

**ADDIS ABABA UNIVERSITY**  
**COLLEGE OF BUSINESS AND ECONOMICS**  
**DEPARTMENT OF MANAGEMENT**



**WORK-LIFE BALANCE PRACTICES AND THEIR IMPACT ON EMPLOYEE  
CAREER SUCCESS: IN THE CASE OF ETHIOPIAN AIRLINES**

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## **DECLARATION**

I, the undersigned, hereby declare that this research paper is my original work, prepared under the supervision of Lakew Alemu (Ph.D.). All sources of materials used in this thesis have been properly credited. Furthermore, I confirm that this thesis has not been submitted in whole or in part to any other higher learning institutions earning a degree.

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**April, 2022**

## **ENDORSEMENT**

This thesis has been submitted to Addis Ababa University, College of Business and Economics Department of Management for examination with my approval as a university advisor.

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Advisor

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Signature

**Addis Ababa University, Addis Ababa, April, 2022**

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## **Acronyms**

WLB ... Work-Life Balance

OTP..... On-Time Performances

EAEG. ....Ethiopian Airlines Enterprise Group

HRM..... Human Resource Management

WLBP.... work-life balance policies

EAG.... Ethiopian Airlines Group

HRD ...human Resource Development

PGSD...Passenger ground service department CS Career success

## **Abstract**

*Work-life balance has growing to be a challenge throughout the world and the ability to realize a balance between job and family life is considered one of our generation's essential social demanding situations. This study assessed the work-life balance practice and its effect on employees' career success at Ethiopian Airlines. Specifically, the study determined the effect of employees' work-life balance practice, work-related factors/challenges, and family-related factors/challenges on employees' career success. A close-ended structured questionnaire was used as an instrument of data collection. Accordingly, 300 questionnaires were completed by respondents who are staff members in different departments. A quantitative research approach and a mix of descriptive and inferential research designs were deployed in analyzing the collected data with the use of SPSS version 24. To evaluate and interpret the findings, the study uses a Descriptive Research Design and a quantitative research approach. Correlation analysis and regression analysis methods were deployed to determine the relationship among the variables and determine the independent variables' effect on the dependent variable, respectively. The correlation analysis result confirmed that employees' career success has a positive correlation with employees' work-family balance practice, while it associates negatively with work-related and family-related factors/challenges. The regression analysis result attested that employees' work-family balance practice has a significant positive effect on their career success. The finding of the current study also revealed that work-related factors/challenges have a negative and statistically significant effect on employees' career success. Similarly, the study finding also showed that family-related factors/ challenges have a negative and statistically significant effect on employees' career success. To boost staff productivity, should implement an effective work-life balance management plan that reduces workload pressure and family-related stress. Employees should take controllable steps to ensure that they are doing their obligations and duties effectively and assertively. Relaxation in various forms that do not interfere with their work can be a helpful aspect in resolving work-life balance concerns.*

**Key Words:** Work-life Balance, Work-life Balance Policy, and Career Success

## CHAPTER ONE: INTRODUCTION

### 1.1. Background of the Study

Starting from the beginning of human beings forming a human association, everybody as a part of the groups has had to work to make economize for themselves and their households consequently, through traditional approaches of expecting and growing, within the beyond time. Men had existed overall taken into consideration as breadwinners and head of the whole families and so went a ways places for looking and gatherings whereas their wives remained at domestic as caregivers of the siblings and maintained the house activities. (Dex and Scheibl, 1999)

With the rise of polished behavior in dwellings and villages, people had started to catch formal gaining knowledge. In the procedures of formal training, adult men once more had been the most effective dominants components of the society allowed to wait for education because they were the handiest parts of their own families taken into consideration in their immediate families. Their working area turned into predicted in addition to preplanned and apparent, it becomes at domestic. One of the most critical developments shown in the human resource marketplace over the past couple of long times has been alarming fees within the women's participation in social concerns and even in the very young era inside the work pressure protected. Voydanoff (2005)

Nowadays, women are getting school and even they may be ahead of their male opposite numbers in lots of authorities in government and non-government running offices. With very extraordinary instructional distinctions and fantastic job realistic performances, women get the chance to work and be a component of the group of workers in exceptionally esteemed authorities and non-authorities organizations/establishments all over the globe workplaces. At certain events, the woman manages to be paid an extra amount of cash than the male staff in her workplace and her husband too. The new demographic changes in the workforce have introduced

about it burdensome for several workers to balance the conflicting needs of work and their family existence inside the international work. These burdensome have compelled the employers and the HRM experts to make revisions to the old-fashioned machine of coordinating work and family life (Lee & Kanungo, 1984).

Family problem interference with work happens when a load of employee life role with of family obligations hinders his/her running place performance and quality of life developing own career. For example, a child's awful fitness circumstances can affect determining a daily plan of going to the formal working areas. Work is the exertion of effort and active inclination to use the body of knowledge and realistic abilities to hit particular goals within corporations or private problems. While a few women suffer from combining work with family troubles due to variations in physical makeup and ego, others are dedicated to paid employment and own family work is viable for some. Employees in the Aviation industry mainly at ETHIOPIAN AIRLINES GROUP ENTERPRISE (EAGE) IN GROUND SERVICE DIVISION, ON PASSENGER SERVICE (GPSD) DEPARTMENT that is the core of this paper aren't spared the hustling and bustling of combining family life with their careers Success as Ground passenger customer service Agents. Preplanning, making plans to fulfill the everyday on-time performance (OTP), Running the actual time Operation without fail, reporting and doing assignments for the next day, undertaking observations on inability at the carrier, gaining access to recurrent promotional pieces of training; for profession tendencies, journeying colleges, universities and aviation Academy and different academic establishments for similarly training is to say, just a number of the obligations they should fulfill.

## **1.2. Statement of the Problem**

Nowadays, in this busy and stressful global working environment, the work-life balance is a shared problem at each place of business inside the income in search of enterprises like EAEG. The idea of work-family balance generates the balance between work and life which consists of Career Success and a variety of forms of roles. It is the country of intellectual balance wherein any man or woman can receive delight in both individual and professional life elements.

With the growing number of individuals who is dual-earner are households within the beyond few decades (Gordon and Kammeyer, 1980; Johnson, 1980) the link between work and all life roles has come to be an extra complex issue than ever before. Frone (2003) emphasizes that families now juggle the needs of the work and life roles.

As recommended by Halpen (noted in Grzywacz and Carlson, 2007), the potential to realize a balance among work and life-related roles may also be „one of the number one social challenges of our era“. While the primary target of studies throughout this place has by and large been on dual-earner households and especially people with kids, there's developing proof that retaining a healthy work-life balance is additionally a priority of younger generations (Sturges and Guest, 2004; Cennamo and Gardner, 2008) or over as for human beings without kids (Hamilton, Gordon, and Whelan- Berry, 2006).

Further, whilst research indicates that workers at specific life levels are not homogenous agencies and talent differing sorts of exertions and own family function conflicts relying on their specific state of affairs (Erickson, Martinengo, Hill, 2010), it's miles nevertheless important to acknowledge that trouble of retaining associated working activity life balance is of growing problem to various individuals regardless of their demographic profile and that is often obvious from the developing number of studies and literature at some stage in this vicinity and as(

Mescher, Benschop, and Doorewaard (2010) suggest the combination of work and life roles is gaining to be dominance in numerous fields together with psychology, sociology, management, corporation studies and gender research.

Work-life balance has also been mentioned in lots of other fields which include business family members, economics, family-related research, information systems, and social psychology (Beauregard and Henry, 2009) Work life roles balance should be a topic of remarkable interest and a count number of excessive precedence these days for a special level like man or woman, organizational authorities stage sand studies in four of those areas has helped in forming organizational and environmental coverage in many countries. However, it stays a section where a lot can nevertheless be explored. The concept itself has many meanings to unique people and masses of attempts have been made to outline it. Selected definitions are going to be reviewed in a later section.

Work-life balance has to turn out to be a project for the duration of the world and in every a part of the human, political, economic, and social provider related groups. The observation assesses the employee's Career Success in their business enterprise, from the framework of the work-life balance potential, and how it's far going to be practiced in their workplace surroundings at EAEG. This additionally measures the level of Career Success of employees of the Ethiopian Airlines Enterprise (EAEG). The significance of work-life-related balance cannot be overemphasized here. Effective utilization of the aggregate of the two issues makes and character is going to be fulfilled. Working in this reality body up troubles organizing of map biased in want of work, underneath inflexible future ask spherical the personnel working in stressed, in force, and squeezed hard with long hours; incapable to fulfill caregiving needs; under monetary responsibility pressure; unhealthy circumstance; and desperate or demoralized and is regarded

excessive vulnerable point to meet a holistic psychological announcement that name for one to offer an to the opposite additives of existence-associated desires in addition to engagement or work (Bailyn et al., 2001; Gr Nienhaus & Beutell, 1985). Within this body of reference, the governing body control staff have no longer considered the issue.

Shalaka(2014) said that the targets of information and analyzing different aspects of work-lifestyles stability have been specifically accomplished through the European international locations and the Anglo Saxon nations (Chandra, 2012) followed using the Eastern European countries (Shaffer, Joplin and Hsu, 2011). The work-family interface has been given several attentions inside the English speaker countries as stated in advance. Considering the studies defined above setting up the relation between work-life balances or fantastic element of the work-family interface and organizational effects, there's a want to take a look at the connection among fantastic paintings- circle of relatives interface and profession fulfillment this is career pride and career advancement because those organizational consequences have now not acquired a lot of interest inside the continent of Africa consisting of Ethiopia.

### **1.3. Rationale of the Study**

The objective of comprehension and studying exceptional parts of balance between life and severe work activities have been for the maximum part cultivated through Western Europe and the Anglo Saxon nations (Chandra, 2012). Progressively, analysts from growing international locations have perceived the need of examining the work and family-related issues (Poelmans, O'Driscoll, and Beham, 2005).

Conceptualizing and anticipating expert achievement. Considering the writing added up till now, an exact connection among families and expert activities/ work-family balance and specific business associated outcomes is grounded. Today, work-life balance is a mission for both

employers and employees, in particular within the provider enterprise, wherein people participate in work whilst reconciling their private lives. Work and private life are aspects of an equal coin. Establishing and coping with work-life balance is visible as work-life balance trouble. Increasing work pressure, globalization, and technological progress have an impact on the balance between work and personal life.

