



THE IMPACT OF WORK LIFE BALANCE ON FEMALE EMPLOYEE JOB
PERFORMANCE: THE CASE OF ETHIOPIAN AIRLINES EMPLOYEES

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DECLARATION

I Solomon Tesfaye, have by declare that this thesis entitled; The Impact of Work Life Balance on Female Employee Performance: The Case of Ethiopian Airlines Employees based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted to Addis Ababa University or any other institution.

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This is to certify that his thesis entitled “The Impact of Work Life Balance on Female Employee Performance:”: The Case of Ethiopian Airlines Employees was undertaken by Solomon Tesfaye for the partial fulfillment of Master of Business Administration in Addis Ababa University, is an original work and not submitted for any degree either AAU or any other University. Now, it is submitted with my approval as a thesis.

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ACRONYMS

WLB work life balance

TWA Trans World Airlines

ECAA Ethiopian Civil Aviation Authority

EAL Ethiopian Air Lines

ET Ethiopian

EAE Ethiopian Airport Enterprise

EAGPBTU Ethiopian Airlines Group Basic Trade Union

ET MRO Ethiopian Airlines Maintenance, Repair and Overhaul

HR Human Resource

ABSTRACT

In today's dynamic airlines business environment, work life balance has become one of the key issues faced by many female employees all over the world. Maintaining work life balance is an issue increasingly recognized as of strategic importance to organization and of significance to employees.

The research work sought to examine extensively whether there is a relationship between work life balance and employees job performance. A lack of work life balance also has an adverse effect on Ethiopian airlines prospects for success in many respects. The main objective of this study is to carry out research on the Ethiopian Airlines industry and recognize the impact of work life balance on the female employee's performance. And also to identify whether the work life balance leads to higher employee performance.

The target population of this research is all female employees of Ethiopian Airlines at bole international airport. This investigation area is used Cluster sampling method to select main office of Ethiopian Airlines Industries. (i.e., Bole International Airport- Sample Size 404). Data were gathered through questionnaire method. In this study, for the purpose of hypothesis testing the researcher used univariate, and bivariate statistics methods. The Data were analyzed through SPSS 15.0 software to find out the relationship between variables. Findings of the study reveal that there is a strong relationship between work life balance and employee performance. These relationships are positive and have significant levels. The research findings give evidence that the better work life balance of female Ethiopian airlines employees leads to increased employee performance.

Keywords: Work Life Balance, Employee Performance, Employee Job Satisfaction, Ethiopian Airlines Industry

CHAPTER ONE

INTRODUCTION

Work life balance means balancing professional life and personal life and how they influence each other (Guest, 2002). Work–life balance Defined as satisfaction and good functioning at work and at home with a minimum of role conflict (Greenhaus, 2002). It is important to understand that work life balance does not mean to devote equal amounts of time to paid work and non-paid roles, it is defined as a satisfactory level of involvement or fit between the multiple roles in a person’s life (Clarke, et al 2004). WLB is a crucial concept that does not just limit one to personal life and the work role. It goes ahead into influencing a person's mental, social, economic, as well as psychological well-being (Orugbu et al, 2015). In today’s ever demanding work environment lot of people face the problem of balancing work and family life (Mendis and Weerakkody, 2014). The problems are shown through a person’s productivity that inevitably impact employee performance (Lilian, Uzochukwu and francisca, 2015).

In every organization, employees are extremely valued asset; productive, successful business can simply be achieved by actively engaging employees in improving their performance (Baral and Bhargava, 2010). It was found that the employees’ quality of work life enhanced the quality of organizational performance (Nayak & Sahoo, 2015; Shen, Benson, & Huang, 2014). It noted that the better quality of work life of the employee helps to improve the organizational performance. Women in Ethiopian airlines are working under pressure and they are dealing with work life conflict, which directly affect their performance. Thus, in this study, the researcher intended to investigate whether there is an impact of work life balance on female employee performance on Ethiopian airline Addis Ababa bole international airport.

In addition to the above, the researcher noticed that many research studies are related to finding the impact of work life balance on employee performance have done related to different sector. There is no or a lack of research on related to impact of work life balance on female Ethiopian airline employees. The primary importance of work life balance, whether implicit or explicit to the organization, cannot be ignored by employees. When employees work

life imbalance that will negatively affect employee performance (Gryzwacz and Carlson, 2007). This study focus on investigating the impact of work life balance on female employee's performance. Furthermore, it looks at the concept of WLB (quality of health, role overload, dependent care issues and social support network) Employee performance.

1. WORK LIFE BALANCE

In today's ever demanding work environment lot of people face the problem of balancing work and family life. Despite the worldwide quest for work life balance here on referred to as work life balance (WLB), very few have found an acceptable definition and concept. WLB does not mean an equal balance; it is about adjusting the working patterns to allow employees to combine work with their other responsibilities such as caring for children or elderly relatives. Human resource management practices in organization develop activities that concerns employee who works and lives with. Its success depends on how it attracts, recruits, motivates, and retains performed workforce. Employee perceived whether his or her quality of work life is good on his or her expectation about the organization (Yeo & Li, 2011). Therefore, this expectation is up to physical, security, affiliation, esteem, and actualization needs provided by the organization. The physical needs cover the area of workplace facilities, and the security needs cover compensation and benefits, and the affiliation needs cover social-networking and collaboration opportunities. The esteem needs cover autonomy and decision making, and the actualization needs cover the strategic planning and development.

“Work Life Balance isn't only about families and childcare. Nor is it about working less. It's about working smart. About being fresh enough to give all you need to both work and home, without jeopardizing one for the other. And it's a necessity for everyone, at whatever your stage in life” (Department of Trade and Industry, 2001).

Redmond et al. (2006) define work-life balance (WLB) as the flexible working schedules that allow both non-parents and parents to make it possible for them to create a balance amid the personal and employment responsibilities. WLB is a crucial concept that concerns different workers in both the public and private industry. It does not just limit one to personal life and the work role. It goes ahead into influencing a person's mental, social, economic, as well as psychological well-being. As per Orugbu et al. (2015), all these issues are shown through an individual's output that consequentially impact employee performance.

There are many empirical pieces of evidence, which have been revealed the relationship between employee expectations and the organizational performance (Kim, 2005). Employee expectations in the organization are what the employee feels, perceive, or how they behave toward their job, team, and organization e.g. job satisfaction, affective commitment, self-motivation, and organizational citizenship behaviors. Recently, the employees' quality of work life, which was effected by what they expect, was brought to the concern of many researchers. It was found that the employees' quality of work life enhanced the quality of organizational performance (Nayak & Sahoo, 2015; Shen, Benson, & Huang, 2014). It noted that the better quality of work life of the employee helps to improve the organizational performance.

Work-life balance is defined here as an individual's ability to meet their work and family commitments, as well as other non-work responsibilities and activities. Work life balance, in addition to the relations between work and family functions, also involves other roles in other areas of life. In this study, due to its more extensive associations, the concept of work–life balance is preferred. Work-life balance has been defined differently by different scholars. In order to broaden our perspectives, some definitions will be presented. Greenhaus (2002) defined work –life balance as satisfaction and good functioning at work and at home with a minimum of role conflict.

Felstead et al. (2002) defines work-life balance as the relationship between the institutional and cultural times and spaces of work and non-work in societies where income is predominantly generated and distributed through labor markets. Aycan et al. (2007) confined the subject only with work and family and put forward the concept of “life balance” with a more whole perspective. Scholars defined life balance as fulfilling the demands satisfactorily in the three basic areas of life; namely, work, family and private. Work demands work hours, work intensity and proportion of working hours spent in work. Additional work hours subtract from home time, while high work intensity or work pressure may result in fatigue, anxiety or other adverse physiological consequences that affect the quality of home and family life (White et al., 2003). Family demands include such subjects as the roles of the individuals (e.g. Father, mother, etc.,) family responsibilities (e.g childcare, house chores, etc) looking after the old members, children. Besides this, there are some other demands in work life balance than family and work live relaxation, vacation, sports and personal development programs. Work –life balance is not the allocation of time equally among work, family and personal demands. In literature, it is also emphasized that work-life balance is subjective phenomenon that changes from person to person.

In this regard, work-life balance should be regarded as allocating the available resources like time, thought and labor wisely among the elements of life. While some adopt the philosophy of 'working to live' and sees work as the objective, others consider "living to work" and situated work into the center of life.

With globalization and rapid technological advances, boundaries between work and home are blurring and demands on workers and enterprises have never been higher. This has meant increasing challenges for workers to be able to successfully reconcile the conflicting demands of paid work and their personal lives. Dramatic increases in women's labor force participation and the resulting demise of the so-called "male breadwinner" model have often resulted in a "double burden" for women of both paid and unpaid work. In addition, with the aging of the workforce in many countries, there are increasing concerns about how workers can address the needs not only of their immediate families, but of their extended families as well (e.g. elderly parents, disabled or ill relatives, etc.).

Work life balance means balancing professional life and personal life and how they influence each other. Work Life Balance (WLB) refers to the effective management of multiple responsibilities at work, at home, and in the other aspects of life. People require the balance between professions as well as all the other individual responsibilities. Work is paid employment and life is everything outside of the formal employment but is usually used to denote the realm of family or home life (Ransome, 2007). Work life balance looks as dream more than a goal. Work life balance was first and foremost visualized in terms of conflict between work-family and enrichment of work-family. The role conflict defines as "simultaneous occurrence of two (or more) sets of pressures such that compliance with one would make more difficult compliance with the other". Work family conflict as: "A form of inter role conflict in which the role pressures from work and family domains are mutually incompatible in some respect. That is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role." Conflict among work and family has been identified as multidimensional.

Maintaining balance between work and family is essential to have physical and mental health. Proper working conditions, working schedules and support from family members will help in attaining good physical and mental health. Family-friendly workplace policies also can help women balance the competing demands of work and family responsibilities, yielding benefits for themselves, their families, and their employers. A family friendly work place or employer is one

whose policies make it possible for employees to more easily balance family and work, and to fulfill both their family and work obligation. Many of the family friendly policies of government are those laws, regulations and social policies that recognize the importance of families to society, and act to meet, directly or indirectly, the needs of children, family members and the oldest generations.

Redmond et al. (2006) define work-life balance (WLB) as the flexible working schedules that allow both non-parents and parents to make it possible for them to create a balance amid the personal and employment responsibilities. WLB is a crucial concept that concerns different workers in both the public and private industry. It does not just limit one to personal life and the work role. It goes ahead into influencing a person's mental, social, economic, as well as psychological well-being.

Several theories have been introduced by different scholars to elaborate on Work-Life balance. Spill over theory explains that energy behavior and time is very unfavorable if the work-to-life relations are designed for both time and space. It explains that Work-Life Balance occurs when there is high level of flexibility that enables individuals to integrate and overlap family as well as other work responsibilities (Redmond et.al, 2006). The compensation theory on the other hand is aimed at preventing the unfavorable experiences in one area through increased attempts for the pleasant experiences in the other fields (Guest, 2002). The increased participation rate at the place of work while having some time to rest can compensate the worst experiences in the social life, hence enabling one to be able to gain positive energy and do something worthwhile (Bakker & Schaufeli, 2008).

The aim of this research project is to investigate determinant of work life balance and to analyze the effect of WLB on the performance of the employee in Ethiopian airline female employees. Also, the study will seek to introduce appropriate employment activities to aid the staff have access to improved WLB that can offer tangible benefits to both the person and organization (Baral & Bhargava, 2010). With better work-life balance, employees may feel more in control of their working life hence resulting in less stressed-happier employees, increased production rate, and lower absenteeism. Finally, the study sought to determine ways of promoting good work-life balance in female employees of Ethiopian airlines.

2. EMPLOYEE PERFORMANCE

Employees are highly valued asset in any firm (Baral & Bhargava, 2010), explains that a successful and productive business can easily be achieved by actively engaging employees in the process of improving the performance. Michael Armstrong, (2007) defines performance in terms of output; “the achievement of the set quantified objectives. Performance is how best an employee is achieving his or her job requirements. High performance rate emanates from the appropriate behavior and effective application of knowledge, skills and expertise. Not all employees are equal in their working; some have high working capabilities regardless of incentives while others may need occasional jump-start. If well handled with a lot of effectiveness, the result can be even greater hence improving the employees’ morale (Wilderom & Maslowski, 2000).

Employee performance in an organization is very important as it a key determinant in achieving organizational goals and objectives. For this reason, organizations explore various ways of motivating their workforce. Every policy in an organization should be geared towards improving employee’s performance. This is because for an organization to remain at the top of competitors, it should improve the performance of the workforce and monitor it; failure to which, an organization become liable to face several challenges which hinder organizational performance (Obiageli, Uzochukwu and Ngozi, 2015).. An organization needs to magnetize and preserve valued employees in highly competitive labor market. It is a strong motivating factor for increased organizational awareness and action with regard to implementation and management of work life balance strategies. WLB, from the employee perspective, is the maintenance of a balance between responsibilities at work and at home. Employers view the benefits or the working conditions that they provide to help employees balance the family and the work domains as work life benefits (Russell & Bowman, 2000). Initially, the concept of work life conflict focused on the impact of family demands on work. It now extends to the impact work has on individual stress, relationships and family well-being (Russell & Bowman, 2000).

3. WORK-LIFE BALANCE AND EMPLOYEE PERFORMANCE

The relationship that exists between work life balance and employee's performance has been studied by different authors. A survey of 732 companies conducted in Germany, France, USA, and the UK revealed that the principles of work life balance were associated with the employee's performance. However, the study also showed a conflict between work life practices and high performance within the companies (White, Hill, McGovern, Mills, and Smeaton, 2003). Lee and Bruvold (2003) argued that the perceived care and value attached to employees create a casual chain of processes from the intended Human Resource Practices to actual practice which triggers employee's performance.

The achievement of better WLB can yield dividends for employers in terms of having a more motivated, productive, less stressed workforce, increased productivity, and reduced absenteeism. WLB can have impact on both individual as well as the organization. The independent variable of this research is work life balance and it can be divided in to two main areas as work centered life and family centered life. In simply, work centered life means that people give more priority to their work than their family. This will cause to occur work-to-family conflicts. Most probably work centered life occurs due to reasons such as inflexible work hours, interpersonal conflict at work, work overload, and unsupportive supervisor. Family centered life means that people give more priority to their families than their work. This causes to occur family-to-work conflicts. Most probably family centered life occurs due to reasons such as primary responsibility for children, elder care responsibilities, interpersonal conflict within the family unit and unsupportive family members (PsycINFO Database Record (c), 2010).

