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ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MASTER OF BUSINESS ADMINISTRATION

**IMPACT OF WORK-LIFE CONFLICT ON EMPLOYEES JOB
SATISFACTION : THE CASE OF MAEREG BUSINESS GROUP**

BY:

LIDIYA MOGES (SGS/0090/2013A)

ADIVISOR :

DR. GETAHUN KEBEDE

JUNE 2022

ADDIS ABEBA, ETIOPIA

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A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION (MBA)

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Approved by Board of examiners:

_____	_____	_____
Dean, Graduate Studies	signature	date
Dr. Getahun Kebede	_____	_____
Advisor	signature	date
Dr. Epherem Assefa	_____	_____
Internal Examiner	signature	date
Dr. Saleamelak Molla	_____	_____
External Examiner	signature	date

DECLARATION/CONFIRMATION

I, Lidiya Moges, hereby declare that the thesis work entitled. “Impact of work-life conflict on employee job satisfaction: the case of Maereg Business Group” , is the outcome of my own effort and study under the guidance of my advisor, Getahun Kebede (Ph.D).

I have submitted this study for the partial fulfilment of the degree of Master of Business Administration at St Mary’s University in Addis Abeba Ethiopia. The thesis is an original work and it has not been previously submitted to any diploma or degree study course in any college or university. All material sources used for the study have been acknowledged.

By: Lidiya Moges

Signature:.....

June, 2022

Confirmed by: Dr. Getahun Kebede

Signature:

June, 2022

Acronyms/Abbreviations

WLC	Work Life Conflict
WTF	Work to family interference
FTW	Family to work interference
SPSS	Statistical Package for Social Science Students
ANOVA	Analysis of Variance
SHRM	Society of Human Resource Management

Contents

DECLARATION/CONFIRMATION	iv
CHAPTER 1: INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem.....	1
1.3 Objectives of the Study.....	3
1.3.1 General objective.....	3
1.3.2 Specific Objectives of the Study	3
1.4 Research Questions.....	3
1.5 Hypothesis of the study.....	3
1.6 Significance of the Study.....	4
1.7 Limitation and scope of the Study.....	4
1.7.1 Scope of the study.....	4
1.8 Limitation of the study.....	6
1.9 Operational Definition of Key Terms.....	6
1.10 Organization of the study.....	7
CHAPTER 2: REVIEW OF THE RELATED LITERATURE.....	8
2.1 Theoretical Concept.....	8
2.1.1 Definition and Concept of Work-life Conflict	8
2.1.2 Conceptualizing the Work-Life Relationship.....	9
2.1.3 Definition and Concept of Work Overload	11
2.1.4 Theories of work life conflict	12
2.1.5 Job Satisfaction.....	16
2.2 Empirical Review.....	20
2.2.1 Work to Family Interference (WTF)	20
2.2.2 Family to Work Interference (FTW)	21
2.2.3 Work-Family Conflict and Life Satisfaction	22
2.2.4 Job Satisfaction and Work to Private Life Interference	23
2.2.5 Job Satisfaction and family to Work Interference	23
2.2.6 Work Overload and Job Satisfaction	24
2.2.7 Job Autonomy and Job Satisfaction	25
2.3 Study Conducted in Ethiopia.....	25
2.4 Conceptual frame work of the study.....	26

CHAPTER 3: METHODOLOGY.....	27
3.1 Description of the Study Area.....	27
3.2 Research Design and Approach.....	27
3.3 Sampling Design.....	27
3.3.1 Target Population	27
3.3.2 Sample and Sampling Techniques.....	27
3.3.3 Sample Size	28
3.4 Data Source and Methods of Data Collection.....	28
3.4.1 Data Source and Type.....	28
3.4.2 Data Collection Method.....	28
3.4.3 Data Collection Tools / Instrument	29
3.5 Reliability and validity of measurement instruments.....	29
3.6 Data Processing and Analysis.....	30
3.6.1 Data Processing	30
3.6.2 Data Analysis.....	30
3.7 Ethical Consideration.....	31
CHAPTER 4: Data analysis and discussion.....	32
4.1 Data analysis.....	32
4.1.1 Preparation of data analysis.....	32
4.2 Description of respondents (demographic data).....	32
4.3 Descriptive analysis.....	36
4.3.1 Work to family interference	37
4.3.2 Family to work interference	38
4.3.3 Work over load	39
4.3.4 Job Autonomy.....	40
4.3.5 Job satisfaction	41
4.4 Relation between the variables.....	42
4.5 Regression analysis.....	44
4.5.1 Diagnostic test	44
4.5.2 Regression result.....	48
4.6 Answers for Research questions and Hypothesis testing.....	49
4.6.1 Hypothesis testing.....	49
4.6.2 Research questions	50
4.7 Discussion of the study.....	51