There were some precious studies concerning work-life stability and worker overall performance in their career success. In the Ethiopian context, there are fewer researches based totally on this subject matter. There is also no fundamental empirical examination that has been performed to analyze, how work-life stability influences employee performance and career success in aviation enterprises in Ethiopia. Therefore, there may be a research hole in this regard. Thus, this particular study sought to fill the prevailing research hole.

#### **1.4. Objectives of the Study**

##### **1.4.1. General Objective**

The general objective of the study was to assess work related factors, family-related issues, and the work-life balance practice and its effect on employees' career success in the case of Ethiopian Airlines.

##### **1.4.2. Specific Objectives**

The specific objectives of the study are:

- I. To assess the practice of the Work-life Balance Policy at Ethiopian Airlines.
- II. To examine the effect of employees' Work-life Balance Practice on their career success at Ethiopian Airlines.
- III. To examine the effect of work-related factors on employees' career success at Ethiopian Airlines.

IV. To examine the effect of Family-related factors on employees' career success at Ethiopian Airlines.

### **1.5. Research questions**

The following research questions are investigated in the periods of the research schedule

I. How is the employee's Work-life Balance practice at Ethiopian Airlines?

II. What is the effect of employees' Work-life Balance Practice on their career success at Ethiopian Airlines?

III. What is the effect of work-related factors on employees' career success at Ethiopian Airlines?

IV. What is the effect of Family-related factors on employees' career success at Ethiopian Airlines?

### **1.6. Significance of the Study**

One solid cause for the researcher's private hobby in the subject matter has been the difficulty that, changes in organizations make it much less possible to maintain the dedication of personnel via imparting the conventional profession advancement and other inducements that might inspire proficient employees to remain with an agency. The observer would assist the society particularly and the complete in popular as well, to better admire the attempt both men and women put in, balancing their work with family life and consequently, development in their profession. In the industry, the absence of balance, significantly high stages of work-family struggle, has been connected to more turnover aim (Allen et al, 2000; Kossek & Ozeki, 1999) and extra sickness absence (Jansen et al, 2006)

- This study will provide some insight into HR experts' work-life balance practices for employees' career success in the Ethiopian Airlines Enterprise Group ( EAGE )

- This research work can also be used as feedback for GSD operation managers of the Ethiopian Airlines considered in the paper regarding the perceptions of their employees' work-life balance practices toward their career success
- It can be a good indicator for managers to identify the gap between the work-life balance of Ethiopian airlines and that of its employees' career success and take actions to close the gaps

### **1.7. Scope of the Study**

The scope of the study took an institutional dimension. The study area for this thesis is Ethiopian Airlines Enterprise (EAGE).

The scope includes both men and women employees in the Ground Passenger Service division departments of Ethiopian Airlines Group Enterprise. The conceptual scope of the study is the sample employees both male and female on Ethiopian Airlines Group Enterprise working at GPSD.

### **1.8. Limitations of the Study**

This paper assesses the impact of work-life balance rules and work-life balance problems on employees' career success in EAGE at Bole International Airport. The study at locating from this survey can be used by business companies and industries inside the pattern populace vicinity to assess what type of work-life balance rules the employees perceive the maximum critical. Thus, this study can be of use to EAGE, Ethiopian own family, and the society in national by way of pleasurable the distance within the scarcity of research on work-family research inside the case of Ethiopia. Financial troubles for printing research work and questionnaires are constrained and now not enough due to financial constraints.

### **1.9. Organization of the Study**

Organization of the study examine is prepared into five fundamental components/ chapters; Chapter One that is the advent of the studies that deals with the foundation, trouble announcement, goals of the look at, the importance of the observer, strategy, scope of the ponder, barriers of the study and at remaining, the organization of the observe. Chapter Two offers with the writing survey for examine. The review specializes in the subject in factors of hobby, discuss the different factors inside the subject and seek advice from other substances related to it. Chapter Three talks about the technique and the organizational profile of the company utilized for inquire. Information Investigation and Representation of statistics for this research work are tested in Chapter Four and at closing, Chapter Five is an outline of discoveries, conclusion and tips on what may be performed approximately the issue tested in this study.

## **CHAPTER TWO LITERATURE REVIEW**

### **Introduction**

This review shows some of the works of literature which have already been carried out on this subject matter, to help readers acquaint themselves with the ideas, and regulations concerning work-life balance. The foremost topics to be mentioned right here include; Work-life balance, regulations of work-life balance, definitions and nature of employees' work-life stability, profession fulfillment, Career Success, and the glass ceiling that characterizes the achievement of the profession. Topics on this phase may also consist of; impact of own family life on career success, consequences of work-life balance on overall professional and private performance, Gender problems in work life balance and closing of all, the conceptual framework of work-life balance.

#### **2.1. Concepts of work-life balance**

Work-life balance for any person is having the „right“ aggregate of participation in paid work (defined by using hours and working conditions) and other elements of their life. This aggregate will alternate as human beings flow thru life and feature converting obligations and commitments in their work and private lives. Work is described as a “tool activity intended to provide goods and offerings to aid life” (Edwards & Rothbard, 2000, p. 179).

Edwards and Rothbard (2000) once more argued, “Work typically involves participants in a market or employing company that compensates the employee for their contributions” (p. 179). They referred to that even though work may additionally offer intrinsic rewards; its number one purpose is extrinsic.

According to Jim Bird as quoted with the aid of Joshi et al (2002), work-life balance is a significant success and enjoyment of employees' family, pals, and one's self. Many of those

activities are negotiable commitments and can be scheduled around work demands, however, the demands of family are often non-negotiable and maybe random (instance; unwell infant, afternoon song recital, soccer suit, moms oncologists appointment).

### **2.1.1 Work-life Balance**

Before defining work-life balance, it is really worth citing how “work” and “life” are conceived for the modern-day take a look at; that's in accordance with the mounted definitions. “Work” in a truthful manner is conceived as paid employment and “life” is regarded as activities out of doors work (Guest, 2002, p. 262).

Rothausen (1999), said, Work-life balance is frequently also named by means of work family balance. Initially the focal point of the linkages between work and life become; furthermore, targeting the women and the pressure they have to address, at the same time as managing work and family issues. Gradually, new notions concerning the linkages Work-Life Balance, between work and family issues (Gregory & Milner, 2009).

The preliminary focus of work - family interface changed into conflict, and then it moved to balance and now the focal point in on integration (Burke, 2004). According to Frone (2003), work-own family stability is a condition; in which there is least struggle and full-size facilitation between work and family spheres.

### **2.1.2 Significance of Work-life Balance**

The studies focusing on the affiliation among work and own family has been documented when you consider that Thirties (Marshall, 1992 a, b). There is an exchange in the works way of life due to multiplied pressures at paintings, advances within the statistics technology including big use of the net and consistent want of being in touch, facts overload, and pressure of handing over nice customer support. Such changing work demands to impact the non-work life negatively that

is working lengthy hours, operating intensively, and working tight deadlines to satisfy the needs causing an imbalance between work life and non-work life (Guest, 2002).

The adjustments within the work cultures have affected the vacations, which can be also referred to as healing reports (experiences for the duration of the entertainment time); which play an important function in unwinding oneself from work (Geurts & Sonnentag, 2006).

The holidays are getting shorter or have misplaced significance whilst weighing towards paintings (Rao & Indla, 2010). The need for having a balance research focusing on the association between work and family has been documented in the Thirties (Marshall, 1992 a, b).

The modifications within the work cultures have affected the vacations, which might be additionally called as restoration studies (studies at some stage in the entertainment time); which play an essential role in unwinding oneself from paintings (Geurts & Sonnentag, 2006).

The vacations, getting shorter, or have lost significance when weighed in opposition to paintings (Rao & Indla, 2010). The converting paintings cultures in Europe show that there may be a boom in the intensity of work (depth is determined through running at a high speed and inside strict closing dates). Along with the paintings-cultures, the demographic and the structural modifications in the own family additionally want to be taken into account; while know-how they want for having stability.

There are a number of advantages that employees can benefit from paintings-lifestyles balance practices, which include; Child and Dependent Care Programs, Flexible Work Programs, and the Family and Medical Leave Act. The infant-care dependent program is given to personnel offer help for childcare for older kids before and after faculty. Employee concern approximately cares before and after college is increasing, recognized as a drain on productivity and morale. Employers who offer this advantage record extended retention of personnel who take benefit of

it. However, not all agencies can provide on-site infant care after-college programs. In those instances, the corporation can provide information approximately referral offerings and tax-loose revenue withholding for flexible spending bills. Companies can also aid community applications that offer care (Bailyn, Lotte, Fletcher, and Kolb, Deborah, 1997).

### **2.1.3 Work-life Balance Policies**

“Work-life stability policies” refer to policies created by companies, as a part of their human sources or management strategies (Yasbek 2004). Some paintings-existence balance rules are geared toward fitting paintings around the opposite components of humans’s lives. For example, term-time operating has this aim (Yasbek 2004).

Firms employing a big range of experts and technical workers are the maximum possible to provide work-life balance guidelines (Konrad and Mangle, 2000). Firms with a huge proportion of ladies in their team of workers are much more likely to offer work-life balance rules, but the proportion of women in pinnacle executive positions is a better indicator. Work-lifestyles stability guidelines can affect business overall performance in some approaches. For instance, in a competitive exertions marketplace, employers can attract higher recruits by way of supplying work-life stability regulations alongside competitive remuneration applications.

Flexible paintings packages include flextime, compressed workweeks, telecommuting, activity sharing, paid day off, and other leave programs. In the past, personnel arrived at work at eight a.m. or nine a.m. And left at 5 pm. Now adjustments in personnel’s private lives make flexibility in work preparations a crucial advantage. Flextime allows personnel to differ the begin and quit instances in their workday, and personnel are normally required to be present at some point of certain core hours (instance; 10 a.m.–2 p.m.) but still running 8 hours consistent with day. This is one of the most regularly furnished work/life stability benefits, is nicely favored by way of many

extraordinary personnel. (Patrick, 2004, p38)

### **Relationship between Work and Family**

There is tremendous studies literature on the relationship between paintings-lifestyles broadly speaking termed as work- circle of relatives. Edwards & Rothbard (2000), Zedeck & Mosier (1990) and O' Driscoll (1996) have reviewed this literature and feature contributed to the information of this dynamic association of work and family. These researchers have cited that there are 5 primary procedures additionally known as linking mechanisms (Edwards & Rothbard, 2000) to explain the connection between work and own family. The closing strategies have character participants

### **Theoretical Foundation**

I) **Spillover:** It is a technique of proposing the encounters in a single-job affects the encounters on elements of the other facet. The conduct, disposition, abilities and qualities from one job can overflow to the subsequent function. Spillover may be happened in conditions. To begin with, whilst there may be a closeness amongst paintings and some different area or domains (Edwards and Rothbard, 2000) as an instance an character is glad with the nature of labor accomplished on a selected day; this outcome in palatable encounters at domestic.