Wright and McMahan (2011) observed that in the current dynamic working environment, HR managers have embarked on various behaviours that are meant to improve employee performance at all level, be it group, individual, or organizational. The work environment is characterized by competition among organizations as all aspire to employ and retain the best employees in the market. Thus, to have a competitive advantage, organizations need to consider their human resources and ensure their satisfaction (Boxall, Ang, and Bartram, 2011). This is because as Ployhart and Moliterno (2011) noted, good human resource practices are widely associated with efficiency and effectiveness and which lead to tangible increased productivity. Purcell et al. (2009) observed that work life balance (WLB) is important in developing a performing culture as far as growth, customer service, productivity, quality, and ultimate contribution towards the value of the shareholders is concerned. Collins and McClean (2011)

opined that WLB initiatives increases employee effort and encourage a positive relationship that makes them work towards the achievement of organizational goals.

Redmond et al. (2006) define work-life balance (WLB) as the flexible working schedules that allow both non-parents and parents to make it possible for them to create a balance amid the personal and employment responsibilities. WLB is a crucial concept that concerns different workers in both the public and private industry. It does not just limit one to personal life and the work role. It goes ahead into influencing a person's mental, social, economic, as well as psychological well-being.

WOMEN AND WORK LIFE BALANCE

Since the beginning of creation, people have had to work to make ends meet for themselves and their families, thus through hunting and gathering, in the past. Men were always considered bread winners and so went out to hunt while their wives stayed at home as caretakers of the children and maintained the home. With the emergence of civilization, people began to obtain formal education. Men again, were the only ones allowed to attend school because they were considered breadwinners of their families. Those who were lucky to complete their education got white color jobs while their counterparts did menial jobs. Women were not even considered for formal education let alone get white color jobs because their place traditionally, was the kitchen. Their career was linear and predictable. (Acheampong, 2013)

Women of the early centuries were mostly restricted to their kitchens and those who were employed worked in factories, farms or shop works. Very few women had the access to higher education and they were forced to be at the compassion of their fathers' or husbands' attitudes towards women and work. The fast developing knowledge economy has given place for more number of women to be enlightened by higher education. Education has not only empowered them but also has given them robust careers. With brain power being the requisite skill in this knowledge era, rather than endurance or physical strength, the women workers seem to flood into every industry on par with men. But this has indeed become a tough challenge for women as they have to perform a lot of duties in home and office as well. As working women get married, they have additional responsibilities and when they become mothers, they have to manage the primary care of children and extended family and are thus, under greater pressure to continue on a career path.

Working mothers of today fulfill family responsibilities and also try to remain fully involved in their careers coping up with the competing demands of their multiple roles. The caring responsibilities that working mothers have lays a heavy stress on them when it is combined with their professional duties. The attempt of working women to integrate, organize and balance the various problems and activities in their different roles simultaneously puts them under tremendous pressure. As a result, the family becomes an organizational stakeholder and this powerful social trend marked the beginning of the work/life balance paradigm shift. (Denise Horner Mitnick, 2007). Richard Welford (2008) in his survey results on work life balance in Hong Kong quotes that there is an alarmingly high percentage of respondents who feel that work is the cause of health problems, specifically stress and lack of exercise. Health problems are likely lead to lower productivity and effectiveness of workers.

One of the most significant changes in the labor market over the last decade has been the dramatic increase in the participation of women and even children in the labor force. Today, women get educated even ahead of their male counterparts. With very good passes and excellent performances, women get the opportunity to work in highly esteemed companies and institutions in the country. Sometimes the woman tends to earn more money than her husband. The changing workforce demographics have made it difficult for many individuals to balance the conflicting demands of work and family life. These difficulties have forced a re-examination of the old models of coordinating work and family life. (Acheampong, 2013).

4. AVIATION INDUSTRY

Civil aviation is often described as the business of freedom and the epitome of a global industry. Those who work in an aircraft often cross national borders every single working day and airline crews can be composed of multiple nationalities. At the same time, the occupations in civil aviation remain very gender-segregated. Pilots are predominantly men, and the profession of pilot carries perceptions that are historically masculine. 8 Mechanics are also overwhelmingly men, while the majority of cabin crews are women. Gender gaps in the overall labor market have not narrowed over the past two decades. Some 70 per cent of women would prefer to be in paid work, but only 45 per cent actually are. A total of 1.3 billion women are engaged in employment, compared to 2.0 billion men. Mothers suffer from a triple penalty: their employment levels are below those of women without children, their wages are lower and their participation rates in managerial and leadership positions are low.

Civil aviation was a highly regulated industry until 1978 when, following the lead of the United States, many countries started to deregulate the civil aviation market. This led to a reorganization of the industry, with new business models, a sustained fall in prices and the growth of passenger and freight traffic. Overall employment in civil aviation also increased, although in many cases the terms of employment deteriorated. The global number of air passengers doubled between 2005 and 2017, from 1.97 to 3.98 billion. The compound annual growth rate until 2037 is projected to be 3.5 percent, which would result in a total of 8.2 billion passengers in 2037. However, the rate of growth will depend on further liberalization of the market and the availability of skilled labor. Other factors, such as climate change policies and sustained economic growth, will also have an impact.

Air transport is one of the most important service sectors in the world and it is labor intensive. For modern advancement of Society, air transport is one of the great contributors through its technical, service achievements as well as development. Even though recent technologies helps airlines to mechanize many problems, there is no drastic change in the fact as there is a service business, where customers require personal attention. Advances in technology have lead people to heightened expectation for productivity, speed and efficiency, demanding them to fly on a national and international basis for business, commercial and leisure or pleasure.

Ethiopian Airlines (Ethiopian) is the flag carrier of Ethiopia. During the past seventy plus years, Ethiopian has become one of the continent's leading carriers, unrivalled in Africa for efficiency and operational success, turning profits for almost all the years of its existence. Operating at the forefront of technology, the airline has also become one of Ethiopia's major industries and a veritable institution in Africa. It commands a lion's share of the pan African network including the daily and double daily east-west flight across the continent. Ethiopian currently serves 100 international and 21 domestic destinations operating the newest and youngest fleet. Since the first scheduled flight took place to Cairo via Asmara in Douglas C-47 Sky train. The national airline had been set up a few months earlier as Ethiopian Air Lines Inc., a joint venture with American airline, TWA (Trans World Airlines). Five US Government surplus C-47 aircraft were purchased for venture. Following the successful inaugural flight to Cairo, a regular weekly service was established. Weekly services to Djibouti and Aden followed, as well as a domestic service to Jimma. Demands for additional services were so great that towards the end of 1946, four more C-47 Sky trains were purchased. Since these aircraft were ex-US military, they had

few comforts; all had folding bench-type canvas seats along the sides, with the central aisle kept clear so that cargo could be lashed to the floor.

5. WOMEN AND AVIATION

In the mid-morning hours of December 17, 1903, a powered flying machine successfully took off, traveled one hundred and twenty feet in the air, and landed under the control of its pilot. Orville Wright's twenty-two second flight initiated what would become an era of aerial transportation development in the United States and the world. In fact, man's intense motivation to test the skies extensively brought forth a faster, more efficient and effective means of transportation. Not only would aircraft utilization facilitate better warfare techniques and execution, but the earth would also be rapidly and vastly explored.

The beginning of flight established an industry that captivated many men, who dedicated their time and effort in the construction of different aircraft models and invented various flying activities. Women also showed great interest in the developing aviation industry and yearned to learn, participate in, and enjoy the diverse experiences it offered. However, faced with a variety of setbacks, women aviators found accomplishing successful flight careers a difficult task.

In today's more egalitarian age, women pursuing flying careers still encounter challenges that hinder their optimum growth in the industry. Although various solutions have been promoted to increase the percentage of female especially pilots, and technicians in aviation, a spectrum of questions and issues remain evident. Did female pilots in the twentieth century have any impact on the development of the aviation industry? If so, why has the growth of female aviators been significantly slow? It appears that a greater analysis of the history and development of female pilots is imperative. Thereafter, proposing more effective solutions to identified problems can promote the growth of women aviators globally.

After the Wright brothers' invention of the Wright Flyer in 1903, women found themselves willing to exchange their traditional roles to become aviator and explore the new opportunities in

the aviation industry. However, between the mid-1900s and early 1920s, an aircraft was not yet perceived to be a reliable means of transportation (Corn, 1979). It was considered to be an exciting machine—“but somewhat useless toy”—that could be used for sport and leisure activities (Corn, 1979, p. 558). Therefore, women venturing into flying careers focused on improving their flying techniques, participating in air races, and flying circuses (Corn, 1979).

This paper will try to identify the different work and family related determinants that affect the work life balance of female employees working in Ethiopian airlines. It also tries to address the resultant effect of these determinants and the means women employees manage and overcome various forms of work and family related conflicts. Moreover, it also tries to analyze the impact of work-life balance on job performance, because it is assumed that a successful work-life balance in Ethiopian will make woman employees more committed and highly productive that will lead to job satisfaction and good job performance.

Apart from the attempt to seek for ways to decrease operational costs and increase productivity, there are social trends, including legal, ethical, financial, and humanitarian, that have employees in the aviation industry increase their expectations about their personal safety and health, especially the roles of female employees (Federal Aviation Administration,2013). It can be seen that especially women pilots play a crucial part in the aviation industry as they are responsible for lives on board the aircraft. Their performance may have an effect on safe operations. Also, they have to face the challenges of continuous development of improved and more complicated technology and aircraft, large amounts of information, and a steady growth in the amount of daily flying activities (Pilot-psychology).

Finally, this project intends to identify is there any relationship between work life balance and employee performance. And also introduce appropriate employment practices to help employees achieve a better work life balance which can provide tangible benefits to the organization as well as the individual. It can enable employees to feel more in control of their working life and lead to increased productivity, lower absenteeism and a happier, less stressed work force. This project also examines how to promote good WLB in the Ethiopian airlines industry and highlights some benefits for the organizations.

6. STATEMENT OF THE PROBLEM

Work life balance issue is of a particular concern for women at aviation industries because the characteristics of the job require additional workloads besides the eight hour work requirement. When it comes to Ethiopian airlines, female employees face a lot of pressure arising from work load. Thus, they are often occupied in the work context by limiting their time spent for personal life or family. This issues came from not balancing professional life and personal life. In addition, it lead to a debate in discussing the important of work life balance and how it could affect employee performance when it comes to the work area. The work life balance is the balance between two totally different functions to manage by the individual in the professional role and family life achieves the satisfaction of their life (Shaffer, Reiche, Dimitrova, Lazarova, Chen, Westman & Wurt, 2016). Thus, work life balance has an impact on the job performance of employees.

Due to the significant impact of work life balance on employee performance, many researchers have conducted their studies to investigate the impact of work life balance on employee job performance in different industries and country (Soomro, Breitenecker and Shah, 2018 and Rotondo and Kincaid, 2008). Such studies come up with there are a significant relationship and impact among work life balance and employees job performance. But many of such studies are not conducted on our country and Ethiopian airline industries. Thus this research studies try to investigate the impact of work life balance on employees' job performance in Ethiopian airlines Bole international airport in Ethiopia to fulfill the existing gap. Accordingly, the problem statement of this research can be as follows:

“What is the impact of work life balance on employee performance: a case analysis at Ethiopian airlines Addis Ababa bole international airport?”

7. RESEARCH QUESTIONS

The study addressed the following research questions;

1. What are the quality of work life balance of Ethiopian airline female employees?
2. What are the Job performance of Ethiopian airlines female employees?
3. How does work life balance affect female employees of Ethiopian airlines job performance?

8. OBJECTIVES OF THE STUDY

Research Objectives

The general objective of this study was to identify the impact of work life balance on female employee performance in Ethiopian Airlines industry in Addis Ababa. The study attempted to achieve the following specific objectives.

- i. To identify the relationship between work life balance and employee job performance
- ii. To study work life balance of female Ethiopian airlines employees
- iii. To provide recommendation for future research

9. SIGNIFICANCE OF THE STUDY

In addition to fulfilling the academic requirement, the result of the study was expected to provide benefit to the selected governmental hospitals in particular and the health sector of Ethiopia in general by providing insight on the state of work life balance and its effects on the quality of life, productivity and motivation of Female physicians, where by corrective measures and policies can be implemented. This study was also intended to help the hospital administrations to straight their attention to this highly essential and contemporary function of human resource management.

It was also expected to give an insight to government agencies to incorporate core aspects of work life balance in the labor proclamation and make sure that it is implemented.

The results of the study was also intended to be used as a spring board for interested researchers to future explore the various elements and impact work life balance in various sectors.

10. SCOPE AND LIMITATION OF THE STUDY

10.1 SCOPE OF THE STUDY

Among the different Human Resource concepts this study tried to cover the Work life balance and job performance aspect. It encompassed the different work related and family related variables that affect Work Life Balance and its impact on employee's job performance and the measures taken to solve the work life imbalance problems to get the maximum job performance from employees for the wellbeing of the company. The study include all Female Ethiopian Airlines employees at bole international airport in Addis Ababa Ethiopia.

10.2 LIMITATION OF THE STUDY

In any research, limitation are unavoidable. So, one limitation of this research was this study is cross-sectional in nature it means data were collected at one time only. But, the result might have different if the data were collected at two different times. Thus, future studies can adopt a longitudinal design to collect data for more accurate findings. The second limitation was generalizability of the results, as the current research conducted only at Addis Ababa bole international airport due to Ethiopian airlines operate globally and has employees all over the world. As a result, the finding are limited solely to the selected area Addis Ababa Bole International airport. So the generalization of the result to the entire Ethiopian airlines industry, other industry and other airlines is difficult and impossible. .

11. ORGANIZATION OF THE STUDY

The study is organized into five major chapters. The first chapter is comprised of the information concerning the background of the study, statement of the problem, objectives of the study, significance of the study, scope, and limitation of the study, hypothesis, and organization of the study. The second Chapter focused on reviewing related literature. It includes a brief description of the literature review such as theoretical reviews and empirical findings, the conceptual framework of the study which served as subsequently related to the study. The third chapter is divided into sub-sections such as research design and methods (data sources, target population, sampling techniques, data collection methods, reliability and validity, and ethical consideration, and analysis of the study. The fourth chapter presented Data Presentation, Analysis and Interpretation and the last chapter five presented a summary of findings, major conclusions, and sets recommendations on how to enhance female Ethiopian airlines work life balance and job performance both for the employees and for the company.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The literature review puts the term work-life balance in context with the aviation industry. More precisely, the focus lies on Ethiopian airlines female employees and their work-life balance impact on their performance. Therefore, the first part of the literature review try to present on introduction part about history of aviation industry in Ethiopia, the second part, defines work-life balance in detail the theoretical aspect. This includes the work-related aspects, as well as the private ones.

The third main part of the literature review gives an insight to airlines with focusing especially on the impact of WLB on employee's performance. Therefore, this part will outline the empirical review of Work life balance impact on the job performance.

The literature review is an evaluative report of information on the findings of the comprehensive study carried out, on the areas of work life balance and employee performance in aviation industry, gaining the knowledge required to carry out the advanced survey. This chapter evaluates the past literature on impact of work life balance on employee performance.