CHAPTER 5: CONCLUSION.....	53
5.1 Summary (major findings of the study).....	53
5.2 Conclusion.....	53
5.3 Recommendation.....	54
5.4 Limitation of the study.....	55

LIST OF TABLES

Table 3.1 Cronbach's alpha value of variables	29
Table 4.1 Study participants by sex, frequency and ratio	33
Table 4.2 Educational status of respondents.....	35
Table 4.3 Experience of respondents in the organization	35
Table 4.4 Table of descriptive analysis of work to family analysis.....	37
Table 4.5 Descriptive analysis of family to work interference	38
Table 4.6 Descriptive analysis of work over load.....	39
Table 4.7 Descriptive analysis of job autonomy.....	40
Table 4.8 Descriptive analysis of job satisfaction	41
Table 4.9 Correlation coefficient interpretation.....	42
Table 4.10 Correlation coefficient of dependent and independent variables.....	43
Table 4.11 multiple linear regression model summary.....	45
Table 4.12 Multicollinearity	46
Table 4.13 ANOVA result of multiple regression models	48
Table 4.14 Coefficient summary.....	48

LIST OF FIGURES

Figure 2.1 causes of work life conflict.....	9
Figure 2.2 conceptual frame work	26
Figure 4.1 study participants by age range	33
Figure 4.2 Frequency of marital status of respondents	34
Figure 4.3 working hours of the respondents.....	36
Figure 4.4 Normality plot	46
Figure 4.5 Homoscedasticity plot	47

Abstract

The study was aimed to examine the effect of work life conflict on job satisfaction in one of uprising industrial organization in Ethiopia. More specifically the study attempts to investigate the impact of work-family conflict, family-work conflict, and work over load and job autonomy on employee's job satisfaction in the case of Maereg Business Group. In order to investigate the study the researcher has used quantitative research methods that included a survey of employees. Pertinent data were gathered via structured questioner and processed by using SPSS version 24. The relationship between of work-family conflict, family-work conflict, work over load and job autonomy were analyzed using reveal correlation analysis. Finally, multiple regressions were done to understand the impact of work-life conflict, on employee job satisfaction. The regression result shows that there is a linear relationship between the dependent and independent variable. The result in the ANOVA confirmed the significance of p-value which is below the alpha level. The results showed that job satisfaction is negatively correlated with work-to-family interference and family-to-work interference. Job satisfaction was also found to be negatively related with work-over-load in this research. However, the correlation of job autonomy is positive and significant. From the study results the researcher recommends the organization employees to try and maintain a balance between work and family life conflict, the organization should create a policy to minimize absenteeism, lateness and turnover rates as well as improve workers loyalty, commitment and job satisfaction, more importantly the management of the organization must proactively identify and understand demographic and work related factors like age, marital status, gender, work hours/time schedules etc. that cause work life conflict.

Key Words: *work life conflict, work to family interference, family to work interference, job satisfaction, work over load, job autonomy.*

CHAPTER 1: INTRODUCTION

1.1 Background of the Study

Intensification of work and technology that blurs the boundary between work and the rest of life provides challenges for one and all. In considering the impact of Work-life conflict on employee job satisfaction it is core of issues of center to human resource development. It is a measure of how happy employees are with their job and working environment. Keeping the morale high among employees can be of tremendous benefit to the company, as employees would be more likely to produce more, take fewer days off, and stay loyal to the company.

Work-life Conflict (WLC) exists when time and energy demands to satisfy one role make it difficult to participate in other Duxbury (et al., 2001). Work-life conflict (WLC) is also defined “as push and pull between family and work responsibilities” Nancy (2003). However, when the demand of job or personal life increases it creates an unbalance situation and results in Work-life conflict. Creating a balance between job responsibilities and family responsibilities is a dilemma for employees and almost impossible due to turbulent work environment, and fast-moving economic development across the globe which results in demanding jobs and long working hours.

