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THE EFFECT OF COMMUTING EXPERIENCE ON WORK-LIFE BALANCE, JOB SATISFACTION, AND TURNOVER INTENTION OF EDUCATION-RELATED PROJECTS EMPLOYEES IN ADDIS ABABA: A CROSS-SECTIONAL STUDY

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A Research Project Submitted to the School of Graduate Studies, AAU, In Partial Fulfillment of the Requirements for the Degree of Master of Project Management Program

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DECLARATION

I declare that this thesis is my own work, conducted following my registration for a master's degree in project management at Addis Ababa University: School of Business and Economics. This thesis, with a title: "The effect of commuting experience on work-life balance, job satisfaction, and turnover intention of education-related projects employees in Addis Ababa," is my original work conducted only in partial fulfillment of the requirements for the Masters of Art in Project Management program at Addis Ababa University.

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ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

PROJECT MANAGEMENT PROGRAM

The Effect of Commuting Experience on Work-Life Balance, Job Satisfaction, and Turnover intention of Education-Related Projects Employees in Addia Ababa: Cross-sectional study

By: Tsegazeab Kebede Desallegn

This is to certify that thesis work entitled "***The Effect of Commuting Experience on Work-Life Balance, Job Satisfaction, and Turnover intention of Education-Related Projects Employees in Addia Ababa***" is original and suitable for the award of the Masters of Arts in Project Management in Addis Ababa University School of Commerce which is done by MS. Tsegazeab Kebede Desallegn, is authentic work carried out by herself with my guidance.

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Lists of Abbreviations and Acronyms

WLB-Work-Life Balance

TI- Turnover Intention

JS- Job Satisfaction

ABSTRACT

The purpose of this paper is to identify the effect of commuting experience on work-life balance, job satisfaction, and turnover intention of education-related projects employees in Addis Ababa, Ethiopia. Primary data were collected using a random sampling technique to select employees working on education-related projects in Addis Ababa, Ethiopia. A total of 165 questionnaires were distributed to the sample population, and the usable response rate was 93.3%. The data collected were analyzed using SPSS version 25. Descriptive statistics were calculated through frequencies, means, and standard deviations to identify the level of commuting experience and the prevailing conditions of the education-related projects. Pearson product-moment correlation analysis was conducted to investigate the strength and direction of the relationship between commuting experience and work-life balance, job satisfaction, and turnover intention. Additionally, a multivariate regression was performed to examine the effect of commuting experience on work-life balance, job satisfaction, and turnover intention. The results of the descriptive statistics show that the level of positive commuting experiences is higher compared to negative ones, with the highest mean score found in job satisfaction, indicating that job satisfaction primarily occurs. Furthermore, the results of the Pearson product-moment correlation analysis indicated a strong correlation between commuting experience and work-life balance. Moreover, the multivariate regression analysis revealed that commuting experience significantly affects work-life balance, job satisfaction, and turnover intention. Additionally, recommendations have been provided, along with directions for future research, to align employees' commuting experiences with work-life balance, job satisfaction, and turnover intention in the organization.

Keywords: Commuting, Work-life balance, Job satisfaction, Turnover intention

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the study

For employed individuals, commuting is an integral aspect of their day-to-day lives. Commuting can have an impact on the commuters base on their commuting experience which later affects employees' overall job satisfaction (Liu and Ma, 2024) and intention to quit (Amponsah-Tawiah et al., 2016). Factors like commuting duration, mode of transportation, and commuting stress could have consequences on job satisfaction and work-life balance. The longer journey from home to work is related to lower satisfaction of employees with their life and job (Han et al., 2022).

Job satisfaction which is employees' attitudes, impressions, and views about their job; is a personal judgment and perception of their experience with its different facets (Baxi and Atre). Job satisfaction is impacted by a range of factors, including the character of the work itself, salary, opportunity for career growth, work environment, relationships, recognition, rewards, benefits, and policies of the organization (Locke, 1969). Commuting is also among the factors that affect job satisfaction (Liu and Ma, 2024). Longer commuting time can lead to job satisfaction (Zhang et al., 2023). Job satisfaction is a concern because it is related to employee performance (Andreas, 2022), productivity (Okpo et al., 2021), motivation (Maskurochman et al., 2020), and satisfaction with life, which has a reciprocal impact, forming a feedback loop (Bialowolski and Weziak-Bialowolska, 2021). Additionally, it is linked to organizational commitment (Rahmat and Rina, 2019), employee retention (Biason, 2020), and intention to quit one's job (Nguyen et al., 2022). Therefore, it is significant for both employees and organizational performance.

Employee turnover poses a substantial challenge for organizations as it incurs costs associated with hiring new employees and making them competent for the position, as well as the tacit knowledge lost with the resigning employee, to the extent that the expense of recruiting new employees may be half to twice the salary of resigning employees. (Cloutier et al., 2015). Employees intend to leave their jobs for various reasons including dissatisfaction with their jobs and lack of commitment (Skelton et al., 2020), human resource management practices, institutional culture and commitment, benefits, professional growth, how interesting the job is, the degree of

integrity inside an institution, job satisfaction, and external factors such as commuting (Amponsah-Tawiah et al., 2016).

Work-life balance which is individuals' view towards the fittingness of their work with their non-work activities or personal lives, and fosters development following their current values towards their life aims (Kalliath and Brough, 2008), and properly managing work and other commitments in one's personal life increases satisfaction with one's job, minimizes work-related stress, and reduces the intention to leave (Marecki, 2023). Commuting can affect the balance with longer distance, time and stressful commutes encroaching personal time leading to fatigue, reduction in time and energy of employees can devote to their jobs and personal lives.

By considering the importance of employees well-being and organizational effectiveness, this study aims to quantitatively evaluate how commuting experience affects work-life balance, job satisfaction, and turnover intention of employees and contribute to this area of research to help organizations improve employee satisfaction and retention.

1.2. Statement of the problem

Recently, it has been the new normal in Addis Ababa city to observe long lines of people queuing for public transport to travel to work and back home. It is no surprise that Addis Ababa, an over-urbanized city, due to population growth, internal migration, and a weak economic structure, is facing housing and transportation challenges (Kitila et al., 2023).

There is a lack of an appreciable amount of research in developing countries on the effect of commuting on job satisfaction, work-life balance, and turnover intention. Additionally, studies conducted elsewhere have presented inconsistent results, indicating that this issue is contextual and varies across different contexts; studies from Spain (Simón et al., 2020) and Sydney (Rissel et al., 2014) are among the various studies. Also, most studies have focused on a single characteristic of commuting, such as commuting time, distance, or stress. Therefore, this study aims to investigate the overall impact of commuting experience on job satisfaction, work-life balance, and turnover intention in Addis Ababa, the capital of Ethiopia, to contribute to existing research.

1.3. Research Questions

This study which is conducted among employees working in education-related projects in Addis Ababa, Ethiopia, in the year 2025, aims to answer the following questions:

- What is the level of commuting experience of employees?
- Which one among work-life balance, job satisfaction, and turnover intention is the most prevalent condition within the employees?
- What kind of relationship does the level of commuting experience have with work-life balance, job satisfaction, and turnover intention among the employees?
- What is the effect of commuting experience on work-life balance, job satisfaction, and turnover intention on the employees?

1.4. Research Objectives

1.4.1 General objective

To examine the effect of commuting experience on work-life balance, job satisfaction, and turnover intention of employees working on education-related projects in Addis Ababa, Ethiopia, in the year 2025.

1.4.2 Specific objectives

1. To describe the level of commuting experiences of employees working in education-related projects in Addis Ababa, Ethiopia, in 2025.
2. To identify the most prevalent condition among work-life balance, job satisfaction, and turnover intention within education-related projects employees in Addis Ababa, Ethiopia, in 2025.
3. To investigate the relationship the level of commuting experience has with work-life balance, job satisfaction, and turnover intention among education-related projects employees in Addis Ababa, Ethiopia, in 2025.
4. To examine the effect of commuting experience on work-life balance, job satisfaction, and turnover intention among education-related projects employees in Addis Ababa, Ethiopia, in 2025.

1.5. Significance of the study

This study adds to the existing body of literature regarding commuting, job satisfaction, work-life balance, and employee turnover intention. For project managers, the study sheds light on the overlooked impact of commuting that can be considered for maximizing employee job satisfaction and minimizing turnover. It can also contribute to organizations developing strategies that prevent

employee turnover and its adverse effects in terms of recruitment, training costs, and loss of knowledge by the retention of their workforce. For policymakers, it shows direction on considering the inevitability of commuting for the working class and designing their policies and strategies accordingly. For individuals, it creates an awareness of the effect of commuting experience on work-life balance, job satisfaction, and turnover intention. It helps them make conscious decisions and choices about their workplace locations.

1.6 Scope of the study

This study focuses on the relationship between commuting, work-life balance, job satisfaction, and turnover intentions of employees in Addis Ababa. The target population includes professionals (office-based individuals in skilled positions typically requiring specialized knowledge or training) working on education-related projects in Addis Ababa, Ethiopia. A sample of 165 participants are selected by using simple random sampling to ensure representativeness across different projects.

The study is conducted for three months, March 2025 to May 2025, utilizing a quantitative approach, and data is collected through a structured survey questionnaire. The study has a goal of contributing to the knowledge of how commuting is related to work-life balance, job satisfaction, and turnover intention among employees in urban settings.

1.7. Limitation of the study

This quantitative study may have the following limitations since the study is conducted only in education-related projects in Addis Ababa, Ethiopia. The finding might not be applicable to areas with different cultural, economic, or environmental factors. Besides, the cross-sectional nature of the study limits causality. The perception of participants of their job satisfaction and commuting is subjective and might not be accurately measured. Participants may give socially anticipated responses rather than factual ones, especially regarding topics like job satisfaction and turnover intention.

1.8 Definition of terms

The terms that are used in this study are operationally defined as follows:

Job satisfaction (JS) is the level of happiness or contentment employees feel regarding their jobs (EA, 1976).

Work-life balance (WLB) is the view towards the suitability of work and non-work activities, especially their ability to align with and support personal growth and current life priorities (Kalliath and Brough, 2008).

Turnover intention (TI) is the desire of employees to resign without implying an actual departure (Lim and Parker, 2020).

Commuting is defined as the activity of traveling from home to work (Nuvolati, 2014).

1.9. Organization of the study

Here is how the study is generally organized. The following section reviews the literature related to commuting, work-life balance, job satisfaction, and turnover intention of employees. The third section describes the methodology. Results and discussion are presented in the fourth section. Finally, followed by a conclusion and recommendations in the fifth section.

CHAPTER TWO

2. LITERATURE REVIEW

This review aims to provide a theoretical and empirical review of the literature on job satisfaction, work-life balance, employee turnover intention, and commuting. This review is central to identifying a knowledge gap and developing a conceptual framework.

2.1 Job Satisfaction

Job satisfaction is a wide-ranging and rich concept in organizational behavior; numerous theories have been developed, and a great deal of studies have been conducted on it. Job satisfaction is a positive emotional experience or contentment arising from evaluating and perceiving one's job as helpful for the fulfillment of their personal values (Locke, 1969). This definition articulates that job satisfaction is the view of an employee on what their job is providing them comparing it with what they are expecting to obtain form their job. In brief, job satisfaction is the degree to which employees feel pleased with their jobs (EA, 1976). Job satisfaction is also defined as any mix of mental, bodily, and surrounding factors that leads a person to sincerely say that they are satisfied with their job (Hoppock, 1935). This implies that considering various variables impacting job satisfaction.

2.1.1 Theories of Job Satisfaction

There are multiple theories explaining job satisfaction by focusing on the individual, the nature of work, the workplace, and the person's interaction of employees with their environment.

The job characteristics model (Hackman, 1976), a model proposed by Hackman and Oldham, centered on five main job features called skill variety, task identity, task significance, autonomy, and feedback, which affect employees' mental condition and overall satisfaction with their work. The first three are related to the psychological meaningfulness of a job. Skill variety focuses on a work towards having challenging components that require a variety of skills and competencies of the worker. Task identity centers on the extent to which a job calls for the completion of an entire and distinguishable piece of work. That means the completion of the "whole" job should be more meaningful than performing its small parts. Task significance focuses on the extent a job impacts the well-being of others or their work, which makes it more meaningful for the worker. Autonomy, the level of discretion and self-direction granted by the job, fosters personal responsibility for the

work outcomes. Finally, feedback refers to how an individual is informed about their performance and is communicated through the results.

Therefore, this model underscores the need to consider behavioral factors and workers' psychological needs related to the characteristics mentioned above when designing jobs to enhance employees' job motivation and satisfaction.

Equity theory, proposed by John Stacey Adams (Adams, 1965), suggests that workers are motivated by fair treatment measured through the input-output ratio. Workers bring time, skill, effort, commitment, or loyalty to their jobs as input. In return, they expect to receive outputs such as salary, job security, recognition, praise, compensation, or a sense of achievement. Employees determine the fairness of the input-output ratio through comparison with coworkers or peers. In case they determine that the circumstances are unfair, their motivation is likely to shift, and the sense of inequity may result in dissatisfaction. Furthermore, supposing that underpayment in equity is perceived by the workers, believing that they are not fairly rewarded for their efforts, this can stimulate feelings of hostility towards the organization, reduced job satisfaction, diminished input, and increased turnover intentions.

Consequently, the theory highlights that the perceived fairness between effort and reward, with the presence of comparison among workers, affects job satisfaction.

Value-expectancy theory (EA, 1976) links job satisfaction to the values employees place on various aspects of their work and the level of fulfillment of their expectations. In other words, individual values establish expectations, and the alignment of these expectations with reality leads to a higher sense of satisfaction. Locke also argued that anything valued enough, if it comes at the expense of another, may result in dissatisfaction. Suppose a person greatly values something, he/she has higher chances of feeling dissatisfied when their expectation from their job is denied or comes at the expense of something probably more valuable. In brief, this theory is about values, expectations, and trade-offs.

Self-evaluation model (Judge, 1997) Having four components of self-evaluations, namely self-esteem, self-efficacy, neuroticism, and locus of control, arbitrate to the constancy of job satisfaction without a dependency on job attributes.

Self-esteem (Judge and Larsen, 2001), involves a person's acceptance, liking, and respect for themselves. Self-efficacy relates to one's belief in their capability to successfully handle a variety of situations. Neuroticism (Goldberg, 2013) is a personality trait that denotes the inclination to show poor emotional regulation and experience adverse psychological states, including fear, hostility, and depression. The locus of control, which is the last element (Rotter, 1966) reflects the level to which a person perceives themselves as having control over their own life. The ones who believe in having that power have an internal locus of control, and the others who believe that their life is controlled by external factors, such as luck, faith, chance, or the influence of powerful others, are known to have an external locus of control.

Thus, the four self-evaluations listed as self-esteem, self-efficacy, neuroticism, and locus of control are linked to job satisfaction differently. That is, elevated degrees of self-esteem and self-efficacy, and lower levels of neuroticism, are linked to greater job satisfaction. Besides, job satisfaction is more strongly associated with an internal locus of control than an external.