2.2 HISTORY OF AVIATION INDUSTRY IN ETHIOPIA

History of aviation in Ethiopia goes back to 1929 when French made an airplane, Potez 25 flown by a French pilot Andre Millet landed on the western side of Addis Ababa enrooted from Djibouti. This was 26 years after the first attempted flight by the Wright brothers and two years after the famous flight across the Atlantic by Captain Lind burg. Although Millet piloted the first

aircraft which marked the history of aviation in the country, soon came with his successors with other types of the airplane after one month time- in the month of September (ECAA, 2017)

In 1930 five sweater airplanes like Farman-192 and others were purchased by the government for domestic postal, security and government services. In the same year, Gaston Vidal, a French instructor, established the first pilot training school in the town of Jigjiga, Eastern part of Ethiopia, which produced Mishka Babi chief and Asfaw Ali who were certified to be the first Ethiopian pilots. The school at Jigjiga was not only limited to the pilot training but also added aircraft maintenance. From 1926-1936 new domestic routes were opened to Gefersa, Bishoftu, Janmeda and Akaki, and the country had also acquired twenty airplanes until the occupation of Italy (ECAA, 2017; Sofany, 2016).

In 1944, the United States of America invited the Ethiopian government to attend the Chicago conference of December 7, 1944 and signed the convention of the International Civil Aviation Organization. One year later in 1945 Ethiopian Airlines was founded with six-second world surplus DC-3/c-47 airplanes. In 1951 through the technical assistance provided by the International Civil Aviation Organization, aviation school was opened in Addis Ababa and trained first 60 trainees (Wyanie A. Bright & Habte, 2015).

2.3 AIR TRANSPORT SERVICE DEVELOPMENT IN ETHIOPIA; ETHIOPIAN AIRLINES (EAL)

Ethiopian Airlines was established in 1945 in a joint venture with Trans World Airlines, an American airline that existed from 1925 and merged with American Airlines in 2001. Ethiopian Airlines has been a pioneer in African aviation industry which totally state-owned airlines and serves as the country's flag carrier (Ethiopian Airlines, 2016; Selamta, 2013).

Air transport service in Ethiopia established and has been operating around three major cornerstones: Ethiopian Civil Aviation Authority (ECAA), Ethiopian Airports Enterprise (EAE), and Ethiopian Air Lines (EAL) (Wyanie A. Bright & Habte, 2015). ECAA is the regulator under the Ministry of Transport's oversight: it regulates safety, licenses air transport service providers, inspects and licenses airports, licenses aviation personnel, and registers aircraft (ECAA, 2017). EAE controls, manages, administers, and maintains airports (EAE, 2016)⁵, while EAL is the operator, is fully owned by the government and is one of the most competitive airline service

providers on the continent (EAL, 2016)⁶. The following table summarizes the chronological developments of Ethiopian Airlines.

Dates or year	Major events and activities
1945	Ethiopian Airlines established as ‘Ethiopian Air Lines’
8th April 1946	Ethiopian Airlines began its first scheduled flight to Cairo via Asmara
1957	Network stretches north to Hamburg, Germany
1961	A new East-West service was inaugurated, linking Addis Ababa with Monrovia
1962	Boeing 720B, the first aircraft in Africa, was ordered
1963	The airline inaugurated its first jet service, from Bole to Nairobi
1965	The company changed its legal status from a corporation to share company and changed its name from Ethiopian Air Lines to Ethiopian Airlines.
1975	Introduces first direct flights between Africa and China
1998	Launch of a twice-weekly service to Washington and New York
2003	Construction begins on new cargo terminal and maintenance hangar
2008	The airline entered a codeshare agreement with Lufthansa
2010	Ethiopian Airlines has entered a code-share agreement with Scandinavian Airlines
2011	Ethiopian Airlines joined Star Alliance on December 13, 2011 -The airline signed codeshare with Singapore airlines and Asiana Airlines
2012	Established its Second Hub in Lome - Togo
2014	Signed code share with ANA, Japan’s airline, United Airlines and Austrian Airlines
2015	Signed a codeshare agreement with TAP Portugal (Portugal’s leading) Airline
2016	Ethiopian airlines launches Africa’s first Airbus A350
2018	Ethiopian has availed its mobile application in the apple store and Google Play

	for customer to download on their mobile phones and use it to transact with the airline for many of its products and services. Besides empowering the customer to control the travel process, it will simplify, enrich and enhance customers' experiences across the entire journey
2019	<p>Ethiopian and Hibret Bank have launched the first Co-branded debit card tailored to provide Ethiopian Sheba Miles members with bonus miles for their spending using the debit card.</p> <p>Ethiopian inaugurated state-of-the-art passenger terminal and its Skylight Hotel on January 27, 2019 in the presence of FDRE Prime Minister H.E. Dr. Abiy Ahmed, African Union Chairperson H.E. Mr Moussa Faki, Ministers, high level government officials, Ethiopian Airlines Board Members, Group CEO Ethiopian Airlines Mr Tewolde GebreMariam, Executive Management Members and invited guests.</p>

Table: 2.1 Chronological development of Ethiopian Airlines

Source: (<https://corporate.ethiopianairlines.com/AboutEthiopian/History>)

2.4 WOMEN, WORK LIFE BALANCE AND AVIATION INDUSTRY IN AFRICA AND IN ETHIOPIA

In Africa the thought of women Aviator remained implausible throughout most of the twentieth century. With colonization influencing the industrialization of many African nations, aviation growth in commercial and military aviation was significantly slow. However, independence paved the way for the establishment and development of national military and airline operations. As women maintained more traditional roles, males dominated air forces and widespread air travel organizations. For instance, it was not until the late 1990s when women were accepted into the Kenya Air Force and airlines (E. Njagi, personal communication, January 6, 2010). Thus, a slower growth of international women pilots may have been influenced by the sluggish economic development rates.

Culture also plays a major role in the development of women pilots and aviators globally. The perception of women's roles in society varies among nations and can consequently affect the growth in the number of female pilots. For instance, three private aviation organizations in

Kenya do not accept female pilots' applications due to religious factors and varying conservative perspectives on roles of women. Such cultural influences can discourage women from pursuing flying careers. Also, those who may aspire to fly for certain companies may not have the opportunity to make career advancements where strict cultural preferences prevail (J. Ngige, personal communication, January 6, 2010). Equal job opportunity proposals for women need to be promoted in private and gender-biased organizations. Culture, social norms, and narrow outlooks on women's career opportunities may influence the choices women make on pursuing aviation careers. For instance, where technical careers are concerned, several African societies continue to associate women with risk and liability. The girl child in rural areas is often forced into early marital arrangements, as boys are empowered to attend school. Neither the family unit, nor government institutions promote education for young girls effectively. Therefore, young, aspiring female pilots in societies challenged by reserved cultural and regime norms may lack the opportunity, motivation, and support to pursue a preliminary education and aviation career (J. Asiro, personal communication, January 10, 2010).

Women professionals in aviation careers can also be perceived as having violated societal role expectations. Professional women pilots in conservative cultures may be challenged by the structural and attitude barriers related to marriage, motherhood, and climbing the aviation corporate ladder (Turney, Bishop, Karp, Sitler, & Green, 2002). In fact, various cases in East Africa have been reported of women pilots submitting to sexual favors in exchange for flying jobs, proficiency check passes, or career advancements. However, after the women carry out demeaning favors, training and career progression promises remain unfulfilled. If a society portrays a norm that discourages equal career opportunities and advancements for women, negative attitudes and narrow perspectives become a progress impediment for women in aviation careers (J. Asiro & E. Njagi, personal communication, January 10, 2010).

There are so many research conducted related to work life balance in Africa continent. Mukururi and Ngari (2014) studies indicates, there is significant relationship and influence among WLB programs and policies and job satisfaction.. Most of studies related to this title were from outside of Ethiopia even though there are limited numbers of research done in this countries regarding work life conflict and outcomes. Some study conducted in our country Ethiopia by Mulu (2012) and Filimon (2015) on the relationship between work overload and job satisfaction in public service organizations, and Work to personal life Interference Personal Life to work Interference Work Overload Job Autonomy, Job Satisfaction found that statistically significant relationship

was found between facets of job satisfaction. On the other hand, Wossen (2015) has identified relationship between quality of work life and different factors like environmental, social and managerial factors.

2.5 WORK LIFE BALANCE

Work-life balance is defined here as an individual's ability to meet their work and family commitments, as well as other non-work responsibilities and activities. Work life balance, in addition to the relations between work and family functions, also involves other roles in other areas of life. In this study, due to its more extensive associations, the concept of work-life balance is preferred. Work-life balance has been defined differently by different scholars. In order to broaden our perspectives, some definitions will be presented. Greenhaus (2002) defined work-life balance as satisfaction and good functioning at work and at home with a minimum of role conflict.

On the other hand, the authors Kalliath and Brough (2008) identify six different definitions based on different aspects. For instance, the researcher define their first interpretation of the term work-life balance on the multiple roles of the individual. They strongly point out the relationship as well as the effects of home-to-work and work-to-home, which can often be rather conflicting. The next definition proposed by Kalliath and Brough (2008) focuses on the suggested equality of the two worlds, which does not only focus on an equal distribution, but also on the satisfaction with it. In fact, it is proposed to balance three elements which are time, involvement and satisfaction (Greenhaus, Collins & Shaw, 2003). The third definition focuses on the satisfaction between the individual's different roles, which also includes the managing of the needed resources (Kalliath & Brough, 2008). A similar approach to this one is according to the authors the weight and importance which is given to the different roles and the level of satisfaction which can be reached through it, which again may change over time. Kalliath and Brough (2008) define another approach which focuses on conflict and facilitation which represents the psychological construction concerning a work-life balance. A very popular approach and definition towards work-life balance is the control an individual perceives to have over their different roles (Kalliath & Brough, 2008). Lockwood (2003) points out that when people mention that they do not have enough time for something, or struggle to manage something concerning either their work or private life, it indicates an imbalance between these two worlds. Poelmans, Kalliath & Brough (2008) point out the importance of the word "balance". They

explain that the term indicates that two components are in balance and further point out that if one changes, automatically an imbalance is created, yet this is not necessarily always the case in the real world.

It is important to understand that work life balance does not mean to devote equal amount of time to paid work and none paid roles. More recently the concept has been recognized as more complex and has been developed to incorporate additional components. A recent study explored and measured three aspects of work life balance.

- I. Time balance: this concerns the amount of time given to work and non-work roles.
- II. Involvement balance: meaning the level of psychological involvement in, or commitment to, work and non-work roles.
- III. Satisfaction balance: the level of satisfaction with work and non-work roles.

This model of work life balance, with time, involvement and satisfaction components, enables a broader and more inclusive picture to emerge. For example, someone who works two days a week and spends the rest of the week with his or her family may be unbalanced in terms of time, i.e. equal measures of work and life, but may be equally committed to the work and non-work roles, balanced involvement, and may also be highly satisfied with the level of involvement in both work and family, balanced satisfaction. Someone who works 60 hours a week might be perceived as not having Work life balance in terms of time. However, like the person who works only a few hours a week, this individual would also be unbalanced in terms of time, but may be quite content with this greater involvement in paid work, balanced satisfaction. Alternatively, someone who works 36 hours a week doesn't enjoy his or her job and spends the rest of the time pursuing preferred outside activities may be time-balanced but unbalanced in terms of involvement and satisfaction. Thus, achieving balance needs to be considered from multiple perspectives. (Hudson, 2005)

It is important to understand that work life balance does not mean to devote equal amounts of time to paid work and non-paid roles. In its broadest sense, it is defined as a satisfactory level of involvement or fit between the multiple roles in a person's life. Although definitions and explanations may vary, work-life balance is generally associated with equilibrium between the amount of time and effort somebody devotes to work and personal activities, in order to maintain an overall sense of harmony in life. (Clarke, et al 2004)

2.6 JOB PERFORMANCE

Performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period (Benardin and Russel, 1998). According to this definition performance is set of outcomes produced during a certain time period. Hence the researchers have developed the working definition of employee performance for study purpose is that, “achievement of targets of the tasks assigned to employees within particular period of time”.

According to Campbell (1990) performance is related to that which the individual that is hired do in fulfilling her / his duties and the activities that can be examined and measurable are reflected. According to business dictionary employee performance is the job related activities expected of a worker and how well those activities were executed. The organization success depends on the employee performance. Organizations need highly performing individuals in order to meet their goals, to deliver the products and services they specialize in, and finally to achieve competitive advantage. Performance is also important for the individual employee. Accomplishing tasks and performing at a high level can be a source of satisfaction, with feelings of mastery and pride. Low performance and not achieving the goals might be experienced as dissatisfying or even as a personal failure. Moreover, performance if it is recognized by others within the organization is often rewarded by financial and other benefits. Performance is a major although not the only prerequisite for future career development and success in the labor market. Although there might be exceptions, high performers get promoted more easily within an organization and generally have better career opportunities than low performers (Scotter and Motowidlo, 1996).

2.7 WORK-LIFE BALANCE AND ITS OUTCOMES

Should individuals give priority to their family or work-life to perform well? Previously, the picture of an ideal employee was an individual completely devoted to their work, who spent an extensive amount of time focusing on the achievement of organizational goals (O'Brien, 2012). However, this myth is no longer applicable in the current generation. There has been a transformation of mindset on how employees should show organizational commitment. According to (Shiels, 2014), employees with work-life balance are more productive than workers who devote most of their attention towards one dimension. (Shimazu A., et al., 2013) In their study on strategies of retaining women in the workforce note that work-life balance is a critical component for reducing employee turnover.

Work-life balance is defined as “satisfaction and good functioning at work and at home, with a minimum of role conflict” (Clark, 2000, p. 751). Moreover, Parkes and Langford (2008) defined this as “an individual’s ability to meet work and family commitments, as well as other non-work responsibilities and activities”. That is, these two definitions for work-life balance imply establishing an acceptable combination of work and life (Thorntwaite, 2004). And the majority of work-life studies have defined work-life balance in terms of the level of work-life conflict (Carlson et al., 2009). Several empirical studies have showed that the experience of work-life balance is positively related to employees’ performance and organizational performance as well (e.g., Harrington and Ladge, 2009; Parkes and Langford, 2008). More specifically, work-life balance has been shown to have positive outcomes, such as low turnover intention, improvement of performance, and job satisfaction (e.g., Cegarra-Leiva et al., 2012; Nelson et al., 1990; Scandura and Lankau, 1997). Work-life balance contributes to increasing employees’ in-role performance (Magnini, 2009). The experience of psychological well-being and harmony in life helps employees concentrate on their work, resulting in better performance. For example, Netemeyer, Maxham, and Pullig (2005) asserted that work-family conflict can yield a negative impact on both in-role performance and extra-role performance.