The purpose of this study is to analyze the impact of Work-life conflict on employee job satisfaction in Maereg Business Group, a private enterprise in Addis Ababa, Ethiopia. The study tries to look into the Work-life conflicts and impact on employees’ job satisfaction so as to determine what conflicts are being faced by the staffs working in Maereg Business Group during their work life. The study also attempts to examine the relationship between job satisfaction and work-life conflict practices among Maereg Business Group employees in Addis Ababa head office as well as in Tatek and Bishoftu branches.

1.2 Statement of the Problem

According to Nadeem and Abbas (2009) job satisfaction is significantly negatively correlated with work to life interference. Gronlund (2007) job autonomy is found to be a strong predictor of job satisfaction, According to Linda (2004) quantitative work overload occurs when an employee

is assigned too great a volume of work to accomplish in a specified timeframe. It is very prevalent in our achievement oriented society and is associated with job tension, job dissatisfaction and various physical and psychological strain symptoms. Linda also described that qualitative work overload occurs when the work requires skills, abilities, and knowledge beyond what the person has. Work life imbalance is a form of inter-related conflict in expectation between both work and life roles. Studies suggest that work-life conflicts create stress on the employee and cause low performance for the organization. It is important for an organization to gain an optimal level of performance from an employee but work-life conflicts put limitations on such achievements. There tends to be a reverse relationship between employee performance and work-life imbalance (Higgins, Duxbury and Lyons, 2007).

The current study accesses the impact of work-life conflict among factory workers. Previous researches were conducted in banking, health, hotel and other sectors while this study is centered in industrial factories. It is a known fact that factory workers have the lowest workplace flexibility on arranging their working hours compared to workers in other industries. It is believed that long working hours, inflexible work environment and delayed job stress in return cause low job satisfaction problems across all professional positions Lingard (et al., 2007). Since Maereg Business Group operates its business in the factory sector the above problem is reflected on the employees and had my attention. Organizations who neglect issues related to employee work-life conflict end up with lesser productivity and in turn find it more difficult to improve employee job satisfaction. Managing Work-life conflict gives the opportunity to have some control over when, where, and how employees work so that they can perform their best and also have a satisfactory job.

Maereg Business Group is the epicenter of the research because the heart of their core values lies on work first culture hence, the work overload had made it so vulnerable and the magnitude of the problem is consequently serious and if addressed the employee performance and also job satisfaction may increase significantly.

1.3 Objectives of the Study

1.3.1 General objective

The general objective of the study was to examine the impact of Work-life conflict on employee job satisfaction in the case of Maereg Business Group in Addis Ababa head office as well as Tatak and Bishoftu branches.

1.3.2 Specific Objectives of the Study

In addition to the general objective, the study intends to achieve the following specific objectives:

1. To assess the perception of employee towards work life conflict and job satisfaction
2. To examine the effect of personal life to work conflict on the employees' job satisfaction.
3. To determine the effect of job autonomy on employees' job satisfaction.
4. To examine the effect of work overload on the employees' job satisfaction.

1.4 Research Questions

On the basis of previous researches the following research questions are formulated to test staffs of Maereg Business Group.

1. What is the perception of employees toward work-life conflict and job satisfaction?
2. What is the effect of Family life to work conflict on job satisfaction?
3. To what extent work over load affect job satisfaction?
4. What is the effect of job autonomy on job satisfaction?

1.5 Hypothesis of the study

H1: Work to family interference has no significant relationship with job satisfaction.

H2: Family to work interference has no significant relationship with job satisfaction

H3: Work over load has no significant relation with job satisfaction

H4: Job autonomy has significant impact to job satisfaction.

