

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

**THE EFFECT OF WORK-LIFE BALANCE ON JOB
SATISFACTION: THE CASE OF AVON INDUSTRIES PLC**

**BY
ALEMAYEHU MOGES**

**A Thesis Submitted to Addis Ababa University School of Commerce
in Partial Fulfillment of the Requirements for the Degree of Master
of Arts in Human Resource Management**

**ADVISOR
ABRARAW CHANE (PHD)**

**June, 2022
Addis Ababa, Ethiopia**

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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 Avon Industries plc.” 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.

Declared by:

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Date_____

Certification

This is to certify that Alemayehu Moges has carried out his research work on the topic entitled “The Effect of Work Life Balance on Employees job Satisfaction in the case of Avon Industries Plc.”. The study is an original work and is suitable for the submission for the reward of Degree Master of Arts in Human Resources Management.

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Addis Ababa University
College of Business and Economics
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**The Effect of Work Life Balance on Job Satisfaction: The
Case of Avon Industries Plc.**

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Acknowledgment

First of all I would like to thank the Almighty GOD & his Mother St. Marry; it is through his Mercy and blessings that I was able to undertake this thesis.

Secondly I would like to thank my advisor Dr. Abraraw Chane (PhD), for giving me the opportunity to do the research carefully and providing invaluable guidance throughout this thesis. It was a great privilege and honor to work and study under his guidance. I would like also to extend my beloved acknowledgement to my wife Mrs. Mekides Fikru, for her invaluable support and guidance since it was impossible to complete it without her full support.

Finally I would like to thank my kids, Nuhamin, Yohannes, Abrham & Dawit Alemayehu, for their understanding & patient and Major Lelissa for his financial Support.

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List of abbreviations/Acronyms

SPSS = Statistical Package for Social Science

Avon= Avon Industries plc.

WLB= Work life Balance

JS= Job Satisfaction

FWA = Flexible Work Arrangement

JB = Job Characteristics

WP = Work pressure

WH= Work Hour

ANOVA = Analysis of Variance

ABSTRACT

The study aimed at exploring the effect of work life balance on job satisfaction in Avon Industries Plc. Addis Ababa. To achieve this purpose, explanatory study design were used to analyze the data collected through cross-sectional survey questionnaire from a sample of 147 respondents were selected using random sampling technics. The study variables were: Work Life Balance, Flexible Work Arrangement, Job Characteristics, working pressure, and work hour and Job satisfaction. Correlation and regression analysis was conducted using Statistical Package for Social Science software Version 20. Multiple regression analysis was used to determine the effects of the independent variables on the dependent variable. The study's major findings include that all variables significantly explain variations in job satisfaction. Working Hour & Work pressure has the same significant impact on job satisfaction in the organizations under study. Based on the study's findings, it is suggested that management recognize the impact of work-life balance on job satisfaction and implement work-life balance programs, practices, and policies, insure employees is working not more than eight hour With a small investment at the right place and right time & job satisfaction will can eliminate or transform the quality of your relationship and life.

Key words: - work-life balance, job satisfaction, Job Characteristics, Work Hour, work pressur

CHAPTER ONE

1. INTRODUCTION

Work-life balance (WLB) is about finding the right balance between work and life, and about feeling comfortable with both work and family commitments. Work-life balance is essentially the balance between three components, paid work, unpaid work and personal time. Here in chapter one the researcher will discuss background of the study, statement of the problem, the researcher questions, objective of the study, significance of the study, the scope of the study and definitions of terms.

1.1. BACKGROUND OF THE STUDY

Work is an integral part of human life today, and it has always been so throughout the history of mankind. Employees are the most valuable asset of an organization who can help organizations in achieving the mission and vision (Lazar & Osoian, 2010). Work-life balance does not imply equality. It is the capacity to encounter a sense of control and to remain profitable and productive at work while keeping up an upbeat, solid domestic life with adequate recreation.

The balance between work and life is central to work satisfaction and quality work performance, and employees must feel committed to their work. Work-life balance will once considered a priority. As the world changes, the increase of work pressure has made work-life balance impossible. Studies on work/life balance issues have been conducted out in modern worldwide environments due to the awareness impact of the competitive working environment (Omar, Mohd & Ariffin, 2015). The work-life balance can affect worker satisfaction as well as personal liberty (Omar, Mohd & Ariff, 2015). Creating and maintaining a safe work environment that allows employees to balance work and personal life while also increasing employee efficiency.

According to Dhas, 2015 the investigate found that 1 in 4 workers reported a high degree of work-family tension and one of the most significant factors affecting the work-life balance is the number of hours spent on the job. Failure to secure a work-life balance can lead to severe emotional stress

and poor workplace productivity (Rao, 2016). Disappointment to secure a work-life adjustment can lead to serious passionate stretch and destitute work environment efficiency. The productivity of an employee may be affected due to working over 8 hours. Overseeing the boundary between domestic and work is getting to be more challenging. There is a need for employees and employers alike to find flexible and innovative solutions that maximize productivity without damaging employees' well-being, their family relationships, and other aspects of personal life. The more strain the workplace causes, the harder it is to sustain a work-life. Balance and this leads to low motivation and life balance. Some employees work too much and do not have enough time to do other things in their everyday life. Over time, the barriers between the work area and home have dissolved (Rao, 2016).

Synchronize their personal and professional lives as technology advances, and they may find themselves working even during their vacation. The ability to control the balance between these two sides of human life, i. e. work (breadwinner) and personal life (Caregiver) is vital especially in modern society when the speed of life increases and people have less time for themselves. This research intention will be to identify the factors that influence employee satisfaction assesses the effect selected work-life balance practices have on job satisfaction and analyze the effect with respect to the selected factors of work-life balance in Avon Industries plc. That used an outsourcing / private employment agency. Avon Employees has 240 Employees from these figures 210 employees are Production employees from this figure 158 are agent employees, 6 are staff, 4 are marketing, 5 are Managerial employees, & 15 are expatriate (Indian) employees. The company has a 16% turnover rate per month and 10% employees are absent daily.

1.2. STATEMENT OF THE PROBLEM

Work life Balance is something that millions of people try to achieve. According to Murphy, 2003 In terms of work-life balance, 94% of service professionals in the U.S. spend over 50 hours working per week, while many of these people work on the weekends. Forty-eight percent of Americans consider themselves to be workaholics. As the result one-third of all workers in the United States reported that their jobs were either often or always stressful. Work-life balance conflict has numerous negative effects on individuals, including increased risk for health concerns

such as increased levels of stress, lower life satisfaction, higher rates of family conflict, increased chance for substance abuse and higher rates of juvenile delinquency (Burnett, 2002). Employee problems of work-life balance also affect employers. These effects can include higher rates of absenteeism, reduced productivity, decreased job satisfaction, lower levels of commitment and loyalty and rising healthcare costs. The potential impacts of work-life balance conflict can hurt the individual, their family and their employer all at once.

In Ethiopia in the Government as well as private their working hours is from 8:30am up 5:30pm. You all have to choose between getting your Keble ID renewed and somehow making it to work on time and leave early enough to get to night school- even more things to do if you're a parent. You need to fit all of these within an 8:30 am-5:30 pm work schedule. Even in a country like Ethiopia where social norms are supportive and tend to share the burden, it can still be overwhelming.

In Avon Industries employees are working in two shifts that leads Employees who do not have a work-life balance tend to burn out more quickly than those with a balanced schedule, but those with a healthy balance have more incentive and are more productive at work. Having a healthy work-life balance is essential for one's health and well-being. Working over 48 hours a week can be stressful, but it can be even more worry to try and balance family life with demanding job responsibilities. Having a healthy work-life balance will also give you more time to employ with your family.

Nowadays, work is likely to possess our individual life, and keeping up a work-life adjustment isn't a simple task. Personal boundaries are more complex as they are intangible and elastic, changing according to situation or environment. Founded on our background, values, and beliefs, personal boundaries provide the why behind our own standards and expectations. It is why some people want to work in excess of 48 hours a week and why the perfectionist is not happy with a result of 99% when their target is less than the result. Work-life balance is a multi-faceted concern that encompasses financial values, gender roles, career paths, time management, and many other factors. Work-life balance is a daily effort to create time for family and the demands of the workplace. Work-life balance has forced companies to look beyond standard practices.

The most challenges in expert life were found to be amplified work hours, travel time between home and work place, and commitment in extra employments and assignments. In individual life, the most stresses were blameworthy of not being able to require care of family, kids, going to visit expanded family and elders at home. The more control you've got over where and once you work, the less stressed you're likely to be. Once you know the options available to you, agree on a schedule based on your expectations and needs. Clear agreements on how and when to work are necessary to avoid conflict between work and no work obligations.

Today's employees have numerous competing obligations such as work, children, housework, volunteering, companion, and parent care, and these places push on people, families, social orders, and the communities in which they dwell. Work-life Conflict could be a genuine issue that impacts Employees, Employer, their supervisors, and communities as a whole. This problem seems to be increasing over time due to new trends such as the high labor force participation rate of Ethiopian women, the increase in single parents, the dominance of double-income households, and the care of the elderly. They are even angrier at globalization, the aging population, and the historically low unemployment rate.

Work-life balance is important for organizations and employees stress can be caused by both work-related factors and home or family-related factors and many employees experience difficulties juggling their work responsibilities with their home responsibilities. By implementing a work-life balance strategy employers can help to reduce stress in their employees. This can lead to a more motivated and loyal workforce, increased productivity, reduced absenteeism.

The articulation of work and life, cast as work-life balance, has become a key feature of much current government, practitioner, and academic debate (Eikhof, 2007). It is believed that balancing a successful career with a personal or family life can be challenging and impact a person's satisfaction in their work and personal life's roles. The Researcher state work life Balance refers to the ability to effectively manage the juggling act between paid work and all other activities that are important to people, such as family and community activities, volunteer work, personal development, and recreation. The ability to balance workplace needs and personal life needs is

regarded as a critical issue by workers worldwide, academics in higher education institutions, and manufacturers. Work-life balance has been studied within the context of business, for-profit organizations (Blair-Loy, 2003; English, 2003; Stephens, 1994). Another factor that can affect the balance between work and life itself is work satisfaction. Employees who are not satisfied with their work may not be mentally satisfied and, in the long run, may develop negative attitudes and behaviors in their work environment, leading to disappointment.

Employees who are happy with their work, on the other hand, work better, are more enthusiastic, more active, and perform better than those who are dissatisfied. Some factors that influence job satisfaction, according to Sutrisno (2017), are opportunities for development, job security, salary, company and management, supervision, working conditions, social aspects in communication work, facilities.