In addition, work-life balance has a positive effect on employees’ affective commitment to their organizations (Casper et al., 2011; Muse et al., 2008). That is, the experience of work-life balance generates feelings of loyalty to the organization and increases affective commitment. Affective commitment is an emotional attachment to the organizations or the employers which can cause employees to want to remain with the organizations (Allen and Meyer, 1996).

Employees become strongly attached to their organizations when their needs and expectations are satisfied (Meyer et al., 1993). The experience of work-life balance satisfies employees’ psychological demands to maintain the balance between work and life. Several empirical studies have supported that employees’ experience of work-life balance contributes to favorable evaluation of their organizations and affective commitment (Muse et al., 2008).

2.8 DETERMINANTS OF WORK-LIFE BALANCE

Many things in life are the determinants of work life balance. Determinant of work life balance are individual (An individual is the most important determinant of work –life balance, family work and organization and social environment. Two American cardiologists (Rosenman and Friedman, 1976) determined two different types of personality depending on heart disorders and

individual behaviors: type A and type B. Type A expresses someone who is more active, more work oriented, more passionate and competitive, while Type B is calm, patient, balanced and right minded. It can be argued that since type A is more work oriented, there will be a negative reflection of it to work –life balance. The other determinant is family (Mwathi, L. N., & Nzulwa, J). The demands that one experience in family life and that have effects on life balance can be given as the demand of workload and time, role expectations in family and support to be given to the spouse. The third one is work and organization. Work environment is more effective in work-life imbalance than the family environment. The job and the institution one works in both demands on his time, efforts and mental capacity (Tennakoon, W. D. N. S. M., & Senarathne, R. B. C. P. (2020).). The final one presented on this literature is social environment. Another determinant of work-life balance is social environment. Especially in countries that stand out with their culturally collectivist characteristics, an individual also has responsibilities towards certain social groups he belongs (Delecta, 2011).

2.9 CONSEQUENCES OF WORK-LIFE IMBALANCE

The stress – based conflict occurs when one of the roles of the individual at work or in the family causes stress on the individual and this stress affects the other roles of the individual. The behavior stress occurs when the behavior at work and out of work are dissonant and conflicting.

2.9.1 PERSONAL IMPLICATIONS

According to Lowe (2005), work life imbalance affects the overall well-being of the individual causing such problems as dissatisfaction from life, prolonged sadness, using drugs or alcohol.

2.9.2 FAMILY IMPLICATIONS

Organization expects from individual to allocate more time for their work while at the same time the family want him to perform his responsibilities too. Those who can't sustain work-life balance are bound to experience many problems in their families such as lower family satisfaction, decreased involvement in family roles etc.

2.9.3 ORGANIZATIONAL IMPLICATIONS

Those whose demands of the family and one's social interest are not met duly naturally prefer sacrificing his working hours, and carry out their personal needs.

2.9.4 ORGANIZATIONAL PERSPECTIVE

In order to decrease the negative consequences of work- family conflict on working individuals, family friendly organizational culture and human resources applications have recently been in agenda of executive. The components of the organizational strategy are flexible working hours, child care and elderly care scheme, home working ,job sharing. Supportive programs for the family life of employees in an organization contribute to providing work –life balance. Thanks to these programs, the employees will be encouraged, their attendance will be supported and their efficiency will increase. Flexible working hours is one of the methods used to maintain work-life balance. For example employees with flexi-time will have to fulfill certain amount of time weekly. Other thing which can be done is to allow employees to work at home away from traditional work environment.

2.10 THEORETICAL REVIEW

It has been suggested that the way in which work life balance ought to be interpreted is through an acknowledgement of the ideology underpinning the construct and then apply a definition that supports the ideological perspective that serves as the foundation of that interpretation (Reiter, 2007). Taxonomy of ideologies suggested by Forsyth (1980) highlights four categories into which work life balance may be viewed:

- I. Absolutist
- II. Exceptionist
- III. Subjectivist
- IV. Situationist

An equal distribution of time, involvement, and satisfaction across work and life domains is demonstrative of the Absolutist typology. The Exceptionist perspective is utilitarian in nature and aims to reveal what balance works best for the greatest number of individuals. The alternative to these two perspectives is the Subjectivist and Situationist perspectives, which suggests that multiple iterations of balance exist. The Subjectivist perspective offers that —because no moral standards are valid except in reference to one’s own behavior, moral evaluations must depend on personal perspectives|. The Situationist perspective is one in which the employee is guided to concentrate on the optimum benefits, including maximizing satisfaction and experiences, and minimizing stress and errors, in both work and life domains.

Reiter asserted that this perspective is most valuable to academics and practitioners. The Situationist vantage point provides researchers with the opportunity to explore those characteristics and factors that facilitate work life balance for specific groups of people. Specifically, the Situationist perspective emphasizes tailoring the definition of balance to fit the individual's personal context. Moreover, balance facilitates the grouping of individuals according to similarities in values, including by career, gender, family structure, life stage, or income level with varying definitions of work life balance (Reiter, 2007).

Competing and multi-faced demands between work and home responsibilities have assumed increased relevance for employees in recent years, due to large part demographic and workplace changes like a greater numbers of women in the workforce, dual-career couples, transformation in family structures, a rise in the number of single parents, a growing reluctance to accept the longer hours culture, the rise of the twenty four per seven society, and technological advancements. In response to these changes and the conflict they generate among the multiple roles that individuals occupy, organizations are increasingly pressured to design various kinds of practices, intended to facilitate employees' efforts to fulfill both their employment related and their personal commitments. The way of how work life balance can be achieved and enhanced is an important issue in the field of human resource management and has received significant attention from employers, workers, government, academic researchers, and the popular media. (McPherson and Reed, 2007)

<i>Determinants</i>	<i>Nature of the balance</i>	<i>Consequences/impact</i>
Organizational factors	Subjective indicators	
Demands of work	Balance – emphasis	Work satisfaction
Culture of work	equally on home and work	Life satisfaction
Demands of home	Balance – home central	Mental health/well-being
Culture of home	Balance – work central	Stress/illness
Individual factors	Spillover and/or interference of work to home	Behaviour/performance at work
Work orientation	Spillover and/or interference of home to work	Behaviour/performance at home
Personality		
Energy		
Personal control and coping		Impact on others at work
Gender		Impact on others at home
Age	Objective indicators	
Life and career stage	Hours of work	
	“Free” time	
	Family roles	

Table 2.2 WORK-LIFE BALANCE PROCESS

Source: Guest, 2002, p. 265

With table 2.2 from above, Guest (2002) identifies and explains work-life balance with its stimulus, causes and effects. The Author defines organizational factors such as work or home demand, but also personal characteristics like age, gender, traits, ability to cope and many more. These factors have the power and influence on the creation of an imbalance. Furthermore, he distinguishes between subjective and objective indicators when considering balance within an individual’s life yet notes that there is a possible interrelation. Within this column of nature of the balance, inputs like working hours or the individual roles are considered as well as possible imbalance issues are identified (Guest, 2002). As possible consequences or impacts the following are identified:

- ❖ Satisfaction with work
- ❖ Satisfaction with life
- ❖ Private & professional performance
- ❖ Impact on others

- ❖ Health issues (mental, well-being, stress or illnesses)
2002

Source: Guest,

When failing to balance the work and family life for a certain period of time, various consequences might occur (Blunsdon et al., 2006). This can result in either a work-family or a family work conflict, depending on which part is being neglected. When having a work-family conflict, often the marriage is felt to be less satisfying whilst when experiencing a family-work conflict has a negative influence on job satisfaction (Erdamar & Demirel, 2013). Obviously, every individual has only a limited quantity of his or her resources, which are dedicated to the different roles of the individual's life (Goode, 1960, as cited by Drobnič & Guillén, 2011). Accordingly, inputs like time or energy, which are put into a certain role, cannot be given to another part of life, so the energy and time which is spent on work, is not available for the private life and family. The work-family conflict can be further defined as an inter-role conflict where different pressures coming from the work and family dimensions and are incompatible at this point of time (Kahn et al., 1964, as cited by Greenhaus & Beuttell, 1985). As a result of an imbalance between these two spheres stress, as well as conflict potential will automatically occur (King, 2005). Greenhaus and Beutell (1985) identify three different types on which a work-life conflict can occur:

- ❖ Time-based
- ❖ Strain-based
- ❖ Behavior-based

The first one already indicates that the main issue of it occurs through time constraints between the roles of the individual, whereas the cause of a strain-based conflict occurs when an individual's entire energy flows to both spheres (Greenhaus & Beutell, 1985, as cited by Chen & Chen 2012). The behaviour-based conflict, like the name already indicates, occurs through the conflicting behaviour patterns of the individual at home and at the workplace, so the authors further.

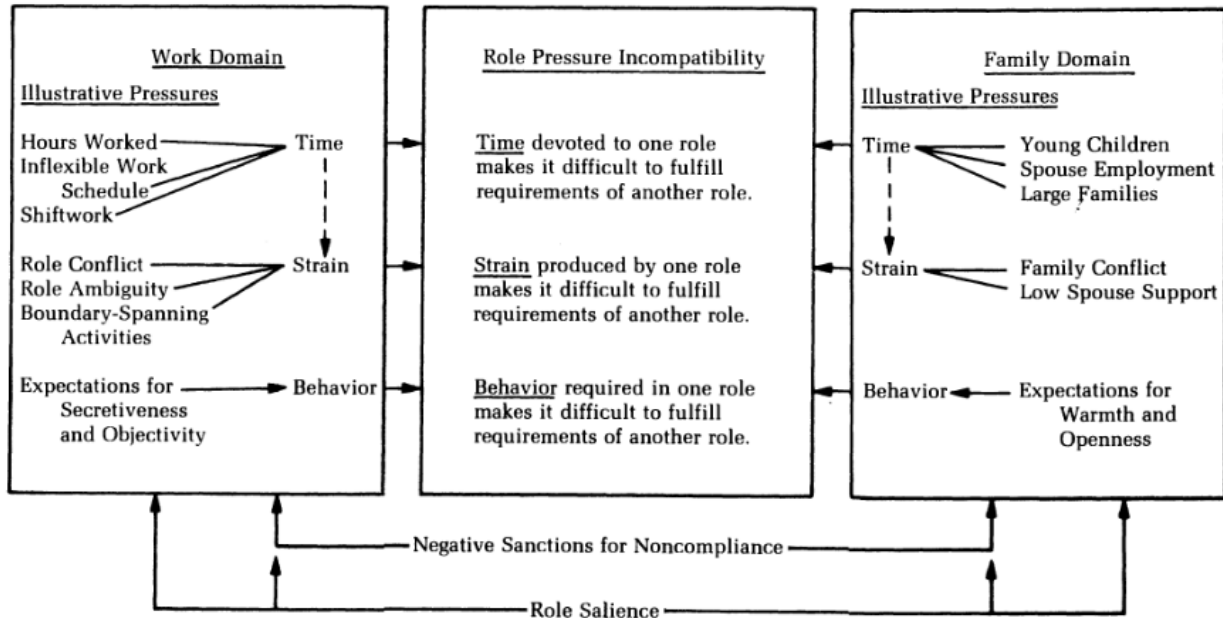


Table 2.3 WORK-FAMILY CONFLICT Source: Greenhaus & Beutell, 1985, p. 78

Above, Figure 2 illustrates possible role specific pressures an individual can experience between their work and family domain. In fact, the illustration states that every single act, can cause a conflict for another sphere. These can be either due to time, strain or behavior of the individual (Greenhaus & Beutell, 1985). Furthermore, it can be pointed out that, greater conflict potential is given when the individual's roles are more important to his or her own selfconcept (Greenhaus & Beutell, 1985).

Nowadays, the work-to-life conflict is more common than the family-work conflict (King, 2005). Furthermore, Munn's (2013) research revealed that a work-life conflict can even have an impact on the sentiment of meaningfulness of an individual's work, which decreases by 6%. This might be due to a higher level of stress. The researcher further adds that an interference between work and family life, can lead to an imbalanced feeling concerning their roles in both spheres. Marshall (2001) points out that juggling between the roles itself is not the problem and states that it is rather beneficial to have more roles, as it is more satisfactory. He further adds that this is due to the fact that having more roles gives, first of all less space for boredom and secondly a wider spectrum for achievements. These positive achievements gained through one role, can have an effect on a different role, this is called a spillover or the spillover effect (Marshall, 2001). In addition, this leads to numerous positive outcomes for an individual like the sense of achieving something or satisfaction. Nevertheless, Marshall (2001) also indicates the possible negative

spillover, when something negative from one part or role of life is taken over to another one. Considering positive and negative spillovers further, an Asian study about Filipina female entrepreneurs shows clear results. The study reveals that the most important positive spillover among them is achieved through good reputation within the community (Edralin, 2012). The researcher explains that on the other hand, negative spillover is mostly caused by high workload and long working hours which results in health problems, exhaustion or just stress.

Nevertheless, these conflicts are not solely due to personality issues but are always subject to various external and/or internal influences too, yet, getting them resolved, is strongly depending on the individual's capability to do so (Blunsdon et al., 2006). This is further pointed out through attribution theory, which identifies numerous internal and external reasons for either family-work or work-family conflicts (King, 2005). In more detail the researcher specifies the aim to achieve success in multiple roles as an internal reason and explains that an interference between personal values, like family quality time, and duties at work often results in a conflict. On the other hand, external reasons for a conflict can be a simple a lack of time issue or not getting enough support from the life partner (King, 2005).

Zedeck and Mosier (1990) and later O'Driscoll (1996) identified typically five main models used to explain the relationship between work and life balance of an individual they are:

- ✓ Segmentation Model
- ✓ Spill over Model
- ✓ Compensation Model
- ✓ Instrumental Model
- ✓ Conflict Model
- ✓ Conflict Model

2.10.1 SEGMENTATION MODEL

The first model is known as segmentation model, which hypothesizes that work and non-work are two distinct domains of life that are lived quite independently and have no influence on each other. This appears to be presented as a theoretical prospect rather than a model with practical support.

2.10.2 SPILL OVER MODEL

In contrast to the first model, a spill over model put forward suggested that one domain can influence the other domain in either a positive or negative way. While, sufficient research to support this model has been reported, need exists for more comprehensive propositions about the nature, causes and consequences of spill over.

2.10.3 COMPENSATION MODEL

The third model, termed as compensation model proposes work and family as to be two spheres of life and what may be lacking in one sphere, in terms of demands or satisfactions may be derived from the other sphere of life. For example, albeit work being regular and unchallenging, this could be compensated for by a key role in local area activities outside work.

2.10.4 INSTRUMENTAL MODEL

A fourth model referred to as an instrumental model, proposes that activities of one sphere may facilitate success in the other sphere, classically exemplified by, an instrumental worker may explore ways to maximize earnings by undertaking hectic overtime work lasting several days against a routine job to purchase a home or a car for their family.