In general, the presence of numerous theories on job satisfaction highlights its significant importance for both individuals and organizations.

2.1.2 Empirical Review of Job Satisfaction

2.1.2.1 Factors Affecting Job Satisfaction

Considering the theories outlined above regarding job satisfaction, it is reasonable to assume that job satisfaction is affected by countless factors attached to the individual, work, and work environment.

Nugroho and colleagues (Pracoyo et al., 2022) found that changes occurring in the organization, institutional culture, the level to which employees are involved, leadership style, and the work setting all affect job satisfaction hugely.

In one study, compensation affected job satisfaction negatively and insignificantly (Rosalia et al., 2020). In another study (Adil et al., 2020), it is confirmed that compensation packages are strongly and positively linked to both job satisfaction and the employees' retention in private universities in Jalalabad, Afghanistan. According to a study from the United States (Lee et al., 2019) that investigated whether the factors influencing job satisfaction differ between men and female employees as well as between white and minority groups pointed out that employee development

is considered more important by men than by women while recognition for good performance holds less significance for a minority employees compared to whites employees.

All dimensions of administrative empowerment, including involvement in decision-making, training, productive communication, motivating employees, and teamwork, positively influence job satisfaction among employees (Al Naggar, 2022).

Leadership, the capacity to exercise authority to influence, inspire, and assist others to help them play their parts for the achievement of organizational objectives, has a direct consequence on job satisfaction (Aisyaturrido et al., 2021).

Job involvement, which individuals associate themselves with their work and engage actively in it, viewing their performance as integral to their self-worth, appears to have an effect on organizational commitment and satisfaction with one's job. (Astuti et al., 2022). Not only involvement but also work environment and experience demonstrate a marked and positive effect on satisfaction with one's job (Hasan, 2021). Additionally, a study from Nigeria revealed that work relationships and organizational commitment are also known to notably enhance job satisfaction (Anasi, 2020).

Perceived organizational support by the employees is linked to job satisfaction to a greater degree (Maan et al., 2020) and (Li et al., 2020). The prior study revealed mediation by psychological empowerment, and the latter highlighted that levels of job control led to increased job satisfaction. Furthermore, manageable workloads and career advancement opportunities could enhance job satisfaction and reduce turnover intention (Boamah et al., 2024).

2.1.2.2 The Impact of Job Satisfaction

Job satisfaction is central in organizational behavior regarding employee motivation, engagement, and overall well-being in the workplace. Studies in this section identified a robust association concerning job satisfaction, performance, productivity, and employee retention.

Job satisfaction influences employee productivity (Okpo et al., 2021) and performance (Yandi and Havidz, 2022). Satisfied employees have higher engagement levels, and satisfaction can enhance commitment levels among employees (Rahmat and Rina, 2019) as they get a sense of belongingness and purpose. Consequently, productivity tends to increase as satisfied workers' efficiency increases, experience lower absenteeism, and are less prone to resigning from the

organization. Furthermore, there is a marked connection between satisfaction with one's job and performance, with satisfied workers being inclined to have better work discipline, which leads to higher performance.

Job satisfaction mediates the effect that motivation has on the performance of employees. It is highlighted that there exists a link between compensation and the retention of workers, that is, a greater probability for satisfied workers staying in their institution or position.

As all of the above points have demonstrated, satisfied employees are observed exhibiting elevated commitment, engagement, performance, and productivity, which, in turn, contribute to enhanced organizational effectiveness and competitive advantage. Additionally, job satisfaction has both a direct impact on diverse outcomes and acts as a mediator, which is affected by various factors.

Studies confirmed that commuting, a part of workers' daily lives, impacts their job satisfaction and work-life balance. Longer commuting time adversely affects diverse dimensions of job satisfaction (Zhang et al., 2023). A separate study said that committing stress impacts turnover intention directly and positively, alongside the indirect effect through life satisfaction, mediated by life satisfaction (Demiral, 2018).

Overall, organizations prioritizing job satisfaction are likely to foster a committed and high-performing workforce, ultimately enhancing organizational success.

2.2 Empirical Review of Commuting

The journey to and from work is an inevitable part of the working class. It is the journey one must take from home to work and back. This activity of traveling routinely between work or school, and home is referred to as commuting.

The commuting experience of employees influences employees' perceptions of their jobs and overall satisfaction. The commuting experience is related to mode, time, and distance of commuting as well as commuting stress and satisfaction, as revealed by the studies below.

An empirical observation (Gebremeskel et al., 2023) on preferred mode of transportation in Addis Ababa reported that factors like income, age, travel cost, and distance determine modes of preferences of travelers. It was also found that nearly half of the respondents mainly used modes of transport possessed by private owners.

Another recent study in Addis Ababa (Tazzie, 2023) revealed the presence of poor public transport service in the area, with 80.3% reporting availability, accessibility, affordability, safety, and security dissatisfaction with the public transport system. The author also mentioned that many respondents experienced long waiting times exceeding 30 minutes, the average African waiting time for passengers. The study also found that the mode of choice of commuters is influenced by age, occupation, education level, and monthly income.

A study from Sofia, Bulgaria (Plyushteva, 2021) stated that commuting via public transportation and using multiple modes of travel tend to be linked with elevated commuter stress, whereas walking as a mode of commute is associated with reduced stress levels. Similarly, research from Southwest Sydney investigated the correlation between commuting mode and commuting stress, which found that individuals who commute actively experience less stress than those who use cars. Besides, active commuting is positively associated with travel satisfaction (Rissel et al., 2014).

On the contrary, research from Spain (Simón et al., 2020) uncovered that using public transport and walking or cycling exacerbates the negative effects of commuting, mainly in highly populated urbanized areas. The research findings also showed that both male and female workers experienced negative impacts of commuting time on their satisfaction across varied life domains, with lower-income workers more adversely affected by commuting. Susan Hand and Calvin Thigpen mentioned that stress and the perception of wasted time showed a strong link to overall commute satisfaction, with lower-quality commutes and higher stress levels reported by women compared to men (Handy and Thigpen, 2019).

Research from Germany indicated a non-linear connection concerning commuting distance and satisfaction with life, with negative effects only detected when commuting exceeded 80 kilometers daily per way (Ingenfeld et al., 2019).

Overall, it can be believed that having an active mode of commuting generates commuting satisfaction because commuters might be considering its benefits for health. However, in highly populated areas, the stress from overcrowding outweighs the benefits of being physically active. Moreover, as all the above points have demonstrated, commuting is linked to several aspects of the journey from home to work and vice versa.

2.2.1 Impacts of Commuting

A study from Canada (Brutus et al., 2017) investigating how different commuting methods affect stress and mood upon reaching work, researchers found variations in stress levels across commuting types; cyclists reported minimal stress levels compared to car drivers and public transport users, and car drivers reported the highest level of stress. A survey in Ghana using a snowball approach found that employees facing significant commuting stress are more prone to suffer from burnout, which heightens their intention to leave their job (Amponsah-Tawiah et al., 2016). A qualitative study (Gobind, 2018) with the purpose of understanding the implications of transport anxiety on South African employees suggested that commuting stress arising from concerns about safety, reliability, and delays contributes to workers' anxiety and stress levels, which lead to poor performance.

A research project employing a snowball sampling method with 403 workplace commuters studied the effect of commuting stress on workers' work-related frustration, burnout, and job satisfaction, plus the contribution of supportive supervision and organizational climate. The result indicated that employees who engage in work-related tasks during their commute experienced heightened frustration, job dissatisfaction, and burnout, which is moderated by supervisor support and work climate (Mesmer-Magnus et al., 2023).

The association between actual commuting duration and the conflict between work and family life gets stronger with the presence of comparison with the relative commute time their peers and neighbors have (Bai et al., 2021). Longer commuting times limit opportunities for leisure activities, which compromises overall life satisfaction. Extended commuting times are connected with smaller life satisfaction and increased fatigue, stress, and mental health issues among workers, indicating a significant adverse effect on the overall well-being of employees (Han et al., 2022). Similar commuting time negative effects on health, satisfaction with life, and job are observed, with an additional 10-minute commuting worsening health by 0.0047 units (Dinh, 2020). Longer commutes lead to higher stress levels, and commuting stress is related to increased somatic symptoms, commute displeasure, and a higher intention to quit (Mahudin and Mahudin, 2012).

Although most of the studies underscored the effect of commuting time on job satisfaction, a recent study came up with a different result, revealing that it is the quality of commute rather than time

that affects workplace-related results, like the behavior of organizational citizenship and satisfaction with job (Wiese et al., 2024).

2.3. Work-life balance

Work-life balance is the insight of an individual over their career and personal life, focusing on the balance and ability to contribute positively to personal development, aligned with current personal priorities (Kalliath and Brough, 2008)

2.3.1 Theoretical Review of Work-Life Balance

Alderfer's ERG theory squeezes Maslow's five levels of needs into three core groups, namely existence, relatedness, and growth. Existence needs refer to the basic individual physiological and safety needs that can be met through pay, supplementary benefits, workplace safety assurance, and factors reflecting job security. Relatedness needs to focus on the need for significant relationships such as love, belongingness, public fame, and recognition, that is fulfilled at work via coworkers and outside of work via friends and family. Growth needs are related to the need for self-development, personal growth, and advancement. According to Alderfer, these three core needs are not strictly hierarchical. Instead, individuals may work on fulfilling them simultaneously (Alderfer, 1969)

From this theory, it can be concluded that employees whose existence, relatedness, or growth needs are unmet could be unsatisfied with anything causing disparity, which in this case is commuting to work. Because individuals' needs should not solely be related to their experience in the workplace and the work itself, any interaction they have with their environment that should be considered part of the job should not be excluded.

2.3.2 Empirical Review of Work-Life Balance

Longer commute times mean that employees spend longer on their way to work and back home when that amount of time could be used for personal and family interaction. This could lead to dissatisfaction with their job and life in general (Clark et al., 2020). Being female, married, and having children were related to higher commuting stress in the Turkish context, which could be due to extra responsibilities related to family and child care. Married employees had relatively higher commuting stress and lower life satisfaction (Demiral, 2018). Leisure time satisfaction mediates the undesirable outcome of long commutes on life satisfaction (Ingenfeld et al., 2019).

Longer commutes affect work-life balance, which is partially related to negative outcomes like employee commitment and well-being. Nevertheless, autonomy alleviates the negative consequences of commuting, especially at the commitment level (Emre and De Spiegeleare, 2021).

Workers' satisfaction with both work and life is impacted negatively by longer commuting times, leading to health issues and inactivity (Han et al., 2022). Also, by reducing overall satisfaction levels, the way commuting time affects job satisfaction differently over different employment sectors is observed, with private enterprise employees being more adversely affected than those in civil service or state-owned enterprises (Zhang et al., 2023). Even though commuting stress does not always show a positive correlation with job satisfaction, nonetheless, a higher level of commuting stress can contribute to decreased satisfaction with one's job and increased intention to quit their job through the burnout experience (Amponsah-Tawiah et al., 2016).

A critical review indicates that commuting negatively impacts subjective well-being (SWB), with lower mood during commuting compared to other activities and stress from congestion and unpredictability. Walking or cycling to work correlates with higher commute satisfaction than car or public transport users. Longer commutes are linked to increased stress, deteriorated psychological well-being, and diminished work satisfaction, but not necessarily lower life satisfaction (Chatterjee et al., 2020).

Longer commutes resulted in higher stress levels, which increased somatic symptoms, commute displeasure, and a higher intention to quit jobs, without even affecting job or life satisfaction significantly(Mahudin and Mahudin, 2012).

The capacity to manage work-related and non-work commitments resulted in the enhancement of job satisfaction, lowering work-related stress, and a decline in turnover intentions (Marecki, 2023). A cross-sectional study among physicians in Guangdong stated that a greater sense of job fulfillment corresponded with reduced intention to quit, whereas a positive association was found between job stress, work-life interference, and stronger desire to leave one's job (Lu et al., 2017). The research results from Indonesia also agreed that there is a positive and strong correlation between work-life balance and job satisfaction in the banking industry in Jakarta (Kasbuntoro et al., 2020)

According to a Chinese study, job satisfaction was positively impacted by perceived career growth prospects and remuneration for performance, and it was also found to be a strong predictor of turnover intention (Chen et al., 2023).

2.4 Turnover Intention

2.4.1 Theoretical Review of Turnover

Turnover intention is the tendency and motivation to purposefully quit one's employment (Tett and Meyer, 1993) which predicts an actual turnover (Ajzen, 1991). Staff departure can be voluntary or involuntary. When employees leave an organization willingly and by choice, it is called voluntary turnover. On the other hand, involuntary turnover occurs when an employer chooses to terminate an employee (Shaw et al., 1998).

According to human and social capital theories, employees' departure at any level can impair organizational success. According to the human capital theory, the accumulated expertise and abilities developed over time by employees help them perform better in their jobs. In this regard, the exit of experienced staff leads to the loss of valuable knowledge developed over time in the institution (Shaw et al., 1998).

According to the social capital theory, turnover depletes social capital, which makes it extremely costly. Social capital is understood as one among many non-tangible organizational resources, referring to the integrity of social relations within an institution, which is recognized by the levels of shared trust among members and a focus towards a common goal (Leana III and Van Buren, 1999).

Employee turnover is a critical issue not only because of the loss of a person and the accumulated organizational knowledge lost with the employee quitting the job, but also because of the high economic cost for organizations to recruit, select, and train new employees. Besides, it is not easy and takes longer to restore strong social interactions with new employees.

2.4.2 Empirical Review of Turnover Intention

Numerous factors affect the intent to leave one's job directly or indirectly. Some of the factors are career development opportunities, pay, organizational commitment (Chen et al., 2023), autonomy, organizational reputation, occupational prestige, burnout, job satisfaction (Chen XuYu et al.,

2019), life satisfaction, work-life balance, job opportunity (Ahmad Saufi et al., 2023), commuting stress (Demiral, 2018), perceived organizational support, and organizational culture (Jha, 2009).

Studies mentioned in the previous paragraph claimed that workers who are content with their pay and benefits, who believe they have autonomy, development opportunities, and organizational support, will have minimal intentions of resigning. Similarly, those exhibiting increased work-life balance, job satisfaction, life satisfaction, and organizational commitment also had lower intentions to leave. In contrast, higher burnout and stressful commutes promoted intentions to quit jobs.

Although employees might have countless reasons to deliberately leave their job, it must not be disregarded that job opportunities should be taken into consideration, as observed in a study moderating their relationship with work-life balance (Ahmad Saufi et al., 2023)

Taking everything into account, studies have revealed that longer, stressful, exhausting commutes negatively affect job satisfaction and work-life balance, encouraging workers to be less engaged and productive at their workplace. This will result in negative feedback that adds to the decline in job satisfaction and diminishes motivation as well. This continues to be an endless vicious circle with a great likelihood of ending up with turnover. Understanding the dynamics of commuting is essential for project managers aiming to boost employee well-being and promote a more engaged workforce by promoting job satisfaction and work-life balance.