1.6 Significance of the Study

In addition to fulfilling the academic requirement of the researcher, the result of the study has multiple benefits. The results of this study would be of benefit to the company in general; by understand the state of Work-life conflict and its effect on job satisfaction. This study intends to help the organizational management to straighten their attention to this highly essential and contemporary function of human resource management. With this regard, the study have the following importance:

- It identifies mechanisms to address Work-life conflicts
- The study is of significance for the private sector such as manufacturing industries. The study contributes to existing body of knowledge by providing an insight into relationship exist between work-life conflict and job satisfaction among the employees.
- The study would help to get awareness about the issues and problems faced by employees at work place that was of beneficial for organizations and institutions to formulate strategies that will booster satisfaction level and maintain a healthy work-life balance among employees.
- Ultimately it supports the managements to enhance organizations effectiveness and efficiency through identifying different factors effect to employee work-life and job satisfaction.
- It will provide for a study report to the company on Work-life conflict.
- It will recommend solutions for related business industries about Work-life problems and it may give them an idea of where they are presently in terms of their work and life quality and what they should do in the future.
- It may be of interest to those exploring Work-life conflict dimensions in Ethiopian context in general, and manufacturing sector in particular.

1.7 Limitation and scope of the Study

1.7.1 Scope of the study

Both the theoretical aspect and empirical evidence show that the Work-life conflict impacts employees' job satisfaction. This research is limited to conceptualize and develop four

dimensions of Work-life conflict (Family to work conflict, work to family conflict, job autonomy and work over load) and tests the effect they have on employees' job satisfaction.

The geographic boundary is Maereg Business Group head office located in Addis Ababa, bole, its saw mill and ply board factory in Burayu, Tatek and the agro-processing in Bishoftu. Maereg Business Group is one of the leading manufacturers of wood based construction material and also agro industry in the country. It is a sole proprietorship manufacturing company found in Ethiopian and established per the Ethiopian commercial code. It is found by an Ethiopian young entrepreneur. The following are the main vision, mission and value of the company.

Vision

Creating the Best Brand in Ethiopia and East Africa.

Mission

By using advanced technologies and specialists in the filed we are aspiring to provide the best quality products and services with affordable price in accessible marketing strategy way.

Value

Responsibility, Accountability, Transparency, Creativity, Efficiency and effectiveness, Team spirit, Responsiveness

The main objective of the organization is to supply quality products and be competent in the market where a lot of foreign companies are involving and a lot of same level products imported with the scarce hard currency. By doing so the company has big vision that stated to be the leading wood base construction material manufacturer in East Africa by 2025G.C. The company mainly produces lumber and ply board for construction and furniture consumption. The head office of the company is located in Bole Sub-city Addis Ababa.

The company establish in Oromia Region Tatek industry Area on 15000 m² land. With an initial capital of 300,000,000.00 Birr. The main products were Ply wood for construction with different thickness, decorated board which mainly utilized by furniture companies, for the same end users the company produce chip wood products with different size ranges. The company also produce and resize lumber products with different size and quality level.

1.7.2 Limitation of the study

The major limitation of the study is that even though more than half of the organization employees are temporary labor workers the study will only focus on permanent staffs of the organization which are few in number.

1.8 Operational Definition of Key Terms

Work-life conflict: is the phenomenon of striking an ideal conflict between the professional life of an individual and their personal life with all of their respective associations (Clark, 2000).

Life: life in this study refers to all other activities performed by workers of Maereg group outside their work schedules. Thus, life in this work means, marital and family responsibilities, attending to personal, social and religious needs (Googins, 1991).

Work to Family Interference: Are the relationships, struggles, and conflicts between workers and employers and between families and the workplace (Googins, 1991).

Family to Work Interference: When family responsibilities become a hindrance to perform the work effectively and factors contribute to intensify family to work interference which mainly includes family responsibilities such as child and elderly care.(Googins, 1991).

Work over load: is defined as compatibility between the work requirements and the amount of time and resources available to comply with these requirements Rizzo (et al, 1970).

Job autonomy: relates to the employees' freedom to work in a way that suits them rather than simply carrying out instructions given by others Maggie-wooll (2021).

Job satisfaction: Job satisfaction is the level of contentment a person feels regarding his or her job. It is a pleasurable or positive emotional reaction to a person's job experiences and the collection of feelings and beliefs about a current job Jones, George & Hill(2000).

Participants/ respondents: The staffs of the organization which volunteered to fill out the questionnaire Swamy (2007).

1.9 Organization of the study

This study is composed of five chapters. Introduction of the study is discussed in the first chapter, in addition to statement of the problem, significance of the study, objective of the study, scope and limitations of the study which are verified consecutively. The second chapter discusses review of literatures from different sources. The third chapter deals with methodology of the study. The fourth chapter consists of the analysis and discussion part of the study while the last and fifth chapter is about the conclusion and recommendation of the study.