2.10.5 CONFLICT MODEL

Another model referred to as conflict model suggests that individuals encountering high levels of demand in all spheres of life and compelled to make difficult choices may end up in experiencing psychological conflicts with significant overload.

Morris and Madsen (2007) proposed a new perspective of balance between work and family roles in terms of Resource drain theory and Enrichment theory that supplement the existing theories:

- ❖ Resource Drain Theory
- ❖ Enrichment Theory

2.10.6 RESOURCE DRAIN THEORY

According to resource drain theory, limited availability of resources such as time, energy, money and attention leads to reduction of the resource in its original domain as it is shared with another domain. The phenomenon can be exemplified by, when an employee invests larger portions of time at work; the time available for family or for other non-work roles diminishes.

2.10.7 ENRICHMENT THEORY

In contrast, Enrichment theory refers to the degree to which experiences from instrumental sources (skills, abilities, values) or affective sources (mood, satisfaction) augment the worth of the other domain or in other words, experiences in one domain complimenting the quality of live in the other domain. Most of the studies in work life balance have been underlined by the above theories in spite of explanations and contents may vary between individual studies.

2.11 WORK-LIFE BALANCE POLICIES AND PROGRAMS AND WLB

Straub (2007) had investigated the contribution of work-life balance practices and policies in 14 European countries towards enhancing the career advancement of women to senior management positions. The study identified that only the payment of additional emoluments during maternity leave had a positive impact on WLB. Hyman & Summers (2007) demonstrated that employees in financial service sector of Scotland were prone to work-life balance issues and emphasized the need for organizations and unions to develop a focus on work-life balance programs.

2.12 WORK SUPPORT AND WORK LIFE BALANCE (WLB)

Thompson, Kirk, and Brown (2005) showed that supervisors have significant influence on professional stress of female police officers and they can reduce moral exhaustion and contribute to a better work-life balance. Warner and Hausdorf (2009) conducted a study on work life issues among health care workers in Canada. The results indicated that a positive relationship exists between the organization and supervisor support for work-life issues and reduction of work- to-family conflict. Tremblay, Genin & Loreto (2011) illustrated the importance of organizational support to work-life balance in a demanding work environment among police officers and agents in Québec using case study methodology involving a questionnaire and in-depth interviews. The findings substantiated the importance for organizations to offer formal and informal support to employees in the work environment to balance their work and family aspects.

2.13 WORK-LIFE BALANCE MEASUREMENT

Developing and validating a measure of work life balance is a critical element for mapping of work environment prevailing in any organization has been recognized to be essential tool for researchers, management practitioners to facilitate advanced research in this area. Initially, work-

life balance was estimated in terms of work-family conflict, in line with the model proposed by (Greenhaus and Beutell, 1985) that include different types of conflict such as:

- Time based conflict - Time based conflict occurs when time devoted to one role makes it difficult to fulfil the demands in another role
- Strain based conflict - Strain based conflict exists when psychological strain produced within one role have an effect on the functioning of individual's another role. The model also indicated that strain based work-family conflict was likely to be the most intense for employees exposed particularly to extensive physical, emotional, or mental work demands.
- Behavior based conflict - Behavior based conflict occurs when specific behaviors effective in one role are inappropriate with behavioral expectations in another role.

The model hypothesized that any role attribute that influences individual's time involvement, strain or behavior within a role, can generate conflict between that role and the other roles played by the individuals.

The work-life balance construct has been measured in a variety of ways. Clark (2001) proposed that the concept of work-life balance may be somewhat misleading, suggesting that the "synergistic relationship between work and home that balance implies may be, at most, a rare occurrence". The study used five different scales to represent work-life balance namely:

- ✓ Role conflict,
- ✓ Work satisfaction,
- ✓ Home satisfaction,
- ✓ Family functioning and
- ✓ Employee citizenship.

2.14 JOB PERFORMANCE MEASUREMENT

An employee's performance is the measure that is associated with the output concerning quality, quantity and timelines in the current job duty (Jackson and Mathis, 2009). Employee performance signifies an individual's work accomplishment after utilizing the required effort on the assigned job, which associates with getting a significant work allocated by the employer (Karakas, 2010). On the other hand, employee performance directly impacts the organizations

financial and non-financial outcome (Anitha, 2014). According to (Al Mehrzi and Singh, 2016) Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or predetermined criteria that have been mutually agreed upon. Furthermore (Yang et al., 2016) state that performance is basically what employees do or do not do. Performance management is the entire activity carried out to improve the performance of a company or organization, including the performance of each individual and work group in the company. According to Shmailan, 2016, employee performance is an action what employees do in carrying out the work done by the company. Performance in carrying out its functions is not independent, but always relates to employee job satisfaction and the level of reward given, and influenced by individual skills, abilities, and traits. Many studies have been introduced various methods to evaluate organizational performance, which includes the knowledge, quality, creativity and quantity of employees towards to complete, which has been given at the time of measurement period. In any assessment systems must have some standard parameters to calculate the performance that can be relied upon (Wong, 2017).

Hakala, (2008) and Armstrong, (2006) in discipline of human resource management, the following indicators for measuring employee performance suggested and they include:

- ✚ Quality that can be measured by percentage of work output that must be redone or is rejected;
- ✚ Customer satisfaction that can be measured by the number of royal customers and customer feedback.
- ✚ Also, timeliness, measured in terms of how fast work is performed by the employee when given a certain task;
- ✚ Absenteeism/tardiness observed when employees absent themselves from work;
- ✚ And achievement of objectives measured when an employee has surpassed his/her set targets, he/she is then considered to have performed well to achieve objectives.

2.15 EMPIRICAL REVIEW

2.15.1 IMPACT OF WORK LIFE BALANCE ON EMPLOYEES PERFORMANCE

Often organization culture and workplace practices dominate an individual's working life, and put organization's requirements before the individual's needs. Issues such as work flexibility are approached from the employers' perspective, and offer the employee minimal choice in managing their working life (Strachan & Burgess 1998). Pocock (2003) describes the lack of equilibrium between the changing nature of families and workplace cultures as a 'collision between work and families'. Institutions have failed to recognize the spillover effect in workplaces, and neglected to manage the balance with employees' expectations that extend beyond their working life (Bond et al 1997; Bardoel et al 2000; Pocock 2003). Research indicates that organizations that identify, plan and implement work-life balance policies that are receptive to the changing nature of the workforce reap positive results in the guise of high levels of staff retention and increased productivity (Bardoel et al 2000).

In the seminal study of Piotrkowski (1979) where he examined the link between work and family, he posited that workers "Sees their abodes as refuge and therefore, look to their households as the cause of happiness missing in their employments". However, (Lambert, 1990) argued that employees as a person would always be "looking for better happiness from their family or work life because of the unhappiness with others". With the advent of globalization, the increasing demands in the organization are continually growing and distinctly vital which makes workers to extend their man hours at their various organizations than with their families (Muthukumar et al., 2014). Furthermore, work life balance indicates the degree at which workers derive some achievements and making sure that their desires are achieved in both work and outside work. Alison & Rosalie (2015) pointed out that work-life balance practice has been adopted and applied in western countries like France, Britain e.t.c but the reverse is the case in developing countries like Nigeria, Ghana, Togo, Cameroon e.t.c. (Mordi et al., 2012). Organizations needs to ensure that workers exhibit a high balance level of both work and outside work activities so as to achieve job quality performance and to reduce errors that would have negative impacts on the organization (Forsyth & Polzer-Debruyne, 2007; Kossek & Lambert, 2005).

Striking a balance between personal life and work is one of the biggest challenges facing millions of individuals in the workforce. Balancing between family or personal demands and work requirements is a constant struggle that leads to the emergence of work-family conflict (Mohanty & Jena, 2016). According to the conflict theory, work-family conflict occurs when a person is subjected to two unharmonious pressures; it crops up when employees have to fulfill

their family roles and work responsibilities concurrently (Colombo & Ghislieri, 2008). There are three forms of work-life conflict, one is time-based conflict which occurs when an individual is forced to select between a work event and family event happening at the same time. For example, making a choice between attending a child's graduation party and making a company presentation to potential investor. Two is strain-based conflict, occurs when psychological problems originating from family or work-life rolls over into the other role. Lastly is behavior-based conflict, which occurs when an individual's transfers his conduct and expectations from the workplace to the home environment; that hinders the effective performance of their roles in the other domain (Charkhabi, Sartori, & Ceschi, 2016). For example, assertiveness is a desirable characteristic at the workplace since it helps in creating a good working environment but is undesirable at home as it leads to unnecessary tension among the family members.

Should individuals give priority to their family or work-life? Previously, the picture of an ideal employee was an individual completely devoted to their work, who spent an extensive amount of time focusing on the achievement of organizational goals (O'Brien, 2012). However, this myth is no longer applicable in the current generation. There has been a transformation of mindset on how employees should show organizational commitment. According to (Shiels, 2014), employees with work-life balance are more productive than workers who devote most of their attention towards one dimension. (Shimazu A. , et al., 2013) In their study on strategies of retaining women in the workforce note that work-life balance is a critical component for reducing employee turnover. And personal life factors have a significant influence on the achievement of this work-life balance as described below.

2.15.2 PERSONALITY

Personality is what defines a being; it refers to the distinctive characteristics and features of an individual. Personality is a consequence of numerous elements including hereditary, environmental, and situational factors; it determines a person's ability to handle different situations in their lives (Devadoss & Minnie, 2013). According to (Gifford & Andreas, 2013), various psychosocial factors like family support, hostility and physical and mental abuse determines the personality development of an individual. (Benoit, 2009) Notes that children who receive unconditional love and warmth from their parents are more confident and depict a strong leadership personality compared to their counterparts that grow up in a stressed environment.

There are five broad types of personality. One is conscientiousness; features of this personality trait include careful planning and impulse control, controlled and systematic actions, organization and cautious deliberations before undertaking an activity (Devadoss & Minnie, 2013). The openness personality relates to individuals that are innovative, imaginative, and open to new experiences and ability to quickly adapt to new situations (Kundnani & Pallavi, 2014). Extroversion is a personality that describes energetic, assertive, warm, outgoing and talkative individuals in the society. Agreeableness personality trait is described by the characteristics of forgivingness, sympathy, caring, empathetic and trust. Lastly is neuroticism that is exhibited by high levels of anxiety, defensiveness, self-doubt, emotional instability, irritability and depression among other factors (Kundani & Mehta, 2016).

2.16 WORK-LIFE BALANCE FACTORS AND JOB PERFORMANCE

Employees have an increased concern about balancing their work and personal lives (Vallone & Donaldson, 2001). This is the result of a world of work characterized by change and increased demands on time, energy and work commitment (Burke, 2000). Furthermore, the concern is not limited to a specific group of employees as research in industrial countries has shown that employees across different organizational levels and with different family structures are concerned with achieving a better balance between working life, family obligations, leisure and socializing (Papalexandris & Kramar, 1997). An inability to create a balance between work and personal life could influence employees' effectiveness and productivity in the workplace (Elloy & Smith, 2003).

As Nick, Kretschmer and Reenen (2006) good management will result work life balance and work-life balance will result higher productivity. This shows us how work life balance is important to productivity. The relationship between banking industry and performance of its workers is an essential element for the economy and for a country in general. The level of performance that satisfied workers exhibit is greater than those who are unsatisfied. If the organization is a service organization, then it is highly essential for employees to have job satisfaction. The organization can derive better customer service from such employees who show high level of commitment to the organization. This commitment of employees can be achieved through WLB programmes (Yasbek, 2004; Islam, 2006).

2.16.1 DEMOGRAPHIC FACTORS AND PERFORMANCE

Thriveni and Rama (2012) examined a significant relationship between demographic variables namely; age, experience, marital status, income, type of family, number of dependents and perception of work- life balance among women employees in Bangalore city, India. They also articulated the importance of these relationships for designing appropriate policies for employees to deal with work life balance issues.

Burke (1997) on the other hand, found that organizational values, associated with high performance and involvement, created an environment that may make it more difficult for employees to achieve or even wish to achieve balance in their work and life roles. Apart from the job characteristics and organizational values, Papalexandris and Kramar (1997) stated that individual variables could also influence work-life balance. These included: Age, Sex, Qualifications, Pay, Professional aspirations, Family, and Attitudes

2.16.2 EXPECTATIONS AND PRIORITIES ASSIGNED TO THE VARIOUS ROLES OF BOTH PARTNERS.

As Balaji (2014) it is becoming highly important to study what women undergo in their career path as they will be handling their family as well as at the same time the stress and work pressure is for more than others has a lot of time. Job, kid and house management and everything is put under criteria. It is clear from the current study that married women employees indeed experience work family conflict while attempting to balance their work and family live. Thus, organizations need to formulate guidelines for the management of work family conflict since they are related to job satisfaction and performance of the employees. Besides, employee whose work life and personal life is balanced and is ethical can be fair and honest to his customer and bring about quality of service in an organization as (Goveas, 2011) stated.

2.16.3 ORGANIZATIONAL FACTORS AND PERFORMANCE

2.16.3.1 WORK ARRANGEMENT

To have flexible working hour in an organization significantly influence employee job performance by enabling a balance between, personal commitment, responsibilities and organizational roles, duties of an employee. Flexibility in working hours enhanced employee motivation and commitment to the organization. Leave from work created a change of environment and a break from the daily working environment. This has a lot of impact on employees' psychological well-being, eliminating fatigue, and work related stress which

translated to better employee performance after the leave (Kamau, Muleke, Makaya & Wagoki, 2013).

When there is interference between work and family roles obviously the performance of such an employee at the workplace will be jeopardized. As a result, the employee will lose reward because of non-performance and be unsatisfied. The study describes that the dimension of conflict has adverse effects on the organizational commitment, while a good management of WLB augment job performance (Aryee, Srinivas & Tan, 2005).

In his study Pronk (2005) specifically mentioned flexible working hours and childcare as WLB benefits that instantly enhance performance. He said suitable childcare and pick-up and drop-off time for kids are main concerns for the employees. Organization's effort to solve these challenges has a direct impact on job performance (Pronk, 2005). If employees are worried about personal responsibilities then they lose focus and their performance is impaired (Prebble, 2005). Work-life conflict, which is the absence of WLB, is a cause of diminishing employee job performance (Chaudhry, Malik, & Ahmad, 2011).

2.17 CONCLUSION

Overall, it can be said that work-life balance is an essential term of great importance for every single person since the personal wellbeing and consequently also the overall health is dependent and influenced by it. Minor as well as major mental health issues might arise, which can vary from stress to depression and are usually caused through a combination of fatigue, disruption of relationships, and absence from home, irregular work routines and others. Therefore, individuals as well as employers and managers need to be aware of this, since work-life balance is very complex and there is no best fit solution for everyone. This is due to the fact that every person has to face different factors in his or her work and private spheres, which makes every situation unique. Nevertheless, there are certain basic frameworks which seem to be applicable for all kinds of situations. For instance, maintaining good time management in both life dimensions is essential. Furthermore, an individual should raise self-awareness and set priorities and goals for him or herself before anyone else, they is a safety message on Ethiopian airline safety movies that says "wear your oxygen mask before helping other".