Job Satisfaction is an open attitude that is pleasurable and loves his job. This attitude is reflected by work morale, discipline, and work performance. The factors that influence work satisfaction are those of employees and their work. Employee factors consist of skills, knowledge ability, attitude, value, age, gender, physical condition, education, knowledge, work experience, years of service, personality, emotions, ways of thinking, perceptions, and work attitudes, and for work factors such as type of work, organizational structure, rank, position, quality of supervision, financial security, the opportunity for promotion, social interaction, and work relations.

Previous researchers have also conducted similar research. Researcher Meskerem (2017) studied the effect of work-life balance on employee engagement in the case of the Commercial Bank of Ethiopia, Mahlet (2018) studied antecedents of work-life balance on selected NGOs in Ethiopia, Elsabeth (2019) studied the effect of work-life balance on job satisfaction in the case of Lion International Bank S.C, Bethelhem (2020) Studied the effect of work-life balance on job satisfaction in the case of creative associates international Inc. The above researchers found a significant relationship and effect of work-life balance on job satisfaction.

This research Study will focus on the effect of work-life balance on job satisfaction in Avon Industries plc. That has been working in two shifts for twenty-four hours for six days from Monday

to Saturday for the last ten years. Day shift normal working hours including overtime from 7 am up to 6 pm and Night Shift normal working hour including overtime is from 6 pm up to 7 am including two hours and four hours Overtime Day shift & Night shift respectively.

This study will differ from the above studies because the above studies were done in developed countries & those studies done in Ethiopia are little in the bank sector whereas this study will be conducted in an Ethiopian context especially in Manufactory sector that produces Plastic products.

Therefore, the research Study hopes to fill this gap and expand to the already few existing knowledge in the topic in Ethiopia context especially in the Manufactory sector. Hence, it is this rationale that motivates the researcher to assess how the selected practices contribute to the attainment of the level of job satisfaction among Avon Employees.

Firstly, the key constructs of work-life balance and job satisfaction applies to both males and females at any time in their career paths in the meantime majority of employees are Female in Avon Industries plc. Secondly, an employee's quality of life and productivity at work has a profound effect when an organization seeks to maximize employee productivity, Lastly, work-life balance and job satisfaction have been explored mostly in the bank sector in Ethiopia whereas the current study focused on Manufactory Company at Avon Industries Plc.

In this competitive environment, the manufactory wants to attract qualified manpower to retain potential employees, and at the same time to be profitable. In order to achieve this, Avon Industries Plc. must have healthier and more productive employees, which can be maintained through effective work-life balance management practices, programs, and policies. As such, this research Study will investigate the state and relationship of work-life balance (WLB) and job satisfaction in Avon in Addis Ababa, Ethiopia.

This is the researcher perception and experience might be different from studies done in developed countries. In addition, this study is focus on the unlike banking industry above studies done in Ethiopia. Therefore, this study will attempt to bridge the gap in knowledge by answering the research questions.

1.3. RESEARCH QUESTIONS

The research Study question that this Study will intend to answer will be “What is the effect of work-life balance on job satisfaction?” in Avon Industries plc.

The specific research questions are:

- What is the effect of flexible work arrangements on employees Job satisfaction in the study organization?
- What is the effect of extended work hours on employees Job satisfaction?
- What is the effect of workload/ work pressure on employee Job satisfaction?
- What is the effect of Job characteristics on employees Job satisfaction?
- What is the effect of perceived work-life balance on employee’s job satisfaction?

1.4. OBJECTIVES OF THE STUDY

1.4.1. GENERAL OBJECTIVE OF THE STUDY

The general objective of the study is to examine the effect of work-life balance on job satisfaction and analyze the effect of work-life balance on job satisfaction among employees of Avon Industries plc. Addis Ababa, Ethiopia.

1.4.2. SPECIFIC OBJECTIVES OF THE STUDY

In addition to the above general objective, intended to achieve the following specific objectives:

The specific objectives of the study will be:

- To assess the effect of flexible work arrangement on employees job satisfaction in the Avon Industries plc.
- To assess the effect of extended working hours on employees Job satisfaction.
- To assess the effect of work load / Pressure on employees job satisfaction
- To examine the effect of Job characteristics on employees job satisfaction.
- To assess the effect of Perceived work life balance on employee job satisfaction.

1.5. SIGNIFICANCE OF THE STUDY

In the present scenario, in addition to fulfilling the academic requirement of the researcher, the result of the study will have the following benefits. Primarily, the results of this study will be of benefit to Avon Industries plc. in particular and the Plastic industry in general; understanding the state of work-life balance and its effect on job satisfaction as will help the organizations to take corrective measures. This study will intend to help the managers & human Resource Manager to straighten their attention to this highly essential function of human resource management to make the right decisions. With this regard, the study will have the following importance: The findings of this research will help Avon Industries managers to understand the role of work-life balance practices on job satisfaction. It will provide literature for the plastic industry under work-life balance. It is also significant to find the possible solution to increase employee job satisfaction and maximize the profit of the organization through balancing their work and family life. It will help other researchers who want to conduct further study on the subject in the future.

The results of the study will serve as input for the organization to assist in decision making, in identifying key work life balance issues in order to develop strategies to address and improve the work life balance and to increase employee work satisfaction and employees commitments to their organization. It will provide solution for the organization's work life balance problems and it may give them an idea of where they are presently in terms of their employees work life balance and what they should do in the future.

Through this analysis the organization can increase the motivation of employees by providing assorted work-life Programs and Policies. This helps the organization to find out the approximate factors that motivate the employees and their expectations from the organization to balance their work-life balance.

Therefore, it is necessary to study how employees will be balancing for their work and family life in the plastic industry in Addis Ababa, Ethiopia. In this context, this research work makes a conscious attempt at putting forth issues concerning work-life balance and its effect on job satisfaction of workers in Manufactory industries.

1.6. SCOPE OF THE STUDY

This research has been done in Addis Ababa, Ethiopia Plastic industry to know about the work-life balance situation of employees working for an extended working hour. The study reveals the relation between work-life balance and job satisfaction towards the organization. The study was delimited to a section of the effect of work-life balance on job satisfaction among employees of Avon only a single manufactory company that has 16% turnover rate per month & 10 % of employees absent daily.

The findings of this study would have had paramount importance if all plastic manufactory companies' in Addis Ababa will include. In this connection, the study will share delimitation in the sampling frame, which is only considered in a single Manufactory Company in Addis Ababa. The researcher will use Causal research to identify the cause-and-effect relationship between variables and provides conclusive results that can answer the research problem.

1.7. POTENTIAL LIMITATION OF THE STUDY

The study is that it is done on selected Company only in Avon Industries plc. in Addis Ababa in Ethiopia. Further the research based on response to questioners distributed, employee's perception may affect the success of the research. The selected variables may not be exhaustive enough to give the full picture of the study area. Another Potential limitation is response due to fear of backlash from company towards their employees' answers, and job security.

The other limitation of this study is the collection of data by using the questionnaire method. Some employees will have their own opinions and suggestions about work life balance and this could be considered by using an interview method, the researcher used only a quantitative Approach.

1.8 ORGANIZATION OF THE STUDY

The research is organized in five chapters. Chapter one introduces the research work. It gives basic information about the research objective & questions 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 Potential 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 detailed 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. Chapter four is about the analysis and interpretation of the information gathered by the researcher. Chapter five gives summary of the findings, suggestions, summary and conclusion of the researcher that are drawn from the findings and their implications on the research organizations and for other similar organizations.

1.9 DEFINITION OF TERMS

- Flexi-work – Flexible working conditions allowing for attendance to personal affairs or family matters outside work (Lee, 2020).
- Flexi-time – Flexible working time where a worker could compress the time of work to certain days in order to gain free time off work on other days (Lee, 2020).
- Life – Life as used in this study indicates the non-work roles played by the respondents and this covers all activities directed towards satisfying personal or family interests. It also covers any non-paid activities or commitments such as social work for example membership of Eder associations, positions in parent/teachers associations, and religious commitments (Lee, 2020).
- Work – The occupation for which you are paid; exerting oneself by doing mental or physical work for a purpose or out of necessity (earning wages for survival among others); proceeding towards a goal or along a path or through an activity with the aim of earning pay for sustenance (Lee, 2020).
- Work-life balance – The act of achieving a balance between the two competing demands of breadwinner and caregiver (Lee, 2020).
- Work-life benefits – Benefits accruable to a balanced work-life relationship such as less stress, good health etc. (Lee, 2020).
- Work-life conflict – This means the competing demands of work and personal life outside work on the worker (Lee, 2020).

CHAPTER TWO

2. LITERATURE REVIEW

This chapter examines relevant theoretical and empirical literature. It includes a detailed description of the concept of work-life balance and employee job satisfaction, as well as a review of theories related to work-life balance and employee job satisfaction and empirical studies related to the concepts under consideration.

2.1. CONCEPT OF WORK-LIFE BALANCE

This chapter provides an overview of the relevant theoretical and empirical literature. It goes over the concepts of work-life balance and employee job satisfaction in great detail. Theories concerning employee work-life balance and job satisfaction empirical investigation of the concepts under consideration.

2.2. THEORETICAL LITERATURE REVIEW

2.2.1. THE CONCEPT OF WORK-LIFE BALANCE

Work life balance is a situation that gives employees the opportunity to balance work and personal life, which does not cause stress or fatigue in the workplace. At work, the balance between work and life is always an issue. WLB issues are expanding day by day. The right balance between work and individual life offer assistance in accomplishing both organizational and individual objectives.

The work-life imbalance affects negatively both professional and personal life, leading to a decrease in the productivity of the employees & unsatisfied life. Given the increased demands for work-life balance practices, such as flexible work hours, various initiatives have been formulated to address the reasonable needs of employees. However, some practices are fundamentally incomplete, and some are a mere affectation. Thus, employees achieving a healthy work-life balance from their workplace are likely to be impossible special for young employees.

Wants & needs of workers are shifting with the changing socio-economic environment; younger generations are entering the labor market; most of their lifestyle is shifting towards a need of high salary, material aspects rather than mental health.

Every employee has a personal and professional life; both of these are very difficult to separate, Work-life balance of late has become an important concern for employee wellbeing. The balance between work and life has a decisive impact on a worker's attitude towards the organization and the worker's life. Researchers define WLB as a person's left and right hand.

When employer ethics provide the possibility of the practice of work-life balance, employees will feel more job satisfaction & motivated to work for extended working hours. Lehman L (2016) describes the policy and practice of work-life balance provided by superiors as very important when it comes to employee satisfaction. The researcher believed that when employees are treated fairly by the employer, getting support from their immediate supervisor, and getting support from their family gives chance to balance their work-life balance that leads to job satisfaction and happy life.

The most important determinants affecting work-life balance are physical and mental wellbeing. work-life balance can be categorized into three aspects in order to measure it, the firstly, is balancing of the time, which is regarding the quantity of time that set to complete the work and other activities, secondly is participation balance, whereas it includes the combination of psychological and commitment to work and as well as other activities roles. The barriers hindering workers in achieving work-life balance included unhealthy interpersonal relationships, inappropriate workplace policies, and managerial systems, cultural influences, concerns regarding society, and social movements.