Second, spillover happens because of transaction (Edwards and Rothbard, 2000) for example stress at working environment pours out over to the family area and the individual showcases fractious temperament in the family. Subsequently, spillover can be both positive and negative.

ii) **Congruence:** This technique is incredibly similar to spillover. Congruence may be achieved through a positive linkage among paintings and circle of relatives' reviews; wherein congruence is a result of a third issue that influences both work lifestyles and family life (Edwards & Rothbard, 2000). For instance, a poor have an effect on a 3rd variable on paintings and circle of

relatives' relationship, this is negative affect as a persona feature (Frone, Russell and Cooper, 1995). Similarly, effective paintings- own family tradition in the organization may also affect each work lifestyle (e.G. Flexibility with Work-Life Balance, operating time) and own family life (adequate leaves and childcare centers at paintings) definitely; hence, congruence among paintings and family is feasible.

**V.) Balance, conflict, and improvement:** The new technique closer to the work-family interface is currently make and carried out differentiation among work-circle of relatives balance, paintings-family battle work-family enhancement. There is a requirement for sufficient observational assessment of this reality (Greenhaus and Allen, in press). Balance is a worldwide view than the competition and enhancement encounters (Carlson et al., 2009). Conflict and enhancement appear to occur on a character degree, and are general to interface components amongst work and family (Marks and Macdermid, 1996)

**VI) Work-family fit.** Voydanoff (2005) had been performed some excellent paintings in depicting the linkage among work and family, similar to an aftereffect of a groups between paintings desires and circle of relatives assets. She places together her theoretical version with appreciate to the person surroundings fit concept and work associated stress. The character - environment fit idea locations that a non-conformist between person and surroundings activates strain that emerges from each the edges as opposed to simply from one facet (Edwards, Caplan and Harrison, 1998). Voydanoff (2005) shows that paintings needs - family belongings suit is a outcome of work call for and own family assets and family needs - paintings property in shape is an aftereffect of circle of relatives wishes and paintings assets.

#### **2.1.4 The Impact Work-life Balance Policies on Business Performance**

There are unique routes via which paintings-existence stability regulations have an effect on business overall performance. The pathways are frequently inter-linked; business, performance can be encouraged by way of some or all of those routes (Konrad and Mangel, 2000).

Work-lifestyles stability regulations have an effect on commercial enterprise overall performance in the following methods: with the aid of assisting employees to be competitive in the labor marketplace, lowering fees and as a result growing profitability improving labour productivity degrees and as a result increasing profitability and decreasing the dangers of place of work accidents and strain, hence decreasing legal responsibility for fitness and safety troubles (Dex and Scheibl, 1999).

#### **2.2. Empirical Foundations**

**Determinants work existence stability:** The determinants have been organized into authoritative (organizational) and person variables (factors).

##### **I) Organizational issue**

As in line with Guest (2002) within the work placing, the demands might be excessive or low for instance anticipate that long operating hours and over-time into bills. The work tradition shapes the nature of personnel Work-Life Balance, Work-Family Enrichment, and Career Success and the. Organizational tradition and the assistance it gives to the employees to find some form of harmony may contain the circle of relatives-accommodating tactics or real stability among paintings and life activities drives. Concerning domestic or non-work demands, the needs denote the duties and duties doors workspaces like circle the of relatives responsibilities, rest exercises or social work.

## **ii) Individual factors:**

The applicability is the most when working and additionally home are quintessential to the man or woman's mental being. The personality form of a man or woman can likewise affect how one views stability between paintings and family sports. For instance, precise faith - one of the non-public traits (implies having attributes like affiliation, skill, ability, responsibility, and so forth) becomes located to be emphatically related to work and universal overall performance (Hurtz and Donovan, 2000; Barrick and Mount, 1991). Gender is a huge personal issue that may have an effect on how women and men range their view of bathe lance between work and own family activities and furthermore the centrality of the work their own family elements in their lives (Guest, 2002). Lyness and Thompson (2000) advise that the male and the woman leaders comply with a trade way to ascend the enterprise pecking order.

## **iii) Social factors.**

In spite of the truth that Guest (2002) has now not unequivocally referenced approximately the social variables, there ought no longer to be warfare that social elements might also impact the balance between work and life working people. As referenced in the person elements, sexual orientation is a full-size indicator of stability in life and work sports. Being a woman or a man is firmly connected with the social orientation of gendered roles. About a public (society), the average manly roles include instrumentality which includes skill along with freedom (Vaux, 1988); whilst Bem (1974) locations that the common woman roles underwent expressiveness consisting of warmth reception and assistance. Eagly's (1987), social function principle places that unique social roles and express cultural assumptions from people result in intercourse contrasts.

#### **IV) Cultural factors.**

Alongside sex contrasts and equity, another angle that could have an effect on paintings-life interface is the manner of existence or subculture. Another definition proposed by way of Triandis (1995, p. 4). The cultural requirements, public requirements and guidelines according to paintings and circle of relatives can have an effect on the circle of relatives and paintings upsides of human beings.

**Organizational work-family culture and its significance:** Work-own family lifestyle is referred as shared dreams, convictions, values with admire to the diploma to which an employer supports and features the employees' reconciliation of work-life of relatives balance (Thompson, Beauvais and Lyness, 1999, p. 394). It contains of 3 measurements, administrative help, and organizational time interest and career effects (negative).

Managerial Support refers to the comprehension (expectations) of the seniors and the management towards personnel' circle of relatives duties. Employees who see their organizational lifestyle to be sturdy have decrease shots (chances) at encountering paintings-existence warfare (Thomas and Ganster, 1995).

Organizational Time Demand alludes (refers) to the assumptions for the bosses and the business that for their employees, work have to come earlier than own family obligations. Additionally it includes the amount of hours one should work, how time is applied for work, and employees are recommended to take and make many working hours from home (Schriber and Gutek, 1987; Bailyn 1993).

Career consequences allude to the negatively charged consequences that employees want to search for committing time to their own family or potentially using the paintings-family blessings; which might be available in the organization. It might take place that personnel are

assessed contrarily for their paintings execution or saw through the business as less devoted to the employers given that they use work- circle of relative's blessings (Perlow, 1995). Work-lifestyles interface and career success. The objective of comprehension and studying distinctive parts of stability among life and extreme work activities has been for the most element cultivated with the aid of Western Europe and the Anglo Saxon countries (Chandra, 2012) Progressively, analysts from one of a kind international locations have perceived the want of inspecting the work-circle of relatives spaces (Poelmans, O'Driscoll and, Beham, 2005).

What is professional fulfillment or achievement? Conceptualizing and looking forward to professional achievement. Considering the writing brought up till now, a precise connection among family and professional activities/work-family stability and special enterprise associated consequences is grounded. A few researches have revealed an effective dating between work circle of relatives interface and profession fulfillment. The connection among paintings-lifestyles stability and career achievement likewise exists. To realize the point of the contemporary EAGE that's go through being studied, it's far reasonable to absolutely realize the necessities of career success that are relevant to the research, as profession fulfillment and expert achievement fall within the greater huge concept of career achievement.

Career success among employee achievement of women's profession has many limitations, which may encompass organizational way of life and family troubles. The organizational and managerial values in these organizations have a tendency to be characterized with the aid of stereotypical views of ladies roles, attributes, preferences and commitments. These in turn affect selections about who is suitable for particular a function, which is seen to have capability and so forth. When ladies discover themselves selected or assessed based on organization club in place of on their revel in and talents, they experience gender discrimination. McKenna (1997) and

Cornelius (1998) argue that it is those values and behaviors that create the kind of organizational subculture, which many ladies find so inhospitable.

**Defining Career achievement Career fulfillment** has considering a long time ago denoted its massive spot within the scholastic studies (O'Reilly and Chatman, 1994) and its miles a subject of hobby inside the expert literature (Mercer, 1994) for educators and experts (Hughes, 1958; Robbins, 2003; Parsons, 1909; and Ziglar, 1997). Apparent reason for career success being big for the workers in addition to for the companies is that, at the appointed time, authoritative (organizational) fulfillment is a consequence of person career achievement of each representative (Judge et al., 1999).

### **Career Success**

Career Success is the procedure of managing your life, mastering and work. Peter Tatham, Executive Director, (Career Industry Council of Australia) says the satisfactory of the Career Success process significantly determines the nature and excellent of people' lives: the kind of people they end up, the feel of purpose they have, the profits at their disposal (Bowlsbey, 2002). It additionally determines the social and economic contribution they make to the groups and societies of which they're component. However, the patterns of women Career Success are often laid low with family in addition to place of business commitments and duties, unlike the ones of fellows. Therefore, Austin (1984) proposed that Career Success concept ought to describe women's profession separately from men careers. Women have entered the work marketplace in large number and are more likely to stay inside the personnel for good sized elements in their lives. This fashion effects in extra girls pursuing lifelong careers of their chosen occupations, which need to result in greater ladies accomplishing top-level positions. When analyzing the participation of people in a selected occupation, Career Success concept affords a basic expertise

of how and why individuals made their career picks. Career Success idea translates the exclusive studies and expectations of ladies into operationally how they manage and development of their careers.

Impact of own family life on career fulfillment Groups who're at the greatest chance for excessive work to family interference differs from the ones maximum at risk for high position overload. Whereas ladies are much more likely than men to document high function over are, guys are more likely to document high levels of work to own family struggles. This finding is consistent with other research inside the vicinity suggesting that for lots of men, setting one's own of relatives ahead of labor remains deemed a "career restricting flow" (Konrad and Mangel, 2000). While married personalized at the extra hazard of high work to family interference than folks who are unmarried, the differences between parents and non-mother and father aren't as marked as the only observed with recognize to position overload.

Gender problems in work-life stability practices and demanding situations Gender may additionally affect the potential to balance paintings and own family existence in a number of unique approaches. Not handiest can also act as a right away predictor of the resources of conflict, however, it may additionally act as a moderator that impacts how the battle is perceived, what coping competencies are referred to, and the way the warfare is manifested. Some research and advise women's below-illustration in senior and supervisory ranks is due to ladies not being assured and intending to promote same quantity as men (Wexler and Quinn, 1985; Galerin, 1992; Martin, 1996).