CHAPTER 2: REVIEW OF THE RELATED LITERATURE

2.1 Theoretical Concept

The relationship between dependent variable (job satisfaction) and independent variables (work-life conflict) are addressed below. The objective of the research is to study the Work-life conflict and its impact on job satisfaction in Maereg Business Group.

2.1.1 Definition and Concept of Work-life Conflict

Sometimes an individual just need an emotional support and emotional stability brings a lot of satisfaction for him than any other tangible support would bring. This means that the conflicts majorly depend on the situations and the depth of issue which has created the feeling of anxiety in an individual. If the reason for anxiety and worry is highlighted then people can use a variety of options in order to reduce and eliminate his feeling and can make him feel contented and satisfied. But it's a very difficult task to realize what situation is making an individual react worst (Al-Ali, 2008, p.8).

2.1.1.1 Work-life Conflict

Work-life conflict is positively associated with number of working hours. Role theory, conflict theory, spill over theory and gender role theory are relevant theories to Work-life conflict. According to these theories there is positive relationship of work-life conflict and working hours at work place.

Different models elaborated and explained about work–life conflict. More modified and attentive framework is role theory Kahn, Wolfe, Quinn, Snoek, & Rosenthal (1964).Role theory explain about the essential explanation of work–life conflict, inter role conflicts is classified as Work-life conflicts. It occurs when individual demands from different roles. It also occurs when a stress and load of work hold up with different personal obligations. Kopelman, Greenhaus, & Connolly (1983).

According to Greenhaus & Beutell (1985) work-life conflict is a form of inter-role conflict in which the role that pressures from work and family domain is mutually incompatible in some respect. The working world has changed dramatically over the years. More people in the

workforce are more educated; workers are left with higher expectations and about gaining fulfillment at work, and people are working longer hours. According to Stebbins (2001) points out that the employees' responsibilities and duties are changed in the workplace and at non workplace and also the changing face of the workforce has increased the amount of research looking at how people manage the demands of both work and personal life/family.

Work-life conflict (WLC) is defined as a state of equilibrium in which the demands of both a person's job and personal life are disturbed. When the demand of job or personal life increases it creates conflict situation and resulted in Work-life conflict. Creating a conflict with job responsibilities and family responsibilities is a dilemma for the employees and almost impossible due to turbulent work environment and fast moving economic development across the globe which resulted in demanding jobs and long working hours. Organizations were structured and employee loyalty based on the efforts to make the organization profitable. The period of industrialization served as a fore runner to the work/family conflict that intensified in the subsequent year Duxbury & Higgins (2006).

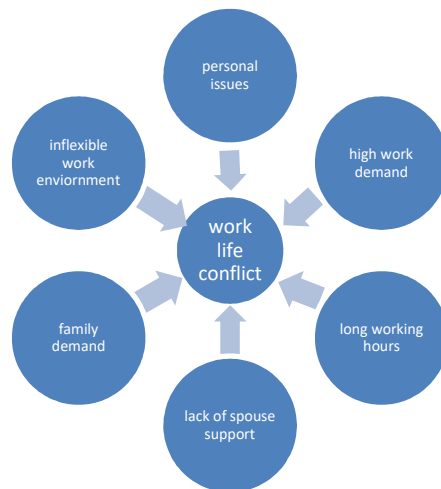


Figure 2.1 causes of work life conflict

Source: original development

2.1.2 Conceptualizing the Work-Life Relationship

According to Lewis (2002) there has been an evolution in the way in which work and personal life are conceptualized in the scientific literature. The focus initially was, and continues to be, on the conflict between work and family. According to Greenhaus (et al. 2003) work-family

conflict refers to a 50/50 conflict between work and family with respect to amount of time, involvement, and satisfaction. Time conflict refers to spending an equal amount of time on work and family roles. Involvement conflict involves being psychologically involved in work and family roles to the same extent. Satisfaction conflict occurs when an individual is equally satisfied with their work and family roles Greenhaus (et al. 2003). One limitation of this approach is that not all individuals may desire a 50/50 conflict between their work and family lives Rapaport (et al 2002). Also, as is the case with the concept of work family conflict, the use of the term “family” is problematic. Instead of using the term “family,” some researchers suggest that the term “personal life” should be used so that the experiences of non-married or single individuals, or childfree individuals, are considered Burke, (2004). And also, life refers to both family (traditional family experience) and personal life (other non-work aspects such as leisure time and community services) Barnett (1998), Reynolds (2005).

