable influences the criterion variable. These are the coefficients obtained if all the variables in the regression are standardized, including the dependent and all the independent variables, and the magnitude of the coefficients can be compared to see which one has more of an effect. The Beta (β) coefficient is the standardized regression coefficients. Their relative absolute magnitudes for a given step reflect their relative importance in predicting perceived model value.

The **Beta (β_1)** coefficients which is 0.180 is standardize regression coefficient which indicates that there is a change in standard deviation in the predicator variable(Work life balance)will result a change of 18% standard deviation in the dependent (job satisfaction). As the value if positive, then there is a positive relationship between the predictor(perceived work life balance) and the outcome.

The **Beta (β_2)** coefficients which is 0.158 is standardize regression coefficient which indicates that there is a change in standard deviation in the predicator variable(Flexible work

arrangement) will result a change of 15.8% standard deviation in the dependent (job satisfaction). As the value is positive and significant, then there is a positive relationship between the predictor (flexible work arrangement) and the outcome.

The **Beta (β_3)** coefficient which is 0.393 is a standardized regression coefficient which indicates that there is a change in standard deviation in the predictor variable (Job characteristics) will result a change of 39.3% standard deviation in the dependent (job satisfaction). As the value is positive and significant, then there is a positive relationship between the predictor (job characteristics) and the outcome.

The **Beta (β_4)** coefficient which is 0.177 is a standardized regression coefficient which indicates that there is a change in standard deviation in the predictor variable (Fringe benefit plan) will result a change of 17.7% standard deviation in the dependent (job satisfaction). There is a positive relationship between the predictor (Fringe benefit plan) and the outcome.

The regression model equation is, therefore, $Y = B + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5$

Where: $B = \text{Constant}$ and $b_1 - b_5 = \text{beta values for each variable}$

Job Satisfaction = Y
Work life balance = X1
Flexible work = X2
Job characteristics = X3
Fringe benefit plan = X4
Supervisor support = X5

When the values from the table are computed, the equation then, the regression model becomes $y = 0.135 + 0.181(x_1) + 0.158(x_2) + 0.393(x_3) + 0.177(x_4) + 0.083(x_5)$

The above table shows that independent variables except Supervisor support factors (sig. value = 0.382), the remaining factors are statistically significant since sig. value = 0.00 < 0.05 and are making a significant contribution to the prediction of the model.

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

Table 4.13.
Hypothesis Testing

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

CHAPTER FIVE

5. SUMMERY, CONCLUSION AND RECOMMENDATION

The main objective of this study was to examine the effect of work life balance on job satisfaction. This chapter presents a summary of the major findings gathered from the analysis of the data. Conclusions had been stressed from the study and recommendations are forwarded for the study organization.

5.1. Summary of Findings

- 120 responses were found valid for analysis which represented 94% response rate.
- Demographic information showed most of the respondents were male, majority of the respondents were in the age range of (30-50), most of the respondents were married, majority of the respondents were found to be Bachelor's and Master's degree holders,
- The study found both motivator and hygiene factors were an issue for the respondent's job satisfaction. Factors such as promotion, growth, intention to leave were among the lowest rated factors.
- The study showed respondents perception of their work life balance was neutral. The study identified that employees use their personal time, weekend and nights to do work related issues and have scarcity of time for family, and other personal and social activities.
- Pearson's correlation coefficient was used to carve out the relationship it has with job satisfaction and showed a weak and positive relationship at 0.383.
- Regression analysis indicated that employees work life balance perception explained 18 % of the variation in job satisfaction among the employees.
- The study revealed respondent's perception regarding the available flexible work arrangement practices in their organization implicated the scarcity of the availability of the practices that caters to the needs of the employees.