Reviewing the literature on commuting, work-life balance, job satisfaction, and turnover intention revealed that results are inconsistent, which points out the contextual nature of the issue. Another gap is the lack of consideration for waiting time and queues/lines during commuting, which has recently become part and parcel of the commuting situation in Addis Ababa. Thus, this study aims to examine the effect of commuting on work-life balance, job satisfaction, and turnover intention in the context of Addis Ababa and to advance understanding in the realm of study.

2.5 Conceptual Framework

Different theories are used to show a hypothesis of the effect of commuting on work-life balance, job satisfaction, and turnover intention. Equity theory (Adams, 1965), value-expectancy theory (EA, 1976) , and Alderfer's ERG theory (Alderfer, 1969) are used to develop the conceptual framework shown below in relation to the effect of commuting experience on job satisfaction, work-life balance, and turnover intention.

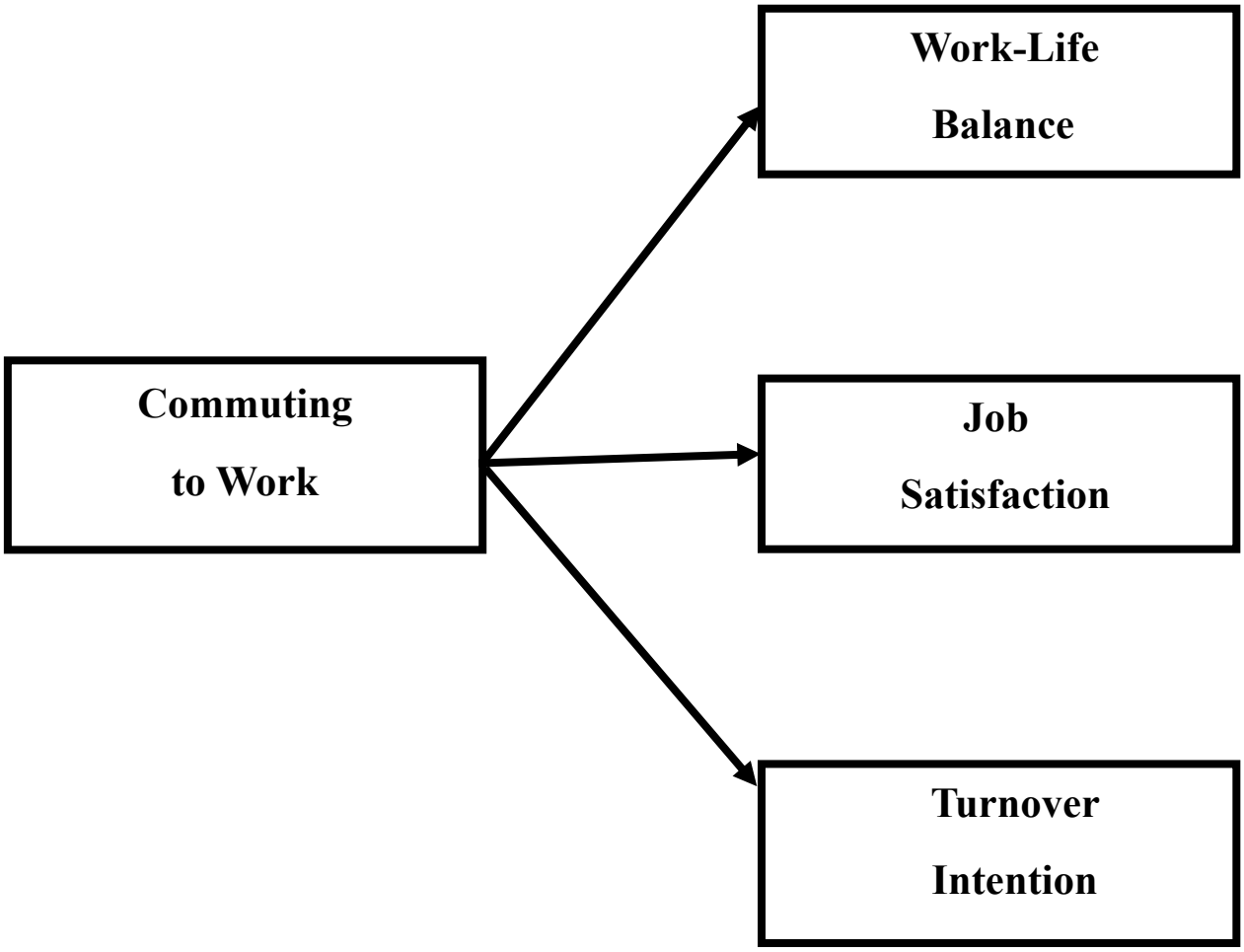


Figure 1. A Hypothesized Conceptual Framework for the Effect of Commuting experience on Work-Life Balance, Job Satisfaction, and Turnover Intention of project Employees

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Introduction

The general methodological procedures employed in this investigation are briefly described in this chapter. It is a roadmap for the research process with detailed explanations regarding the techniques and protocols used in the research. The methodology of a study (Bahishti, 2022), is a key element of the research process with a structured approach and helps ensure that the findings are both reliable and valid. It also enhances communication and collaboration among researchers, which adds to the advancement of knowledge within a specific area.

It includes the demographic and sample, research design, data gathering tools and techniques, data analysis strategy, and ethical considerations.

3.2 Research Design and Method

The primary objective of research design is to increase the likelihood of discovering reliable answers to research questions or hypotheses. An appropriate design determines the participants, locations, and protocols required to investigate these comparisons (Devi et al., 2022).

This is a descriptive, explanatory, correlational, cross-sectional study. Cross-sectional studies provide data of a specific moment in time, which means this observational study measures exposure and outcomes simultaneously (Setia, 2016). This is crucial for understanding the current state of commuting patterns and their immediate effects on work-life balance, job satisfaction, and turnover intentions. Therefore, the extent to which these variables are present in the target population can be determined by collecting data at a single point in time. Descriptive research aims to examine and gain familiarity with a population, situation, and phenomenon, and its characteristics, focusing more on “what, where, and when” rather than “why” (Ghanad, 2023).

This study is also an explanatory study aiming to identify the causal relationship between commuting experience as an independent variable with the three dependent variables named job satisfaction, work-life balance, and turnover intention of employees working on projects.

Correlational research examines how shifts in one variable relate to shifts in another, determining the strength and direction of their relationship (Tan, 2014). In this study, the presence of association and its strength is examined between commuting experience and the other variables.

Quantitative research methods are effective for identifying patterns and understanding the connection between variables. These methods are appropriate when the goal is to measure variables, analyze their influence on specific results, validate existing theories, and extend conclusions to a larger group (De-xin, 2018).

The purpose of this quantitative, cross-sectional, descriptive, explanatory, and correlational study is to investigate among professional employees working on education-related projects in Addis Ababa in relation to the association between their commute to work with work-life balance, job satisfaction, and intention to leave.

3.2.1 Target Population

All administrative staff working on education-related projects in Addis Ababa are the target population to whom the study's conclusions are generalized.

3.2.2 Sampling Procedure and Sample Size

To ensure the representativeness of our sample, a straightforward random sampling method combined with lottery procedures is used to choose study participants. First, the sample size is disseminated proportionately to each study project and allocated based on the number of administrative employees working on each selected project. Then, a list of administrative employees is received, and the participants are picked randomly by lottery method from each selected project.

3.2.3 Study Area

Addis Ababa, the capital of Ethiopia, is the area where the study is conducted.

3.2.4 Study Period

This study is conducted from March 2025 to May 2025.

3.2.5 Study Participants

The study participants are all administrative employees working on education-related projects in Addis Ababa.

Exclusion Criteria

Eligibility for the study requires full-time administrative employment in education-related projects in Addis Ababa. Non-administrative, remote (working from home), or part-time workers are excluded**.**

3.2.6 Sample Size Determination

When drawing the sample size of the study, the Yamane sample size calculation formula for a known population is used. Therefore,

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

Where: n = Sample size, N= Population size, e = Margin of error

N= 280 e= 0.05 for 5%

$$n = \frac{280}{1 + 280(0.05^2)} = \frac{280}{1 + 280(0.0025)} = \frac{280}{1 + 0.7} = \frac{280}{1.7} \approx 164.71$$

The sample size is rounded to the nearest whole number, which is 165. Therefore, a sample of 165 individuals is used for the study of randomly selected projects, and the sample is distributed according to the number of administrative staff they have.

3.3 Data Collection Instruments

3.3.1 Study Variables

This survey has four variables: one independent and three dependent variables.

3.3.2 Independent Variable

Demographic information

The study collected demographic information such as gender, age, marital status, how many family members depend on the participant, educational status, monthly pay, working experience, transportation mode, and duration of commuting.

Commuting Experience

Under this section, five items asking employees about the perceived fairness of the commuting time, satisfaction with their mode of transportation, the presence of heavy traffic on their commute to work, and the level of stress they experience while commuting are assessed.

The commuting mode, satisfaction, and stress of the employees are believed to have a role in their work-life balance, job satisfaction, and turnover intention.

3.3.3 Dependent Variables

This study looks at how employees balance work and life, how happy they are with their jobs, and whether they are thinking about leaving their jobs. Therefore, work-life balance, job satisfaction, and turnover intention of employees are the outcome measures of this study. The survey questionnaire includes the self-reported measurement of these three variables.

3.4. Questionnaire

Demographic information

The study collected demographic information such as gender, age, marital status, how many family members depend on the participant, educational status, monthly pay, and work experience. Each of these pieces of information might have a role in the commuting experience of the employees or the way they perceive their job satisfaction, the balance between their work and life, and their intention to leave their jobs.

Commuting Experience

Under this section, six items ask about the feelings of individuals about their commuting experience such as, " The time it takes me to travel from home to my workplace is reasonable, "I am satisfied with my current mode of commuting", "I feel stressed during my travel", and "I often wish my travel from home to workplace was shorter. The commuting experience is evaluated by using a seven-point Likert scale, "1" representing strongly disagree, "4" representing neutral, and "7" representing strongly agree. Therefore, scores of 1-3 represent disagreement, a score of 4 indicates neutrality, and scores of 5-7 indicate agreement.

Work-life Balance

The work-life balance tool developed by Brough and (Brough et al., 2014) colleagues is used to assess the perceived balance between work demands and personal life commitments, which was proven to have an internal reliability estimate, Cronbach's alpha, falling between 0.84 to 0.94. This was used by a longitudinal study conducted in Australia and New Zealand workers, which was pretested before use in this study to ensure that it could be a valid tool from the perspective of Addis Ababa.

Participants express their level of agreement on the work-life balance scale using a seven-point rating system, where corresponds to strong disagreement and 7 to strong agreement. Elevated scores signify a higher perceived balance between work and personal life.

Job satisfaction

The job satisfaction scale developed by Cammann and colleagues is employed to measure how employees perceive their job satisfaction. Previous studies employing this scale have calculated alpha (α) values varying between 0.67 to 0.95. This validated scale includes three statements designed to assess job satisfaction. The statements are as follows: "All in all, I am satisfied with my job", "In general, I like working here", and "In general, I don't like my job,". Participants respond using a seven-point Likert scale, with "1" corresponding to strongly disagree, to "7" signifying strongly agree. Note that the second item is reverse-scored.

Turnover intention

To examine the turnover intentions of the participants, the study utilizes a three-item scale developed by Michaels and Spector. The questionnaire features statements such as "I intend to quit my current job" and "I often seriously consider leaving my current job".

The original six-point turnover intention scale was adapted to a seven-point scale to incorporate a neutral midpoint, thereby allowing for greater response nuance. Participants indicated their level of agreement on a scale ranging from 1 (strongly disagree) to 7 (strongly agree), with higher scores reflecting stronger intentions to resign from their positions.

3.5 Validity and Reliability

To proceed with statistical tests, the instrument's accuracy to measure the intended construct (validity) and produce stable, consistent results across applications (reliability) is essential. Experts and non-experts assure the instrument's content and face validity, respectively. However, the commuting experience assessment tool was developed by the primary investigator, and the scale for measuring turnover intention was expanded to a seven-point scale from a six- point. Therefore, pilot testing for reliability as well as assessments of face and content validity were performed to secure the instrument's consistency and accuracy.

Reliability Test

Reliability communicates the extent a tool can give consistent measurement. It indicates that if a scale is used by different people to assess the same value, there is a likelihood of obtaining the same result each time a measurement is taken; therefore, the measurement is considered reliable (Drost, 2011). Internal consistency refers to the degree of agreement among various items that measure the same underlying construct. To determine internal consistency among the items in this study, Cronbach's alpha coefficient is employed (Cronbach, 1951). Scales exhibiting a coefficient alpha exceeding 0.80 are indicative of excellent reliability, while those ranging from 0.70 and 0.80 reflect good reliability. An alpha score between 0.60 and 0.70 is considered acceptable. Reliability is deemed questionable when the coefficient falls between 0.50 and 0.60, and values below 0.50 suggest that the scale has poor reliability (Saunders et al., 2009)**.**

Cronbach’s alpha was applied in this study to assess the reliability of the questionnaire, which utilized 7-point Likert scales for the assessment of both independent and dependent variables. The alpha coefficients ranged from 0.718 to 0.855, reflecting good to excellent reliability. This confirms that all variables are reliable and appropriate for further analysis.

Table 1. Reliability Test (Cronbach's Alpha)

Construct	Number of items	Cronbach's Alpha result
Commuting experience	5	0.793
Work-life balance	4	0.849
Job satisfaction	3	0.718
Turnover intention	3	0.855

Source: Analysis of Survey data, using SPSS 25

3.6 Data Collection Process

To collect data, a self-administered questionnaire was used, covering employees' socio-demographic status, commuting, work-life balance, job satisfaction, and turnover intention. The English language is used to prepare the questionnaire, and data collectors received one day of training prior to the process. A pilot test for reliability was conducted on 30 administrative employees from other projects that are not included in the study. Data collection spanned twenty days, starting in March, with two diploma graduates in project management assisting. Quality control was managed by the principal investigator. Participants were informed about the study's purpose, and verbal consent was obtained before they completed the self-reported questionnaires.

3.7 Data Analysis Plan

The data collected by a self-administered questionnaire is organized, coded, and analyzed by using SPSS software version 25.0. Later, the data were analyzed through descriptive and inferential statistical methods.

Descriptive statistics are calculated through frequencies, means, and standard deviations to identify the level of commuting experience and the prevailing conditions of the education-related projects.

Pearson product-moment correlation analysis is utilized to identify the strength and relationships between commuting experience and the dependent variables (job satisfaction, turnover intention, work-life balance).

Multivariate linear regression is employed to examine the distinct effects of commuting on employees' job satisfaction, turnover intention, and work-life balance. This statistical approach allows for the simultaneous assessment of how commuting influences each of these dependent variables independently, providing insight into individual relationships.