### 2.3. Conceptual Framework

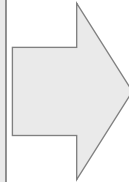
Based on the literature analysis and the study's goal, the following conceptual framework was created to achieve the research objectives.

#### Independent variable (IV)

- Family Related Factors (FRF)
- Work Related Factors (WRF)
- Work Life Balance Practices (WLBP)

#### Dependent Variable (DV)

Employees Career Success (ECS)



**The research conceptual frame work 2022**

## CHAPTER THREE

### RESEARCH METHODOLOGY

This chapter discusses about the research methodology used to obtain the facts, which is useful data on Work-life balance practices and its effects on and career success of employees at EAGE. As well as it gives a profile of the organization used for this research.

#### 3.1. Research design

Both Inferential the descriptive research design are the two types of research designs that would be used in this thesis study. Descriptive research focuses on summarizing the characteristics of a specific individual or group, such as age, gender, and educational level, as well as evaluating respondent agreement status on factors influencing the goal variable. Furthermore, inferential research Design can produce important information that leads to important recommendations. Thus, both the descriptive research design and inferential research designs are selected to assess the major factors of work-life balance policies and practices affecting the Career Success of employees at Ethiopian Airlines.

#### 3.2. Research tools

Both Inferential the descriptive research design are the two types of research designs that would be used in this thesis study. Descriptive research focuses on summarizing the characteristics of a specific individual or group, such as age, gender, and educational level, as well as evaluating respondent agreement status on factors influencing the goal variable. In the case of descriptive research, the researcher has used research tools like **max-min values, Percentages, and average and frequency**. In relation to inferential statistics, the study focus, on using research tools such as correlation, regression, and different validity and reliability testing

### **3.3. Research Approach and design**

Since the study used quantitative data, a quantitative research approach was deployed in this study. The findings are going to be analyzed and interpreted using a quantitative research approach. The quantitative research approach is the explanation of an issue or phenomena through obtaining data in numerical form and analyzing with the use of mathematical tools in particular statistics (Aliaga and Gunderson, 2002). In order to answer the research questions of the study, both descriptive and inferential research designs were put in use in this study.

Totaling up to 308 employees were given to employees" in all departments in ground passenger services at EAGE and the follow up is made by the researcher weeks after, to collect the data from every department.

### **3.4. Sources of Data**

This deals with the important sources from which data is collected. There are two major sources of data; primary and secondary sources.

#### **3.4.1. Primary source**

This data is collected from the original source that is from the case study sites of EAGE. This gave the researcher first-hand information, which has not been used before. The data is gathered mainly with questionnaires, records and some observations.

#### **3.4.2. Secondary Data**

This second-hand" data is obtained from existing data that has been used before. This includes; journals, articles, books, thesis, and reports. The use of this source gives the researcher more information on work-life balance practices impacting the career success of employees

### 3.5. Population and Sample Size

EAGE Ground Passenger Services Department (GPSD) has a total population of 1,350. The target population for this research is employees both men and women who have been working for more than five years at EAGE, particularly in GPSD whose number is 1,350.

#### 3.5.1. Sampling Techniques

A simple random sampling technique is used for the research this is because sample workers are a typical example/representative of all employees with work-life balance issues. Additionally, the proportional sampling technique is used to select the final respondents from each department. Thus, the researcher used simple random sampling formula to determine the minimal sample size of a population size:-

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

Where: n = sample size,

N = population size and

e = the significant level of error. In this research a degree of variability (proportion) and a confidence level of 95%.

Therefore;

$$N = \frac{1350}{1+1350(0.05)^2} = 308$$

Thus, out of 1,350 staff members, 308 respondents are selected using simple random sampling method. In addition, the final respondents are selected using convenience and proportional sampling method to each department.

Margin of Error=5

Confidence Level=95%

Population=1350

### 3.5.2. Proportional Sampling

Department	Ramp	Unit Load	Boarding	baggage	counter	Customer	Transfer
	Service	Devices	Gate	Service	Service	Care	Layover
Number of Emp.	66	50	350	192	402	150	140
Sample Size	15	11	80	44	92	34	32

### 3.6. Data analysis

The data collected were analyzed using the Statistical Package for Social Sciences (SPSS). This program was adopted because of its simplicity and easier use in the analysis of data collected by representing data in figures.

### 3.7. Reliability of Statistics

Cronbach's Alpha proposed a coefficient that theoretically spans from 0 to 1 to quantify this reliability. If alpha is close to 0, the quantified answers are unreliable, whereas if alpha ( ) is close to 1, the quantified answers are very dependable. Cronbach's alpha of .70 and above is considered good, 0.80 and above is considered better, and 0.90 and above is considered best. As a result, the instrument dependability utilized to collect primary data is determined as shown in the table below:

Table: Reliability of Statistics

Variables	Cronbach's Alpha	No. Of Items
Career success	0.8234	6
Family-related factors	0.7812	11
Work-related factors	0.7921	5
Work-life balance practice	0.7832	4

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **4. Introduction**

The data analysis and interpretation based on the acquired data are presented in this chapter. The demographic features of respondents are analyzed and interpreted, as well as descriptive analysis of research variables is presented based on respondents' responses to the questionnaire.

#### **4.1 Questionnaire Response rate**

A total of 308 questionnaires were distributed to the sampled respondent, out of which 300 questionnaire were collected back properly filled. Thus, the questionnaire response rate for this study is 94 percent, which is adequate to come up with valid study output.

#### **4.2 General Information of Respondents**

The respondents' marital status, gender, age group, educational status, department, years of work experience, number of children, age group of children, and number of family members were all explored in this section.

Table 4.1 General Information of Respondents

Marital status	Married		Single		Divorced		Widowed
	221		0		70		9
Gender	Female				Male		
	144				156		
Age Group	21-30 yrs.		30-35 yrs.		35-40 yrs.		40 & Above yrs.
	18		66		121		95
Educational Status of Respondents	Diploma/Equivalent		Degree		MA/MSc Degree		PHD
	22		240		38		0
Years of Work Experience	1-5 Years		5-10 Years.		10-15 Years.		Above 15 Years.
	17		77		110		106
Department	Ramp Service	Boarding Gate	Unit Load Devices	Counter Service	Baggage Service	Customer Care	Transfer & Layover
	15	80	11	92	44	34	32
Number of Children	0	1	2		3		Above 3
	0	94	173		18		15
Age group of children	1-7		8-12		12-18		18 & Above
	244		205		97		18
Number of Family Members	1		2		3		4 & Above
	0		0		94		206

Source: own survey data

The demographic data collected through a questionnaire for this study revealed that, among 144 female and 156 male respondents 221 are married, 7 are 0 divorced and 9 are widowed. This is an indication that the vast majority of the respondents are married and there is a proportional gender composition in terms of participation by both gender categories from which the data is collected.

Among the respondents, 18 of them are between the age group of 21-30 years, 66 between 30-35 years. 121 between 35-40 years and 95 respondents are above 40 years of age. Besides, 22 respondents have a Diploma or Equivalent, 240 respondents have Bachelor's Degree and 38 respondents acquired MA or MSc Degree. In addition, among the respondents 17 have 1 to 5 years, 77 have 5 to 10 years, 110 have 10-15 years and 106 have more than 15 years of work experience. This demonstrates that the majorities of respondents are of productive age with apt

academic backgrounds and have at least five years of work experience. This also implies that the survey's information biases are reduced.

The necessary data for the research is collected from 15 Ramp Service, 80 Boarding Gate, 11 Unit Load Devices, 92 Counter Service, 44 Baggage Service, 34 Customer Care, 32 Transfer & Layover department employees. These shows all the seven departments of ground service are covered and included in the study. 94 respondents have one child each, 173 respondents have 2 children each, 18 respondents have 3 children each and 15 respondents have more than 3 children each. This implies that almost all of the respondents are parents to at least one child.

The demographic statistics also revealed that 244 children of the respondents are between age group of 1 to 7, 205 children between 8 to 12 years, 97 children between 12 to 18 years and 18 children are above 18 years of age. 94 respondents have at least 3 family members and 206 respondents have more than 3 family members living with them. These demographic statistics show that the study was able to gather relevant data that led to a correct conclusion.

### **4.3 Descriptive statistics analysis**

In order to understand the respondent's perception of the work-life balance factors and its relation to employees' Career Success at Ethiopian Airlines, various statements were presented to measure the employees' perception in this regard. Accordingly, each statement under each factor or the variable was subjected to the five-point Likert's scales of measurement. In the five scale measurement, each statement under a variable is scaled 1-5 when 1 represents the respondents' perception of a statement as very disagree, 2 stands for disagreeing, 3 for neutral, 4 for agree, and 5 for very agree of the particular statements. The mean value of the respondents' rating for each statement under a variable will be taken as employees' perception of a variable i.e. of the practice of the various stages of the performance management system. Therefore, the

interpretation of the mean value for each variable is as follows; 1.00-1.80= very disagree, 1.80-2.60= disagree, 2.60-3.40=neutral, 3.40-4.20= agree, and 4.20-5.00= very agree. (Alien, 1996)

### 4.3.1 Career Success of Employees at Ethiopian Airlines

Table 4.2 Career Success of Employees

	Items	SA	A	N	D	SD
1	I am successful in my career	6.0	24.0	30.0	24.0	26.0
2	I get rewards and recognitions in my career paths.	-	10.0	34.0	16.0	40.0
3	My role makes a difference in my workplace.	34.0	30.0	36.0	4.0	-
4	I know my strengths and how to use them in my current role at my workplace	24.0	26.0	22.0	22.0	6.0
5	I usually try to develop my strengths for better use in the future.	10.0	32.0	40.0	8.0	10.
6	I am aware of what knowledge and skills I need to get to the next stage of my career.	18.0	6.0	40.0	20.0	16.0

*Source: own survey data*

Based on the collected data, only 30 % of the respondents (6 % of respondents strongly agreed and 24 % of respondents had agreed which indicated that they are mostly successful in their career development and motivation. 30 % of respondents are neutral, 24 % strongly disagreed and 26 % of respondents disagreed to the same statement. This is an indication that most of them struggle in achieving success in their career.

Only 10% of the respondents indicated that they get rewards and recognitions in my career paths and 40% respondents strongly disagreed to the same statement. This shows that employees are not rewarded and recognized for their achievements at work.

Among the respondents of 64% some of the other thinks their role makes a difference in their work place. And 24% of respondents had strongly agreed and 26 % of respondents agreed with the statement “I know how to use my strengths in my current role at my work place”. This

indicates that most of them know how to use their strengths in their current role at the work place.