From the management side, a measure would be to offer flexible work hours, flexible shifts and other, as they give a certain freedom to the employees, which again will make it easier to

combine both life spheres. The literature revealed that work-life balance becomes even more important for pilots and flight attendants, technicians and ground employees of Ethiopian airlines since they must face even more factors than the normal office or civil society workers. Especially pilots, flight Engineers and cabin attendants, they have to deal with very irregular working hours and are often far away from home without their friends and families. Further, fatigue and jet lag strongly influence and shape their entire life cycle, but also is crucial for the safety of flights. An airline's management greatest capability to provide the flying staff with good preconditions for work-life balance, are the monthly duty plans. These decide over their work as well as private life, whether they are able to work with favorable colleagues and to satisfying destinations and if they are able to attend an important family party. Furthermore, an airline can educate their employees about work-life balance easily with their annual training. However, once again the individual factor should not be forgotten, where again time management can be seen as fundamental and should be integrated when being on a layover, day off, vacation, as well as at home.

After coming to this conclusion and having an in-depth look into the literature about work-life balance in general, as well as within the aviation context, the next part of the thesis aims to reveal and detail how work-life balance is really seen and handled among female Ethiopian airline members. In general, it can be concluded that even though there have been studies on the relationship between work life conflict, work life balance and job satisfaction in Ethiopia in some organization, as per my knowledge, there is no study conducted on Ethiopian airline employees work life balance especially on determinant of work life balance of female Ethiopian airlines employees and the impact of work life balance on employees performance. It is, therefore, not known what factors determine the work life balance of female Ethiopia airlines employees and not known whether work life conflict affects job performance among female employees of the Ethiopian airlines. Since satisfaction has an effect on performance, this study will be focused on determinants of work life balance of Ethiopian airlines female employees and the relationship between work life imbalance and job performance.

Meanwhile, the WLB issues of employees in Ethiopia is very new. Even in the international arena, studies on this topic are scarce, especially with regard to developing and developed countries. The available reports (Godwyn, 2009; CIBC, 2004) mainly mentioned, developed nations where the prevailing situations are quite different than those of developing and underdeveloped nations. The issue of WLB for women employee in such nations thus needs to

be recognized as vitally important to society and as requiring intensive research. As a result, this study specifically focused on women Ethiopian airlines Employees, try to assess their work life balance and the effect of work life balance factors and its effect on job performance.

CHAPTER THREE

THE RESEARCH METHODOLOGY AND DESIGN

3.1 INTRODUCTION

Discussed in this part are different stages that was followed in accomplishing the research project. The chapter offers a general frame for the techniques and procedures to be employed in the gathering and analyzing the data.

3.2 STUDY AREA AND PERIOD

The study conducted in Addis Ababa from October 1/2021 to December 15/2021. Addis Ababa is the capital city of Ethiopia. The town has 28 Woredas and 11 sub cities. The geographical location of Addis Ababa is approximately between 9°1'48"N/9.03000°N latitude and between 38°44'24"E/38.74000°E longitude (topographic map sheet obtained from Ethiopian Mapping Agency and topographic surveyed map).

According to Addis Ababa Administration office, Addis Ababa's 2021 population is now estimated at 5,005,524, with male to female ratio 100.12 males per 100 females.

3.3 STUDY DESIGN

Institution based cross sectional study was conducted among Female Employees in Ethiopian Airlines, in Addis Ababa at Bole International Airport.

3.4 POPULATION

3.4.1. Source population: All Female Employees in Ethiopian Airlines

3.4.2. Study population: All Female Employees of Ethiopian Airlines in Bole International Airport.

3.4.3. Sampling unit/study unit: Female Employees included in the study

3.4.4. Inclusion and Exclusion criteria

- ✓ Inclusion criteria - All Female Employees who can fill and send online questionnaire survey
- ✓ Exclusion criteria – All Female Employees who can't fill and send online questionnaire survey

3.5 SAMPLE SIZE DETERMINATION AND SAMPLING TECHNIQUE

3.5.1. SAMPLE SIZE DETERMINATION

Sample size was determined by using single Yamane formula (1967:886) which provides a simplified formula to calculate sample sizes. This formula was used to calculate the sample sizes from a given population. Below is the mathematical illustration for the Taro Yamane method:

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

Where: n = the sample size.

N= population size

e = level of precision (%)

$$= 4376 / ((1 + 4376(0.05)^2)$$

$$= 4376 / (1 + 4376(0.0025))$$

$$= 4376 / 11.94$$

$$= 367$$

Then considering 10% non-response, the final sample size became **404**.

3.5.2. SAMPLING PROCEDURE

All Female Employees of Ethiopian Airlines in Bole International Airport included in this study during the data collection. According to the HR report, there are **15892** total employees around the world, among that **4376** are female employees at Bole International Airport as of June 2021.

Bole International Airport was selected based on Purposive Sampling methods. An Ethiopian airline has women employees all over the world on its entire destination. Since it difficult to collect data from those employee far from Addis Ababa, Ethiopian Airlines main office, Bole

International Airport was chosen based on Convenience Sampling technique. Besides being the busiest airport in the economic capital of the Ethiopia, Bole is also the largest aviation hub of Ethiopian airlines. Ethiopian airlines have employee’s distribution shown on the bellow table. Sample size constitutes depending on the reply from electronic questionnaire from female crews working in various departments of Ethiopian airlines. Finally five to eight employees will selected randomly from the different department and sections until the required sample size (404) obtained.

Ethiopian Airlines Employees population distribution							
.	All over the world			Bole International Airport			Total
	Men	Women	Total	Men	Women	Total	
No	9694	6198	15892	8190	4376	12566	15892
%	61	39	100	65	35	100	100

Table 3.1 Ethiopian Airlines Employees population distribution

(Source: Developed for this research from Ethiopian airlines HR, 2021)

3.6 STUDY VARIABLES

3.6.1. DEPENDENT VARIABLE

✚ EMPLOYEES JOB PERFORMANCE

3.6.2. INDEPENDENT VARIABLES

- work life balance
 - ✓ Role Overload
 - ✓ Quality of health or life
 - ✓ Dependent care issues
 - ✓ Time management
 - ✓ Support network

3.7 OPERATIONAL DEFINITIONS

- ✓ Employee performance is how a member of staff fulfils the duties of their role, completes required tasks and behaves in the workplace. Measurements of performance include the quality, quantity, effectivity and efficiency of work.

- ✓ WLB means the amount of time you spend doing your job compared with the amount of time you spend with your family and doing things you enjoy. WLB, from the employee perspective, is the maintenance of a balance between responsibilities at work and at home.
 1. Role overload is defined as having too much work to do in the time available. Role overload is related to the amount of time available
 2. Quality of health or life is a measure of an individual's ability to function physically, emotionally and socially within his/her environment at a level consistent with his/her own expectations.
 3. A Dependent Care issue is employees who have dependent children under the age of 13 who attend day care, after-school care or summer day camp, and/or provide care for a person of any age who is claimed as a dependent on and who is mentally or physically incapable of caring for himself or herself.
 4. Time management refers to the way that you organize and plan how long you spend on specific activities (life and work).
 5. Support network can be defined as feeling that one is cared for by and has assistance available from other people, organization and that one is part of a supportive social network. These supportive resources can be emotional (e.g., nurturance), tangible (e.g., financial assistance), informational (e.g., advice), or companionship (e.g., sense of belonging).

3.8 DATA COLLECTION INSTRUMENT

3.8.1 QUESTIONNAIRE

To collect quantitative data, questionnaire was designed by the researcher on the basis of theoretical and empirical grounds. A questionnaire consisting of different sections was designed. Data were collected using structured questionnaire that contains items that measures the status of work life balance factors and performance of the employees. The data were collected through an online survey distributed to Female EAL employees.

The tools of data collection was developed from (Daniels and Carraher, 2000) and the other variables measurement was adopted from (Kamua et al. 2013). After incorporating constructive comments from advisor, the revised questionnaires were distributed to the respondents. It has three parts. These include: - Background Information (Demographic), work life balance measurement questionnaires, Work life balance factors (Role Overload, Quality of health or life,

Dependent care issues, Time management and Support network) questionnaires and Job Performance questionnaires. The first part was to obtain background information (Demographic) of respondents that were relevant to the study. The rest part of the questionnaire was to measure the employees 'work life balance level, factors of WLB and employees' performance by using a five – point Likert response scale developed by (Frone et al. 1992) & (Voydanoff, 2004) includes strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5).

The researcher sought permission from EAGPBTU, permission for the survey was granted by EAGPBTU president. Due to covid-19 pandemic, after permission granted, the questionnaires were distributed to the respondents through Ethiopian airlines group primary basic trade union telegram channel by using online Google form survey. The survey pack included introduction part and the questionnaire. Collection of responded questionnaire started after posted on EAGPBTU telegram channel and continued for one month till enough amount of sample collected (404).

3.8.2. TYPES AND SOURCES OF DATA

The study use both primary and secondary data sources. The primary data was collected through self-administered questionnaires from female EAL employees. Questionnaires are an efficient data collection mechanism provided that the researcher knows exactly what is required and how to measure the variables of interest. Secondary data collection for the following research was gathered by the help of previous researcher's articles, journals, research reports, company manuals, related text books and internet. The current researcher used measures of central tendency (mean, median and mode), measures of dispersion (standard deviation), and measures of skewness, the regression analysis and coefficient of correlation analysis to find the relationship between variables for test the hypothesis.

3.9 DATA QUALITY CONTROL AND MANAGEMENT

Before conducting the study the questionnaire pre-tested on 5% of the study subjects out of the study area and questionnaire modified accordingly. A pilot study conducted prior to distributing the questionnaire to the respondents. The aim of the pilot study is to refine the questionnaire in order to avoid problems in answering the questions by partakers in the main study, and to avoid problems in recording data (Saunders et al., 2012). The pilot study for this research conducted amongst a small number of respondents (5% of the study subjects) in order to establish

partakers' understanding of the questions, any problems in answering, clarity of the instructions, attractiveness of the layout, and time needed to complete the questionnaire (Fink, 2009). Individuals taking part in the pilot study were asked to share their impressions of the questionnaire content and design, and also to provide their recommendations. This information was important in deciding on whether any amendments to the questionnaire necessary. All the suggestions considered, and as a result minor amendments to headings and layout of the survey implemented.

Validity is also very important as it states whether the evidence presented justifies the claims of the study (Collis & Hussey, 2009; Fisher, 2007). Saunders et al. (2012) argue that when assessing validity of a questionnaire the following should be considered:

- ❖ Internal validity or measurement validity, examining if a questionnaire measures what it should measure
- ❖ Content validity, examining if questions used in a questionnaire sufficiently cover the investigative subject
- ❖ Criterion-related validity or predictive validity, assessing the ability of the questions to make valid predictions
- ❖ Construct validity, assessing whether the measurement questions actually measure the construct being investigated

All scales used in the questionnaire in this study were carefully selected from a number of existing studies from several researchers, ensuring that their validity was already tested and that their Cronbach's alpha coefficient was above 0.7.

3.10 DATA ANALYSIS

3.10.1. Quantitative data: The collected data coded, cleaned and entered into SPSS computer software version 21 for final analysis. In order to ensure logical completeness and consistency of responses, data editing and coding carried by the researcher. Once editing done, data analyzed quantitatively. Descriptive data was prepared using tables and graphs. A simple regression analysis was done to identify associations between the dependent and independent variables.

The data obtained from secondary documents analyzed by using different descriptive statistical techniques. While, quantitative data analysis done by using frequency distribution, tabulate and percentages. These are done for each group of items relating to the research questions. Statistical

Package for Social Science (SPSS) software for version 21 employed to analyze and present the data through the statistical tools used for this study, namely descriptive analysis, Pearson’s product-moment correlation coefficient, and simple regression analysis,

3.10.2 INFERENCE STATISTICS

According to Sekaran (2000), “inferential statistics allow researchers to infer from the data through analysis the relationship between two variables; differences in a variable among different subgroups; and how several independent variables might explain the variance in a dependent variable.” The following inferential statistical methods are used on this research.

3.10.3 THE PEARSON PRODUCT MOMENT CORRELATION ANALYSIS

Cohen and Swerdlik (2002) posit that the Pearson Product Moment Correlation Coefficient is a widely used statistical method for obtaining an index of the relationships between two variables when the relationships between the variables is linear and when the two variables correlated are continuous. To ascertain whether a statistically significant relationship exists between work life conflicts balance factors (Role Overload, Quality of health or life, Dependent care issues, Time management and Support network) and job performance the Product Moment Correlation Coefficient was used. According to Danail and Gates (2006), correlation coefficient can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation. While a value of +1.00 represents a perfect positive correlation. A value of 0.00 correlations represents no relationship. The results of correlation coefficient may be interpreted as follow:

Correlation coefficient	Interpretation
(-1.00 to -0.8]	High
(-0.8 to -0.6]	Substantial
(-0.6 to -0.4]	Medium
(-0.4 to -0.2]	Low
(-0.2 to 0.2)	Very low
[0.2 to 0.4)	Low

[0.4 to 0.6)	Medium
[0.6 to 0.8)	Substantial
[0.8 to 1.00)	High

Table 3.2 Correlation coefficient interpretation (Source: Danail and Gates, 2006)

Accordingly, on this study, Pearson's Correlation Coefficient statistical method was used to determine the following relationships for the sample respondents.

- ❖ The relationship between role overload and job performance
- ❖ The relationship between quality of health or life and job performance
- ❖ The relationships between dependent care issues and job performance
- ❖ The relationships between support network and job performance

3.10.4. REGRESSION ANALYSIS

Simple regression analysis takes into account the inter-correlations among variables involved. This method also takes into account the correlations among the predictor scores. Simple regression analysis one predictor is jointly regressed against the criterion variable (Cohen & Swerdlik, 2002). This method is used to investigate the effect of work life balance factors (Role Overload, Quality of health or life, Dependent care issues, and Support network) and job performance.

3.11 ETHICAL AND LEGAL CONSIDERATION

Ethical clearance will be obtained from Research and Ethical Committee of College of Business and Economics of Addis Ababa University. All participants were advised that their participation was voluntary. Partakers were also assured that their own identity together with the name of the organizations they work for will remain confidential. It will be explained to participants that the questionnaire is completely anonymous and does not include questions asking for any personal details, such as names of participants or names of employers. One question included in the demographic part of the questionnaire asked the employees to state what sector they worked in. Names of the organizations that the author approached may only be revealed, if necessary, to examiners during the presentation of the thesis; other than this, information will not be revealed to anyone else, it will not be available to the public and will not be stated in this paper. Also, all

participants were advised that they will be provided with a copy of the collected results on request.