3.8 Ethical Consideration

Prior to the commencement of data collection, ethical approval was obtained from the College of Business and Economics at Addis Ababa University. Participants provided informed consent after the study's purpose was thoroughly explained to them. They were guaranteed the confidentiality of their information and that it would not be shared with any third party.

Names or identifiable details are not contained in the study. Each participant was denoted by a special code number to ensure anonymity, protect personal information, and maintain privacy and confidentiality. Filled questionnaires were stored securely and were accessible exclusively to the researcher and the thesis advisor.

Chapter Four

Presentation, Analysis, Interpretation, and Discussion of Data

4.1. Introduction

The following chapter focuses on the presentation and analysis of data gathered from respondents. The study aimed to examine the influence of commuting experience on work-life balance, job satisfaction, and turnover intention of employees working in education-related projects in Addis Ababa, Ethiopia, in 2025.

Data gathered from participants was examined through quantitative methods, and the demographic data of respondents was analyzed by utilizing descriptive statistics to provide a summary of their responses. Correlation analysis was also carried out to examine the strength and direction of relationships between the variables. Moreover, multivariate regression was employed to evaluate the impact of the exposure variable on the outcome variables. Statistical analyses were conducted using SPSS (version 25) to examine the collected data following the primary goals of the research.

4.2. Response Rate of Respondents

The questionnaire was distributed to 165 employees of education-related projects in Addis Ababa, Ethiopia, and 154 were returned filled. This shows that the response rate was 93.3%.

Table 2. Response Rate of Respondents

Total questionnaire distributed	Returned questionnaire	Not returned questionnaire	Response rate
165	154	11	93.3%

Source: Own calculation, 2025

4.3. Demographic Characteristics of Respondents

The following section provides an overview of the participants' characteristics and commuting experiences. Descriptive statistics, presented as frequencies and percentages in the table below, summarize variables such as gender, age, number of dependents, level of education, monthly earnings, means of transportation, waiting time, and average commute duration.

Table 3. Demographic Characteristics of Respondents

	Item	Frequency	Percent
Gender	Male	85	55.2%
	Female	69	44.8%
	Total	**154**	**100%**
Age	below 25	3	1.9%
	25-34	49	31.8%
	35-44	63	40.9%
	45-54	26	16.9%
	above 54	13	8.4%
	Total	**154**	**100%**
Marital Status	Single	45	29.2%
	Married	100	64.9%
	Divorced	4	2.6%
	Widowed	4	2.6%
	Domestic_Partnership	1	0.6%
	Total	**154**	**100%**
Number of dependent family	None	32	20.8%
	1-3	77	50%
	4-6	37	24%
	more than 6	8	5.2%
	Total	**154**	**100%**

Out of the total of 154 respondents, data of gender demographics reveals that there were **85 (55.2%)** male and **69 (44.8%)** female respondents. Figure 2 shows that more than half of the participants are male.

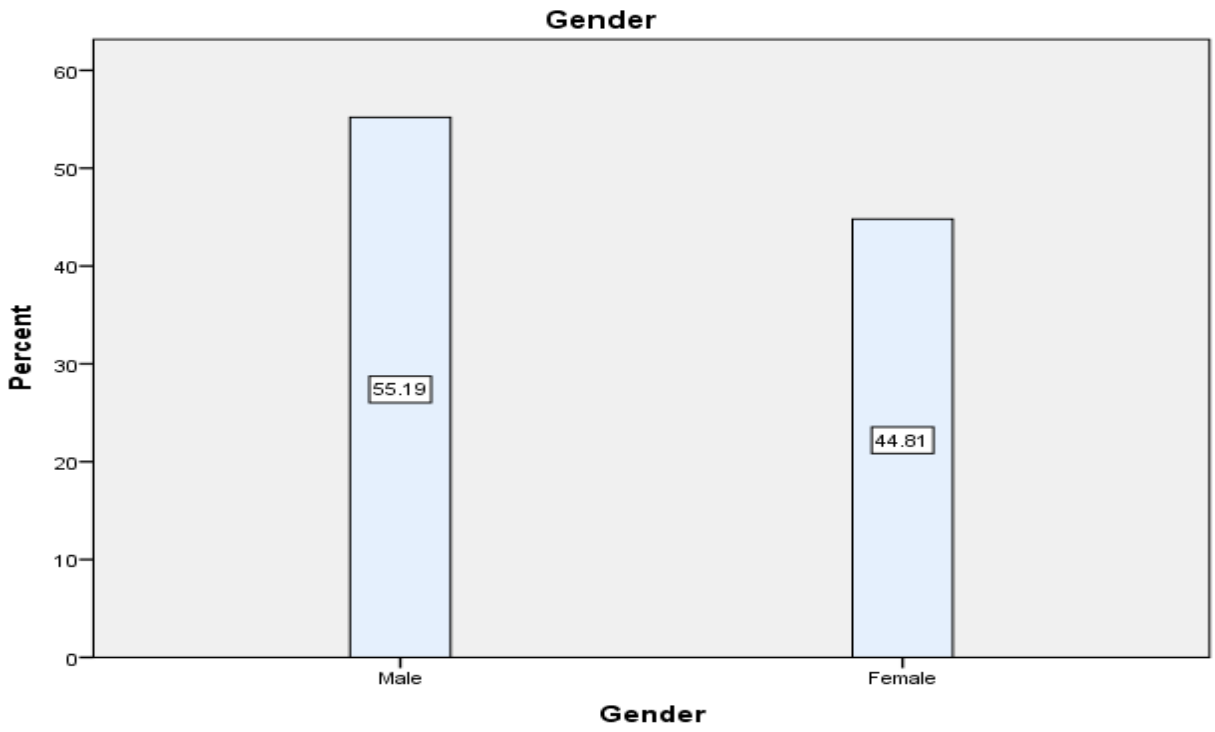


Figure 2. Bar chart for the gender distribution of the survey participants

The largest segments of the respondents' age range from 35 to 44, which are 63 (40.9%), and the minority of the respondents are below 25, which are 3 (1.9%). The rest of the sample spread across 25-34, 45-54, and above 54 are 49 (31.8%), 26 (16.9%), and 13 (8.4%), respectively. This indicates that employees working in education-related projects in Addis Ababa, Ethiopia, are in their middle adulthood.

Regarding their marital status, most of the respondents, who are 100 (64.9%) married, while only 1 (0.6%) of them is in a domestic partnership. The remaining 45 (29.2%) of the respondents are single, while 45 (29.2%) of them are divorced, and widowed. From this, we can deduce that most of the respondents are married.

According to the table above, the predominant number of the participants, who are 77 (50%) have a 1-3 dependent family. The rest of the participants, who are 37 (24%) and 8 (5.2%) have 4-6 and more than 6 dependent family members, respectively. On the other hand, 32 (20.8%) of the participants have no dependent family. This shows that a large portion of the respondents have a dependent family.

Table 4. Demographic Characteristics of Respondents

	Item	Frequency	Percent
Educational Status	Certificate	2	1.3%
	Diploma	21	13.6%
	First degree	70	45.5%
	Master's degree	59	38.3%
	Phd and above	2	1.3%
	Total	**154**	**100%**
Monthly Income	Below 10,000	23	14.9%
	11,000-25,000	61	39.6%
	26,000-30,000	23	14.9%
	31,000-45,000	30	19.5%
	Above 45,000	17	11%
	Total	**154**	**100%**
Work Experience	Below 5 years	24	15.6%
	6-10	26	16.9%
	11-15	35	22.7%
	16-20	41	26.6%
	Above 20 years	28	18.2%
	Total	**154**	**100%**

As illustrated in the table above, the great part of the sample are first degree holders, i.e., 70 (45.5%), followed by Master's degree holders, who are 59 (38.3%). The diploma holders are 21 (13.6%), and participants with a Certificate and PhD and above have an equal number, which is 2 (1.3%). This indicates that most respondents are first-degree holders.

Based on the data collected, it appears that a significant portion of respondents, who are 61 (39.6%), have a range of monthly income 11,000- 25,000 birr, while the minority of them, who

are 17 (11%), have a monthly income above 45,000 birr. Moreover, 30 (19.5%) of the respondents have a range of monthly income 31,000- 45,000 birr, while a similar number of respondents, which are 23 (14.9%) have a range of monthly income 26,000- 30,000 birr and below 10,000 birr. The data suggests that most respondents earn payments that fall within the average range.

Concerning the work experience of respondents, the majority, who are 41 (26.6%), have worked for 16-20 years, while the minority, who are 24 (15.6%), have worked for below 5 years. The remaining that are 35 (22.7%), 28 (18.2%), and 26 (16.9%) have worked for 11-15 years, above 20 years, and 6-10 years, respectively. The findings suggest that most respondents possess a high level of experience.

Table 5. Demographic Characteristics of Respondents

	Item	Frequency	Percent
Mode of transportation	Car	16	10.4%
	Taxi(minibus)	110	71.4%
	walking/bicycle	4	2.6%
	Bus,Sheger,Higer, (Midi-bus)	24	15.6%
	Total	**154**	**100%**
Waiting time	Below 15 min	12	8.7%
	15-30 min	62	44.9%
	31-45 min	30	21.7%
	46-60 min	19	13.8%
	Above 60 min	15	10.9%
	Total	**138**	**100%**
Average time from home to work	Below 30 min	21	13.6%
	31 min to 1 hour	61	39.6%
	1 hr to 1:30 hrs	38	24.7%
	1:30 to 2 hrs	27	17.5%

	Above 2 hours	7	4.5%
	Total	**154**	**100%**

In the case of mode of transportation, 110 (71.4%) of the participants mentioned that they use Taxi (minibus) while 24 (15.6%) of them use Bus, Sheger, Higer, (Midi-bus). The rest of the participants, who are 16 (10.4%) and 4 (2.6%) use a car and walking/bicycle, respectively. This shows that the mode of transportation for most participants is a Taxi (minibus).

According to the result of the descriptive statistics, a large proportion of the sample, 62 (44.9%) wait for 15-30 minutes, while a minority of the respondents, 12 (8.7%) wait for below 15 minutes. Respondents who are 30 (21.7%), 19 (13.8%), and 15 (10.9%) wait for 31-45 minutes, 46-60 minutes, and above 60 minutes, respectively. Based on this, we infer that most respondents do not wait very long for transportation.

Concerning average time from home to work, 61 (39.6%) of the participants take an average time of 31 minutes to 1 hour to go from home to work, while only 7 (4.5%) of them take above 2 hours. The remaining 38 (24.7%), 27 (17.5%), and 21 (13.6%) participants took an average time of 1 hr to 1:30 hrs, 1:30 to 2 hrs, and below 30 minutes, respectively. This indicates that the average time taken by most participants to go from home to work is not long.

4.3 Commuting Experience

This section presents information related to the commuting experience of the participants. Descriptive statistics, as illustrated in the table below, shows frequency and percentage displaying the participants' commuting time fairness, whether they often wish they had a shorter commuting time, the satisfaction of the participants with their current mode of transportation, the stress they feel while commuting, and about often facing heavy traffic during their travel to work. Participants rate their perception on a scale of 1 (strongly Disagree) to 7 (strongly agree) on a seven-point Likert scale.

Table 6. Commuting experience responses analysis

Item 1: The time it takes me to travel from home to my workplace is fair				
Scale	**Frequency**	**Percentage**	**Mean**	**Standard Deviation**
Strongly disagree	17	11.0	**4.29**	**2.051**
Disagree	29	18.8		
Slightly disagree	16	10.4		
Neutral	5	3.2		
Slightly agree	24	15.6		
Agree	44	28.6		
Strongly agree	19	12.3		
Total	**154**	**100.0**		
Item 2: I often wish my travel from home to my workplace was shorter				
Strongly disagree	21	13.6	**3.88**	**2.164**
Disagree	34	22.1		
Slightly disagree	15	9.7		
Neutral	6	3.9		
Slightly agree	11	7.1		
Agree	47	30.5		
Strongly agree	20	13.0		
Total	**154**	**100.0**		
Item 3: I am satisfied with my current mode of transportation for traveling to my workplace				
Strongly disagree	21	13.6	**3.97**	**2.013**
Disagree	28	18.2		
Slightly disagree	23	14.9		
Neutral	10	6.5		
Slightly agree	19	12.3		
Agree	40	26.0		
Strongly agree	13	8.4		
Total	**154**	**100.0**		

Respondents were asked whether their commuting time was fair. Majorities, which are 28.6%, replied ‘Agree’ while only 10.4% of the respondents replied ‘Slightly disagree’. The remaining 18.8%, 15.6%, 12.3%, 11.0%, and 3.2% of the total respondents responded ‘Disagree’, ‘Slightly agree’, ‘Strongly agree’, ‘Strongly disagree’, and ‘Neutral’ respectively. This indicated that for most of the respondents, the time it takes to commute to their workplace is fair. The descriptive statistics show that this item has a mean value of 4.29 and a 2.051 standard deviation. This suggests a low standard deviation, indicating that the data points are closely clustered around the mean.

This table shows that 30.5% of the respondents agreed when asked if they often wish their travel from home to my workplace was shorter, while only 9.7% slightly disagreed. It is also demonstrated on the table that 22.1% of the study participants disagreed, while 13.6% of them strongly disagreed. In addition, 13% of the respondents replied ‘strongly agree’ while 3.9% of them remained neutral. From this, we can deduce that most of the respondents often wish their travel from home to their workplace were shorter. The descriptive statistics show an arithmetic mean of 3.88 for the item. From the SD figure, which is 2.164, we can see that the responses for the statements were close to their means.

Findings indicate that 26% of the survey participants showed agreement and 8.4% of them a strong agreement with the statement that they are satisfied with their current mode of transportation for traveling to their workplace. Meanwhile, 18.2% disagreed, 14.9% slightly disagreed, 13.6% strongly disagreed, and 12.3% slightly agreed. The remaining respondents, comprising 6.5%, expressed that they neither feel satisfied nor dissatisfied with their current mode of transportation to reach their workplace. Their responses reveal that nearly an equal number of respondents are satisfied and dissatisfied with their transportation mode, with descriptive statistics showing an average of 3.97 and a 2.013 value of standard deviation, indicating consistent responses across participants due to the smaller standard deviation.

Table 7. Commuting experience responses analysis

Item 4: I feel stressed during my travel to work				
Scale	**Frequency**	**Percentage**	**Mean**	**Standard Deviation**
Strongly disagree	9	5.8		

Disagree	54	35.1	**4.40**	**1.747**
Slightly disagree	18	11.7		
Neutral	20	13.0		
Slightly agree	20	13.0		
Agree	28	18.2		
Strongly agree	5	3.2		
Total	**154**	**100.0**		
Item 5: I often face heavy traffic during my travel to work				
Strongly disagree	10	6.5	**3.55**	**1.757**
Disagree	17	11.0		
Slightly disagree	27	17.5		
Neutral	10	6.5		
Slightly agree	29	18.8		
Agree	52	33.8		
Strongly agree	9	5.8		
Total	**154**	**100.0**		

Data gathered on whether respondents feel stressed during their travel to work revealed that the majority, specifically 35.1%, reported disagreement, while 3.2% expressed strong agreement. The remaining 13% was split evenly between neutral and slightly agree options. Among the other survey participants, 11.7% chose slightly disagree, 5.8% strongly disagreed about feeling stressed during their commute, and only 3.2% selected strongly agree. This result indicates that most participants do not feel stressed during their commute to work. The descriptive statistics revealed

a mean result of 4.40 with a standard deviation value of 1.747, indicating homogeneous answers to the item.