2.1.2.1 Work-life influences

Many types of challenges are faced by the employees every day in their Work-life which consists of shifts timing, loading and informing, number of working hours, wages and salary issues, nature of work, time constraints and a lot more. People do have their own personality traits and behavior which makes them different from one another. Every individual has the capacity to handle situations in his own different manner. He would be dealing every single situation by himself in the manner he thinks is suitable.

Moreover, the difference of gender has a great role in defining what level of stress one can uphold in their life. The level of stress for women would be different and the level of stress for man would be different as well. In the following section we was discussing the influence which individuals have due to their work on their health and wellbeing.

Shift Configuration: Due to the shift configuration, an individual can be affected both physically and mentally. This has become a fact after enormous researches have done research on it and proved it Aryee (1992).

Sleep difficulties and shift work: Working shifts and sleep both have been taken into consideration respectively. All of us have been familiar with the effects of wok shift it has on sleep and it is well recognized as well. Several studies have found that sleep is affected by shift

work and that when workers are exposed to the night shift, this has a particularly detrimental effect on restful sleep. Disturbed sleep can greatly affect the quality of an individual's life. There is also some evidence that poor sleep may be a risk factor for illness.

2.1.2.2 Work-life Conflict Programs and Practices

Work-life conflict practices are deliberate organizational changes in programs or organizational culture that are designed to reduce work-life conflict and enable employees to be more effective at work and in other transition from viewing work-life conflict practices solely as a means of accommodating individual employees with care giving responsibilities to recognizing their contribution to organizational performance and employee engagement is an important paradigm shift that is still very much 'in process.' From the very beginning it is important to understand that work-life conflict does not mean to devote an equal amounts of time to paid work and non-paid roles; in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life. Although definitions and explanations may vary, work-life conflict is generally associated with equilibrium between the amount of time and effort somebody devotes to work and personal activities, in order to maintain an overall sense of harmony in life Clarke(et al 2004).

According to Fisher (2010), many organizations have begun to offer flexible work arrangements to help employees work and life demands. Most organizations are left to decide how they will offer flexibility, and decisions are largely based on how they perceive such arrangements will affect their ability to be responsive to organizational needs. By creating a Flexible Work Arrangements (FWAs), organizations can keep good employees and not force them to sacrifice personal life. Flexible work arrangements will help employees benefit personally and professionally, and the result will make people who are more loyal, committed and productive Smith (2002).

2.1.3 Definition and Concept of Work Overload

According to Rizzo et al (1970), work overload is defined as incompatibility between the work requirements and the amount of time and resources available to comply with these requirements. Work overload occurs when an individual's work role is characterized by too much work, time pressures, deadlines, and lack of necessary resources needed to fulfill duties, commitments, and

responsibilities associated with work role Beehr& Glazer (2005). Work overload happens when job demands exceed the time and resources available Frank &Gryna (2004).

Overload occurs where multiple demands exceed resources, and may be either qualitative or quantitative. Qualitative overload refers to a situation where a task is too difficult to complete, while quantitative overload is experienced when there are too many tasks that need to be done. Most authors discuss overload in terms of the latter. A consequence of dual-career couples undertaking multiple roles is that they may become more susceptible to overload in the home and work environment. While the two sets of overload may be independent, there may also be reciprocal relationships between them, as a combination of tensions between career and domestic demands David (et al, 2003).

According to Linda (2004) quantitative work overload occurs when an employee is assigned too great a volume of work to accomplish in a specified timeframe. It is very prevalent in our achievement oriented society and is associated with job tension, job dissatisfaction and various physical and psychological strain symptoms. Linda also described that qualitative work overload occurs when the work requires skills, abilities, and knowledge beyond what the person has. It occurs when employees feel that they lack the ability to do the job regardless of the amount of time available to them to complete the job. It may also result when performance standards are set so high as to appear unattainable. Overloading employees with unreasonable work expectations (e.g. undue pressure, impossible deadlines, and unnecessary disruptions) is a form of workplace bullying or abusive supervision. It commonly involves placing undue pressure on employees, setting impossible deadlines for the completion of work, or excessive unnecessary disruptions.