- Pearson's correlation analysis showed moderate, positive relationship between flexible work arrangement and job satisfaction at 0.589.
- Regression analysis indicated that flexible work arrangement explained 15.8% of the variation in job satisfaction among the employees.
- Findings show regarding their job characteristics respondents agreed that their tasks have limited allowed them from having have freedom of work, decision making, scheduling which had an adverse effect on their job satisfaction.
- Correlation analysis also indicated that there is a strong, positive relationship between job characteristics and job satisfaction at 0.703.
- Regression analysis indicated that job characteristics had a 39.3% variation in explaining job satisfaction.
- Findings show regarding fringe benefit plan most of the respondent were neutral to the questions regarding the different practices available. Medical benefit and bank loan showed the most utilization among the available scheme of benefit plan.
- The correlation analysis indicated that there is a moderate, positive relationship between the fringe benefit plan available and job satisfaction. The correlation coefficient of 0.557 proving the same.
- Regression analysis indicated fringe benefit plan had explained 17.7% of the variation in job satisfaction, the relationship was also found to be significant
- Previous researchers found similar results where work life balance had a positive effect on job satisfaction. Qurrat, Junaid, Saiif & Uzma(2016) studied the factors of work life balance affecting job satisfaction and found work life balance, flexible work arrangement, job autonomy, stress and intention to leave had a significant effect on the job satisfaction of the study organization. Similarly, Gupta &Charu(2013) studied the

impact of work life balance on job satisfaction and results showed that work life balance and burnout affects job satisfaction.

- The results indicated employees believed their supervisors try to understand their flexibility needs, however it showed supervisors were lacking when it comes to open communication regarding work life balance issues of subordinates.
- Correlation analysis indicated there is a moderate, positive relationship between supervisor's support and job satisfaction, represented with 0.549.
- Regression analysis also asserted that relationship was found positive but non-significant at (Sig.Value=0.382) among respondents.
- Although the supervisor support results show contradiction with several researches, in very rare occasions other researchers have found contradiction results.eg. (Lee et. al.,2013, Hsu et.al.2010, Luk&Shaffer,2005, Fasil,2018). Hsu et.al. (2010) & Lee et.al. (2013) found that supervisor support has no direct effect on work family conflict. Luk & Shaffer, (2005), Fasil, (2018) found the relationship non-significant. This is suggested to be attributed to diverging job characteristics in the different sectors or industries of the respondents for each research.

5.2. Conclusion

The study sought to establish the relationship between work life balance and job satisfaction in creative associate international. Specifically, the study was guided based on the following objectives: to investigate the independent variable (flexible work arrangement, job characteristics, fringe benefit plan and supervisor's support) and job satisfaction. The study adopted explanatory research design using both qualitative and quantitative approach.

The population of this study comprised of all full-time employees of the project employees in Ethiopia. The census technique was used in the study to select the respondents from the list of employees provided by the human resource department in order to capture the entire population.

Primary data for the study was collected using a structured questionnaire and 94% (n=120) were used for analysis.

The study used both descriptive and inferential analysis to analyse the data collected. Descriptive analysis presented the data using tabular form and description of the data presented. Work life balance perception descriptive analysis showed employees lacked work life balance. Descriptive analysis on the perception of flexible work arrangement Practices such as (technological resources, working from home, compressed work week.) Shows the employees are not fully satisfied with the resources available. Perceived job characteristics indicated that employees do not have a job design that allows them to schedule, make decisions, take initiatives, they also indicate the job is demanding and requires most of their energy.

Descriptive analysis for fringe benefit plan perception indicated to the most part employees were utilizing the available benefit plan. Childcare program, bank loan benefit and medical insurance showed the most utilization by the employees. This shows this benefit plan has not fully satisfied majority of the employees. Finally, descriptive analysis shows that employees have a perceive their supervisors are better at communication of work-related issues and flexibility. However, it also shows employees are not comfortable enough to have open work life balance communication with their supervisors.

Perceived job satisfaction showed employees lacked satisfaction in both motivator and hygiene factors of their job. They indicated lack of room for promotion and growth. On the other dimension they believed they are given adequate compensation and believed in the meaningfulness of their assigned job. It shows that employees found meaning in their job but are still lacking satisfaction.

Inferential statistics comprised of the correlation, regression and ANOVA analysis. Pearson's correlation results indicated that all the selected variables have a positive correlation with job satisfaction.

Multiple linear regression model was used to test whether perceived work life balance, flexible work arrangement, job characteristics, fringe benefit plan and supervisor support have any effect on job satisfaction. It was found that work life balance had a significant relationship with job satisfaction (R^2 value is 0.603).

The study found work life balance perception; job characteristics, flexible work arrangement and fringe benefit plan were the most prominent factors of work life balance to impact job satisfaction. On the other hand, supervisor support had non-significant relationship for job satisfaction in the study organization. In general, it's important to highlight work life balance is not an issue to be solved rather an ongoing issue that needs constant management and requires consistent effort of all stakeholders.