33.8% of the subjects chose to agree, whereas 5.8% agreed strongly, and 18.8% slightly agreed that they often face heavy traffic during their commute to work. The remaining respondents expressed disagreement or neutrality, with 17.5% slightly disagreeing and 11% disagreeing with the statement about frequently encountering heavy traffic during their work travel. Additionally, 6.5% strongly disagreed, and an equal percentage of respondents rated their experience as neutral. Therefore, the results suggest that a larger number of participants experience heavy traffic during their commute. The descriptive statistics reveal an average score of 3.55 for this item, reflecting a relatively low level of variability within the data, with a standard deviation of 1.757 computed. This specifies a consistent pattern with minimal dispersion from the average value.

4.4 Work-Life Balance

Here, we examine key aspects of work-life equilibrium among the survey respondents. The following table summarizes descriptive statistics in including frequencies and percentages reflecting participants' perspective on how well they currently balance their work commitments with personal activities. The data also focuses on the extent to which participants encounter difficulties in managing both professional and private life, experience problems in achieving equilibrium between these areas and their overall perceptions concerning the fairness and adequacy of their work-life balance.

Table 8. Work-life balance responses analysis

Item 1: I currently have a good balance between the time I spend at work and the time I have available for non-work activities				
Scale	**Frequency**	**Percentage**	**Mean**	**Standard Deviation**
Strongly disagree	6	3.9	**4.60**	**1.915**
Disagree	30	19.5		
Slightly disagree	19	12.3		
Neutral	9	5.8		
Slightly agree	9	5.8		

Agree	63	40.9		
Strongly agree	18	11.7		
Total	**154**	**100.0**		
Item 2: I have difficulty balancing my work and non-work activities				
Strongly disagree	5	3.2	**4.46**	**1.543**
Disagree	48	31.2		
Slightly disagree	33	21.4		
Neutral	17	11.0		
Slightly agree	34	22.1		
Agree	12	7.8		
Strongly agree	5	3.2		
Total	**154**	**100.0**		

The instrument captured the responses of respondents, with 40.9% agreeing and 3.9% strongly disagreeing that they currently maintain a healthy equilibrium with the distribution of time between professional hours and personal time. Among the remaining respondents, 19.5% disagreed, 12.3% slightly disagreed, and 11.7% agreed strongly. An equal percentage of participants, 5.8%, slightly agreed and provided neutral scores. This result indicated that most employees currently have a healthy equilibrium with the distribution of time between professional hours and personal time. According to the descriptive statistics, the mean rating is 4.60, while the standard deviation stands at 1.915. This narrow standard deviation implies that most of the ratings fall close to the average value.

31.2% of the participants, a portion disagreed, while 3.2% strongly agreed with the survey's statement, which examined participants' perceptions of the difficulty in achieving balance between work and personal life. The remaining participants showed a slight agreement at 22.1%, whereas 21.4% expressed slight disagreement regarding their ability to balance these activities. From the rest, 11% were neutral, 7.8% agreed, and only 3.2% of respondents strongly disagreed. Overall,

most respondents did not feel they had difficulty balancing their professional and personal lives. The descriptive statistics indicated a mean of 4.46, with a standard deviation of 1.543. The relatively minimal standard deviation indicates that the data points are tightly grouped around the average.

Table 9 Work-life balance survey responses analysis

Item 3: I feel that there is a fair balance between my work demands and non-work activities currently				
Scale	**Frequency**	**Percentage**	**Mean**	**Standard Deviation**
Strongly disagree	9	5.8	**4.31**	**1.598**
Disagree	17	11.0		
Slightly disagree	20	13.0		
Neutral	28	18.2		
Slightly agree	38	24.7		
Agree	36	23.4		
Strongly agree	6	3.9		
Total	**154**	**100.0**		
Item 4: Overall, I believe that my work and non-work life are balanced				
Strongly disagree	7	4.5	**4.36**	**1.667**
Disagree	19	12.3		
Slightly disagree	27	17.5		
Neutral	21	13.6		
Slightly agree	27	17.5		
Agree	45	29.2		
Strongly agree	8	5.2		

Total	**154**	**100.0**		

Data gathered on the statement “I feel that there is a fair balance between my work demands and non-work activities currently" indicates that most individuals, 24.7% of the survey participants, expressed that they slightly agree, while only 3.9% strongly agree. Additionally, 23.4% of respondents noted that they agree with having an even balance between the demands from their work and personal life. On the other hand, 13% of the remaining respondents slightly disagreed, 11% disagreed, and 5.8% disagreed strongly. The rest, making up 18.2%, were neutral. From these results, it can be concluded that a larger proportion of the study participants feel that there is an equitable balance between their job demands and non-work pursuits. The average response to the aforementioned item had a mean score of 4.32, with a standard deviation of 1.598, indicating how closely the data points are gathering around the mean.

The item focusing on the overall belief of the survey participants that their non-work and work life are balanced received replies from 29.2% agreeing, 4.5% strongly disagreeing, and 13.6% neutral. However, 12.3% disagreed, and 5.2% strongly agreed. The remaining participants responded with slightly disagree and slightly agree, each at an equal percentage of 17.5%. The findings revealed that a considerable number of participants believe that they have a well-aligned professional and personal life. The descriptive statistics for this item demonstrated an average score of 4.36, with a standard deviation of 1.667. A lower SD score indicates less variability among the responses for this item.

4.5 Job Satisfaction

This section presents information related to the job satisfaction of the survey participants. The table below presents the descriptive statistics of frequency and percentage, displaying the participants' responses on their general satisfaction with their job, not liking their job, and liking working in their workplace.

Table 10. Job satisfaction responses analysis

Item 1: In general, I am satisfied with my job				
Scale	**Frequency**	**Percentage**	**Mean**	**Standard Deviation**
Strongly disagree	0	0	**5.60**	**1.369**
Disagree	7	4.5		
Slightly disagree	12	7.8		
Neutral	10	6.5		
Slightly agree	14	9.1		
Agree	74	48.1		
Strongly agree	37	24.0		
Total	**154**	**100.0**		
Item 2: In general, I do not like my job				
Strongly disagree	79	51.3	**5.82**	**1.728**
Disagree	41	26.6		
Slightly disagree	4	2.6		
Neutral	8	5.2		
Slightly agree	2	1.3		
Agree	19	12.3		
Strongly agree	1	0.6		
Total	**154**	**100.0**		
Item 3: In general, I like working here				
Strongly disagree	2	1.3	**5.16**	**1.701**
Disagree	11	7.1		
Slightly disagree	26	16.9		
Neutral	8	5.2		
Slightly agree	20	13.0		
Agree	48	31.2		
Strongly agree	39	25.3		
Total	**154**	**100.0**		

Job satisfaction of the survey participants is assessed by using the item “In general, I am satisfied with my job.” Nearly half of the surveyed employees, specifically 48.1%, reported “Agree,” while only 4.5% of participants indicated “Disagree.” Among the remaining respondents, 24% selected “Strongly Agree,” 9.1% chose “Slightly Agree,” and 7.8% opted for “Slightly Disagree.” No respondents reported “Strongly Disagree,” and the remaining 6.5% remained neutral. From this report, it can be concluded that the participants are generally satisfied with their jobs. The descriptive statistics in the table showed that the average score for the item was 5.60 and accompanied by a standard deviation of 1.369. This small standard deviation indicates minimal variability among the responses to this specific item.

Participants were invited to share their perceptions of job satisfaction through the statement “In general, I do not like my job.” Greater than half of the participants, 51.3%, disagreed strongly with the notion of not liking their job, while only 0.6% strongly agreed. An additional 5.2% of those surveyed remained neutral. Among the remaining respondents, 26.6% disagreed, and 12.3% agreed with the idea of generally not liking their jobs. Furthermore, 2.6% exhibited slight disagreement, and the final 1.3% expressed slight agreement with the statement. Therefore, the data suggests that more than one-third of the participants enjoy their job. The descriptive statistics revealed a mean rating of 5.82, accompanied by a standard deviation of 1.728, representing a minor standard deviation and implying that the data points are tightly packed around the mean.

Respondents provided information indicating that 31.2% of them “Agree,” and only 1.3% “Strongly Disagree” with the statement, “In general, I like working here.” Among the remaining individuals, 25.3% strongly agreed, while 16.9% slightly disagreed. Additionally, 13% slightly agreed, and 7.1% disagreed. The remaining 5.2% chose neutral. This indicates that most survey participants generally like working at their workplace. The average rating of 5.16, along with a standard deviation of 1.701, is computed for the item. And a small standard deviation suggests a higher level of consensus among respondents.

4.6 Turnover Intention

Here we discuss information related to the turnover intention of the survey participants. The table below illustrates descriptive statistics of frequency and percentage displaying the participants' responses about their intention of leaving their job, about having a plan of quitting their job, and about starting to look for another job.

Table 11. Turnover intention responses analysis

Item 1: I often seriously consider leaving my current job				
Scale	**Frequency**	**Percentage**	**Mean**	**Standard Deviation**
Strongly disagree	29	18.8	**3.39**	**1.901**
Moderately Disagree	41	26.6		
Slightly disagree	16	10.4		
Neutral	9	5.8		
Slightly agree	34	22.1		
Moderately Agree	18	11.7		
Strongly agree	7	4.5		
Total	**154**	**100.0**		
Item 2: I have a plan to quit my current job				
Strongly disagree	31	20.1	**2.97**	**1.645**
Moderately Disagree	48	31.2		
Slightly disagree	17	11.0		
Neutral	27	17.5		
Slightly agree	17	11.0		
Moderately Agree	11	7.1		
Strongly agree	3	1.9		
Total	**154**	**100.0**		
Item 3: I have started searching for other jobs				
Strongly disagree	35	22.7	**3.14**	**1.753**
Moderately Disagree	36	23.4		
Slightly disagree	19	12.3		
Neutral	20	13.0		
Slightly agree	28	18.2		
Moderately Agree	13	8.4		
Strongly agree	3	1.9		
Total	**154**	**100.0**		

Participants were asked whether they often seriously consider leaving their current job. 26.6% and 4.5% of surveyed employees affirmed that they moderately disagreed and strongly agreed, respectively, while 22.1% indicated that they slightly agreed. The remaining 18.8% of survey respondents mentioned that they strongly disagreed, and 11.7% reported that they moderately agreed. Additionally, 10.4% of those surveyed slightly disagreed, and 5.8% were neutral. The table shows that many respondents did not frequently contemplate leaving their present job. The results showed an average score of 3.39, along with a standard deviation of 1.901, suggesting that the values are concentrated around the mean, demonstrating little variability among the responses.

Survey results revealed that 31.2% of participants strongly disagreed, while 1.9% strongly agreed when asked whether they had a plan to quit their current job. Additionally, 20.1% of respondents strongly disagreed, 17.5% were neutral, 11% consisted of those who each strongly disagreed and slightly agreed separately, and the remaining 7.1% moderately agreed. These findings suggest that most respondents generally did not intend to leave their current jobs. Employees rated their intention to quit at an average of 2.97 on a seven—point Likert scale with a standard deviation of 1.645, signifying a minimal variation in participants' responses for this item.

The survey findings regarding the item that asked participants if they had started looking for another job indicated that 23.4% moderately disagreed and 1.9% strongly agreed with the statement. The remaining sample members selected the following options in the questionnaire: 22.7% chose "Strongly Disagree," 18.2% chose "Strongly Agree," 13% chose "Neutral," 12.3% chose "Slightly Disagree," and the remaining 8.4% chose "Moderately Agree." This data revealed that most participants have not begun searching for another job. This variable has a mean value of 3.14 and is accompanied by a standard deviation of 1.753, indicating a similar rating with minimal dispersion.

4.7 The most prevalent condition among employees of education-related projects

To indicate the most prevalent condition, mean scores of all the dependent variables were computed with their respective standard deviations.

According to Table 12, the mean score for job satisfaction was the highest among all (M = 5.51, S.D = 1.599) followed by Work-life balance (M= 4.43, S.D = 1.681). Moreover, turnover intention has a mean score of (M = 3.17, S.D = 1.766). From this, one can conclude that the condition that

occurs dominantly in the project is job satisfaction. Thus, the findings demonstrate that employees involved in the projects have high job satisfaction, exceeding their work-life balance and intention to leave.

Table 12. The most prevalent conditions among work-life balance, job satisfaction, and turnover intention

No	Conditions	Average of mean scores	Average of standard deviations
1	Work-life balance	4.43	1.681
2	Job satisfaction	5.51	1.599
3	Turnover intention	3.17	1.766

Source: Analysis of Survey data, 2025 using SPSS 25

4.8 Correlation Analysis

The analysis of correlation analysis was conducted to reveal how strongly and in what direction commuting experience, work-life balance, job satisfaction, and intention to resign are interconnected. It was stated by (Ros, 2006) that when a correlation outcome of two variables falls between 0 and 1, the variables are positively associated, and when a correlation outcome of two variables falls between -1 and 0, the variables are negatively associated. Besides, correlation coefficients in the range from 0.1 and 0.29 are perceived to have a small correlation. However, between 0.3 and 0.49 is believed to have a moderate correlation, and correlation coefficients greater than 0.5 are considered to have a large correlation.

As is shown in Table 13, the correlation between commuting experience and both work-life balance and job satisfaction ranges from 0 and 1. This demonstrates that there is a positive relationship between commuting experience and both work-life balance and job satisfaction. Conversely, the correlation that commuting experience has with turnover intention falls between -1 and 0. This indicates that commuting experience is negatively associated with turnover intention. Additionally, the correlation coefficients are greater than 0.5, which implies the presence of a large correlation. And correlation coefficient of +1 indicates that each variable correlates with itself perfectly and positively. Likewise, the researcher has chosen a significance level of 0.01 to see whether the correlation is significant. Since the significance value of each correlation is less than

0.01, it can be concluded that there is a statistically significant correlation among commuting experience, work-life balance, and job satisfaction. The value of r = 0.731 on the correlation between commuting experience and work-life balance shows that the strongest association exists between the two factors.