2.2.2. DETERMINANTS OF WORK LIFE BALANCE

Depending on heart problems and individual behaviors; Type A & B, Type A expresses a person who's extra lively, extra work-oriented, extra passionate, and competitive, whilst type B is calm, patient, balanced, and right-minded. It can be argued that on the grounds that Type A is more work-oriented, there will be a negative reflection of it to work-life balance.

As per labor Proclamation 1156/2019 Article 13(4) the employees' obligation is to report duty always in fit mental and physical conditions among the efforts to increase organizational efficiency, managers specialize in is to boost the organizational success, efficiency and lift the loyalty of the staff. The organization expects individuals to allocate more time for their work while at the same time the family wants them to perform their responsibilities too. Researchers have been interested in the dual phenomenon of work-family conflict (work impacting on family life) and family-work conflict (family impacting on work-life). Family to Work (FTW) interference; where role interference from the family affects work negatively, Work to Family (WTF) interference; where role demands of work affect commitments to family demands.

2.2.3. REASONS FOR IMBALANCE

When it comes to maintaining a balance between healthy work and life, they are obstacles focus on diversion. Overtime, Employee competition, Individual career Ambitions, global economy, to get adequate money, higher responsibilities, traffic jams, Demographic changes and collapsing limits between work and home are the reasons for imbalance of work life balance.

Insecurities in life thanks to various reasons on the professional front also because the personal front, lack of broader outlook towards people and issues, job security and extensive use of communication technology, lack of support and understanding of relations, fellow colleagues, co-workers, work -role ambiguity and conflict.

However, unfortunately, the presence of work-family or work-life policies does not guarantee that they will be utilized or that they will be effective. This may be a result of organizational cultures or management practices that support long working hours and may discourage employees from taking advantage of these policies in subtle and not-so-subtle ways. Thus, while helpful to some people, new policies may have little benefit for the bulk of the working population. This may be the result of deeply held and long-standing assumptions built into the culture of many organizations that may cause resistance to these changes. These include the expectation that managers need to control the work, that the primary obligation of employees is to their employers, that men should invest more in work than at home and that women have the prime responsibility for the home. The researcher identified that special foreign investors don't care about work-life

balance only concerned their profit there is an assumption that home and work should be separate spheres and home is not the concern of the organization.

Men and women who want to succeed may be expected to fit in with these cultural expectations. On top of this, companies are likely to be experiencing new pressures that may be seen as conflicting with an emphasis on work-life balance. They are operating in a marketplace that is ever more competitive and requires increasing efficiency, demanding more involvement from employees. While this has often resulted in more interesting and challenging work for employees, it may also require more time and energy. Thus work and home may be seen as conflicting or competing fields. There is, therefore, a need to seek solutions that simultaneously meet the personal needs of employees and the business needs of employers and if possible to create synergies between work and personal life.

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 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 good time management skills but because most of their time is dedicated to work-related responsibilities. Apart from career life, these segments include family, personal growth, fitness and health, community relations, and friendship. Finding the balance between career and personal life has always been a challenge for working people” (Raisinghani & Goswami, 2014).

Lobel & Kossek (1996) Work Life benefits not only affect employees’ attitudes, behaviors, job satisfaction, and their organizational commitment, job satisfaction, it also assists employees to balance and better handle their family and work-related roles. Koekemoer & Mostert (2010) Work-family literature research done by various previous researchers found that three major antecedents of WLB are: personal and demographic variables, non-work and family variables, and job-related variables. The researcher tells us when right-hand work left-hand life will decorate with expensive gold, watch, and ring. Therefore, WLB can be created with a small investment in life and work will bring job satisfaction and a balanced work-life balance in daily life.

The research suggested cordial relations with superiors and support from spouse as the solutions for balanced work-life, other solutions given in the study were a positive work environment, flexible working schedule, and spending quality time with friends and family. The researcher also accepted the above researcher statement on work-life balance.

2.2.4. THEORIES DESCRIBING THE WORK-LIFE

Throughout the history of the balance between work and life as an academic discipline, many theories have been put forward to explain this phenomenon. Some of those theories are described as under:

A. Spillover Theory; Spillover model is based on the notion that there is an extension of experiences from the sphere of work to non-work in a way that the perception of the social experience of the spheres of work and non-work for an individual is effectively boundary-less (Geurts & Demerouti 2003). Theoretically, spillover has been characterized as Positive Spillover and Negative Spillover.

a. Positive spillover; it refers to the fact that positive experiences in one domain result in fulfillment and attainment in another domain (Vijayakumar & Janakiram, 2017).

b. The negative approach, the relationship between work and non-work areas, is the opposite. Spillover effects are also classified into vertical spillover effects and horizontal spillover effects. Horizontal spillover is defined as the effect of one living space on adjacent spaces. e.g. the impact of work satisfaction on personal life. Vertical spillover is expressed in terms of the domain hierarchy. This refers to the hierarchical structure of living areas such as work, family, and leisure.

B. Conflict theory, originally propounded by (Khateeb, 2021.) posits that the fulfillment and achievement in one aspect of life result in sacrifice in the other aspect. This is based on the assumption that the two domains via life and work are fundamentally incompatible with each other and that they have different norms and requirements.

C. Boundary theory emphasizes the ways that workers create, preserve and alter boundaries so that they may simplify and classify the world that they experience (Ashforth, Kreiner, & Fugate, 2000). Boundary theory posits that there are psychological, physical, and/or behavioral boundaries existing between the work and non-work aspects of an individual's life which outline the two domains as being different and distinct from each other (Allen, Cho, & Meier, 2014).

D Facilitation Theory Facilitation is defined as a form of interaction in which resources linked with one role improve or make an easier contribution in the other role. Frone (2003) describes it as the extent to which participation in a role leads to experiences, learning of skills, gaining opportunities that make participation easier in another role. Central to facilitation theory is that performing in a given role is made easier due to participation in another role.

F. Segmentation and Integration the segmentation model asserts that work and non-work have no influence on each other and the two domains are distinct (Guest, 2002).. Segmentation is therefore the total separation of the two domains of work and life. Segmentation and integration have been conceptualized as two poles on a continuum of work-life balance; people keep work at the workplace and home at home.

G. Compensation Theory This theory describes that individuals, because of the lack of fulfillment in one domain, seek compensation in another domain. This theory also asserts that both work and family share the same environment and that family and work have a compensating effect on each other (Khateeb, 2021). The compensation has been described as a negative relationship between work and family. It has been termed as negative because negative experiences in one domain result in the perception of another domain positively. The above are some work-life balance like spillover, Conflict, boundary, enrichment, Segmentation & integration, facilitation, compensation theory one each other's they support and some opposite understanding of work life balance.

The researcher strongly argues that unlike other researchers when the employees work more they get overtime pay, so special for those who have kids they will teach their kids in good school may be a private school. The Scarify in their time will compensate to achieve their family life's goals.

2.3. THE CONCEPT OF JOB SATISFACTION

Job satisfaction is essential not only for employees but also for employers. Satisfied employees are a wealth for the company. However, the word satisfaction is subjective and may have different meanings from person to person. For instance, job satisfaction has been defined as the degree to which employees have a positive affective orientation towards employment by the organization. Hoppock defined job satisfaction as any combination of psychological, physiological, and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). According to this approach, although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. In short, work satisfaction represents a set of factors that create satisfaction.

2.4. THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE AND JOB SATISFACTION

Avon Industries plc. Employees are considered as one of the hardest working employees and the culture of the company is work oriented. But this has led to serious issues for the majority of the employees, as their lives are revolving only around their professional life. 95 % Avon Employee as on date has the highest working hours amounting to 78 hours overtime in a month which beyond the Ethiopian Labor Proclamation 1156/2019 Article 61 the Maximum Daily normal hours of work shall not exceed 8 hours a day or 48 hours a week. Issues persistent in the Avon employees are high stress, depressed lifestyle, overburdened with workday & Night special for shift employees.

Work-Life Balance is conflicted because of the inter-role conflicts Work-Family Conflict and Family-Work Conflict. e.g. low job satisfaction, negative attitude, being late for work, repetitive mistakes, resistance to change. Whereas, Family-Work Conflict concludes where family and work

responsibilities are not compatible, which negatively impacts the home front, e.g. conflict within the family, lower life satisfaction.

Time management skills are essential for managing and achieving a balance in all spheres because every individual has 24 hours a day and seven days a week that must be allocated profusely. Organizations can assist employees by providing time management and delegation training modules, as well as assisting them in prioritizing their needs, wants, and commitments.

Job contextual factors are the factors surrounding the job like pay, working condition, job security, etc. with the increased interest in various aspects of the job there has been a change in the focus from the job contextual factors to the factors relating to job content. Job content factors are extrinsic to the job and are environment-centered. They are recognition, responsibility, growth, advancement, and achievement. Both contextual and content approaches failed to provide complete meaning to job satisfaction. Hence, 'individual differences' approaches have been developed. These approaches focused on the needs of the individual, his expectations, and his personality. Job satisfaction will be considered as a function of the extent to which worker needs were fulfilled by his job. Attitudes are generally acquired over a long period of time. Similarly, job satisfaction or dissatisfaction emerges as an employee gains more and more information about the workplace.

When employees work long hours, they tend to be a little more satisfied with the work at first. Apparently, they have lowered their expectations to a more realistic level and are better adapted to their work situation. Later, their satisfaction may suffer as promotions are less frequent and they face the reality of retirement. Predictably, too, people with higher-level occupations tend to be more satisfied with their jobs. As we might expect, they are usually better paid, have better working conditions, and hold jobs that make fuller use of their abilities. Satisfied employees live longer, healthier lives and are happier, more cooperative, more dependable, less critical, and less likely to quit their jobs. The feelings about work were found to be the highest influencing factor on work-life balance. If the employees have positive feelings for their work, they achieve a high work-life balance, which in turn increases job satisfaction followed by a reduction in the turnover rate of the employees.

The secret to a perfect work-life balance is to effectively manage these two aspects. Therefore, the work-life balance formula is $\text{work-life balance} = \text{time management} + \text{stress management}$.

2.5 REVIEW OF EMPIRICAL STUDIES

Work life balance is a comfortable state of equilibrium achieved between an employee's primary employment priorities and their personal lifestyle. Most psychologists would agree that an employee's career demands should not outweigh the individual's ability to have a fulfilling personal life outside of the workplace. Work-life balance practices are organizational changes that are intended to reduce work-family conflict. Employees can be effective in both work and personal roles when they practice work-life balance. The greater an employee's control over their lives, the better able they are to balance work and family life (Arif and Farooqi, 2014) In conclusion, a successful balance of work and non-work roles benefits both the employee and the employer. And this equilibrium in work and life in most of the available literature, work-life balance problem was listed in different ways and by connecting it to different determinants like employees' job satisfaction, family issues, and flexible working time. And there are a lot of researches done related to work life balance and its connection to organizational productivity and employees' motivation and performance.