3.12 ETHICAL CONSIDERATION

The objective of ethics is to ensure that no one is harmed or suffers adverse consequences from the research activities. All relevant data for this study was collected by issuing an official letter to the concerned organizations. The researcher explained and informed the respondents (Ethiopian Airlines female employees) about the importance of the study and their willingness and consent commitment before distributing questionnaires through google form. The respondents also had the right to refuse or terminate at any point in the data collecting process. Regarding the right to anonymity and confidentiality, the participants were not requested on the questionnaire to write their names and confirmed that their responses were not in any way linked to them.

3.13 DISSEMINATION OF RESULTS

The final result was presented to Addis Ababa University and concerned body, Ethiopian Airlines Office. It will also be accessed to interested researchers and academicians through the College of Business and Economics, Addis Ababa University and publication.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 INTRODUCTION

This chapter discusses the interpretation and presentation of the findings obtained from the field. The chapter presents the background information of the respondents, findings of the analysis based on the objectives of the study. Descriptive and inferential statistics was used to discuss the findings of the study.

4.2 DATA ANALYSIS

Univariate and bivariate analyses were done in order to achieve the set objectives. Bivariate analysis is used to test the strength of relationship between two variables (work life balance and employees job performance). The Bivariate analysis includes the correlation analysis and simple regression. Pearson correlation and regression were used to test hypotheses and descriptive statistics were used to do univariate analysis

4.2.1 UNIVARIATE ANALYSIS

1. SOCIO-DEMOGRAPHIC CHARACTERISTICS.

Out of the total 404 selected female Ethiopian Airline workers, 388 respondents were completed the questionnaire which made the response rate 96.04%. Of the total 404 respondents, 104 (27%) were age ranged from 26 to 30 years and 87(21.5%) from 31 to 35 with a mean age of 32.9 (SD 1.496 years). From the total participants, 229 (55.7%) were married and 163 (40.3%) were single, majority of them 155(38.4%) have no children and 86(21.0%) of them have two children. Education levels of employees in the sample have been grouped into five categories such as advanced level, certificate included on OTHER categories, Diploma, Graduate (bachelor degree), Master's degree and PHD (Doctor of Philosophy). The first category OTHERS which contains 6 employees and it is 1.6% of the sample. Diploma contains 16 employees and it is 15.3% of the sample. Third one is Graduate and it contains 261 employees and it is 64.6% of the sample which is the highest percentage among all four categories. The fifth one is PHD and it contains 2 employees and it is 0.5% of the sample. More than half of the study participants 261(64.6%) were bachelor degree holder and 137(35.3%) of them were from ET passenger airlines department. Currently 89(22.0%) of them are working as Aircraft technician and majority of them 191(47.3%) and 108(26.7%) have less than 5years and 6-10 year work experiences respectively (table2).

Table 4.1 Percentage distribution of Socio-demographic characteristics of Female Ethiopian Airline workers (n= 388), Addis Ababa, Ethiopia, October, 2021

Variables	Values	Frequency	Percent
Age in year	<=25	56	15.3
	26-30	104	27.0
	31-35	85	21.5
	26-40	71	18.3
	41-45	38	9.4
	>45	34	8.4
	Total		388
Marital status	Divorced	15	3.7
	Married	224	55.4
	Single	163	40.3
	Widowed	1	.2

	Total	388	100.0
Number of children	0	155	38.4
	1	76	18.8
	2	85	21.0
	3	38	9.4
	4	24	5.9
	5	18	4.5
	6	6	1.5
	Total	388	100.0
Academic position that you hold	BACHELOR DEGREE	261	64.6
	COLLEGE DIPLOMA	62	15.3
	MASTERS	73	18.1
	OTHER	6	1.5
	PHD	2	.5
	Total	388	100.0
	Section or division	ET Airport	90
ET cargo		71	18.3
ET MRO		88	22.7
ET Passenger airlines		137	35.3
Others		2	0.5
Total		388	100.0
Your Current Position	Accountant	10	2.5
	Aircraft maintenance	89	22.0
	Airport	14	3.5
	Cabin crew	96	23.8
	Catering service	8	2.0
	Customer service	6	1.5
	EAA(Ethiopian Aviation Academy)	7	1.7
	HR	49	12.1

	Manager	38	9.4
	Marketing	42	10.4
	Pilot	36	8.9
	Total	388	100.0
Year of work experience	<=5	191	47.3
	6-10	108	26.7
	11-15	51	12.6
	16-20	31	7.7
	>20	23	5.7
	Total	388	100.0

4.3 MEASURES OF WORK-LIFE BALANCE ISSUES

4.3.1 ROLE OVERLOAD

With regard to role overload, 165(40.3%) disagree that their colleagues not look after their daily roles whereas 116(28.7%) agree that their colleagues look after their daily roles so that they are quite contented in their life. In the case of excessive workload and lack of time 141(34.9%) agree that they were not able to give proper attention to their personal life, their family and their work but 132(31.9%) disagree that they were not able to give proper attention in their personal life, their family and their work. Among the 388 respondents 139(34.4%) replied that they are strongly agree that they were over burdened with work and family roles and find it difficult to attend social/community activities but 130(32.2%) of them disagree with this. Due to their work need, 137(33.9%) agree that they find it difficult to spend the evenings and weekends with their family which was disagreed with 129(31.9%) of respondents.

Table 4.2 Percentage distribution of Role Overload of Female Ethiopian Airline workers (n= 388), Addis Ababa, Ethiopia, October, 2021

Variables	Values	Frequency	Percent
As my subordinates/colleagues look after the daily roles, i am quite contented in my life	Agree	116	28.7
	Disagree	165	40.3
	Neutral	40	9.9
	Strongly Agree	14	3.5
	Strongly disagree	68	16.8
	Total	388	100.0
Due to excessive workload and lack of time, I am not able to give proper attention in my personal life, my family as well as in my work	Agree	141	34.9
	Disagree	132	31.9
	Neutral	32	5.4
	Strongly Agree	23	5.7
	Strongly Disagree	52	11.9
	Total	388	100.0
As I am burdened with work and family roles, I find it difficult to attend social/community activities	Agree	31	7.7
	Disagree	130	32.2
	Neutral	39	9.7
	Strongly Agree	139	34.4
	Strongly Disagree	45	11.1
	Total	388	100.0
Due to work needs, I find it difficult to spend the evenings and weekends with my family	Agree	137	33.9
	Disagree	129	31.9
	Neutral	29	6.7
	Strongly Agree	20	5.0
	Strongly Disagree	50	12.4
	Total	388	100.0

4.3.2 QUALITY OF HEALTH

With respect to quality of health, 159(39.4%) and 51(12.4%) agree and strongly agree respectively that they feel angry with their subordinates (employees) and family members as they

are not able to balance their work and family issues whereas 112(27.7%) disagree with this. Of the 388 respondents, 162(40.1%) replied that as their work/duty drains away their energy and time, they were stressed and felt sick at home but 120(29.7%) of respondents disagree this condition did not work with them. Majority of respondents 173(42.8%) agree that they are satisfied in their work and family domain, feel relaxed and sleep very well but 120(29.7%) disagree that they are not satisfied in their work and family domain felt stressed and not sleep very well. With regards to dependent care issues 165(40.8%) of respondents agreed that they find it difficult to manage their work and dependent care at their home simultaneously and 118(29.2%) disagree their work related and dependent care issues.

Table 4.3 Percentage distribution of Quality of Health of Female Ethiopian Airline workers (n= 388), Addis Ababa, Ethiopia, October, 2021

Variables	Values	Frequency	Percent
I feel angry with my subordinates (employees) and family members as i am not able to balance my work and family issues	Agree	159	39.4
	Disagree	110	27.7
	Neutral	34	8.4
	Strongly agree	51	12.4
	Strongly Disagree	44	10.9
	Total	388	100.0
As my work/duty drains away my energy and time, I am stressed and feel sick at home	Agree	162	40.1
	Disagree	120	29.7
	Neutral	30	7.4
	Strongly Agree	40	6.7
	Strongly Disagree	48	11.9
	Total	388	100.0
Being satisfied in the work and family domains, i feel relaxed and sleep very well	Agree	173	42.8
	Disagree	125	30.9
	Neutral	35	8.7
	Strongly Agree	33	8.2
	Strongly Disagree	36	8.7
	Total	388	100.0

I find it difficult to manage my work and dependent care issues at home simultaneously	Agree	165	40.8
	Disagree	118	29.2
	Neutral	37	9.2
	Strongly Agree	22	5.4
	Strongly Disagree	60	14.9
	Total	388	100.0
I have to leave home early in the morning to engage in my duty	Agree	166	41.1
	Disagree	108	26.7
	Neutral	31	7.7
	Strongly Agree	47	11.1
	Strongly Disagree	47	11.6
	Total	404	100.0
I have to perform many roles in a given time	Agree	181	44.8
	Disagree	110	27.2
	Neutral	37	9.2
	Strongly Agree	41	10.1
	Strongly Disagree	32	7.9
	Total	388	100.0

4.3.3 SUPPORT NETWORK

Work-life balance issues were the result of many reasons as responded by respondents, 183 (45.3%) and 25(6.2%) agree and strongly agree respectively that social support network is very helpful in dealing with dependent care issues but 102(25.2%) and 63(15.6%) disagree and strongly disagree respectively and others remain neutral. Of the 388 respondents, 183(45.3%) agree that their family provide them the strength and support to face the challenges of their work whereas 124(30.7%) disagree that their family provide them the strength and support to face the challenges of their work. With respect to the willingness of their family members to help, 159(39.4%) agree that their family members are not willing to listen to their work related/personal problems while 136(33.7%) disagree that their family members are not willing to listen to their work related/personal problems and 142(35.1%) agree that they are arriving to

work on time at their working place while 129(39.1%) disagree and 153(39.4%) strongly disagree that they are arriving to work on time.

Table 4.4 Percentage distribution of Support Network of Female Ethiopian Airline workers (n= 388), Addis Ababa, Ethiopia, October, 2021

Variables	Values	Frequency	Percent
My social support network is very helpful in dealing with dependent care issues	Agree	183	45.3
	Disagree	102	25.2
	Neutral	28	6.9
	Strongly Agree	25	6.2
	Strongly Disagree	63	15.6
	Total	388	100.0
My family provides me the strength and support to face the challenges of my work	Agree	183	45.3
	Disagree	124	30.7
	Neutral	27	6.7
	Strongly Agree	28	6.9
	Strongly Disagree	38	9.4
	Total	388	100.0
My family members are not willing to listen to my work related/personal problems	Agree	159	39.4
	Disagree	136	33.7
	Neutral	25	6.2
	Strongly Agree	38	9.4
	Strongly Disagree	42	10.4
	Total	388	100.0
Arriving to work on time	Agree	142	35.1
	Disagree	129	31.9
	Neutral	39	9.7
	Strongly Agree	41	10.1
	Strongly Disagree	153	39.4
	Total	388	100.0

4.3.4 ENSURING PRIORITIES AT WORK

In the case of ensuring priorities at work, 186(47.9%) and 51(13.1%) agree and strongly agree to ensuring priorities at work respectively while 93(24.0%) disagree with ensuring priorities at work. Majority of respondents, 174(44.8%) and 44(11.3%) agree and strongly agree that they are dealing with uncertain and unpredictable work situations while 108(27.8%) disagree with this situations. In the case of creative work solution to difficult problems, 142(36.6%) agree that they are coming up with creative solutions to novel difficult problems and generally satisfied with their job while 107(27.6%) disagree with coming up with creative solutions to novel difficult problems and satisfied with their job. With respect to company or supervisor satisfaction with job performance, 140(26.1%) of the respondents agree that their company or their supervisor satisfied with their job performance. About 113(26.1%) of respondents disagree their company or their supervisor satisfied with their job performance. 24(6.2%) remained neutral, 59(15.2%) strongly agree and 52(13.4%) strongly disagree that their company or their supervisor satisfied with their job performance.

Table 5 Percentage distribution of Ensuring priorities at work of Female Ethiopian Airline workers (n= 388), Addis Ababa, Ethiopia, October, 2021

Variables	Values	Frequency	Percent
Ensuring priorities at work	Agree	186	47.9
	Disagree	93	24.0
	Neutral	32	8.2
	Strongly Agree	51	13.1
	Strongly Disagree	26	6.7
	Total	388	100.0
Dealing with uncertain and unpredictable work situations	Agree	174	44.8
	Disagree	108	27.8
	Neutral	32	8.2
	Strongly Agree	44	11.3
	Strongly Disagree	30	7.7
	Total	388	100.0
Coming up with creative solutions to novel difficult problems and generally satisfied with your job	Agree	142	36.6
	Disagree	107	27.6
	Neutral	49	12.6
	Strongly Agree	47	12.1
	Strongly Disagree	43	11.1
	Total	388	100.0

My company or my supervisor generally satisfied with my job performance	Agree	140	36.1
	Disagree	113	29.1
	Neutral	24	6.2
	Strongly Agree	59	15.2
	Strongly Disagree	52	13.4
	Total	388	100.0

4.4 ANALYSIS OF FACTORS ASSOCIATED WITH WORK-LIFE BALANCE

4.4.1 CORRELATION ANALYSIS

Due to Likert scale data collected, Pearson Product Moment Correlation analysis was used to identify the correlation between work life balance and different variables at a p value less than 0.05(margin of error)(95% confidence interval(CI)).

The multiple correlation analysis to the independent variable data of work overload, quality of health, dependent care, social support network and job performance and the dependent variable (work life balance) are shown in Table 7.

The multiple correlation analyses of variables are conducted to test the relation between independent variable data of work overload, quality of health, dependent care, social support network and job performance and the dependent variable (work life balance). In Table 3, it is shown that the independent variables showed significant relation with the dependent variable.

Quality of Health showed that a highest degree of correlation with work life balance which is $\rho=0.889$, $n=388$, $p<0.01$ which is highly significant indicating a positive correlation between them. Regarding role overload, the correlation between the dependent variable of interest is $\rho=-0.87$, $n=388$, $p<0.01$ shown that there is a very high degree of significant negative correlation. In the case of dependent care issues, with the correlation coefficient of $\rho=-0.725$, $n=388$, $p<0.01$ showed strong negative correlation. With respect to social support network, there is significant and positive correlation with the dependent variable with correlation coefficient of $\rho=0.75$, $n=388$, $p<0.01$. Employees performance and work life balance were significantly related, $\rho=0.693$, $n=388$, $p<0.01$ with strong positive correlation.