Table 13. Pearson product-moment correlation coefficient test

		Commuting Experience	Work-life Balance	Job Satisfaction	Turnover Intention
Commuting Experience	Pearson Correlation	1	0.731**	0.624**	-0.664**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	154	154	154	154
Work-life Balance	Pearson Correlation	0.731**	1	0.554**	-0.586**
	Sig. (2-tailed)	0.000		0.000	0.000
	N	154	154	154	154
Job Satisfaction	Pearson Correlation	0.624**	0.554**	1	-0.656**
	Sig. (2-tailed)	0.000	0.000		0.000
	N	154	154	154	154
Turnover Intention	Pearson Correlation	-0.664**	-0.586**	-0.656**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	154	154	154	154

Source: Analysis of Survey data, 2025 using SPSS 25

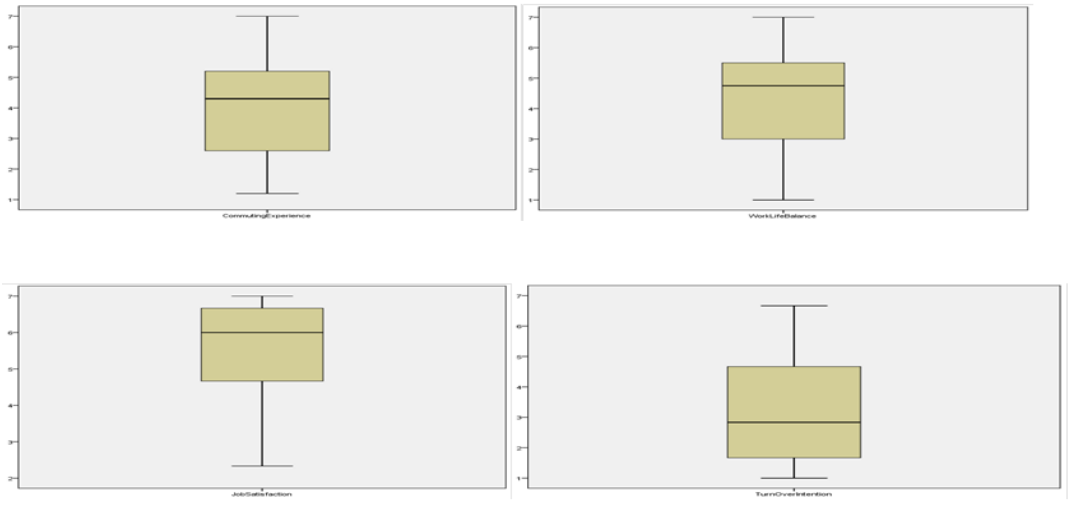
4.9 Assumption Tests for Multivariate Regression

A multivariate regression model is employed to assess the impact of commuting experience on work-life balance, job satisfaction, and turnover intention by making its basis on the gathered data. Before running the model, assumption tests for normality, linearity, and homoscedasticity have been implemented.

4.9.1 Outlier Test

Outliers are a small number of data points in a dataset that show patterns different from the majority of observations. Boxplots are broadly used tools in explanatory data analysis (EDA) to visualize data distributions and identify outliers. They provide information about the shape and location of the data distribution and help detect possible outliers by displaying the data's quartiles and spread geographically. This makes box plots an effective method for summarizing and exploring datasets in statistical practice (Dovoedo and and Chakraborti, 2015).

Figure 3 shows that there is no record with a dot or an asterisk, indicating that there are no mild or extreme outliers.



(Source: Analysis of Survey data, using SPSS 25

Figure 3. Box-and-Whisker Plot

4.9.2 Normality Test

Assuming normality is important because it ensures that the estimates of standard errors are unbiased, which in turn makes confidence intervals reliable and ensures that P-values are accurate (Schmidt and Finan, 2018). Skewness and kurtosis are ways of measuring how a dataset is normally distributed. When the value of skewness falls between the range of −1 and +1, it is regarded as excellent, while it is commonly acceptable for values ranging from −2 and +2. However, significant non-normality is indicated by values outside −2 and +2 (Hair and Alamer, 2022). When the absolute value of kurtosis is under seven, it indicates data with a normal distribution (Kim, 2013).

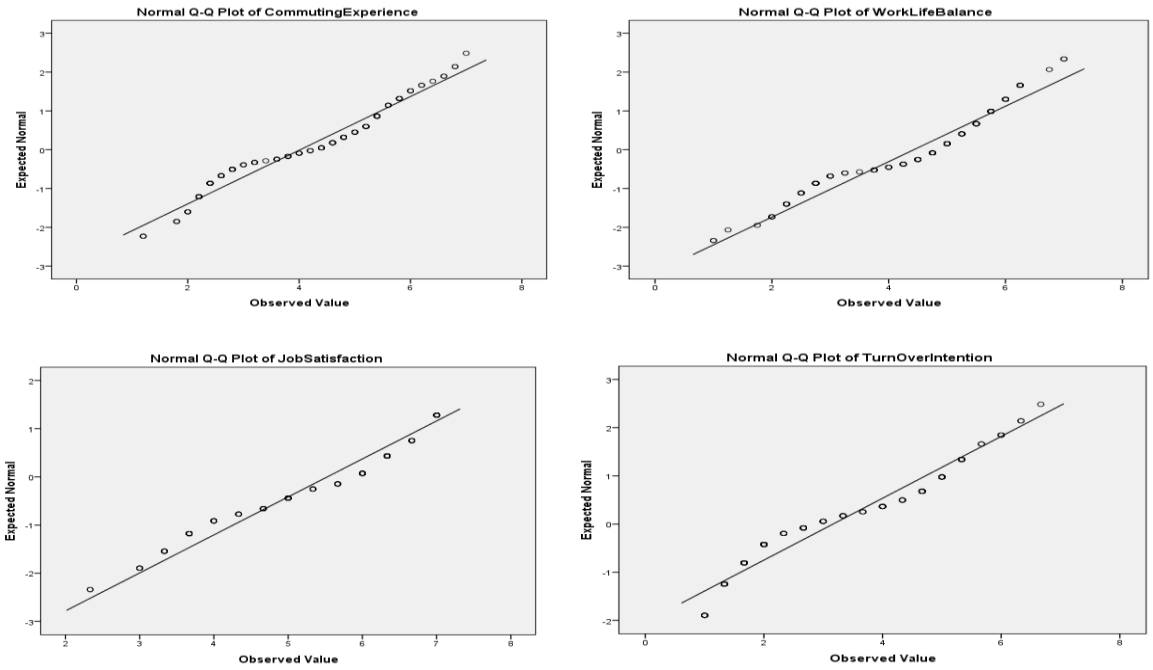
Table 14, below, shows that the skewness value for all variables ranges from -1 to +1. For kurtosis, the absolute values of all variables are less than 7. This implies that the it is a normally distributed data.

Table 14. Test of Normality

Statistics					
		Commuting Experience	**Work-Life Balance**	**Job Satisfaction**	**TurnOverIntention**
N	Valid	154	154	154	154
	Missing	0	0	0	0
Skewness		-0.054	-0.543	-0.608	0.314
Std. Error of Skewness		0.195	0.195	0.195	0.195
Kurtosis		-1.194	-0.768	-0.758	-1.248
Std. Error of Kurtosis		0.389	0.389	0.389	0.389

Source: Analysis of Survey data,2025 using SPSS 25

Figure 4 shows that in the Q-Q plot, the points align closely with the straight diagonal line, and there is not much deviation from the straight line. This is another indication for the normal distribution of the data set.



(Source: Analysis of Survey data, 2025 using SPSS 25)

Figure 4. Q–Q plot for Normality test

4.9.3 Linearity Test

It is important to verify that the assumption of a linear relationship between exposure and outcome holds true. If this assumption fails, the linear regression model's accuracy will decrease significantly, making it unsuitable. Therefore, it is impossible to use the linear regression model. As is shown in Table 15 below, there is significant linearity between Commuting experience and all the outcome variables (Work-life balance, Job satisfaction, and Turnover intention).

Table 15. Test of Linearity

Linearity	Significance
Commuting experience and Work-life balance	0.000
Commuting experience and Job satisfaction	0.000
Commuting experience and Turnover intention	0.000

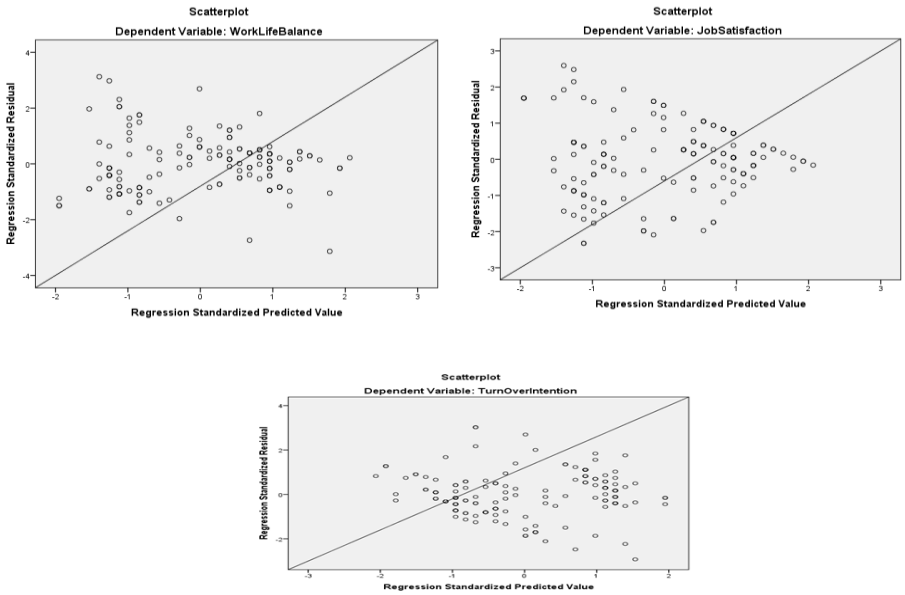
Source: Analysis of Survey data, 2025 using SPSS 25

4.9.4 Homoscedasticity Test

The assumption of homoscedasticity, meaning identical variance, is crucial to linear regression analysis. Homoscedasticity pertains to a particular scenario where the variability of the error terms, which is the random fluctuation or unexplained differences in the link between the independent and dependent variables, stays consistent for every value of the independent variables (Lani, 2011).

One of the best ways to check the homoscedasticity assumption is by observing a scatter plot of residuals against predicted values. A scatterplot visually assesses homoscedasticity assumptions by displaying the predicted scores of the outcome variable on one axis and the prediction errors (residuals) on the other. This visualization helps to determine whether the error variance stays stable throughout all predictive values, which is important for validating regression models. If the points are randomly scattered without any clear pattern, it implies that homoscedasticity assumption is fulfilled (Tabachnick, 2007).

Figure 5 shows that residuals are randomly scattered above and below the fitted line with no specific pattern in the distribution or shape. Therefore, we may say that the regression model either satisfies homoscedasticity or does not exhibit heteroscedasticity.



(Source: Analysis of Survey data, 2025 using SPSS 25)

Figure 5. Scatter plot for the homoscedasticity test

4.9.5. Multivariate Regression Outcome of the Study

This study applied a multivariate regression model to examine the degree to which the exposure variable (Commuting experience) affects the outcome variables (Work-life balance, Job satisfaction, and intention to quit).

Table 16. Multivariate Main Effect of Commuting Experience via Wilk's Lambda

Effect	Wilks' Lambda value	F	Hypothesis df	Error df	Sig.	Partial Eta-Squared
Commuting Experience	0.362	87.940	3.000	150.000	0.000	0.638

Source: Analysis of Survey data, 2025 using SPSS 25

In multivariate regression, Wilks' lambda is a statistic that measures the portion of the dependent variable's variability left unexplained by the independent variables (or factors). A Wilks' lambda value closer to 0 indicates a stronger effect of the independent variable (Nazema, 2019).

Table 16 shows the multivariate main effect of commuting experience. The analysis of this variable formed a Wilk's lambda value of 0.3621 that corresponds to an F-value of 87.940 and assessed at a degree of freedom of 3 for the between-groups hypothesis and error within groups of 150. A statistically significant F-value ($p < 0.000$), signifying meaningful variances between the exposure and outcome variables. From this, we can conclude that there is a stronger effect of commuting experience on the balance between work and life, job fulfillment, and the intention to quit.

Furthermore, partial Eta-Squared communicates the level an independent variable accounts for the total variance (Goodale, 2021). In multivariate regression, a common rule of thumb for interpreting partial eta-squared values suggests that 0.01 indicates a little effect, a medium effect is indicated by a value that equals 0.06, and a large effect is indicated by a value of 0.14 (Richardson, 2011). In our case, the partial Eta-Squared value is 0.638, which is greater than 0.14. Hence, the independent variable (Commuting experience) has a large effect on the outcome variables (Work-life balance, Job satisfaction, and Turnover intention).

Table 17. Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Commuting Experience	Work-life Balance	160.034	1	160.034	174.183	0.000	0.534
	Job Satisfaction	95.850	1	95.850	97.074	0.000	0.390
	TurnOverIntention	163.455	1	163.455	119.613	0.000	0.440
Error	Work-life Balance	139.653	152	0.919			
	Job Satisfaction	150.084	152	0.987			
	TurnoverIntention	207.712	152	1.367			

Source: Analysis of Survey data, 2025 using SPSS 25

4.9.5.1 The Effect of Commuting Experience on Work-life Balance

Evidence from Table 17 points to commuting experience having a statistically significant effect on the work and personal life equilibrium of workers ($F (1, 152) = 174.183$; $p < .0005$; partial $\eta 2 = 0.534$). Therefore, our study discovered that commuting experience effect on the work-life balance of workers which is significant. Around the globe, studies with similar findings are supporting this result. A previous study from the US investigating 'absolute' and 'relative commute time' concerning work-family conflicts, stated that longer commuting time with inflexible work schedules led to higher work-family conflict, whereas flexible work schedules are maintained with equivalent commuting duration. Additionally, the ability to fulfill one's family duties moderated the effect of commuting on the conflict between work and personal life demands (Bai et al., 2021). Another study conducted to examine the implications of commuting duration for the commitment of employees and their well-being, it was found that the negative effect of commuting is mediated by work-life balance (Emre and De Spiegeleare, 2021). A study from Switzerland by the Department of Work and Organizational Psychology reported a similar result, stating that longer commutes increase work-life conflict (Elfering et al., 2020). A study published in 2021 by the University of Regina mentioned that engaging in active commuting is positively related to certain measures of work and personal life stability among Canadians, which was more noticeable among females.

According to the findings of our study and studies showing similar results, we can underline that commuting affected work-life balance significantly, which may also affect additional elements of work and life.

4.9.5.2 The Effect of Commuting Experience on Job Satisfaction

The commuting experience here comprises the attitude of employees toward the fairness of their commuting time, satisfaction with their mode of transportation, the presence of stress, and heavy traffic during their commute, which are believed to have an effect on job satisfaction. Table 17 shows that job satisfaction is significantly influenced by commuting experience ($F (1, 152) = 97.074$; $p < .0005$; partial $\eta 2 = 0.390$). Therefore, our study demonstrated that a positive commuting experience of employees is connected to elevated job satisfaction.