In the study, the problems faced by employees, especially women, are mainly restricted to overtime payments to fulfill their basic needs, efforts, or motivation- and stress-related issues lead to dissatisfaction with the job. This research like other research's work life balance variables has positive relationship with employees job satisfaction and Several empirical studies have found that work-life balance is positively related to employee satisfaction and organizational performance (e.g., Harrington and Ladge, 2009; Parkes and Langford, 2008). Work-life balance, in particular, has been shown to have positive outcomes such as low turnover intention, improved performance, and job satisfaction (Nelson, Quick, Hitt, and Moesel 1990; Scandura and Lankau, 1997). Work-life balance helps employees perform better in their roles (Magnini, 2009). Employees who have a sense of psychological well-being and harmony in their lives are more likely to be satisfied with their jobs. According to Netemeyer, Maxham, and Pullig (2005), work-family conflict can have a negative impact on both in-role and extra-role performance. Furthermore work-life balance employers which can cause employees want to remain with the organizations. (Allen and Meyer, 1996). Employees become strongly attached to their organizations when their needs and expectations are satisfied (Meyer, Allen and Smith, 1993).

2.7 CONCEPTUAL FRAMEWORK

There has been little attempt to model the relationships between work/family balance, work/family enrichment, and relevant predictor and outcome variables. While the extant literature has explored models addressing work/family balance separately, little is known about how these variables fit together as part of a more comprehensive model. By creating a model of work/family balance, relevant variables can be explored in detail. The following model of work/life balance (see Figure) expected to be tested in the current study.

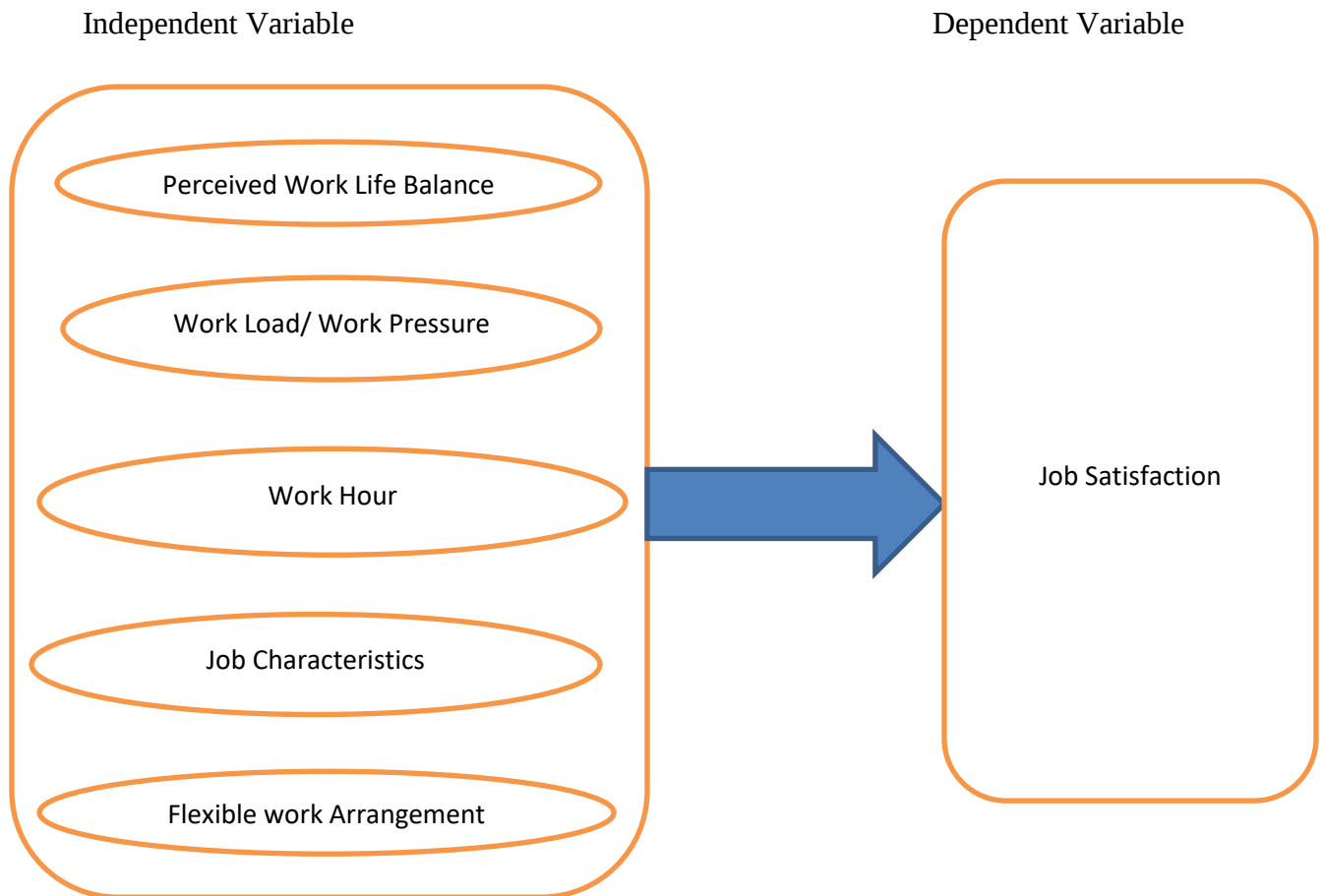


Figure: 1. Conceptual Frame work of work life balance Developed by (Researcher)

Work life balance is achieved in work life when employees get support from their supervisor and family. it is important for human being to have balanced work life balance since the beginning of work up to retirement. Small Incitement work can impact their life as well as their work.

2.7 RESEARCH GAP

For every working person in Ethiopia, a little stress at the end of the day is normal. However, if one feels stressed more or on daily basis then it can be due to various reasons. For example: A person may feel stressed because of physical illness or heavy workload or lack of time for family, relationships and entertainment. Therefore, it is important to maintain work-life balance to keep live a stress-free life.

The work is very important and you must complete it in time. The same way, your family time and self-time is equally important. If you keep focusing on your job/business work only then you are inviting a big bunch of stress and irritation in your life. That's why the experts recommend keeping balance in professional life and personal life as you need both of them.

2.8 HYPOTHESIS OF THE STUDY

After review of related literatures, the study and with the intention to evaluate the Effect of Work life balance on work satisfaction of employees in Avon industries plc the following research hypothesis are formulated to be tested by research.

H1: There is no significant relationship between Work life balance and job satisfaction of employees in Avon industries plc.

H2: There is no significant effect between work-overload/ work pressure and job satisfaction of employees in Avon industries plc.

H3: There is no significant relationship between work hour and Job satisfaction of employees in Avon industries plc.

H4: There is no significant relationship between Job characteristics and job satisfaction of employees in Avon industries plc.

H5: There is no significant relationship between Flexible work arrangement and job satisfaction of employees in Avon industries plc.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1. INTRODUCTION

This chapter deals with the detailed research design & Methodology and approach of the study. It explains the population of the study, sample size, sampling technique, data source & type, an instrument of data collection, the procedure of data collection, method of data analysis, Reliability & Validity, and ethical considerations to be applied over the course of the study.

3.2. RESEARCH DESIGN

In this research, the research design that was implemented an explanatory research design used to study the effect of work-life balance on employee satisfaction in Avon. In this explanatory design, it explains, understand and predict the cause-and-effect relationship between variables that's work-life balance dimensions independent variables and job satisfaction dependent variables. This allowed the researcher to look at the connection between the variable with the independent variables. By having a research design, it made the process of collecting, measuring, and analyzing data more understood. Explanatory type of research design attempts to clarify why and how there is a relationship between two or more aspects of a situation so that independent variables and job satisfaction dependent variables.

3.3. RESEARCH APPROACH

This study utilized a cross-sectional survey to examine the relationship among variables; all relevant data was collected at a single point in time and used to further analysis. The reason for using the cross-sectional quantitative survey is that it is a reasonable strategy to prefer a cross-sectional survey to obtain pertinent information from a cross-section of population at a single point in time. For the purpose of this study, a quantitative approach of doing research was employed because, quantitative research answers questions through a controlled deductive process, allowing for the collection of numerical data, the prediction, the measurement of variables, and the use of statistical procedures to analyze and develop inferences from that data. This quantitative method has been used sufficient because to collect a large amount of data collected and analyzed it.

3.4 STUDY VARIABLES:

The study model as presented in figure 1, assumes the following:

- The Work Life Balance (WLB), working hour, flexible work arrangements, workload, Working Hours and Job Characteristics.

3.5 SAMPLE DESIGN AND SAMPLING TECHNIQUE

The primary purpose of sampling is that by selecting some elements of a population the researcher can draw conclusions about the whole population.

3.6 POPULATION & SAMPLE

The total population of this research focused on Avon Industries plc. Employees who are working under Saris plant Branch and Kality Factory. The total employee of 240 workers in two branches, the researcher was taken a sample of 150 employees. The Simple Random sampling technique was selected the sample target respondents. This sort of sampling is often very useful in situations when the researcher got to reach a targeted sample quickly. Therefore supporting this fact the researcher had selected this research method. The selection of the samples was focused on managerial and non-managerial / professional staff, Production; Engineers & Experienced employees of these are the employees who perform the key activities of the operation.

Accordingly, the sample size of the population was determined using sample size determination formula as follows:

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

Where; N is population = 240, e is precision = 0.05 and n is sample size =?

$$n = 240 / 1 + (240 * (0.05)^2)$$

$$n = 150$$

Table 3.1 Population of employees & Simple Random sampling Samples

s.n	Department	No of population	Sample	Remark
1	Production from this outsourced	210	131	
2	Expatriates	15	9	
3	Managers	5	3	
4	Staff	6	4	
5	Marketing	4	3	
	Total	240.00	150	

3.7 SOURCES AND TOOLS OF DATA COLLECTION

3.7.1 DATA SOURCE

After carefully identifying the research design, while deciding about the method of data collection to be used for the study, the researcher confines mind two sorts of data viz., primary and secondary. Thus, data was collected from both primary and secondary sources. The researcher got permission from the company and after that permission was granted by the Human Resource Manager of Avon the questionnaires was distributed to the respondents. The survey pack included a copy of the cover letter and the questionnaire. Questionnaire was collected from April up to mid-May/2022.

3.7.2 PRIMARY DATA SOURCES:

The study employed primary data gathered by using a structured questionnaire; the questionnaire (attached appendix) is structured in close-ended questions by which the respondents choose one among the alternatives. The Liker scale included five scales starting from 1 to five.