5.3. Recommendation

- The overall perception of the employees work life balance shows lack of satisfaction in the scheduling for their work activities, role conflict and dealing with family issues. organization needs to help improve this perception by employing different mechanisms. Organization need to investigate a means employee can work less. options such as using consultants and part time employees can be a possible solution. During regular work activities organization should have an activity schedule and assigned responsible person. Sharing such schedule with the employees will decrease the surprise of having sudden work requests that will push the employee to use personal or family time for work.
- The organization should look into the flexibility practices and access why employees are not benefiting from them. Adopting flexible work arrangement will enable

employees and help them in attending to social and personal affairs. They will also be able to enhance their self with affairs such as taking trainings and evening classes with will directly translate in to a positive outcome in the work environment. HR and management should closely work with all stakeholders to ensure that the existing practices are suitable to the needs of employees and are benefiting the organization the staffs equally.

- The study showed there is a significant relationship between job characteristics and the employees job satisfaction. Therefore, the organization should give attention to the job design of employees and include characteristic that were indicated as not existent in many of the employee's tasks. Employees believe it is useful for them to have independence and practice control over their activities including decision making and scheduling. Organization should review the job design of the employees and incorporate some features that will allow the employee to practice the missing characteristics on their jobs.
- Results showed that there is a positive relationship between fringe benefit plan and job satisfaction. Therefore, the organization should maintain and enhance the availability and accessibility of the benefit plan for a greater result on job satisfaction and help build a lasting relationship. Adequate financial resources should be allocated for the implementation for a higher accessibility and effect. The organization should look into the moderate usage of the benefits available and ways to maximize the utilization rate. In a more cost-effective way orienting employees about the benefit plans and how they can use them can be effective.
- The results showed that there is a positive relationship between supervisor support and job satisfaction. Therefore, the organization should provide training for supervisors on how to communicate and help employees get work life balance through formal and

informal practices. The HR should also pay close attention in the selection and placement of supervisors and should provide a continuous training in enlighten supervisors the important role they play in an employee's work life balance and job satisfaction. Supervisors should also involve themselves and give feedbacks on the formulation of a more appropriate work life balance practices to help employees.

5.4. Area for Further Research

As it's discussed earlier in this study there are not enough related studies in areas of the research topic specially in Ethiopia, also the direct focus of this study was on single organization in Ethiopia so that the results therefore, were limited in terms of generalizability. Specifically, this study had covered factors of work life balance i.e. work life balance perception, flexible work arrangement, job characteristics, fringe benefit plan and supervisor's support. However, there are several factors and areas of work life balance that this study has not covered, so that additional studies need to be carried out, including replications of this study. Future researches can be more focused on the practices and investigate the specific factors that has more contribution to employee satisfaction.

In addition, a more comprehensive understanding of work life balance and its effect on job satisfaction is needed. Further researches may focus on developing a common tool to measure work life balance incorporating the different dimensions of the individual's factors that need to be considered.

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QUESTIONNAIRE

The general objective of this study is to determine the effect of work life balance on Job satisfaction. The study will focus on READ II Project employees in Ethiopia. Work life balance is understood as your level of satisfaction with your work-life, personal-life, social-life, and organizational role in employee life. The following questionnaire is developed to help the researcher gather information necessary to answer the research questions of the study. The questioner should take approximately fifteen minutes to complete. Your personal information will remain confidential. The findings of this survey will be used for academic purposes only.

SECTION A: Demographics

1. Gender

Male Female

2. Age

Below 30 30-40 41-50 Above 50

3. Marital Status

Single Married Widowed Divorced

4. Educational qualification

PHD MBA/MSc BSc Dip and below

5. Family size

1 2-3 4-5 >5

6. Department

Program staff Support staff

SECTION B: Employees own perception on the level of work life balance

Using the following key (1= 'strongly disagree', 2= 'disagree', 3= 'neutral', 4='agree', 5='strongly agree'), how would you agree with the following statements in relation to the work life balance policies available and support you are getting at work?

B	Perceived work-life balance	1	2	3	4	5
1	I often work late or at weekends to deal with paperwork without interruptions.					
2	Finding time for hobbies, leisure activities, or to maintain friendships and extended family relationships is difficult.					
3	I would like to reduce my working hours and stress levels, but feel I have no control over the current situation.					
4	I worry about the effect of work stress on my health.					
5	Relaxing and forgetting about work issues is hard to do.					