Though 42% of the respondents indicated that they know their strength and usually try to develop their strengths for better use in the future while 40% are neutral, only 24% of the respondents are aware of the knowledge and skills they need to get to the next stage of their career while 40% are neutral. This reveals that most employees are facing challenges in their endeavor to develop in their career.

### 4.3.2 Work-Related Factors Affecting Career Success of Employees at Ethiopian Airlines

Table 4.3 Work-Related Factors

	Items	SA	A	N	D	SD
1	One daily operation takes around 8 hours to prepare and run, which is quite demanding.	10.0	50.0	34.0	6.0	-
2	I don't have enough control over my job schedule because I have to juggle social and family obligations.	32.0	28.0	38.0	2.0	-
3	I'm never able to keep up with deadlines.	22.0	28.0	22.0	20.0	8.0
4	In the same department, I occasionally feel threatened by their opposite gender peers.	8.0	8.0	42.0	40.0	2.0
5	Male employees are promoted at a higher rate than female employees in my department.	-	16.0	58.0	18.0	8.0

Source: Questionnaire Results, 2021

Based on the collected data, 10% of respondents strongly agreed and 50% of respondents agreed that one daily operation takes around 8 hours to prepare and run, which is quite demanding. The result implies that most employees at Ethiopian airlines have less break hours so that they are overburdened.

It is also revealed that, 32% of respondents strongly agreed and 28% of respondents agreed that they don't have enough control over their job schedule because they have to juggle social

and family obligations. The fact that the respondents don't have adequate control over their work schedule they are obligated to combine social and family duties.

Besides, it is found out 22% of respondents strongly agreed and 28% of respondents agreed that they are never able to keep up with deadlines. This is another confirmation that the employees at Ethiopian Airlines are challenged to control their job schedule.

Only 16% of respondents confirmed that they occasionally feel threatened by their opposite gender peers in the same department, while 40% strongly disagreed and 2% disagreed to the same statement. In addition, 40% of respondents are indecisive of disclosing the information. These reflect that being threatened by opposite gender peers is not a challenge for most of Ethiopian Airlines employees.

Besides, only 16% of respondents agreed that male employees are promoted at a higher rate than female employees in my department. This confirms that there is no gender discrimination in giving promotion to employees at Ethiopian Airlines.

### 4.3.3 Family Related Factors Affecting Career Success of Employees at Ethiopian Airlines

Table 4.4 Family Related Factors

	Items	SA	A	N	D	SD
1	My family has had a negative influence on my professional life.	16.0	24.0	26.0	26.0	<b>10.0</b>
2	In my role as a mother/father, I confront numerous challenges.	40.0	20.0	20.0	16.0	<b>4.0</b>
3	Due to child care and/or child birth, I am unable to continue my studies.	26.0	30.0	40.0	4.0	-
4	I'm sometimes late for work because I have to take my child to school or the hospital.	16.0	26.0	44.0	16.0	-
5	Because I always have to take care of my children and other family difficulties, I am unable to participate in community services.	26.0	50.0	16.0	4.0.0	<b>54.0</b>
6	Despite all of my family's troubles, I am able to advance in my job, albeit slowly.	22.0	38.0	30.0	6.0	<b>4.0</b>
7	Because I have a very supportive spouse, I am still able to advance at a typical speed in my job.	16.0	30.0	18.0	30.0	<b>6.0</b>
8	My family frequently criticizes the amount of time I spend at work.	18.0	36.0	32.0	14.0	-
9	To deal with work-life balance issues, I would send my children to their grandparents so that I could devote more time to other obligations.	8.0	12.0	30.0	32.0	<b>18.0</b>
10	My employment allows me to comprehend diverse points of view, which helps me to be a better family member.	36.0	42.0	8.0	14.0	-
11	The knowledge and experience I share with my colleagues helps me to be a better family member.	30.0	38.0	12.0	12.0	8.0

Source: Questionnaire Results, 2021

According to the data collected of the study, 16% of respondents were strongly agreed and 24% of respondents had agreed that their family members have had a negative influence on their main duties or work related reasons. This implies that professional lives of significant number of employees are being negatively impacted by their family. In line with this, 40% of respondents strongly agreed and 20% of respondents agreed that they confront numerous challenges in their

role as a mother or father, while 26% strongly agreed and 30% agreed that they are unable to continue their studies, due to looking after of their kids and family issues.

In addition to these, 16% of respondents strongly were agreed and 26% were agreed that they sometimes were late for work because they have to take their child to school or to the hospital, and 26% of strongly agreed and 50% of others were agreed that they are unable to participate in community services because they always have to take care of their children and other family problems side by side on with their main job responsibilities with their family obligations. The combined reflection of the above response rates explain that most respondents are faced with work-life balance issues as a result of parenting related issues at home as family related reasons.

On the other hand, the study shows that 22% of respondents strongly agreed and 38% of respondents or the study participants were agreed that despite all of their family's troubles, they are able to advance in their job, albeit slowly. This implies that most employees are still able to achieve progress in their job regardless of the challenges they are facing.

In the study, It is also found out that 16% of respondents strongly agreed and 30% of respondents were agreed that they able to advance at a typical speed in their job because they have a very supportive spouse or good families guidance environment. This shows that almost half of the employees are able to advance in their profession at a normal pace as a result of support they get from their spouses.

Contrarily to the above figures, 18% of respondents were strongly agreed and 36% of respondents were agreed that their family most of the time criticize on the amount of time they spend at work. Only 8% of respondents strongly agreed and 12 % of respondents agreed that in order to deal with work-life balance issues, they would force to send their children to their

grandparents so that, they could devote more time to other obligations. This shows that most respondents are dealing with work-life balance issues by themselves.

36% of respondents strongly agreed and 42% of respondents agreed that their employment allows them to comprehend diverse points of view, which helps them to be a better family member as we all desires. 30% of respondents strongly agreed and 38 % of respondents were agreed that the knowledge and experience they share from their colleagues, elders, and celebrities helps them to be a better family member. As evidenced by the combined reflection of the assertions to both the above statements explain most respondents are beneficiary of their job in terms of becoming better family member.

#### **4.3.4 Work-life Balance Practice Related Factors Affecting Career Success of Employees at Ethiopian Airlines**

Table 4.5 Work-life Balance Practice Related Factors

	<b>Items</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
1	I am satisfied with the way I divide my attention between work and non-work life.	26.0	14.0	56.0	26.0	4.0
2	I am satisfied with how well my work life and my non-work life fit together	12.0	26.0	48.0	14.0	-
3	I am satisfied with the balance between my job and my non-work life	6.0	24.0	38.0	30.0	2.0
4	<b>I am satisfied with my ability to balance the needs of my job with those of my non-work life</b>	<b>18.0</b>	<b>32.0</b>	<b>24.0</b>	<b>20.0</b>	<b>6.0</b>

Source: Questionnaire Results, 2021

In this study, the collected data shows 26% of respondents strongly agreed and 14% of respondents had been agreed that work-life balance demands a person's capacity to juggle many responsibilities in his or her life roles. This indicates that a considerable number of respondents believe that work-life balance necessitates a person's ability to juggle many commitments. 12% of respondents were strongly agreed and 26% of respondents were agreed

that their company already has policies related of work-life balance. This reflects the fact that only a small percentage of respondents confirmed that their organization has practical work-life balance policies rules and regulations.

30% of respondents were strongly agreed and 2% of respondents were disagreed that their company's rules on work-life balance assist them in improving their performance and productivity in the job sectors. As a result of, a third of respondents differ that their company's work-life balance policies help them improve their performance and productivity rates.

18% of respondents strongly agreed and 32% of respondents agreed that they feel overburdened by work on numerous times. Half of the respondents approved that they are overloaded with work on a regular basis.

#### **4.3.5 Work-life Balance Policy Related Factors Affecting Career Success of Employees at Ethiopian Airlines**

Table 4.6 Work-life Balance Policy Related Factors

	Work-life Balance Policies	AW (1)	NW (2)	AV (3)	UA (4)	IM (5)	NI (6)
1	Full-time work	8.0	8.0	30.0	2.0	52.0	-
2	Part-Time Work	26.0		38.0	6.0	2.0	28.0
3	Job Share	42.0	8.0	10.0	36.0	2.0	2.0
4	Flexi Time	-	44.0	-	42.0	14.0	-
5	Compressed working hours	6.0	-	2.0	56.0	12.0	24.0
6	Study Leave	-	8.0	6.0	48.0	2.0	38.0
7	Parental Leave (care for sick parent)	8.0	-	32.0	24.0	2.0	24.0
8	Maternity leave	10.0	-	42.0	-	48.0	-
9	Paternity leave	8.0	-	58.0	22.0	8.0	4.0
10	Child Care Arrangements	22.0	-	38.0	2.0	26.0	12.0
11	Sabbatical: leave or leave taken every 7th year	10.0	-	16.0	8.0	-	66.0
12	Casual Leave	-	8.0	2.0	40.0	2.0	48.0
13	Career breaks	8.0	-	6.0	42.0	4.0	40.0
14	Working from home	-	56.0	-	4.0	-	40.0
15	unpaid leave	30.0	-	38.0	2.0	22.0	8.0

Source: Questionnaire Results, 2021

Aware (AW), Not Aware (NW), Available (AV), Unavailable (UA), Implemented (IM) and Not Implemented (NI)

Full time work is confirmed already to be available by 30% and practiced by 52% of the respondents. And 8% of the respondents are not even aware of about it. Thus, it is confirmed to be accessible and applied.

Part Time Work is also practiced and confirmed to be available by 38% and implemented by 30% of the study participants or respondents. Only one-third of professionals confirmed its availability and implementation of the types of work.

Job Share is indicated none of participants as unavailable by 38% and practiced by 2% of the respondents. And 8% of the respondents are not even aware of it. Thus, it is reported to be unavailable and not applied.

Based on the data, Flexi Time is indicated as in practice unavailable by 36% and implemented by 14% of the respondents but it May be misinformation by the employees, it is practiced mostly as the company is operated in long working time. And 44% of the respondents are not even aware of it. Therefore, it is reported to be mostly inaccessible, rarely executed, and half of those polled are unaware of its existence.

Compressed types of working hours is indicated as non-practical by 56% and implemented by 24% of the respondents of the study. It is indicated as being mostly unobtainable and only used on rare occasions.