A consistent result is presented by Ben Clark, Kiron Chatterjee, and colleagues, who reported that extended commute times showed a strong negative association with job satisfaction (Clark et al.,

2020). The commuting experience can be related to many components that are not included in the list of the variable “Commuting experience” in this study. Concerning that, a North Carolina study focusing on commuting strain, which refers to significant time investment of workers on work-related tasks during their commute, revealed that commuting strain is adversely related to their job satisfaction (Mesmer-Magnus et al., 2023). A study from China revealed that job satisfaction is negatively affected by commuting time, which is buffered by increased duration of nap time and an allowance per month that is over CNY 40.00.

A snowball study of employees in Ghana, examining the impact of commuting stress on employee job satisfaction and turnover intention, mentioned that higher levels of burnout and intention to leave their job are linked to commuting stress. Though a direct effect on job satisfaction by commuting stress was not observed. However, burnout facilitated an indirect relationship (Amponsah-Tawiah et al., 2016).

Most research supports that commuting experience, which has a variety of elements such as commuting time, distance, stress, strain, satisfaction, mode, and so on, is connected either directly or indirectly to job satisfaction. On the contrary, the investigation focused on how commuting stress influences commuters’ private life and work responsibilities identified that job satisfaction is not affected by commuting stress (Mahudin and Mahudin, 2012). Another study by Christopher W. Wiese and colleagues discovered that commuting time had minimal impact on the well-being and work results of employee**s,** including job satisfaction. They also disclosed that satisfaction with one’s job is affected by commuting experience, but not by commuting predictability (Wiese et al., 2024).

The Effect of Commuting Experience on Turnover Intention

From Table 17, we can see that turnover is affected by commuting experience with a has a statistically significant value of ($F(1, 152) = 119.613$; $p < .0005$; partial $\eta 2 = 0.440$). This finding aligns with a study from Tennessee that assessed whether commuting duration to work leads teachers to leave their jobs and other workplace results, revealing that teachers with longer commutes were more inclined to transfer schools within the same district. Those with commutes longer than 40 minutes showed a higher probability of exiting the district (Santelli and Grissom, 2024). Results from a study in Turkey reveal that life satisfaction partially mediates the link between commuting stress and intention to quit their job positively, suggesting that turnover is not

only directly influenced by commuting stress but also through its negative impact on life satisfaction indirectly (Demiral, 2018). Another study articulated that the positive association between commuting stress and intention to leave one's job is mediated by burnout (Amponsah-Tawiah et al., 2016). Additionally, research from Switzerland examined the connection existing between the time of commuting considered as work-related demand and the intention to quit, with findings indicating that commuting time negatively affects the intention to leave their job (Elfering et al., 2020). An intriguing finding was revealed by a study conducted in 2021, which investigated in 32 European countries, assessing the link between commuting time satisfaction and life domain satisfaction. Results from this study pointed out that job satisfaction has the strongest association with commuting time satisfaction.

4.10 Interpretation of the Results

More than half, 54% of the participants had an average commuting time of less than an hour and 53% had an average waiting time of less than 30 minutes. This could be due to the location of the project offices which could be related to the affordability of houses rents near the area and the relatively higher accessibility of transportation.

The low commuting stress could be related to the mode, waiting time and total commuting time, which most of them use taxi, with an average waiting time of less than 30 minutes and commuting time of less than an hour for the majority of the participants.

The dominant condition among the three dependent variables was job satisfaction and this could be related to having a relatively good salary in addition to having good commuting experience.

The level of commuting experience showed a stronger effect on work-life balance. This can be related to the fact that majority of the participants are male and married, in our society, men mostly have lower participation in house chores, care related to children and the elderly family members except financially. This might contribute to having a good work-life balance.

CHAPTER FIVE

5. Summary, Conclusion, and Recommendation

The primary aim of the study was to investigate how commuting experience affects work-life balance, job satisfaction, and turnover intention among employees involved in education-related projects in Addis Ababa, Ethiopia, in 2025. The investigation has specific objectives of describing the level of commuting experience of employees, identifying the most prevalent conditions from work-life balance, job satisfaction, and turnover intention. Additionally, exploring the relationship between commuting experience and work-life balance, job satisfaction, and turnover intention. Finally, examining the effect of commuting experience on work-life balance, job satisfaction, and turnover intention in education-related projects in Addis Ababa, Ethiopia, in 2025. Therefore, drawing from the analysis and interpretations discussed earlier, the subsequent summary, conclusions, and recommendations are provided.

5.1. Summary of Findings

In total, 165 questionnaires were sent to the sample population to examine how commuting experience affects job satisfaction, work-life balance, and turnover intention of employees working on education-related projects in Addis Ababa, Ethiopia. Of these, 154 usable responses were received, leading to a response rate of 93.3%. This reflects the respondents' dedication to supplying pertinent data for the study.

The analysis of demographic questions was conducted with frequency and percentages to display information on respondents' gender, age, marital status, number of dependent family, education status, monthly income, work experience, mode of transportation, waiting time and average time from home to work of employees working at education related projects in Addis Ababa, Ethiopia.

The descriptive statistics of the exposure variable and outcome variables were analyzed to describe the level of commuting experience of employees and identify the dominantly occurring situation of education-related projects in Addis Ababa, Ethiopia. Correlation analysis has also been conducted using Pearson product-moment correlation to investigate how strongly and in which direction the relationship exists between commuting experience and job satisfaction, work-life balance, and turnover intention. Likewise, a multivariate regression analysis is implemented to

inspect the consequences of commuting experience on the equilibrium between work and life, job satisfaction, and intention to quit.

The descriptive statistics for the demographic profile of respondents reveal that most of them are 85 (55.2%) and 63 (44.8%) are male in gender and in the age range of 35-44, respectively. Most of the respondents who are 100 (64.9%) are married, and 77 (50%) of them have dependent families. The majority of the participants, who are 70 (45.5%), are first-degree holders, while the monthly income of most participants, who are 61 (39.6%), is in the range of 11,000 – 25,000 birr. Regarding work experience and mode of transportation, most of the participants, who are 41 (26.6%) and 110 (71.4%), have work experience of 16 – 20 years and have a taxi (minibus) as a mode of transportation. Besides, the majority of the respondents, who are 62 (44.9%), have a waiting time of 15 – 30 minutes, and 61 (39.6%) of them take an average time of 31 minutes – 1 hour to go to work.

The descriptive statistics for the level of commuting experience of employees working in education-related projects in Addis Ababa, Ethiopia, have shown that the fairness of commuting time from home to workplace is high. Despite the level of employees' desire on the shortness of travel from home to workplace is still high. On the other hand, employees have an equal level of satisfaction and dissatisfaction with their current mode of transportation for traveling to the workplace. Moreover, the level of feeling stressed during travel to work is low, while the level of facing heavy traffic during travel to work is high.

The computed mean values of all the independent variables from the descriptive statistics demonstrate the dominant situation of education-related projects in Addis Ababa, Ethiopia. The highest mean score was that of job satisfaction, with an average score of 5.51 and a standard deviation of 1.599. Therefore, it is concluded, the situation that dominantly exists education education-related projects in Addis Ababa, Ethiopia is job satisfaction.

The output for the correlation analysis revealed the commuting experience has a positive relationship with job satisfaction and work-life balance, which is positive. On the contrary, the commuting experience has a negative relationship with the intention to quit, which is still statistically significant. The strongest relationship is found between commuting experience and work-life balance, as their r value is greater than 0.7.

To run the multivariate regression analysis, the assumption of no outliers has been tested using a Box-and-Whisker plot, and it showed the absence of outliers in the dataset. Normality has also been checked using skewness and kurtosis in addition to the Q-Q plot, which shows the data's normality. There is a normal distribution of the data. Furthermore, a significant linear relationship between the exposure and outcome variable has been revealed, while scatter plots were used to show homoscedasticity and point out that there is not much heteroscedasticity. Having checked all the assumptions have been fulfilled, the multivariate regression has shown that commuting experience affects work-life balance, job satisfaction, and turnover intention significantly. Additionally, the Wilks' Lambda and Partial Eta-squared of the model have shown that the exposure variable has explained the outcome variable strongly, and the exposure variable has a greater effect on the outcome variable.

5.2 Conclusion

This part offers the conclusion based on the findings discussed in the fourth chapter**,** along with recommendations to offer additional perspectives on the effect of commuting experience on job satisfaction, work-life balance, and turnover intention of education-related projects in Addis Ababa, Ethiopia, in 2025.

Since most respondents provided positive feedback about their commuting experience, we can conclude that their positive experiences outnumber their negative ones. Conversely, as the highest mean score was observed in job satisfaction, we can conclude that among the employees of education-related projects in Addis Ababa, Ethiopia, job satisfaction is more prominent than turnover intention and work-life balance.

The Pearson product-moment correlation coefficient analysis shows that, compared to other conditions, the strongest relationship commuting experience has is with work-life balance.

Moreover, the multivariate regression revealed that commuting experience has a strong, greater, and significant effect on job satisfaction, work-life balance, and turnover intention of education-related projects employees in Addis Ababa, Ethiopia, in 2025.

5.3 Recommendation

In order to provide insight, this section offers suggestions derived from the study results and conclusion for education-related projects in Addis Ababa, Ethiopia. The goal is to align employees' commuting experiences with job satisfaction, work-life balance, and turnover intention within the organization. To improve the alignment this, the researcher offers the following recommendations.

- ✓ For policymakers, it is recommended to consider urban planning and development that supports efficient public transport systems that improve the commuting experiences of employees. This can be done by promoting mass transportation and forcing private vehicle drivers to give ride for commuters with same pat during rush hours. Also, reducing traffic jam by scheduling the road use of private vehicles through plate numbers (odd and even).
- ✓ Employees should consider the impact of commuting on equilibrium between work and personal life and overall job satisfaction when selecting their workplace location.
- ✓ For employers, it is recommended to put the consequence of commuting on job satisfaction, work-life balance, and turnover intention of employees into consideration, and work on enhancing their commuting experience by providing transportation services, promoting flexible hours, and remote work options.
- ✓ For researchers, we recommend studying the effect of commuting on a larger population and in different setting and also investigating whether there is any moderating or mediating effect between commuting, balance of work and personal life, job satisfaction, and turnover intention of workers.

5.4 Suggestions for Future Research

Additional investigations are essential should be undertaken by using larger samples and populations to determine the wider relevance of these findings. Additionally, other variables that commuting may affect should be included, such as job performance, productivity levels, team dynamics, and the varying impact on those with flexible work arrangements or telecommuting. Furthermore, it is suggested that an investigation of whether there is any moderating or mediating effect between commuting, balance of work and personal life, job satisfaction, and turnover intention of workers. Finally, we suggest developing a standard tool to measure commuting experience, quality, and so on.

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Appendices

In this section, Appendix A shows the questionnaire used for data collection to the assessment of commuting experience of employees working in education-related projects and their perception about their own job satisfaction, work-life balance, and turnover intention.

From Appendix B to the last appendix, all of them are SPSS outputs.

Appendix A

Questionnaire

This questionnaire aims to explore the relationship between commuting experience, job satisfaction, work-life balance, and turnover intention of project employees as part of a master's thesis. Your responses will remain anonymous and be used solely for this research. This survey will take approximately 15 minutes to complete. Feel free to skip any question you don't wish to answer, but please respond to as many as you can. If you have any questions, please contact the data collectors or supervisors.

Please tick (√) the option that best represents your opinion on the circles or blank spaces

Part 1. Demographic Information

No.	Questions	Categories				
		1	2	3	4	5
1	Sex	○ Male	○ Female			
2	Age (In years)	○ Below 25	○ 25-34	○ 35-44	○ 45-54	○ Above 54
3	Marital status	○ Single	○ Married	○ Divorced	○ Widowed	○ Domestic partnership
4	Number of dependent families living with you	○ None	○ 1-3	○ 4-6	More than 6	
5	Educational status	○ Certificate	○ Diploma	○ First Degree	○ Master's Degree	○ PhD and above
6	Monthly Income (In Birr)	○ Below 10,000	○ 11,000 - 25,000	○ 26,000- 30,000	○ 31,000- 45,000	○ Above 45,000
7	Work experience (In years)	○ Below 5 years	○ 6-10 years	○ 11-15 years	○16-20 years	○ Above 20 years
8	What mode of transportation do you	○ Car				○ Bus, Sheger, Higer,

	primarily use for commuting?		○ Taxi (Minibus)	○ Walking/ Bicycle	○ Transportation Service of the project	Lonchina/kitkit (Midibus)
9	On average, how much time do you spend waiting for transportation on your daily journey from home to work (in minutes) for public transport or transportation service by the project users?	○ Below 15 minutes	○ 15-30 minutes	○ 31- 45 minutes	○ 46-60 minutes	○ Above 60 minutes
10	How long does your daily journey from home to work take**?**	○ Below 30 minutes	○ 31 minutes to 1 hour	○ 1hour to 1hour and 30 minutes	○ 1 hour and 31 minutes to 2 hours	○ Above 2 hours

Part 2. Commuting Experience Assessment

No.	Questions	Strongly disagree	Disagree	Slightly disagree	Neutral	Slightly agree	Agree	Strongly agree
11	The time it takes me to travel from home to my workplace is reasonable							
12	I often wish my travel from home to my workplace was shorter							
13	I am satisfied with my current mode of transportation to my workplace							
14	I feel stressed during my travel to work							
15	I often face heavy traffic during my travel to work							
16	I feel that costs of traveling to my workplace is a significant financial burden							

Part 3. Work-life balance

When I reflect on my work and **non-work activities (meaning your regular activities outside of work such as family, friends, sports, study, etc.),** over the past three months, I conclude that

No.	Questions	Strongly disagree	Disagree	Slightly disagree	Neutral	Slightly agree	Agree	Strongly agree
23	I currently have a good balance between the time I spend at work and the time I have available for non-work activities							
24	I have difficulty balancing my work and non-work activities.							
25	I feel that the balance between my work demands, and non-work activities is currently about right.							
26	Overall, I believe that my work and non-work life are balanced.							

Part 4. Job satisfaction scale

No.	Question	Strongly disagree	Disagree	Slightly disagree	Neutral	Slightly agree	Agree	Strongly agree
		1	2	3	4	5	6	7
20	All in all, I am satisfied with my job.							
21	In general, I don't like my job.							
22	In general, I like working here.							

Part 5. Turnover Intentions Scales

No.	Questions	Strongly disagree	Moderately disagree	Slightly disagree	Neutral	Slightly agree	Moderately agree	Strongly agree
		1	2	3	4	5	6	7
17	I often seriously consider leaving my current job.							
18	I intend to quit my current job.							
19	I have started to look for other jobs.							

Thank you for your participation!