6	My family are missing out on my input, because I don't see enough of them.					
7	At the moment, because the job demands it, I usually work long hours.					
8	To meet the demand of the job, I have to limit the number of things I do at home.					

SECTION C: Employees own perception on job satisfaction

Using the following key (1= 'strongly disagree', 2= 'disagree', 3= 'neutral', 4='agree', 5='strongly agree'), how would you agree with the following statements about your job satisfaction?

C	Perceived Job Satisfaction	1	2	3	4	5
1	There is room for growth and promotion in my current position.					
2	I feel I am equally compensated for my exerted efforts.					
3	I would recommend this company to a friend if he/she were looking for a job.					
4	I look forward to being with the people I work with everyday					
5	I am satisfied with the separation of both my professional and personal life without any conflicts.					
6	If another opportunity arises, I would not leave my work.					
7	The task assigned to me help me grow.					
8	I find my work meaningful.					

SECTION D: Impact of Flexible work arrangement on Job Satisfaction

Using the following key (1= 'strongly disagree', 2= 'disagree', 3= 'neutral', 4='agree', 5='strongly agree'), how would you agree with the following statements in relation to availability of flexible work arrangement?

C	Flexible work arrangements	1	2	3	4	5
1	My workplace provides technological resources that allow me to work from home if I have family affairs to attend to.					
2	I can work from an off-site location (such as home) for part of the regular workweek possibly linked by telephone					
3	The job can be compressed to four (4) days instead of working five (5) days					
4	I am able to access impromptu flexibility when my needs change on short notice					
5	My job is structured in a way that I can share with another person					
6	A large proportion of our employees are able to access flexible work arrangement option.					
7	I believe that my work responsibilities are very labor intensive and promotes conflicts between my work and my family.					

SECTION E: Job autonomy and variety Impact on job satisfaction

Using the following key (1= ‘strongly disagree’, 2= ‘disagree’, 3= ‘neutral’, 4=‘agree’, 5=‘strongly agree’), how would you agree with the following statements in relation to you job characteristics and job satisfaction?

D	Job characteristics	1	2	3	4	5
1	Job provides many chances to figure out how well I am doing the work required					
2	Job gives me considerable opportunity for independence or freedom of work.					
3	I prepare work schedule to fulfill both my personal and family commitment.					
4	I am overworked and have neglected my family responsibilities due to inability to reject my co-workers and managers.					
5	The job gives me chance to use my personal initiative or judgment.					
6	Job requires me to do many different things at work, using a variety of my skills					
7	I plan my work and perform orderly without any delay.					
8	I am satisfied with the nature of work assigned by the organization.					

SECTION F: Impact of fringe benefit plan on job satisfaction?

Using the following key (1= ‘strongly disagree’, 2= ‘disagree’, 3= ‘neutral’, 4=‘agree’, 5=‘strongly agree’), how would you agree with the following statements in relation to fringe benefit plan and job satisfaction?

E	Fringe Benefit	1	2	3	4	5
1	The job has accident/disability insurance program.					
2	I feel pensions plan retain employee in employment.					
3	The current medical plan has solved most of my medical problems.					
4	Fringe benefits are equally distributed fairly to all (i.e. Loan benefit, Onsite childcare,...)					
5	I have benefited from the early childcare program.					
6	Bank loan benefit program is available to all.					
7	I am not fully satisfied with the benefits I receive					

SECTION G: Supervisor support on job satisfaction

Using the following key (1= ‘strongly disagree’, 2= ‘disagree’, 3= ‘neutral’, 4= ‘agree’, 5=‘strongly agree’), how would you agree with the following statements about your supervisor support and job satisfaction?

F	Supervisor's Support	1	2	3	4	5
1	My superior gives more importance towards the well-being of the employees.					
2	I get high degree of respect and fair treatment from my boss.					
3	I feel my supervisor makes an effort to understand my need to be flexible.					
4	I feel comfortable requesting a change in my work schedule from my supervisor.					
5	I can openly discuss issues relating to work life balance with my superior.					
6	I get proper feedback about my work performance from my superior.					
7	My supervisor allows and supports me in terms of combining professional life with family life.					

Thank you!!

Source of survey instrument:

Esther M., AbrahamK.& Thomas N.(2017),Effects of work life balance practices in employees job satisfaction: A case of Kenya wild life service,*International Journal of research in Management,Economics and Commerce*,Vol. 07,No.08,Page 120-130

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