Table 4.7. Pearson Product Moment Correlation analysis of Work/life balance and independent variables of Female Ethiopian Airline workers ($n= 388$), Addis Ababa, Ethiopia, October, 2021

Pearson Product Moment Correlation analysis

			Work-life Balance	Quality of Health
Spearman's rho	Work-life Balance	Correlation	1.000	.889**
		Coefficient		
		Sig. (2-tailed)		.000
		N	388	388
	Quality of Health	Correlation	.889**	1.000
		Coefficient		
Sig. (2-tailed)		.000		
	N	388	388	
			Work-life Balance	Role Overload
Spearman's rho	Work-life Balance	Correlation	1.000	-0.870**
		Coefficient		
		Sig. (2-tailed)		.000
		N	388	388
	Role Overload	Correlation	-0.870**	1.000
		Coefficient		
Sig. (2-tailed)		.000		
	N	388	388	
			Work-life Balance	Dependent Care
Spearman's rho	Work-life Balance	Correlation	1.000	-0.725**
		Coefficient		
		Sig. (2-tailed)		.000
		N	388	388
	Dependent Care	Correlation	-0.725**	1.000
		Coefficient		
Sig. (2-tailed)		.000		
	N	388	388	

			Work-life Balance	Support Network
Spearman's rho	Work-life Balance	Correlation	1.000	.750**
		Coefficient		
		Sig. (2-tailed)		.000
		N	388	388
	Support Network	Correlation	.750**	1.000
		Coefficient		
Sig. (2-tailed)		.000		
	N	388	388	
			Work-life Balance	Job Performance
Spearman's rho	Work-life Balance	Correlation	1.000	.693**
		Coefficient		
		Sig. (2-tailed)		.000
		N	388	388
	Job Performance	Correlation	.693**	1.000
		Coefficient		
Sig. (2-tailed)		.000		
	N	388	388	

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

4.4.2 REGRESSION ANALYSIS

Ordinary logistic regression analysis was done to see the association between work life balance and different variables at a p value less than 0.05.

4.4.2.1 QUALITY OF HEALTH

Many factors have statistically significant association with work life balance when analyzed using ordinary logistic regression. Accordingly, quality of health has statistically significant association when analyzed using ordinary logistic regression (table.8). Respondents who had a good quality of health were 5.62 time more likely to have good work life balance than those who were not at p- value less than 0.05 and 95% CI (AOR 5.62, 95% CI 5.075-6.165).

4.4.2.2 ROLE OVERLOAD

Role overload had significant association with respondents' work life balance (table 8). Respondents who had role overload were 5.58 times more likely encountered work life imbalance compared to respondents who had no role overload (AOR 5.58, 95% CI 5.050-6.116)

4.4.2.3 DEPENDENT CARE ISSUES

Respondents who do not have dependent care issues at their home were 5.613 times more likely to more likely to maintain work life balance than those who do have dependent care issues at their home (AOR, 5.61395% CI, 5.081-5.0815.081) table (8).

4.4.2.4 SUPPORT NETWORK

Having a social support network in the social setting is also another factors associated with work life balance (table 8). Respondents who had a social support network were 5.609 times more likely to have stable work life balance than those who don't have a social support network (AOR 5.609, 95% CI 5.082-6.135).

4.4.3 JOB PERFORMANCE

Job performance is also another factors associated with work life balance of respondents. Job performance is significantly associated with work life balance (table 8). Accordingly, respondents who had a good job performance were 5.613 times more likely to have a good work life balance (AOR 5.613, 95% CI 5.092-6.135).

Table 4.8. Ordinary Logistic Regression analysis of Work/life balance and independent variables of Female Ethiopian Airline workers (n= 388), Addis Ababa, Ethiopia, October, 2021

		Estimate	Df	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Threshold	[WLB= 1.55]	45.908	1	.000	40.659	51.157
Location	ROL	5.583	1	.000	5.050	6.116
	QH	5.620	1	.000	5.075	6.165
	DC	5.613	1	.000	5.081	6.145
	SNW	5.609	1	.000	5.082	6.135
	JP	5.613	1	.000	5.092	6.135

* P value < 0.05

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

SUMMARY CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

From the data collected and analyzed, the following discussion, recommendation as well as conclusion were established. The response was fully based on the objectives of the research sought to establish the Impact of work life balance on female employee performance at Ethiopian Airlines bole international Airport in Ethiopia.

5.2 SUMMARY OF THE FINDINGS

The research revealed that work life balance (Quality of health, role overload, dependent care issues and support network) affect female employee performance at Ethiopian airlines Bole international airport. It was found that there is a positive relationship between WLB and EP. The correlation between these variable was 0.693, which is significant at 0.000 levels. This was based on two- tailed tests. Since correlation value is more than +0.5 and nearest to the +1, that relationship is much strong. The simple regression analysis describes that WLB has a positive impact on EP with the strength of b value of 0.693 (F=45.908, P=0.000). The level of WLB gives a measure of EP and it has a 95 % accuracy of confidence interval.

Several studies have examined the relationship between work life balance and employee performance with mixed results. According to DTI Scotland office (2000), the good practice of work life balance leads both employees and the organization to get the benefits. Basically, employees benefit by feeling less stressed and happier both at work and at home. And more people have the opportunity for paid work. Ultimately, these things cause to increase employee performance.

5.3 CONCLUSION OF THE STUDY

Based on the empirical investigation of the research the researcher can conclude that there is a strong relationship between work life balance and employee performance. The research concluded that work life balance affects the performance of female employees in Ethiopian

Airlines. The study also concluded that quality of health, role overload, dependent care issues and support network has impact on female employees. In conclusion the author would like to emphasize that; to improve WLB in an organization, support from both management and employees is very important.

5.4 RECOMMENDATIONS OF THE STUDY

Based on the finding the author try to recommend the following point, Employees need to be allowed to work in flexible work hours and in normal work load. Employee's quality of health need to be improved to get the best performance and Need to be provided for childcare (dependent care) and Support network if needed. In addition to that in order for the organization to improve and maintain good performance, it is very prudent that work life balance should well be addressed. This particular research work recommends that Ethiopian Airlines as it gives proper attention to processes and procedures in the organization, to have good female employee's job performance the company need to give proper attention for work life balance of female employees too. These types of procedures include coming up with professional programs that focus on giving employee adequate skills on how to handle job related challenges resulting to improvement in performance. The research also recommends that the organization should come up with work life balance related policies that should be implemented at departmental level. All policies should well be screened to ensure that they fill the gap existing among the employees. Good amount of resources should be invested in the program to enhance proper implementation as no program can be achieved without backup of good human and financial resources

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the gap existing among the employees. Good amount of resources should be invested in the program to enhance proper implementation as no program can be achieved without backup of good human and financial resources.

Based on the findings discussed in above, recommendations would be given for the employees and the management of the organization to improve WLB in order to enhance the employee performance and the employee job satisfaction of the organization. The recommendations will be in relation to WLB practices identified through the literature review and the feedback of the questionnaires.

5.4.1 TRAINING PROGRAMS

The author has recommended for the management to conduct training programs in relation to WLB, through which organization can improve the WLB of their staff. Given below are some of the training programs suggested by the author in order to enhance the WLB of the employees.

- ❖ Time management and personal effectiveness – This training program can be based on individual and organization needs which includes work life balance theme. Work life balance issues can be also included in these types of training programs.
- ❖ Effective work load management – This training program can include assessing current WLB and how it affects the employee, explain the causes of imbalance, and strategies for upgrading the quality of employees' lives and train the employees to create the life and work goals.
- ❖ Personal and professional development training courses – This is to encourage the balance between work and life to enable individuals, organizations, and families to be the very best that they can be in all their areas of endeavor.
- ❖ Life management training courses – This type of training programs helps the employees to recognize the issues and challenges and allow them to make significant lifestyle changes. It enhances employee's ability to focus on the job in priority wise. Further, the training plan would also focus upon the managers as well. Training programs for managers should be conducted on topics such as dealing with problems, motivate the employees, effective communication with subordinates, and training courses on leadership and management which

would ensure the improvement in WLB of the employees in order to enhance the overall WLB of the organization.

5.4.2 STRESS MANAGEMENT

Stress management services and program should be provided by an external company specializing in this type of support, information and counseling service. These services should be confidential and can be offered to either individuals or groups of employees. The benefits of this program can include decreased absenteeism, accidents and stress related disability. It can lead to increased employee productivity and prevention of problems, which could negatively impact the employee's work and home life.

5.4.3 FLEX-WORK ARRANGEMENTS

Flextime is an arrangement whereby employees can vary the scheduling of their working hours within specified guidelines. Essentially, it allows employees, on an individual or collective basis, to determine the start and end times of their working day. Flextime allows the employees to plan their workday around their personal lives. This practice can reduce the tardiness and absenteeism, increases in employee morale and employee job satisfaction and ultimately employee performance.

5.4.5 WORKPLACE CHILD CARE

Employees may have their children looked after at or near the workplace. The child care center may be owned by the company or be managed by a board of directors that includes representatives of the company and parents whose children go to the center. This facilitates the employees to easier access to a child care service and help to reduce the stress experienced by the parents.

5.4.6 HEALTH AND SAFETY PROMOTION

A healthy workplace provides mutual benefits for employers and employees within a common belief that good health practices by both will lead to individual and organizational self-fulfillment and productivity. Health promotion is the process of enabling employees to increase control over and to improve their physical, emotional and social health. This program enables all

the employees to improve health and maintain their good health. Therefore, the types of health activities can have positive impact on physical, emotional, and social environment.

5.5 LIMITATIONS OF THE STUDY

In any research, limitation are unavoidable. So, one limitation of this research was this study is cross-sectional in nature it means data were collected at one time only. But, the result might have different if the data were collected at two different times. Thus, future studies can adopt a longitudinal design to collect data for more accurate findings. The second limitation was generalizability of the results, as the current research conducted only at Addis Ababa bole international airport due to Ethiopian airlines operate globally and has employees all over the world. As a result, the finding are limited solely to the selected area Addis Ababa Bole International airport. So the generalization of the result to the entire Ethiopian airlines industry, other industry and other airlines is difficult and impossible.

5.6 AREAS SUGGESTED FOR FURTHER STUDIES

The research only focused on female employees in Bole International Airport. The future research should focus on all operating area of Ethiopian airlines. The research only focused on the influence of work life balance on performance of employees in Bole international airport, the subsequent research work should be done while considering the effect of WLB on job satisfaction of employee in Ethiopian airlines. The research also used simple random sampling method to sample the population.

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APPENDIX

Addis Ababa University

College of Business and economics

Department of MBA

IMPACT OF WORK LIFE BALANCE ON EMPLOYEES JOB PERFORMANCE

MBA PROGRAM

Questionnaire to be filled

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Research topic: THE IMPACT OF WORK/LIFE BALANCE ON ETHIOPIAN AIRLINES
FEMALE EMPLOYESS JOB PERFORMANCE

Dear respondents; - I would like to express my sincere appreciation for your generous time and honest prompt responses.

Objective: This questionnaire is designed to collect information about the above research topic. The information that you respond shall be used as a primary data in my case research which I am conducting as partial Fulfilment of Master's Degree at Addis Ababa University under Masters of Business Administration (MBA). Therefore, the information gathered will be used fully and with due attention for academic purpose only and I would like to assure you that the data collected will not be misused in any ways.

Part I consists of demographic variables (adapted from bell, rajendran, theiler, 2012).

I. Age

- II. Marital status
- III. Number of children
- IV. Academic position that you hold
 - COLLEGE DIPLOMA
 - BACHELOR'S DEGREE
 - MASTERS DEGREE
 - PHD
 - OTHERS
- V. Your Current Position
- VI. Section or division
 - ET MRO
 - ET Passenger Airlines
 - ET cargo
 - ET airport
 - Others
- VII. Number of work hours per week

Part II. Work-life balance problem assessment questions (Agree, Strongly Agree, Disagree, strongly Disagree, Neutral)

1. Role Overload

1.1.As my subordinates/colleagues look after the daily roles, i am quite contented in my life

1.2.I am become a successful employee by sacrificing many of my family roles

1.3.Due to excessive workload and lack of time, I am not able to give proper attention in my personal life, my family as well as in my work

1.4.As I am burdened with work and family roles, I find it difficult to attend social/community activities

1.5.Due to work needs, I find it difficult to spend the evenings and weekends with my family

2. Quality of health

- 2.1. Due to the work/family issues and lack of time, I find it difficult to take care of my health
 - 2.2. I feel angry with my subordinates (employees) and family members as I am not able to balance my work and family issues
 - 2.3. As my work/duty drains away my energy and time, I am stressed and feel sick at home
 - 2.4. My health problems are related to the long and continuous work schedule
 - 2.5. Being satisfied in the work and family domains, I feel relaxed and sleep very well
3. Dependent care issues
 - 3.1. I feel free and enjoy my profession, as I have no dependent care issues
 - 3.2. My kid/s are looked after by me
 - 3.3. I cannot concentrate in my work due to dependent care problems
 - 3.4. My spouse (partner) demands greater attention from me
 - 3.5. I am taking care of my aged parent(s)/in law(s)
 - 3.6. I find it more difficult to manage the elder care issues
 - 3.7. I find it difficult to manage my work and dependent care issues at home simultaneously
 - 3.8. My preoccupation with work does not allow me to provide dependent care needs at home leading to conflict
4. Time management
 - 4.1. I often come from the office late in the evening
 - 4.2. I have enough time to spend on family duties and societal roles
 - 4.3. The long hours of work make me stressed and short tempered
 - 4.4. I have to leave home early in the morning to engage in my duty
 - 4.5. I have to perform many roles in a given time
 - 4.6. My time resources are equally distributed between work and home
5. Support network
 - 5.1. Social support network available for me
 - 5.2. I could have concentrated more in my work if the social supports network was available to me

5.3. My social support network is very helpful in dealing with dependent care issues

5.4. Being an Ethiopian employee, I am respected and helped by the society

5.5. My family provides me the strength and support to face the challenges of my work

5.6. My family members are not willing to listen to my work related/personal problems

PART III JOB PERFORMANCE MEASURES

In this part of the questionnaire, there are questions that are related to your job performance and your performance level. Therefore, you are required to give your opinion, to what extent you are performing your job.

1. Arriving to work on time
2. Meeting deadlines at work
3. Ensuring priorities at work
4. Dealing with uncertain and unpredictable work situations
5. Achievement of goals always and adjusting work goals when necessary
6. Keeping job knowledge and job skills up-to-date
7. Coming up with creative solutions to novel difficult problems and Are you generally satisfied with your job
8. My company or my supervisor generally satisfied with my job performance

Part IV Work/life balance and job performance

1. You think if there is a good organizational policy that support work life balancing issues, you will be more efficient and effective on your job?
2. You think that if you have good work-life balance, you will be more effective and efficient on your job?
3. You think that if employees have good work-life balance, the organization will be more effective and successful?