Appendix B

Reliability Test

Reliability Statistics

Cronbach's Alpha	N of Items
.793	5

Item Statistics

	Mean	Std. Deviation	N
The time it takes me to travel from home to my workplace is fair	4.29	2.051	154
I often wish my travel from home to my workplace was shorter	3.88	2.164	154
I am satisfied with my current mode of transportation for traveling to my workplace	3.97	2.013	154
I feel stressed during my travel to work	4.40	1.747	154
I often face heavy traffic during my travel to work	3.55	1.757	154

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The time it takes me to travel from home to my workplace is fair	15.81	31.923	.695	.712
I often wish my travel from home to my workplace was shorter	16.21	35.045	.488	.786

I am satisfied with my current mode of transportation for traveling to my workplace	16.12	35.228	.542	.765
I feel stressed during my travel to work	15.69	35.549	.655	.732
I often face heavy traffic during my travel to work	16.54	38.054	.512	.773

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
20.09	52.240	7.228	5

Case Processing Summary

		N	%
Cases	Valid	154	100.0
	Excluded[a]	0	.0
	Total	154	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.849	4

Item Statistics

	Mean	Std. Deviation	N

I currently have a good balance between the time I spend at work and the time I have available for non-work activities	4.60	1.915	154
I have difficulty balancing my work and non-work activities	4.46	1.543	154
feel that there is a fair balance between my work demands and non-work activities currently	4.31	1.598	154
Overall, I believe that my work and non-work life are balanced	4.36	1.667	154

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I currently have a good balance between the time I spend at work and the time I have available for non-work activities	13.12	15.900	.771	.772
I have difficulty balancing my work and non-work activities	13.26	20.468	.608	.840
feel that there is a fair balance between my work demands and non-work activities currently	13.42	19.591	.650	.824
Overall, I believe that my work and non-work life are balanced	13.36	18.102	.737	.787

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
17.72	31.340	5.598	4

Case Processing Summary

		N	%
Cases	Valid	154	100.0
	Excluded[a]	0	.0
	Total	154	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.718	3

Item Statistics

	Mean	Std. Deviation	N
In general, I am satisfied with my job	5.59	1.403	154
In general, I don't like my job	5.80	1.765	154
In general, I like working here	5.14	1.734	154

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
In general, I am satisfied with my job	10.94	9.473	.474	.707

In general, I don't like my job	10.73	7.023	.576	.583
In general, I like working here	11.39	7.128	.583	.573

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
16.53	15.532	3.941	3

Case Processing Summary

		N	%
Cases	Valid	154	100.0
	Excluded[a]	0	.0
	Total	154	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.855	3

Item Statistics

	Mean	Std. Deviation	N
I often seriously consider leaving my current job	3.39	1.901	154
I have a plan to quit my current job	2.97	1.645	154
I have started searching for other jobs	3.14	1.753	154

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I often seriously consider leaving my current job	6.11	10.073	.675	.853
I have a plan to quit my current job	6.53	11.297	.708	.817
I have started searching for other jobs	6.36	9.854	.809	.718

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
9.50	21.833	4.673	3

Appendix C

Pearson Correlation Analysis

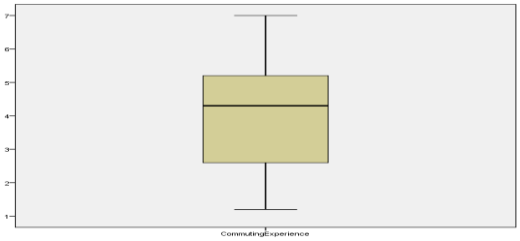
Correlations

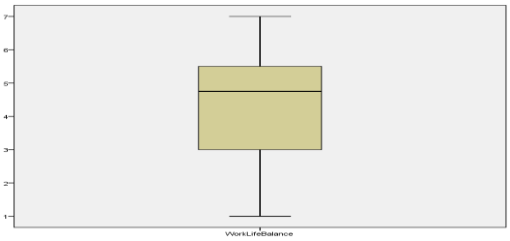
		CommutingExperience	WorkLifeBalance	JobSatisfaction	TurnOverIntention
CommutingExperience	Pearson Correlation	1	.731**	.624**	-.664**
	Sig. (2-tailed)		.000	.000	.000
	N	154	154	154	154
WorkLifeBalance	Pearson Correlation	.731**	1	.554**	-.586**
	Sig. (2-tailed)	.000		.000	.000
	N	154	154	154	154
JobSatisfaction	Pearson Correlation	.624**	.554**	1	-.656**
	Sig. (2-tailed)	.000	.000		.000
	N	154	154	154	154
TurnOverIntention	Pearson Correlation	-.664**	-.586**	-.656**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	154	154	154	154

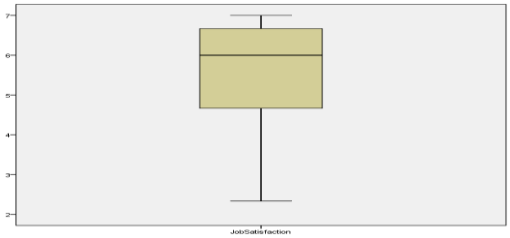
**. Correlation is significant at the 0.01 level (2-tailed).

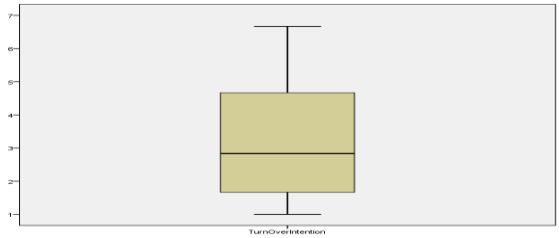
Appendix D

Test of Outliers









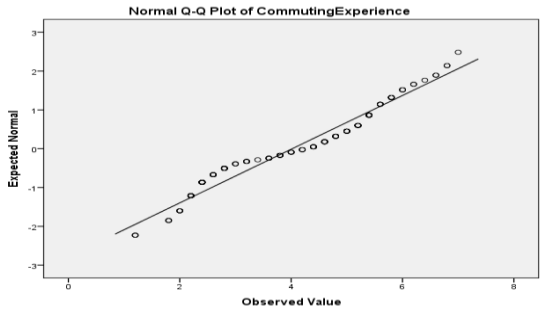
Appendix E

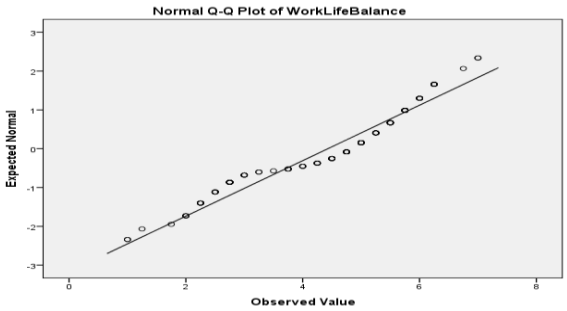
Test of Normality

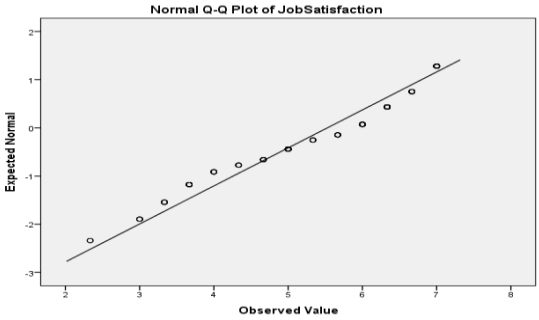
Descriptives

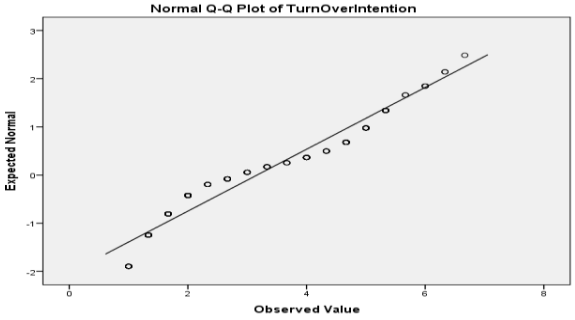
			Statistic	Std. Error
CommutingExperience	Mean		4.02	.116
	95% Confidence Interval for Mean	Lower Bound	3.79	
		Upper Bound	4.25	
	5% Trimmed Mean		4.01	
	Median		4.30	
	Variance		2.090	
	Std. Deviation		1.446	
	Minimum		1	
	Maximum		7	
	Range		6	
	Interquartile Range		3	
	Skewness		-.054	.195
	Kurtosis		-1.194	.389
WorkLifeBalance	Mean		4.43	.113
	95% Confidence Interval for Mean	Lower Bound	4.21	
		Upper Bound	4.65	
	5% Trimmed Mean		4.47	
	Median		4.75	
	Variance		1.959	
	Std. Deviation		1.400	
	Minimum		1	
	Maximum		7	
	Range		6	
	Interquartile Range		3	
	Skewness		-.543	.195
	Kurtosis		-.768	.389
TurnOverIntention	Mean		3.17	.126
	95% Confidence Interval for Mean	Lower Bound	2.92	
		Upper Bound	3.41	
	5% Trimmed Mean		3.12	
	Median		2.83	
	Variance		2.426	

	Std. Deviation		1.558	
	Minimum		1	
	Maximum		7	
	Range		6	
	Interquartile Range		3	
	Skewness		.314	.195
	Kurtosis		-1.248	.389
	Mean		5.53	.102
	95% Confidence Interval for Mean	Lower Bound	5.33	
		Upper Bound	5.73	
	5% Trimmed Mean		5.59	
	Median		6.00	
	Variance		1.607	
JobSatisfaction	Std. Deviation		1.268	
	Minimum		2	
	Maximum		7	
	Range		5	
	Interquartile Range		2	
	Skewness		-.608	.195
	Kurtosis		-.758	.389


Normal Q-Q Plot of CommutingExperience
Expected Normal
Observed Value


Normal Q-Q Plot of WorkLifeBalance
Expected Normal
Observed Value


Normal Q-Q Plot of JobSatisfaction
Expected Normal
Observed Value


Normal Q-Q Plot of TurnOverIntention
Expected Normal
Observed Value

Appendix F

Test of Linearity

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
WorkLifeBalance * CommutingExperience	Between Groups	(Combined)	194.840	27	7.216	8.672	.000
		Linearity	160.034	1	160.034	192.322	.000
		Deviation from Linearity	34.806	26	1.339	1.609	.044
	Within Groups		104.847	126	.832		
	Total		299.687	153			

ANOVA Table

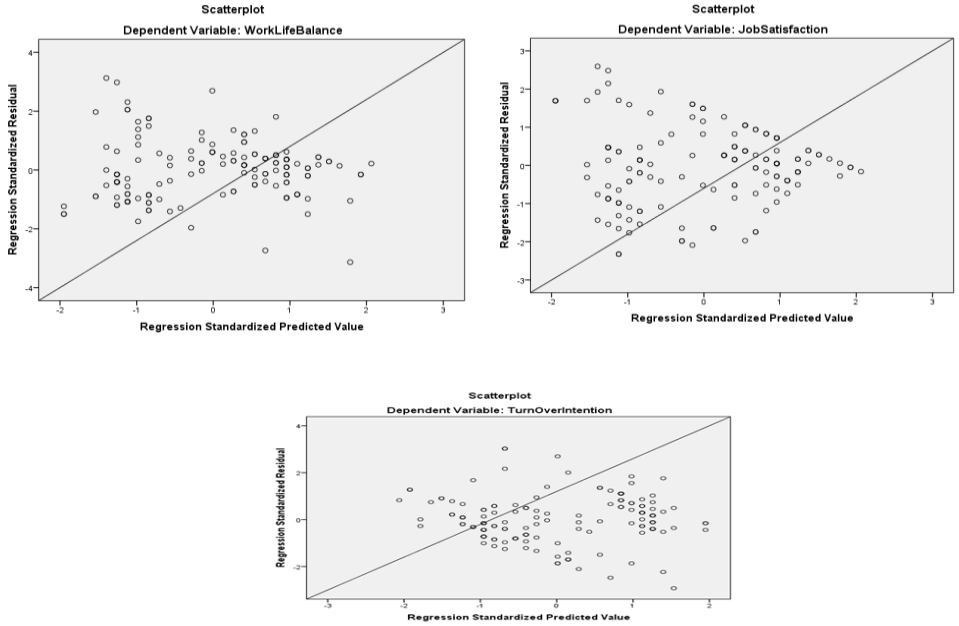
			Sum of Squares	df	Mean Square	F	Sig.
JobSatisfaction * CommutingExperience	Between Groups	(Combined)	140.904	27	5.219	6.261	.000
		Linearity	95.850	1	95.850	114.987	.000
		Deviation from Linearity	45.054	26	1.733	2.079	.004
	Within Groups		105.030	126	.834		
	Total		245.934	153			

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
TurnOverIntention * CommutingExperience	Between Groups	(Combined)	215.734	27	7.990	6.477	.000
		Linearity	163.455	1	163.455	132.503	.000
		Deviation from Linearity	52.280	26	2.011	1.630	.040
	Within Groups		155.432	126	1.234		
	Total		371.167	153			

Appendix G

Homogeneity Test



Appendix H

Multivariate Regression

Multivariate Tests[a]

Effect		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared
Intercept	Pillai's Trace	.886	388.691[b]	3.000	150.000	.000	.886
	Wilks' Lambda	.114	388.691[b]	3.000	150.000	.000	.886
	Hotelling's Trace	7.774	388.691[b]	3.000	150.000	.000	.886
	Roy's Largest Root	7.774	388.691[b]	3.000	150.000	.000	.886
CommutingExperience	Pillai's Trace	.638	87.940[b]	3.000	150.000	.000	.638
	Wilks' Lambda	.362	87.940[b]	3.000	150.000	.000	.638
	Hotelling's Trace	1.759	87.940[b]	3.000	150.000	.000	.638
	Roy's Largest Root	1.759	87.940[b]	3.000	150.000	.000	.638

a. Design: Intercept + CommutingExperience

b. Exact statistic

Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	WorkLifeBalance	160.034[a]	1	160.034	174.183	.000	.534
	JobSatisfaction	95.850[b]	1	95.850	97.074	.000	.390
	TurnOverIntention	163.455[c]	1	163.455	119.613	.000	.440
Intercept	WorkLifeBalance	44.207	1	44.207	48.115	.000	.240
	JobSatisfaction	194.327	1	194.327	196.808	.000	.564
	TurnOverIntention	640.035	1	640.035	468.366	.000	.755
CommutingExperience	WorkLifeBalance	160.034	1	160.034	174.183	.000	.534
	JobSatisfaction	95.850	1	95.850	97.074	.000	.390
	TurnOverIntention	163.455	1	163.455	119.613	.000	.440
Error	WorkLifeBalance	139.653	152	.919			
	JobSatisfaction	150.084	152	.987			
	TurnOverIntention	207.712	152	1.367			
Total	WorkLifeBalance	3322.188	154				
	JobSatisfaction	4952.222	154				
	TurnOverIntention	1915.444	154				
Corrected Total	WorkLifeBalance	299.687	153				

	JobSatisfaction	245.934	153				
	TurnOverIntention	371.167	153				

a. R Squared = .534 (Adjusted R Squared = .531)

b. R Squared = .390 (Adjusted R Squared = .386)

c. R Squared = .440 (Adjusted R Squared = .437)