The questionnaires have included questions related to the demographic status of the respondent's and questions determine the respondent's response about the selected dependent and independent variables.

The research questionnaire consisted of seven Categories- questions divided by two instruments, namely work-life balance, job satisfaction. Work-life balance is measured using an instrument developed by other Researcher & Slightly modified by the researcher and consists of 3 Categories-questions; for example, I worry about the effect of work stress on my health. Job satisfaction consists of 4 categories questions; an example of the statement is If another opportunity arises, I would not leave my work. Furthermore, data collection was analyzed using validity and reliability tests and regression analysis used to test the hypotheses to show the relationship and influence between work-life balances, job satisfaction.

3.7.3 SECONDARY DATA SOURCES:

The secondary data are those which have already been collected by someone other than the investigator himself, and as such the problems associated with the original collection of data do not arise here. This study was conducted by gathering secondary data from various sources such as research, international journal articles; E-sources research papers conducted locally, important books, related to the topic and company human Resources Policy, Procedures & Manuals, Labor Proclamation 1156/2019 to make a comparison of the work-life balance practices.

3.8 METHODS OF DATA ANALYSIS

The data was collected and analyzed quantitatively. Descriptive statistics was used for the demographic part and analyzed with frequencies; percentage values of the respondents by using Statistical Package for the Social Sciences SPSS software. Inferential statistics was used as data analysis tool. SPSS is software that helps researchers to analyze big and large data to produce a simple compiled data set for the researcher to understand the data better. Once after the data was gathered, the software to produce the analyzed data coded it. The study used tables and descriptive statements to present data collected. Mean, percentage and frequency was be used to present the characteristics of respondents. This enabled the reader to quickly identify the characteristics of the study's respondents. Inferential statistics were used to determine the degree of relationship between the independent variables; regression analysis was used to determine the degree of relationship

between the independent variables. Descriptive analysis, normality analysis, reliability analysis, correlation analysis, and multiple regression analysis are used to analyze the data. The effect of an independent variable on a variable was analyzed using a regression model.

3.9 VALIDITY & RELIABILITY

To establish the validity of the study, the researcher solicits the opinions of experts in the field of study, lecturers, and supervisors, who assisted in the modification of the research instruments and the enhancement of validity. The questionnaire was also pre-tested with a small group of employees before being distributed to all employees. A pilot test of ten employees was conducted to determine whether the instrument measures what it claims to measure. As a result, appropriate measures such as language improvement, item change to improve returns (response rate), and inclusion of work life balance definition to provide employees with an overview of the concept were implemented. Furthermore, the questioner was translated into one local language (Amharic) to allow employees to select the language command that best suits their needs. The researcher was given out and collected in person.

Table 3.2 Summary of cronbach's alpha values after full scale data collection

VARIABLE	TOTAL QUESTIONES	CRONBACH'S ALPHA IF ITEM
WLB	8	.978
FWA	8	.977
JC	8	.987
WP	8	.975
WH	8	.976
JS	8	.979

Source: Survey Data

3.10 Ethical Consideration

During the research process, the researcher made proper ethical concerns to keep the confidentiality of the organization's information and the respondents' responses. Any written

materials (literature sources) are cited and acknowledged clearly. The researcher is the HR Manager at Avon. The researcher might very well try to avoid personal bias during data analysis. Permission to conduct the research was sought from the organization's management. The questionnaire also includes a letter addressed to the respondents to ensure their anonymity. at their responses would remain confidential. The participants were approach at their work place/ through their email Address.

4. CHAPTER FOUR

4.1. DATA PRESENTATION, ANALYSIS, INTERPRETATION AND DISUSSION

As stated in earlier chapters, the purpose of this study is to investigate the effect of work-life balance on employee job satisfaction. In addition, respondents' background information has been supplied. Finally, a descriptive analysis, a correlation analysis, and a multiple regression analysis using SPSS version 20 were addressed as statistical methods of analysis. Simultaneously, the results of the analysis are compared against empirical investigations to see if they are consistent to confirm.

4.2. DATA PRESENTATION, ANALYSIS & DISCUSSION

To facilitate ease in conducting the empirical analysis, the results of the descriptive analysis are presented first, followed by the inferential analysis. This assisted in identifying any anomalies in the responses and the assignment of numerical values to the responses in order to continue with the analysis. The data was then checked for possible erroneous entries and corrections made appropriately. This chapter reports the findings from the statistical procedures used to answer the research questions. The data was presented and analyzed in this chapter using SPSS V.20 software. Generally the presentation included Demographic presentation, reliability, and correlation and regression analysis.

For various dichotomous work-life balance questions in this study, descriptive statistics are used in the form of tables, and summary statistics such as percentages of minimum and maximum are generated. Following that, inferential statistics based on each of the study's hypotheses are presented. The significance level for all statistical tests was estimated at the 2-tailed level. The alpha levels of .05 and .01 selected a priori for test of significance for correlations, multiple regression analysis, and simple linear regression.

4.3. RESPONSES RATE

One Hundred Fifty questionnaires were distributed to the respondents and out of the whole 150 questionnaires, 147 of them were collected that accounts 98% response rate the remaining are uncollected and unfulfilled. Accordingly, the analysis of this study is based on the number of questionnaires collected.

4.4. RELIABILITY ANALYSIS

The cronbach alpha test was carried out to test reliability of the given data. Reliability test was used to check the reliability of the scales. Cronbach's alpha coefficient value for Work life Balance is 0.978, working arrangement is 0.977, work pressure is 0.975, working hour is 0.976, Job satisfaction is 0.979. And for job characteristics is 0.987. The researcher tested the reliability of instrument using pilot survey before distributing questionnaire.

4.5. LINEARITY

These all refer to various aspects of the distribution of scores and the nature of the underlying association between the variables; these assumptions can be checked from the residuals scatterplots which are generated as part of the multiple regression procedure. Residuals are the differences between the obtained and the predicted dependent variable scores.

Figure 4.1 Normal P-P plot

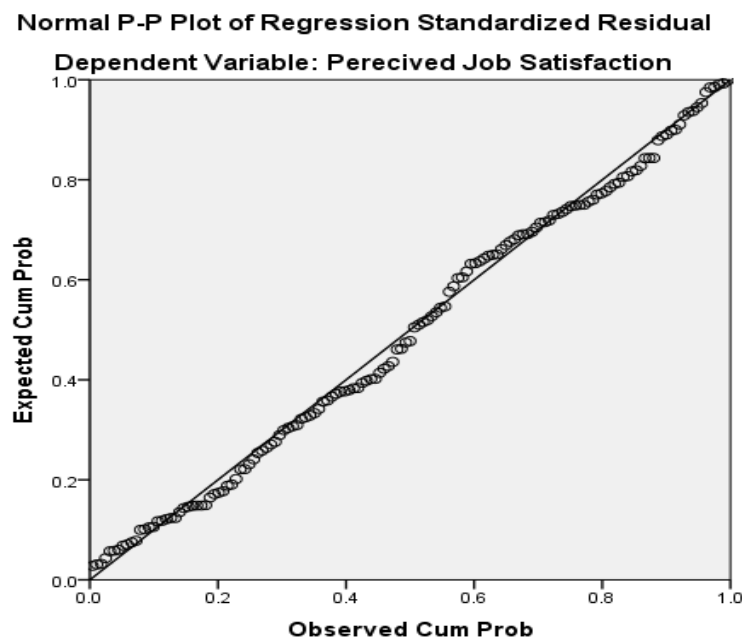


Figure 4.1 Normal P-P plot of Regression Standardized Residual (Source:- Survey findings)

4.6. DEMOGRAPHIC ANALYSIS OF RESPONDENTS

This section aimed to discuss the demography of the respondents who took part in the study.

4.6.1. AGE AND SEX OF RESPONDENTS

Table 4.1 shows, 22.4% of respondents were male and 77.6% were female. Even though the focus of the study is to measure WLB and job satisfaction which has no gender consideration; it is obvious that the data of the respondents was not proportional towards both sexes.

Table 4.1 Gender

Gender			
	Frequency	Percent	Cumulative Percent
Male	33	22.4	22.4
Female	114	77.6	100
Total	147	100	

Source: Survey Findings 2022

Of the total of respondents (refer Table 4.2 Age of respondents) 87.1% are between the ages of less than 30 years, 3.4% of employees are between the ages of 30-40, 6.1% of respondents are between the ages of 41-40, and 3.4% are the remaining respondents are above the ages of 50. Ninety point five percent (90.5%) of respondents are below the age of 40. From the total respondents, 9.5% are above the age of 40. And most of the employees are young.

Table 4.2 Age of Respondent

Age	Frequency	Percent	Cumulative Percent

	<30	128	87.1	87.1
	30-40	6	3.4	90.5
	41-50	9	6.1	96.6
	>50	5	3.4	100.0
	Total	147	100.0	

Source: Survey Findings 2022

4.6.2. EDUCATIONAL LEVEL AND MARITAL STATUS OF RESPONDENTS

Avon is a manufacturing company most of them are laborers & outsourced employees 74.8% employees are their Education below diploma, and 21.1% of employees are BA & master holders. Hence table 4.3 below shows the majority of the respondents are below diploma. With regards to the educational background (refer table 4.3), it was found that 15% of the respondents were first degree graduate. Meanwhile, the total number of post-graduate respondents was 6.1%. The largest numbers of respondents are employees those are below diploma.

Table 4. 3 Educational Levels of Respondents

		Frequency	Percent	Cumulative Percent
	Below Diploma	110	74.8	74.8
	DIPLOMA	6	4.1	78.9
	BA/BSC	22	15.0	93.9
	MBA/MSC	9	6.1	100.0
	Total	147	100.0	

Source: Survey Findings 2022

Another issue is the situation whereby the employee's marital status (Refer Table 4.4). It is a situation that is likely to affect the WLB of the employees. The researcher found that 25.9% of employees said that they are married; whereas 66.7% of respondents are not married & others widowed and divorced.

Table 4.4 Marital Status of Respondent

Marital Status		Frequency	Percent	Cumulative Percent
	Single	98	66.7	66.7
	Married	38	25.9	92.5
	Widowed	10	6.8	99.3
	Divorced	1	.7	100.0
	Total	147	100.0	

Source: Survey Findings 2022

4.6.3. EXPERIENCE AND JOB ROLE OF RESPONDENTS

The length of time of serving in Avon is another important factor for assessment of WLB. Therefore, to gauge the quality of data for the study the respondents were asked to indicate the length of time they had spent with Avon. The results indicated that 57.8% of the respondents had served the factory one year and below; 11.6% of the respondents served in Avon between 1-2 years; 9.5% of the respondents served the company 2-5 years; 11.6% of the respondents are served the factory 5-10 years, and the remaining 9.5% of the respondents are ten years or higher of experience in the company.