Study Leave is indicated as non-practical by 48% and unimplemented by 24% of the respondents. This is sourced because non implementations in the working areas and 8% of the respondents are not even aware of it. Although, in practice it is available, it is occasionally implemented in the enterprises for nonoperational workers in head office.

As the study points that, Parental Leave (care for sick parent) is indicated unavailable by 24% and implemented by 24% of the respondents participated in the study. As a result, it is rarely non available and used by the ETGE. Since the airports is busy, the enterprise would not encourage to give this rights for employees

Maternity leave is confirmed as it is practically to be available by 42% and implemented by 48% of the respondents. As a result, it is widely used and abundantly available based on the social laws.

Paternity leave is mostly confirmed to be available by 58% and implemented only by 8% of the respondents. Even though it is available, it is rarely used by employers if they don't know what rights they have.

As the study shows that, Child Care Arrangements is confirmed available by 38% and implemented by 26% of the respondents or participants in the study. Despite the fact that it is available, it is only used on rare cases, practically it needs detail awareness.

Sabbatical: leave or leave is a leave taken every 7<sup>th</sup> year is confirmed to be available by 16% and implemented by 16% of the respondents. As a result, it is rarely available and used mostly by senior employees who have been serving more than seven years.

Casual Leave is indicating as unavailable by 40% in this study and practically unimplemented by 48% of the respondents. And 8% of the respondents are not even aware of about its existence. Thus, it is not widely practiced and non-implemented work life balance policy.

Similarly, Career break is indicated as unavailable by 42% and unimplemented by 40% of the respondents. As the study points that, it is not widely practiced by the ETGE and practically not implemented in the company.

Working from home is indicated as unavailable by 4% and unimplemented by 40% of the respondents. And 56% of the respondents are not even aware of it. Thus, it is reported to be mostly unavailable, rarely implemented, and most of those surveyed are unaware of its presence. Unpaid leave is confirmed to be available and entertained by 38% in this study and practically somewhat implemented by 22% of the respondents. Although it is available, it is not widely implemented since the operation is always tough.

#### **4.4 Inferential Statistics**

The use of inferential statistics allows inferring the population-based of sample data. In this regard correlation analysis was applied to explain the type and degree of association between the dependent variable and the explanatory variable, while multiple regression analysis was used to examine the effect of the explanatory variables on the dependent variable both in terms of magnitude and direction.

##### **4.4.1 Correlation Analysis**

Correlation analysis helps researchers understand the direction and magnitude of the association that exists between the variables included in the regression model. Therefore, in this section of the study correlation analysis between the dependent variable and the three independent was done using the Pearson correlation analysis technique. The correlation coefficient always falls between 0 and 1, the closest the correlation coefficient to one indicates the higher degree of association between the two variables, and when the correlation coefficient is closest to 0 is an indication of the weak correlational association between the two the tables. The result of the correlation analysis was presented in Table 4.7 below.

Table 4.7 Correlation analysis result

		Average Work-Related Factor	Average Family Related factors	Average Work Life Balance Practice	Average Employees' Career Success
Average Work Related Factor	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	300			
Average Family Related Factor	Pearson Correlation	.271**	1		
	Sig. (2-tailed)	.000			
	N	300	300		
Average Work-Life Balance Practice	Pearson Correlation	-.322**	-.218**	1	
	Sig. (2-tailed)	.000	.000		
	N	300	300	300	
Average Employees' Career Success	Pearson Correlation	-.645**	-.412**	.470**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	300	300	300	300
**. Correlation is significant at the 0.01 level (2-tailed).					

The correlation analysis result in the table 4.7 above revealed that work related factors/challenges has statistically significant strong negative association with employees' career success with correlation coefficient  $r = -.645$  and  $P\text{-value} = .000$ . The result also confirmed that family related factors/challenges negatively correlate with employees' career success moderately at 1 percent level of significance with correlation coefficient  $r = -.412$  and  $P\text{-value} = .000$ .

In the other hand the correlation analysis finding attested that employees' work-life balance practice associates with employees' career success positively at moderate level with correlation coefficient  $r = .470$  and  $P\text{-value} = .000$ . In general, from the correlation analysis finding, it can be learned that all the independent variables have statistically significant association with the dependent variable, though the degree and direction of the association vary with the independent variables.

Once the correlation analysis result confirmed that there exists a significant correlation between the dependent variable and at least one of explanatory variables the next step will be to determine the magnitude and dimension the effect of the explanatory variables on the dependent variable through regression analysis.

#### 4.4.2 Regression Analysis

In this section the effect of the explanatory variables on the dependents variables was examined using multiple regression techniques. Regression analysis allows us to specify the cause and effect relationship between variables.

Therefore, the model of the regression analysis was specified by taking the average of employees' career success as a dependent variable while the average of work-related factors/challenge family-related factors/challenges and employees' Work-Life balance practice were considered as independent variables.

Therefore, the regression model can be presented as follows;

$$ECPRO = + WRF + FRF + EWFBP +$$

Where; = the constant term or the intercept.

, , ..... = elasticity coefficients or the magnitude of the effect of the independent variables on the dependent variable.

ECPRO= Employees' Career Success WRF= Work Related Factors

FRF= Family Related Factors

EWFBP= Employees' Work-Family Balance Practice

= The error term or the effect of the unobserved independent variables on the dependent variable.

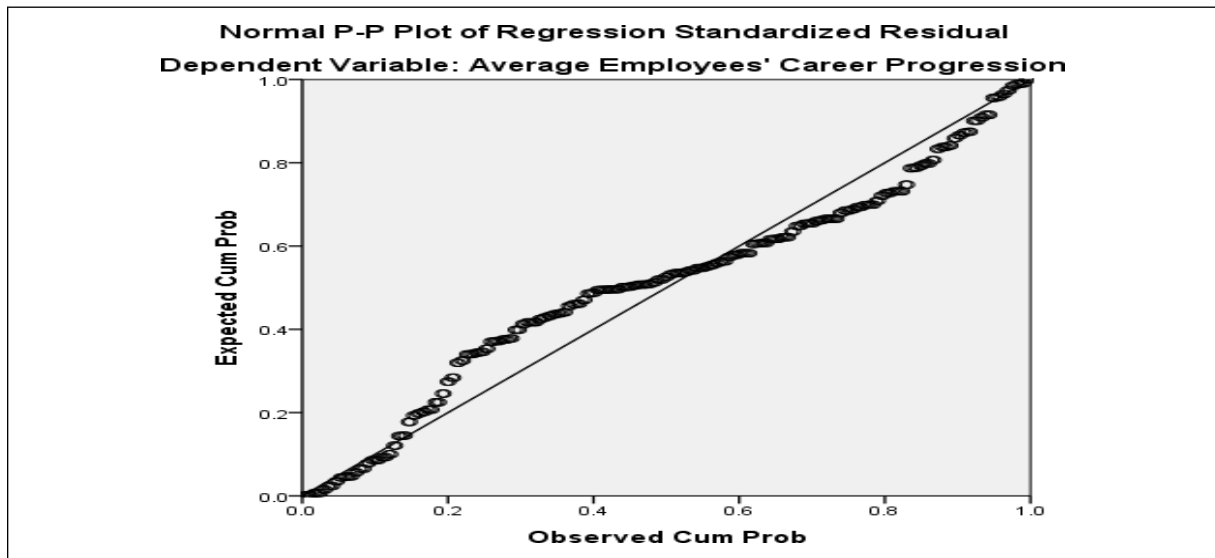
#### 4.4.2.1 Diagnosis Test Result

Diagnosis tests were performed aiming to avoid invalid results. The diagnosis tests result revealed that the model has passed all the tests i.e. has no serial correlation, heteroscedasticity, multicollinearity, and non-linearity non-normality.

#### Linearity

In order to apply a multiple regression with ordinary least square (OLS) the relationship that exists between the dependent variable the independent variable need to be linear type. In this study among the various methods of testing linearity scatter plot diagram with line of fit applied to see whether the relationship is linear. The result of the P-P plot diagram with line of fit confirmed that a linear relationship existed between the dependent variable and those independent variables.

Figure 4.1: Test of Linearity

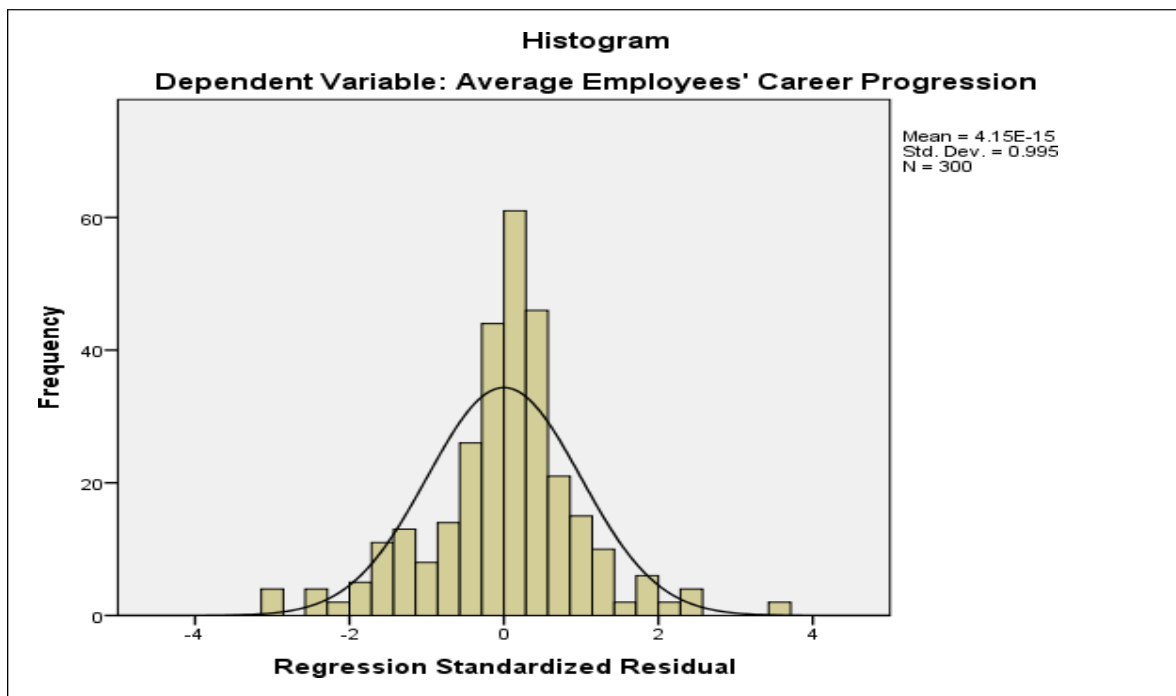


*Source: Survey Data Analysis Output*

## Normality

One of the assumptions in multiple regression analysis with ordinary least square (OLS) method is that the sample data is obtained from normally distributed population. This implies that errors are normally distributed, and that a plot of the values of the residuals will approximate a normal curve (Keith, 2006). Accordingly the normality test using histogram (see figure 4.2) shows that the data is normally distributed

Figure 4.2 Test of Normality



*Source: Survey Data Analysis Output*

## Multicollinearity

The problem of Multicollinearity occurs when two or more variables giving rise to the same piece OF information are included in the regression model. In another word, Multicollinearity is the result of unnecessary inclusion of related variables. After the data was collected, a

collinearity diagnostic test was conducted using the regression analysis. Variance inflation factor (VIF) is mostly used to detect multicollinearity. When we see the issues In general, a VIF greater than 10 indicates a multicollinearity problem. An examination of VIF for variables in our model showed that multicollinearity was not going to be a potential problem.