The distribution has been summarized in Table 4.5 the only remarkable view on the element tested is that, higher proportion employees less than one year services who have stayed with the Avon are 57.8% of respondents and 21.1 % are between one years and five years and above of which 21.1% of the total respondents are serving the Avon 5 years and above. More than 50% of employees are stayed less than one year.

Table 4.5 Experience of respondents

Year of Service		Frequency	Percent	Cumulative Percent
	<1 year	85	57.8	57.8
	1-2 Years	17	11.6	69.4

	2-5 Years	14	9.5	78.9
	5-10 Years	17	11.6	90.5
	>10 Years	14	9.5	100.0
	Total	147	100.0	

Source: Survey Findings 2022

4.6.4. SALARY

The respondents were given an option to indicate their salary paid by the company. It was found in the results that 68.7% of those who took the salary below Birr 2,000; 15.6% of the respondents are paid the salary between the range of Birr 2000 to Birr 2500; 11.6% of which are paid the salary in the range of Birr 5,000 to Birr 10,000 similarly, 4% of the respondents are in the salary range of Birr above 10,000.

Table 4.6 Salary Paid for the respondents.

Salary Range	Frequency	Percent	Cumulative Percent
<2000	101	68.7	68.7
2000-2500	23	15.6	84.4
5000-10000	17	11.6	95.9
10000-20000	3	2.0	98.0
20000-25000	3	2.0	100.0
Total	147	100.0	

Source: Survey Findings 2022

4.7. PRELIMINARY DATA ANALYSIS

4.7.1. NORMALITY TEST

The skewness value indicates the symmetry of the distribution. Kurtosis, on the other hand, indicates the distribution's 'peakness.' If the distribution is perfectly normal Positive skewness values indicate positive skew (scores clustered to the left at low values), while negative skewness values indicate a clustering of scores at the high end (right-hand side of a graph). Positive kurtosis value indicate that the distribution is rather peaked (clustered in the center) with long thin tails. Kurtosis values less than 0 indicate a relatively flat distribution (too many cases at the extremes)

with reasonably large samples, and skewness will not make a significant difference in the analysis. (Tabachnick & Fidell, 2013). To say the variable is normally distributed, the absolute value of its skewness should be less than one. Hence, as clearly shown on table 4.7 the absolute value of skewness values of all variables are less than one. The approach taken by the researcher involved gaining the Skewness and Kurtosis values through SPSS which provides data regards to the normality of the distribution among the different scales.

Table 4.7 Skewness/ Kurtosis test for normality

Descriptive Statistics								
	N	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
WLB	147	2.5221	.05334	.64666	1.483	.200	1.587	.397
JS	147	2.1301	.05553	.67329	1.523	.200	1.063	.397
FWA	147	2.5724	.05704	.69152	1.374	.200	1.093	.397
JC	147	2.6624	.03382	.41001	1.789	.200	1.240	.397
WP	147	2.4762	.05920	.71771	1.299	.200	.935	.397
WH	147	2.4762	.05920	.71771	1.299	.200	.935	.397
Valid N (listwise)	147							

Source: Survey Findings 2022

4.7.2. MULTICOLLINEARITY TEST

Multiple regression assumptions, such as linearity, normality, and homoscedasticity, have been checked and met using scatter plots, histograms, and Durbin Watson tests.

SPSS produces various Collinearity diagnostics, one of which is Variance inflation Factor (VIF). The VIF indicates whether the predictor has a strong linear relationship with the other predictors. If the average VIF is less than 1, then multicollinearity may be biasing the regression model and VIF more 5.0 suggests problems with multicollinearity.

Multicollinearity Test: in multiple regression analysis, multicollinearity refers to the correlation among the independent variables. As Williams (2015) explained multi-collinearity problem can be detected either by computing correlation coefficients of independent variables or checking related statistics such as tolerance value or variance inflation factor (VIF). But high correlations coefficients do not necessarily imply multi-collinearity. VIF shows how multi-collinearity has increased the instability of the coefficient estimates. Most researchers argue that a tolerance value less than 0.1 or VIF more than 4 indicates significant multi-collinearity problem. Table 4.8 shows that there is no multi-collinearity problem.

Table 4.8 Collinearity Statistics

Model	Collinearity Statistics	
	Tolerance	VIF
WLB	0.129	3.78
FWA	0.214	2.5
JC	0.135	3.42
WH	0.219	1.57
WP	0.122	3.49
a. Dependent Variable: Perceived Job Satisfaction		

Source: Survey Findings 2022

4.7.3. DESCRIPTIVE STATISTICS

According to the information gathered from different Manual of the Avon Industries plc. there is no organization support provided to employees that can help to improving work life balance only the company give privileged that is mentioned & mandatory on labor Proclamation 1156/2019.

4.7.4. WORKING TIME ARRANGEMENT

According to the information gathered from the Manuel of the company, there is no flexible working hour management at the organization that is implemented. The normal working hour is 48 hours /week plus 18 hour overtime / week for production employees.

Pihie's (2009) mean score measurement is used to categorize participants' mean scores as low, moderate, or high. A mean score of 3.39 is considered low, a mean score of 3.40- 3.79 is considered moderate, and a mean score of >3.80 is considered high.

Table 4.9 Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
JC	147	2	4	2.66	0.41
FWA	147	2	5	2.57	0.6915
WLB	147	2	5	2.52	0.6467
WP	147	1	5	2.48	0.7177
WH	147	1	5	2.48	0.7177
JS	147	1	5	2.13	0.6733
Grand Mean				2.44	

Source: Survey Findings 2022

As shown in table 4.9 above as compared to other independents variable there was a higher response rate in regarding to JC,FWA, WLB, with a mean response of 2.66, (SD= 0.41), 2.57 (SD=0.6915), 2.52 (SD=0.6467) respectively. The mean result also shows work pressure and work hours are the same mean and the results also show slightly lower response rate in regard to JS with a mean Response rate of 2.13 (SD-0.6733). As per Pihie's (2009) mean score measurement is used to categorize participants' mean scores as less than 3.39 is considered low. Therefore the

current study's grand mean is 2.44 which indicate a low / in balance of work-life and dissatisfied employee there in Avon industries.

The descriptive statistics displayed in Table 4.9 show the number of respondents, mean and standard deviations among the variables of the study in each dimension. The mean or the average response of the respondents about the degree of their perceived work-life balance was 2.52 (SD=.6467) on a 5-point scale. This shows that low level of perceived WLB by the respondents. The average response of JC was 2.66 (SD=.41). It is the highest mean as compared to the FWA with a mean of 2.57(SD=.6915) and this indicates that for the sampled employees the JC and Flexible work arrangement is more supportive with one another rather than interference with each other. Implementing flexible work arrangements will significantly increase employee recognition of the organization while decreasing turnover. this result works for the majority of the participants since there is low variability of the response among the respondents as shown in the standard deviation result. In addition, the mean or the average response of the respondents about the degree of their working hour was 2.48 (SD=.7177) on a 5-point scale.

The result of the standard deviation also shows that there is a reasonable variance on the average level of the variables under study among the respondents and normality for use in subsequent analyses. These data clearly suggest that Avon had not yet formed a work-life balance that influences job satisfaction, such as work-life support. Employees in general have a lack of work-life balance, less flexibility; a lack of well-designed work characteristics, long working hours, high working pressure, and a work life Interference and dissatisfaction of employees were demonstrated. As indicated in table 4.9 the grand mean is 2.44 which is less than 3.39.

4.8. RESULTS OF INFERENTIAL STATISTICS

The sections that follow show the outcomes of the inferential statistics used in this study. Pearson's Product Moment Correlation Coefficient and multiple regression analysis have been used to assess the study's objectives. With the help of these statistical tools, conclusions are drawn with regard to the sample and decisions are made with respect to the research hypotheses.

Table 4.10. The relationship between work life balance variables and JS of employees.

Correlations		WLB	FWA	JC	WP	WH	JS
Perceived Work Life Balance	Pearson Correlation	1					
Flexible Work Arrangement	Pearson Correlation	.678	1				
Job Characteristics	Pearson Correlation	.705	.659	1			
Work Pressure	Pearson Correlation	.670	.657	.672	1		
Working Hours	Pearson Correlation	.570	.677	.672	.585	1	
Job Satisfaction	Pearson Correlation	.779**	.566**	.695**	.605**	.868**	1
**, Correlation is significant at the 0.01 level (2-tailed).							

Source: Survey Findings 2022

The Sign of the correlation coefficient determines whether the correlation is positive or negative. The magnitude of the correlation coefficient determines the strength of the correlation. To describe the strength of the correlation, the suggestion of Evans (1996) for the absolute value of r was used.

Pearson Product Moment coefficients of correlations were calculated on IBM SPSS version 20 to assess the strength of relationships between the selected independent variables, and to identify the direction of the relationships - either positive or negative with the dependent variable.

Table 4.10 shows the correlation coefficient between the main study variables. As it can be seen, the relationship between the effect of Flexile working arrangement and Job Satisfaction (JS) was found to be ($r=0.566$) which means they are moderately correlated.

However, working hour has the significant and very strong relationship has influence ($r = 0,868$) on job satisfaction and work pressure has the strong significant relationship has influence ($r = 0,605$) on job satisfaction.

The relationship between perceived work life balance and Job characteristics has positive correlation & directly influenced on Job Satisfaction.

Ho1: There is no significant relationship between perceived Work life balance and work satisfaction of employees in Avon industries plc.

Ha1: There is significant relationship between Work life balance and work satisfaction of employees in Avon industries plc.

The results of Pearson correlation analysis, as presented in table 4.10 above, revealed that perceive work life Balance has a positive and significant relationship with job satisfaction ($r = 0.779$, $p < 0.01$, at 95% confidence). Correlation analysis indicates that, there is a positive, substantially strong, though statistically significant, relationship between perceived work life balances with job satisfaction.

The result supports Ha1. Therefore, the researcher reject the null hypothesis and it is accepted Ha1 that, perceived Work life balance has a positive and strong significant relationship with job satisfaction.

Ho2: There is no significant relationship between Work pressure and job satisfaction of employees in Avon industries plc.

Ha2: There is significant relationship between Work pressure/ work load and job satisfaction of employees in Avon industries plc.

The results of Pearson correlation analysis, as presented in table 4.10 above, revealed that work pressure has a positive and significant relationship with job satisfaction ($r = 0.605$, $p < 0.01$, at 95% confidence). Correlation analysis indicates that, there is a positive, substantially strong statistically significant, relationship between work pressures with job satisfaction.

The result supports Ha2. Therefore, the researcher reject the null hypothesis and it is accepted Ha2 that work pressure has a positive and strong significant relationship with job satisfaction

Ho3: There is no significant relationship between work Hour and job satisfaction of employees in Avon industries plc.

Ha3: There is significant relationship between working hour and job satisfaction of employees in Avon industries plc.

The results of Pearson correlation analysis, as presented in table 4.10 above, revealed that working hour has a positive and significant relationship with job satisfaction ($r = 0.865$, $p < 0.01$, at 95% confidence). Correlation analysis indicates that, there is a positive, substantially very strong statistically significant, relationship between work hour with job satisfaction.

The result supports Ha3. Therefore, the researcher reject the null hypothesis and it is accepted Ha3 that working hour has a positive and significant relationship with job satisfaction

Ho4: There is no significant relationship Job Characteristics and job satisfaction of employees in Avon industries plc.

Ha4: There is significant relationship Job Characteristics and job satisfaction of employee's in Avon industries plc.

The results of Pearson correlation analysis, as presented in table 4.10 above, revealed that Job Characteristics has a positive and significant relationship with Job satisfaction ($r = 0.695$, $p < 0.01$, at 95% confidence). Correlation analysis indicates that, there is a positive, substantially strong statistically significant relationship between Job Characteristics with job satisfaction. The result supports Ha4. Therefore, the researcher reject the null hypothesis and it is accepted Ha4 that, Job Characteristics has a strong positive and significant relationship with job satisfaction

Ho5: There is no significant relationship Flexible work arrangement and job satisfaction of employees in Avon industries plc.

Ha5: There is significant relationship flexible work arrangement and job satisfaction of employees in Avon industries plc.

The results of Pearson correlation analysis, as presented in table 4.10 above, revealed that impact of work arrangement has a positive and significant relationship with job satisfaction ($r = 0.566$, $p < 0.01$, at 95% confidence). Correlation analysis indicates that, there is a positive; substantially moderate statistically significant, relationship between flexible work arrangement with job satisfaction.

The result supports Ha5. Therefore, the researcher reject the null hypothesis and it is accepted Ha5 that, flexible of work arrangement has a positive and significant relationship with job satisfaction.

4.9. MULTIPLE REGRESSION ANALYSIS

Multiple regressions analyses the predictive power of various independent variables and determines which set of variables is best for predicting a dependent variable. It also enables you to investigate how different independent variables interact to determine the value of a dependent variable. The regression equation's coefficients quantify the nature of these dependencies. Moreover, it computes the standard errors associated with each of these regression coefficients to quantify the precision with depth which we estimate how the different proposed independent variable (Glatz & Slinker, 1990).

4.10. REGRESSION OUTPUT MODEL SUMMARY

The model summaries provide us with some very important information about the model: the values of R , R^2 and Adjusted R^2 . In the column labeled R is the values of the multiple correlation coefficients between the predictors and the outcome. The next column gives us a value of R^2 , which we already know is a measure of how much of the variability in the outcome is accounted for (Field, 2009). As can be seen from SPSS regression output model summary in Table 4.11 the adjusted R^2 value is 0.657 Which means 65.7 % of the variation in job satisfaction is explained by the selected explanatory variables namely flexible of work arrangement, WP, WH, and JC. Moreover, the overall significance of the model is 0 which is statistically significant for 95 % confidence interval of the study.

Table 4.11 Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.679 ^a	.658	.657	.13996
a. Predictors: (Constant), Perceived Work Life balance, Work Pressure/ work load, Job Characteristics, Working Hours, and Flexible Working Arrangement.				
b. Dependent Variable: job Satisfaction.				

Source: Survey Findings 2022

The results as shown in the Table 4.11 above indicated that the five independent variables explained a 65.7% of the variation in the dependent variable. Therefore, the remaining 34.3% is explained by other factors that were not considered in this study.

Table 4.12 ANOVA

ANOVA^a						
Model		Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	63.442	5	12.684	60.7514	.000 ^b
	Residual	2.762	142	.020		
	Total	66.184	147			
a. Dependent Variable: Perceived Job Satisfaction						
b. Predictors: (Constant), Perceived Work Life Balance, Job Characteristics, work load / work pressure, Working Hours, and Flexible Work Arrangement.						

Source: Survey Findings 2022

The ANOVA table (see table 4.12) tests whether the overall regression model is a good fit for the data. The table shows that the independent variables statistically significantly predict the dependent variable, $F(7,147) = 60.7514$ $p < .05$ (i.e. the regression model is a good fit of the data.) Therefore, the influence is significant that $P = 0.000$.

Table 4.13 Coefficients Table

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.695	0.095		0.6808	.17
Perceived WLB	0.298	0.097	0.284	0.336	0
FWA	0.522	0.129	0.536	4.945	0.27
JC	0.600	0.042	0.487	8.111	0
WH	0.788	0.081	0.96	8.94	0
WP	0.289	0.082	0.335	3.518	0.26
a. Dependent Variable: Perceived Job Satisfaction					

Source: Survey Findings 2022

The coefficients table above shows the individual beta values of each independent variable. If the value is positive we can tell that there is a positive relationship between the predictor and the outcome, whereas a negative coefficient represents a negative relationship. For these data all the predictors: WLB, FWA, JC, WH and WP have positive b-values indicating positive relationships. It tells us also to what degree each predictor affects the outcome. If the Effect of all other predictors is held constant: therefore, as shown in the coefficient Table 4.13 the model formula is as follows:-

$Y = 0.695 + 0.298X_1 + 0.522X_2 + 0.600X_3 + 0.788X_4 + 0.289X_5$ where

Y = Job Satisfaction,

X₁ = Work Life Balance,

X₂ = Flexible work arrangement,

X₃ = Job characteristics,

X₄ = Working Hour and

X₅ = work load/ work pressure

The beta value of WLB is ($\beta = 0.296$) which indicates that the Effect of one unit change in work life balance will affect 29.6 job satisfaction on employees if there is no change on other variables. Moreover it's statically significant Effect for Manufactory industry. The beta value of Flexible

working Arrangement is ($\beta = 0.522$) showing that the Effect of Flexible work arrangement will affect 52.2% units positively change on job satisfaction. It is statistically significant at $p < 0.05$, keeping other factors constant.

The beta value for Job Characteristics ($\beta = 0.600$, $p < 0.05$) and it's significant, which implies that one unit change in Job Characteristics will cause 60% positive Effect on employees job satisfaction keeping other variables constant.

The beta value for work hour (0.788) which indicates that the Effect of one unit change in work life balance will affect 78.8% Job satisfactions on employees if there is no change on other variables. And On the other hand, with the beta value of work load / work pressure (0.289) is the lowest predictor of job satisfaction when it is compared with the other explanatory variables under the study, Furthermore, the study has discussed based on the beta value of their coefficients. Table 4.13 presents all the variables included in the model and their contribution in predicting job satisfaction. The value provides information on the contribution of each independent variable. The beta largest positive value contributes the most.

4.11. DISCUSSION OF FINDINGS

This section discusses the findings of the statistical analysis in relation to the previous research and literature. According to table 4.10, the correlation result ($r = 0.566$, $p < 0.01$) shows that flexible work arrangement has a positive and significant relationship with job satisfaction. Correlation analysis shows that there is moderate significant relationship between Flexible work arrangement and employees' job satisfaction. The result in the previous study conducted by commercial bank of Ethiopia (2016) shows that flexible Work Arrangement has significant and positive relationship with job satisfaction. As shown in table the correlation result ($r = 0.779$, $p < 0.01$) shows that perceived work life Balance has a positive and significant relationship with job satisfaction. Correlation analysis reveals a strong, statistically significant, relationship between work-life balance and job satisfaction. The findings of this study were consistent with previous research of (Elsabet (2009). This shows that the employees stay loyal to their organization; a small investment on work life balance has a significant impact of job satisfaction.

In this context, employees part of the employment contract could be to reach at work every scheduled workday, work overtime, and ready to focus on their work. In addition, correlation result

($r = 0.868$, $P < 0.01$, at 99% confidence) in table 4.10 shows that work hour has a strong, positive and significant relationship with job satisfaction. This study maintained by findings of (commercial bank of Ethiopia 2016) indicated that work hour is positively correlated with job satisfaction,

This study incorporates to researcher's efforts to recognize the Effect of work life balance on employee job satisfaction in Avon Industries plc. Specifically, the study was guided research questions as mentioned earlier:

Table 16 Hypothesis Testing

Hypothesis			
S.n	Hypothesis	Description of the hypothesis	Findings
1	H1	There is no significant relationship between Perceived Work life balance and job satisfaction of employees in Avon industries plc	Not Supported
2	H2	There is no significant relationship between Work Overload/work pressure and job satisfaction of employees in Avon industries plc.	Not Supported
3	H3	There is no significant relationship working hours and job satisfaction of employees in Avon industries plc.	Not Supported
4	H4	There is no significant relationship job characteristics and job satisfaction of employees in in Avon industries plc.	Not Supported
5	H5	There is no significant relationship flexible Work Arrangement and job satisfaction of employee's in Avon industries plc.	Not Supported

Source: Survey Findings 2022

5. CHAPTER FIVE

5.1. SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter discusses the summary of major Results, decision, limitations, approvals, and submissions for future research. The conclusions are based on the study's research objectives for clarity. Based on the study's findings, recommendations are made to organizations, employees, and other researchers.

5.2. SUMMARY OF THE MAJOR FINDING

The purpose of this study was to investigate the effect of work-life balance on job satisfaction among Avon employees in Addis Ababa. Depend on the questionnaire consisting of 150 randomly selected Avon employees, specifically this study designed to examine the relationship of job satisfaction with Work Life Balance, Flexible Working Arrangement, Job Characteristics, working pressure and working hour.

147 responses were found valid for analysis which represented 98% response rate. Demographic information showed most of the respondents 77.6% were Female, majority of the respondents 87.1% were in the age range of (<30), most of the respondents 66.7% were single, majority of the respondents 74.8 were found their education is below diploma.

Results from Pearson's Product Moment Correlation Coefficient revealed that, there is positive and statistically significant relationship between perceived work life balance, flexible Work Arrangement, Job Characteristics, and working pressure, working hour and job satisfaction which are statistically significant at 95% confidence level.

In terms of the stated research hypotheses, the following specific empirical findings emerged from the investigation: The work life balance dimensions (Work Life Balance, flexible Work Arrangement, Job Characteristics, work pressure and work hour), have a positive and significant relationship with job satisfaction

As it has mentioned earlier in this study that the extended work hours and have Effect on employee's job satisfaction of Avon since they are working (7:00 a.m. to 6:00 p.m. day shift & 6 pm to 7 am) they have a norm to work long hours more than 8 hours /day and give more priority to their job activities than non-work personal activities in their life. Findings of the current study also revealed that perceived work life balance is positively correlated with job satisfaction so by increasing the work life balance the job satisfaction of employees could also be increased. The study recognized that there is a statistically positive significant association between work life balance and job satisfaction.