Table-4.8 Test of Multicollinearity

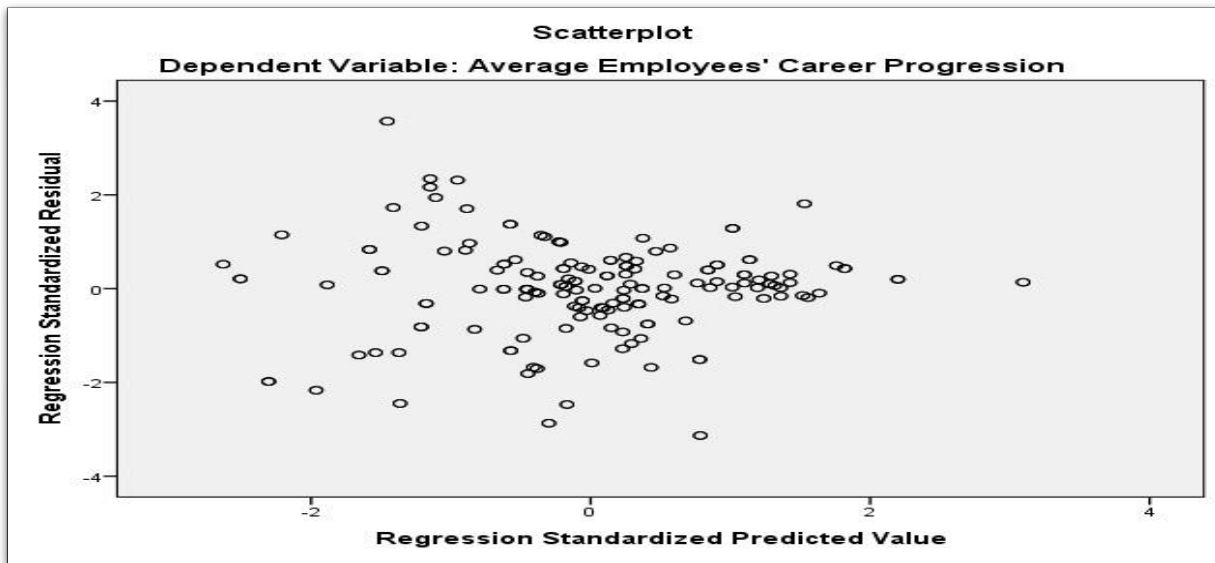
Model		Collinearity Statistics	
		Tolerance	VIF
1	Average Work-Related Factor	.854	1.171
	Average Family Related Factor	.908	1.101
	Average Work-family Balance Practice	.878	1.139
a. Dependent Variable: Average Employees' Career Success			

*Source: Survey Data Analysis Output*

### **Homoscedasticity**

This assumption tells us that every disturbance has the same variance <sup>whose</sup> value is unknown, that is regardless of their size, the dispersion of the error term (disturbance) is the same. Whenever this assumption is going to be violated we will have the case of heteroscedasticity. Heteroscedasticity often occurs in cross-sectional data types.

Figure 4.3: Test of heteroscedasticity



*Source: Survey Data Analysis Output*

As it can be seen in Figure 4.3 above the standardized residuals are evenly distributed confirming that the data has no heteroscedasticity problem. For error autocorrelation is not a potential threat in the case of cross-sectional data type, it is not necessary to conduct autocorrelation test in this case.

Once we confirmed that our data fulfilled the five assumptions of OLS the next step is to do the regression analysis. Here, multiple linear regressions with ordinary least square (OLS) method was applied to find out the effect of the explanatory variables on the dependent variable. Such technique is appropriate to make statements about how well one or more independent variables will predict the value of a dependent variable.

#### **4.4.2.2 Regression Analysis**

The main purpose of this study was to examine the effect of performance management practice on organizational performance, in the case of the Addis Ababa city administration Health bureau. Therefore, In order to examine the effect of the explanatory variables on the dependent

variable multiple linear regressions analysis with ordinary least square (OLS) technique was applied. This technique is help to examine the effect of more than one explanatory variable on the dependent variable.

Work related factors, family-related factors and employees’ work-life balance practice as independent variable and employees’ career success as a dependent variable were incorporated in the regression model.

Table 4.9 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.732 <sup>a</sup>	.536	.532	.50658
a. Predictors: (Constant), Work-Family Balance Practice, Family Related Factor, Work Related Factor				

*Source: own survey, 2021*

As depicted in table 4.9 the adjusted R-squared value was indicated to be 0.532, implying that the three independent variables included in the econometric model explain about 53 percent of the variation in the dependent variable (career success or career growth). In other word, about 47 % of the variation on the dependent variable is explained by other variables that are not in corporate in this model.

Table 4.10 Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	87.853	3	29.284	114.115	.000 <sup>b</sup>
	Residual	75.961	296	.257		
	Total	163.814	299			
a. Dependent Variable: Average Employees' Career Success						
b. Predictors: (Constant), Work-Family Balance Practice, Family Related Factor, Work Related Factor						

*Source: own survey, 2021*

The result of the analysis of variance (ANOVA) as presented in table 4.15, with the F test value=45.288 and P-value= 0.000, attested that the model is fit to the data. This implies that the explanatory variables included in the regression model had high predicting power of the effect of the explanatory variable on the dependent variable or the output of the regression analysis is not by chance but rather because of the fitness of the data to the model of this study.

In order to understand the degree and significance of the effect of each independent variable on the dependent variable, multiple regression analysis with ordinary least square (OLS) technique was undertaken as a tool. The value of the elasticity coefficient or Beta coefficient indicates the magnitude of the effect of each independent variable on the dependent variable, while the sign of the beta coefficient specifies the direction of the effect. Moreover, the P-value indicates the level of significance of the effect of each independent variable on the dependent variable.

Table 4.11: The multiple regression analysis results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std.Error	Beta		
1	(Constant)	4.667	.223		20.925	.000
	Work-Related Factor	-.551	.047	-.502	-11.714	.000
	Family Related Factor	-.212	.040	-.219	-5.279	.000
	Work-Family Balance Practice	.212	.034	.260	6.164	.000

a. Dependent Variable: Employees' Career Success

Source: own survey, 2021

The finding of the regression analysis in table 4.11, revealed that work-related factors/challenges, with elasticity coefficient ( $\beta=-.551$ ) and P-Value= .000, has a negative and statistically significant effect on employees' career success. The result can be interpreted as, a

unit increase in the work-related factors/challenges leads to a .551 unit decrease in the employees' career success in Ethiopian airlines.

Next to work related factors, family related factors/challenges, with elasticity coefficient ( $\beta = -.212$ ) and P-Value = .000, in average was also confirmed to affect employees' career success negatively in a statistically significant manner. This implies that as family-related factors/challenges increase by a unit, employees' career success will fall by a .212 units.

In contrast, the regression analysis result, attested that employees' work-family life balance practice has a statistically significant and positive effect on employees' career success with elasticity coefficient ( $\beta = .212$ ) and then P-Value = .000. This finding can be interpreted as when employees' work-family balance improves by a unit, employees' career success will also improve by .212 units, in the case of the case company.

#### **4.4.2.3 Discussion**

The general objective of the study was to assess the work life balance practice and its effect on employees' career success, in the case of Ethiopian Airlines, with specific objectives of examining the effect of work life practice, work related factors/ challenges and family related factors/challenges. Descriptive statistics and inferential statistics analysis were deployed to examine the relationship between the dependent variable and the independent variables.

Accordingly the Pearson correlation analysis revealed that employees' work life balance practice has positive and statistically significant correlation with employees' career success. This finding is consistent with the finding of Amin (2012) and Odumegwu (2020) whose findings showed positive correlation between work life balance practice of employees and their interest for career success and growth.

The finding of the Pearson correlation analysis also confirmed that work related factors/challenges and family related factors/challenges negatively correlated with employees' career success. These findings are also in agreement with the findings of Khalil et al., (2020) and Odumegwu (2020) whose findings attested the negative correlation between work stress and family stress with employees' career success.

The regression analysis result attested that employees' work-family balance practice has positive and statistically significant effect on employees' career success. This finding is in agreement with the finding of Khalil et al., (2020) and Odumegwu (2020) which states that employees' work-family balance practice has negative effect on their career success. The implication is that ability of an employee to balance the demands of work and home enhances his/her career success and the reverse is also true. Thus those employees who better manage work family related issues will have better career success and developmental issues.

The finding of the current study also revealed that work related factors/challenges have negative and statistically significant effect on employees' career success. This finding is consistent to that of Khalil et al., (2020), Odumegwu (2020) and Mark (2012) there finding confirmed that work load pressure affects employees' career success negatively. The implication is that workload than normal causes stress on employees', which in turn leads to decline in employees' career success and intention of growth.

Similarly the study finding also showed that family related factors/ challenges have negative and statistically significant effect on employees' career success. This finding is consistent with the finding of Odumegwu (2020) and Amin (2012). There finding revealed that family related stress causes adverse negative effect on employees' career success.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION, AND RECOMMENDATIONS**

#### **5. Introduction**

The general objective of the study was to assess the work-life balance practice and its effect on employees' career success, in the case of Ethiopian Airlines, with specific objectives of examining the effect of work-life practice, work-related factors/ challenges, and family-related factors/challenges. The data generated were subjected to Descriptive statistics and inferential statistical analysis. Thus, based on the result of the analyzed data and discussion made over the finding, conclusions are drawn and recommendations are forwarded.