In this case, the correlation of all the independent variables i.e. (Work Life Balance, flexible Work Arrangement, Job Characteristics, work pressure and work hour), with dependent variable,

employee job satisfaction is positive and significant. It shows that there is a strong relation between independent variables and dependent variable. The R^2 shows the total effect of all independent variables on the dependent variable. The value of R^2 from the study model summery shows 65.7 %. This value shows that 65.7 % variance in employee job satisfaction is due to change in all independent variables and 34.4% change is explained by other variables.

The findings show that there is slightly dissatisfaction with the extended working hours because employees work overtime and are compensated; however, they may not manage perfectly their personal and family life due to punctuality and strict attendance. The vast majority of respondents reported working more than eight hours per day with overtime pay.

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.

5.3. CONCLUSION

The study concludes that job satisfaction is positively affected by (Work Life Balance, Flexible Work Arrangement, Job Characteristics, and work pressure and work hour),

The primary goal of this research was to look into the effect of work-life balance on employee job satisfaction at Avon in terms of its objectives, the study was a success.

There are five research objectives as a result of the study's findings, the following conclusions are drawn. The study identified the existence of the association of perceived work life balance and job satisfaction. The study confirmed that a positive work life balance increase employees levels of job satisfaction. The correlations showed that work life balance practices have statistically significant Effect on employees and their levels of satisfaction within their job. This practice can bear as confirmed by this study.

This research also showed and what was greatly supported throughout past literature is that major aspects which Effect employees work life balance in Avon are Flexible work Arrangement, Working Hours and work pressure.

Flexible work time arrangement and other WLB dimensions have positive and significant relationship between job satisfactions. Flexibility in work hours allowed employees to balance between work and their personal life commitments such as family and personal development. As a result, flexibility in work hours also enabled the staff to focus more on their job while at work without divided attention with little worries on their personal commitments.

Employees felt motivated after going for leave, their attendance was improved, and when answered the questionnaires, they indicated that leave from work had good effects on employee emotional health, this enabled staff to reduce work related stress and performed better in their duties at home as well as at work place.

Finally, the five work life balance variables that are Work Life Balance, flexible work Arrangement, Job Characteristics, working pressure and work hour was found to be significantly explaining the variation in job satisfaction. Therefore, we can conclude that the five work life balance dimensions are statistically & positively explaining the variation in job satisfaction.

5.4. RECOMMENDATIONS

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

- Top management should realize the effect of work life balance on job satisfaction and should implement work life balance programs more than the benefits stated in labor proclamation 1156/2019, practices and policies such as time balance, involvement balance and satisfaction balance with work and unpaid work.
- Work Hours and work pressure were found to be both are important factors causing significant effect on job satisfaction. Thus, top management should avoiding spending more than 8 hours/ day. The Management should change from two shift (7 am up to 6 pm & 6 pm to 7am) to three shift (8 hours/ day). Therefore respondents will get time after work to balance their work life in balance way & that will reduce work pressure/ stress.
- It is vital that HR department is reactive to the needs and constantly changing requirements of workforce and the effect of environmental issues in order to progress programs and policies of work life balance like locally realistic flexible work time arrangements.

- On the other hand, the organization should implement work-life balance initiatives that influence job satisfaction. As a result, the company must build those work-life balances that are still lacking.
- Employees they should understand that, Avon is owned by foreign investors inertial designed to increase profit that means to get much out of respondent then can get away with. respondents are responsible in setting and enforcing boundary's that they want in respondents life,
- Management of the Avon should make sure that their strategies include different work life balance incentive that will encourage employees to be more satisfied and productive on their job as well as on their personal life. The incentive can include various work-life balance initiatives that may assist employees to better balance their work and family responsibilities, gain improvements in well-being and provide organizational benefits like: job sharing, part- time work, compressed working hours and weeks, flexible parental leave, on-site child care facility. In addition, employers may provide range of benefits related to employees' health and well-being, including extended health insurance for the employee and dependents, personal days, and access to programs or services to encourage fitness and physical and mental health. Still, other practices may support employees' participation in volunteer work. Work/life initiatives: policies and procedures established by an organization with the goal to enable employees to get their jobs done and at the same time provide flexibility to handle personal/family concerns.

Finally, Work life balance dimensions found to be the most important factors affecting employees' job satisfaction. Therefore Organizations must be interested in encouraging a mechanism, such as, hours worked, amount and reconciliation of work, management support and family-friendly culture, perceived control, flexible hours and domestic factors/personal support that allows for the increment of work life balance and the resultant increases in life satisfaction and organizational performance.

5.5. RESEARCH LIMITATION AND AREAS OF FUTURE RESEARCH

The Effect of work-life balance and job satisfaction on Avon employees is investigated in this study. Only Avon and samples from a single private plastic company were used in this study. Employees in the Manufacturing company industry may have different results from those in this

survey. Understanding employee satisfaction with work-life balance and job satisfaction can assist management in identifying factors that influence employee satisfaction. In future studies of the effect of work-life balance on job satisfaction behaviors; it is advised that other researchers pay more attention to many other elements. Additional variables to this current research, such as absenteeism, turnover, performance, and supervisor support, could be considered in future investigations. This would be beneficial. Relationships in the organizations with colleagues, subordinates and superiors, and opinions of culture and climate of the institution, can significantly Effect on job satisfaction (Hagedom, 2002). In order to explore this matter in depth, it is suggested that interviews with focus group should be carried out, with women and young generations.

5.6. LIMITATION OF THE STUDY

- ❖ The study was conducted only in Avon.
- ❖ The study was conducted only in one plastic Manufactory Company.
- ❖ Data was collected by conducting only questionnaire
- ❖ The study used a cross sectional data
- ❖ The researcher included only five dimension of work life balance.

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APPENDIX 1 RESEARCHQUESTIONNAIRE

DEAR PARTICIPANT

You are invited to participate in this, the Effect of WORK LIFE BALANCE on Job Satisfaction survey. These Employee Work-Life Balance Survey questions are carefully designed to assess how employees seek to balance their professional lives with their personal lives and how well Employees are Satisfied with their jobs. Aim of this questionnaire is to study the effects on work life balance on job satisfaction employees. Your personal information will remain confidential

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

General Instructions:

For your free and genuine responses, you are not required to write your name. Contact Address If you have any query, please do not hesitate to contact me and I am available as per your convenience at (telephone No: +2519 23803354 or e-mail address alexmoges@gmail.com). To the end, I would like to forward my deepest gratitude for your unreserved cooperation in filling the question.

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 ☐ BA/BSc ☐ Diploma ☐ below Diploma ☐

5. Family size

1 ☐ 2-3 ☐ 4-5 ☐ >5 ☐

6. From How Many Years you are working in this Organization

Below 1year ☐ 1-2years ☐ 2- 5 years ☐ 5-10 years ☐ above 15 years ☐

7. Select Your Department

Production ☐ Marketing ☐ Finance ☐ HR & Admin ☐ Other ☐

8. Salary Paid by the Company.

< 2,000 ☐ 2,000-5,000 ☐ 5,000-10,000 ☐ 10,000- 20,000 ☐

20,001-25,000 ☐ Above 25,000 ☐

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, Job satisfaction, Job Characteristics, work load, work hour & flexible work arrangement you are getting at work?

1	Work-life balance	1	2	3	4	5
1.1	I often work late or at weekends to deal with paperwork without interruptions.					
1.2	Finding time for hobbies, leisure activities, or to maintain friendships and extended family relationships is difficult.					
1.3	I would like to reduce my working hours and stress levels but feel I have no control over the current situation					
1.4	I worry about the effect of work stress on my health.					
1.5	Relaxing and forgetting about work issues is hard to do.					
1.6	My family is missing out on my input because I don't see enough of them.					
1.7	At the moment, because the job demands it, I usually work long hours.					
1.8	To meet the demand of the job, I have to limit the number of things I do at home					
2	Job Satisfaction					
2.1	There is room for growth and promotion in my current position.					
2.2	I feel I am equally compensated for my exerted efforts.					
2.3	I would recommend this company to a friend if he/she were looking for a job.					
2.4	I look forward to being with the people I work with every day					
2.5	I am satisfied with the separation of both my professional and personal life without any conflicts.					
2.6	If another opportunity arises, I would not leave my work.					

2.7	The task assigned to me helps me grow.					
2.8	I find my work meaningful.					
3	Flexible working Arrangement on Job Satisfaction					
3.1	My workplace provides technological resources that allow me to work from home if I have family affairs to attend to					
3.2	I can work from an off-site location (such as the home) for part of the regular workweek possibly linked by telephone					
3.3	The job can be compressed to four (4) days instead of working five (5) days					
3.4	I am able to access impromptu flexibility when my needs change on short notice					
3.5	My job is structured in a way that I can share with another person					
3.6	A large proportion of our employees are able to access flexible work arrangement options.					
3.7	I believe that my work responsibilities are very labor-intensive and promote conflicts between my work and my family					
4	Job characteristics					
4.1	The job provides many chances to figure out how well I am doing the work required					
4.2	Job gives me the considerable opportunity for independence or freedom of work.					
4.3	I prepare a work schedule to fulfill both my personal and family commitment.					
4.4	I am overworked and have neglected my family responsibilities due to the inability to reject my co-workers and managers.					
4.5	The job gives me chance to use my personal initiative or judgment.					
4.6	The job requires me to do many different things at work, using a variety of my skills					
4.7	I plan my work and perform orderly without any delay.					
4.8	I am satisfied with the nature of the work assigned by the organization.					

5	Work Pressure / Work Load					
5.1	The workload is shared fairly					
5.2	The level of responsibility you are given is reasonable.					
5.3	Staffing levels are adequate for the workload					
5.4	The workload keeps you away from your family too much					
5.5	You feel You have more to do than You can handle comfortably					
5.6	You feel more respected because of your responsibilities in your job					
5.7	Your responsibility at work increases your workload					
5.8	You would like to reduce your working hours and stress levels, but feel you have no control over the current situation					
6	Working Hours					
6.1	You are working more than 8 working hours per day without additional payment					
6.2	You are working more than 8 working hours per day with Overtime payment					
6.3	Attendance and punctuality is strict					
6.4	It is often difficult to tell where your work life ends and your family life begins.					
6.5	Your work pressure is rational					
6.6	Your response to overload working hours is constructive (voice with authority/boss)					
6.7	You feel loyalty whenever there are overload working hours or not,					
6.8	You neglect whenever there is overload working hours,					
6.9	Flexible working hours motivate and give a sense of satisfaction and wellbeing.					
6.10	Flexible hours allow balancing working and personal life					

Thank You for Your valuable time and Patience

Wish you happy work life!!

SOURCE OF SURVEY INSTRUMENT:

Esther M., Abraham K. & 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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