#### **5.1 Summary of the finding**

The descriptive analysis result revealed that most employees struggle to attain career success and are not consider themselves adequately rewarded and recognized for their accomplishments at work. Although most employees are aware of their skills and how to apply them in their current job, they face obstacles in their quest to advance in their careers. Thus, it is concluded that the career success of Ethiopian Airlines Enterprise employees is slightly reduced. The data analysis revealed that most Ethiopian airline employees have fewer break hours, causing them to be overworked. They are also compelled to mix social and family responsibilities due to a lack of control over their job schedule. On the other hand, it has been proven that being intimidated by opposite-gender peers is not a problem for the majority of Ethiopian Airlines employees and that there is no gender discrimination in promotion decisions.

Thus, fewer break hours, work overload, and lack of control over job schedule are identified as the major work-related factors which affect the Career Success of employees at Ethiopian Airlines enterprise (ETGE).

The findings suggest that a considerable number of employees' professional lives are being harmed by their families. As a result of their parental obligations, individuals confront work-life balance challenges such as discontinuing education and not participating in community services. It was also discovered that some employees' families routinely criticize how much time they spend at work. Thus, it is concluded that dropping out of school owing to parental duties, not volunteering in the community to help their family, and spending too much time at work are the major family-related issues affecting Ethiopian Airlines employees' career success and growth.

The data analysis confirmed that the work-life balance policies of Ethiopian Airlines Enterprise are acknowledged by a few of its employees. The company's work-life balance policies and restrictions rules on job-related issues aren't helping most employees improve their performance. Furthermore, the majority of employees are routinely overworked. Accordingly, it is concluded that the lack of work-life balance regulations, the ineffectiveness of work-life balance rules and policies, and work overload are the major Work-life Balance Practice related issues that affect Ethiopian Airlines employees' Career Success.

The results suggested that part-time work, compressed working hours, career breaks, working from home, and casual leave were found to be mainly unavailable and not frequently implemented. Job Share is said to be unavailable and hasn't been used. Flextime is generally inaccessible, little used, and half of those surveyed have never heard of it. Child Care Arrangements, Unpaid Leave, Study Leave, and Paternity Leave are all options; however, they

are only used on rare occasions. Parental leave and sabbatical leave are infrequently used.

Therefore, the major Work-life Balance Policies related factors that affect Ethiopian Airlines Enterprise employees' Career Success are identified as occasional availability of Part-Time Work, compressed working hours, career break, working from home, Casual Leave, Flexi Time and Job Share, and rare execution of Child Care Arrangements, Unpaid Leave, Study Leave, and Paternity Leave.

The correlation analysis result confirmed that employees' career success has positive correlation with employees' work-family balance practice, while it associates negatively with work related and family-related factors/challenges.

The regression analysis result of the current study also revealed that employees work family balance practice has a positive and statistically significant effect on their career success, implying employees who are able to balance work-family issues will succeed in their careers.

The finding of the current study also revealed that work-related factors/challenges have negative and statistically significant effects on employees' career success. Similarly the study finding also showed that family-related factors/ challenges have a negative and statistically significant effect on employees' career success

## **5.2 Conclusion**

The main purpose of this study was to make an assessment of work-life balance practice and its effect on employees' career success, in the case of Ethiopian Airlines, with specific objectives of examining the effect of work-life practice among employees, work-related factors/ challenges, and family issues related factors/challenges. Thus the following conclusions have already been drawn from the findings of the study;

Based on the finding of the correlation analysis, the study is concluded that employees' career success has positive correlation with employees' work-family balance practice and in contrast employees' while career success have a negative association with work related and family-related factors/challenges. Based on the findings of the regression analysis, it is going to be concluded that employees' work family balance practice has a positive effect on employees' career success at Ethiopian airlines. Thus employees with good practice in handling work-family-related issues would have better career success and career growth.

The study has also concluded that work related and family-related challenges have negative effects employees' career success in the case of Ethiopian airlines. Thus, employees who with have work-related and family-related challenges are unlikely to succeed in their career development.

### **5.3 Recommendations**

- ❖ Ethiopian Airlines Enterprise should put into consideration, for practical implementation of employees' work-life balance policies such as part-time work, compressed working hours, career break, casual leave, flexi-time, job share, and work from home, which is conducive and accessible to its employees.
- ❖ Ethiopian Airlines Enterprise needs to increase more and more of the practices of its work-life balance policies, rules, regulations, and the enterprise practices consistency follow to assist its employees to get improving their work, life-related issues and show improvement in company performance. The company should also show commitment to reducing of work overload to maintain the commitment of employees
- ❖ In the service industry, like ETGE the absence of balance, directs high levels of work-family conflict, which has been implied to greater turnover intention and greater

sickness absence. Thus, employees should show improvement in their knowledge and skills that help them balance their work and life to alleviate consequences such as dropping out of school, doing nothing related volunteering in the community, and take action to spend long working hours at work.

- ❖ To increase employee career success as well as to maintain work forces in the company, the Airlines should practically implement an effective work-life balance management plan that reduces workload pressure, role conflict, and family-related stress.
- ❖ Employees should take measurable, controllable, actions step by step by steps to make ensure that they are practicing to implement their obligations and duties efficiently and assertive ways. Relaxation in several forms such as social life, gymnastic clubs, and fruitful vacations that do not interfere with their work can be a helpful aspect in solution work-life balance concern work-life balance policies and work practices.
- ❖ In order to deal with work-life balance difficulties, in the workplace, supervisors, team leaders' managers, and other stakeholders must be on the lookout for any signals that employees are being pressured into doing too much work as job assignment. Corporate Management bodies must take rapid corrective action, and work must be assigned effectively to make ensure that no one is overburdened or overloaded. Vacations, Breaks, and holidays should be provided to employees regularly and at the right time when it is important for them.

## **5.4 Proposals for further research**

1. Examine management structures and informally unique local barriers, practices that hinder the professional career success of employees
2. Re-assessment of the exclusion of part-time working as a regular working arrangement by conducting job content analyses to look out if lower-level posts would be better suitable for traditional part-time rather than full-time working or job sharing.

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**APPENDIX**

**QUESTIONNAIRE**

Preamble:

Dear Respondent, I am a final year MSc. of Management Science student at Addis Ababa University. As part of the final thesis, I am required to write a thesis towards the award of an MSc. degree. My topic is: “WORK-LIFE BALANCE PRACTICES AND ITS IMPACT ON EMPLOYEE CAREER SUCCESS: A CASE STUDY OF AVIATION INDUSTRY EMPLOYEES AT EAG.” Consequently, you form part of the sampled employees. I would be grateful if you could spare 10minutes of your time to fill out this questionnaire for me. Your confidentiality is assured.

## SECTION A: DEMOGRAPHICS

✓ INSTRUCTION: Please tick the applicable option.

Marital status	Married		Single		Divorced		Widowed	
Gender	Female				Male			
Age Group	23-30 yrs.		30-35 yrs.		35-40 yrs.		40 & Above yrs.	
Educational Status of Respondents	Diploma/Equivalent		Degree		MA/MSc Degree		PHD	
Department	Ramp Service	Boarding Gate	Unit Load Devices	Counter Service	Baggage Service	Customer Care	Transfer & Layover	
Number of Children	1		2		3		4 & Above	
The age group of children	1-7		8-12		12-18		18 & Above	
Number of Family Members	1		2		3		4 & Above	

**INSTRUCTIONS:**

For the sections below, please tick under the figure that best suits your response to the questions, under the respective headings of **strongly agree, agree, neutral, strongly disagree, and disagree.**

**SECTION B: CAREER SUCCESS**

	Items	SA	A	N	D	SD
1	I am successful in my career					
2	I get rewards and recognition in my career Paths.					
3	My role makes a difference in my workplace.					
4	I know my strengths and how to use them in My current role at my workplace.					
5	I usually try to develop my strengths for Better use in the future.					
6	I am aware of what knowledge and skills I Need to get to the next stage of my career.					

**SECTION C: FAMILY-RELATED QUESTIONS**

	Items	SA	A	N	D	SD
1	My family has had a negative influence on My professional life.					
2	In my role as a mother/father, I confront Numerous challenges.					
3	Due to child care and/or childbirth, I am unable to continue my studies.					
4	I'm sometimes late for work because I have To take my child to school or the hospital.					
5	Because I always have to take care of my Children and other family difficulties, I am unable to participate in community services.					
6	Despite all of my family's troubles, I am able To advance in my job, albeit slowly.					
7	Because I have a very supportive spouse, I am still able to advance at a typical speed in My job.					

8	My family frequently criticizes the amount Of time I spend at work.					
9	To deal with work-life balance issues, I would send my children to their grandparents so that I could devote more time to other obligations.					
10	My employment allows me to comprehend diverse points of view, which helps me to be a better family member.					
11	The knowledge and experience I share with my colleagues help me to be a better family member.					

**SECTION D: WORK-RELATED**

	Items	SA	A	N	D	SD
1	One daily operation takes around 8 hours to prepare and run, which is quite demanding.					
2	I don't have enough control over my job schedule because I have to juggle social and family obligations.					
3	I'm never able to keep up with deadlines.					
4	In the same department, I occasionally feel threatened by their opposite gender peers.					
5	Male employees are promoted at a higher rate than female employees in my department.					

**SECTION E: WORK-LIFE BALANCE PRACTICE**

	Items	SA	A	N	D	SD
1	I am satisfied with the way I divide my attention between work and non-work life.					
2	I am satisfied with how well my work life and my non-work life fit together					
3	I am satisfied with the balance between my job and my non-work life					
4	I am satisfied with my ability to balance the needs of my job with those of my non-work life					

**SECTION F: WORK-LIFE BALANCE POLICIES**

Please check the subheading that best describes your response to the statements below in the section below. Please check the boxes under the appropriate areas of **Aware (AW)**, **Not Aware (NW)**, **Available (AV)**, **Unavailable (UA)**, **Implemented (IM)**, and **Not Implemented (NI)**.

**Work-life Balance Policy Related Factors**

	Work-life Balance Policies	AW (1)	NW (2)	AV (3)	UA (4)	Im(5)	NI (6)
1	Full-time work						
2	Part-Time Work						
3	Job Share						
4	Flexi Time						
5	Compressed working hours						
6	Study Leave						
7	Parental Leave (care for sick parent)						
8	Maternity leave						
9	Paternity leave						
10	Child Care Arrangements						
11	Sabbatical: leave or leave taken every 7 <sup>th</sup> year						
12	Casual Leave						
13	Career breaks						
14	Working from home						
15	unpaid leave						