According to Derek et al. (2009) the potential costs of treating employees in this manner are considerable. For instance, overloaded employees are more likely to make mistakes, feel anger or resentment toward their employers or coworkers, experience high levels of stress, have poorer health and work-family conflict, and seek employment elsewhere.

2.1.4 Theories of work life conflict

2.1.4.1 Role Theory

Grounded in role theory Katz & Kahn(1978), work-family conflict results from the incompatibility of role demands between work and family from time, strain, or behavior

Greenhaus&Beutell (1985). Work role conflict can occur in two directions; from work to family or from family to work Kossek&Ozeki (1998). It can be asymmetrical in impact as work variables seems to be more strongly related to work-to-family conflict than family variables seem to be related to family-to-work conflict Byro (2005).

Time-based role conflict occurs when the time demands from work and family compete with each other Greenhaus&Beutell (1985).For example, overtime takes away hours a parent can spend with children (work-to family conflict); and illness of a family member may limit working hours (family-to-work conflict). Recent studies Clarkberg& Moen (2001) Dugan, Matthews, & Barnes-Farrell(2012) suggest that subjective measures of time, namely, work hours preferences or perceptions of time pressures are key aspects to update measures of work-family conflict. Strain-based conflict occurs when strain in one role constrains individuals' ability to perform another role Greenhaus&Beutell(1985). For example, a study of professionals found that exhaustion and anxiety from work can spill over to family or life domain (work-to-family conflict) limiting individuals' role performance Kinman& Jones(2001). On the other hand, new parents may not get enough sleep, affecting their work performance (family-to-work conflict). Behavior-based conflict occurs when behavior patterns related to work and family are not compatible Greenhaus&Beutell(1985). While some scholars argue that behavior-based work-family conflict may not be relevant to most occupations Mauno, Kinnunen, & Ruokolainen(2006), it is clear that certain occupations such as military Britt, Adler, & Castro(2006) or prison guards Kinman, Clements, & Hart(2017) may require hostile or aggressive interpersonal interactions that may not be suitable in family interactions (work-to-family conflict) Dierdorff& Ellington(2008). Similarly, needing to be very nurturing with a preschooler may require behaviors that might not fit with a more hard-nosed environment such as being a CEO that has to downsize and fire people or being a police officer that has to arrest people (family-to-work conflict). Thus, there may be occupational variation in the processes and degree to which work-family processes such as positive and negative crossover of roles may operate.

2.1.4.2 Conservation of Resources Theory

Work-family conflict is typically conceptualized as a type of stress in conservation of resources theory Hobfoll (1989). When individuals are trying to balance the demands of work and family,

they may experience or be threatened to experience the loss of resources such as time and energy, leading to stress that is one form of work-family conflict Grandey&Cropanzano (1999). Conservation of resources theory often emphasizes protection of resources such as a good marriage, free time, personal health, self-discipline, financial assets, and tangible family help with work tasks Hobfoll(1989). Individuals also gain resources by performing a role well (e.g., promotion, higher pay, or self-esteem). However, resource loss has greater impact (negative) on individual outcomes than resource gain Hobfoll(2001).

According to the conservation of resources theory, there are several coping mechanisms of work-family conflict. One mechanism relates to the cross-domain investment of resources to prevent resource losses. For example, when individuals experience problems at work (e.g., low performance) or home (e.g., a sick child), they may feel they have to invest more resources in the problem area to prevent resource losses. This may increase stress in one domain that can spill over to the other domain Grandey&Cropanzano(1999) or limit resources for the other domain Halbesleben, Harvey, &Bolino(2009). A second mechanism relates to when individuals invest large amount of resources to work or experience chronic, minor losses without any return resource gain, and individuals experience personal burnout Hobfoll(2001). A third mechanism occurs when individuals may guard against future resource loss through proactive coping, which refers to “efforts undertaken to either prevent a potentially stressful event or modify its form before it occurs Aspinwall& Taylor(1997, p. 417). Here, individuals strive to attain, maintain, and invest in new resources to be better prepared for potential future loss. The ability to engage in proactive coping may depend on the initial level of resources. Individuals have to have enough resources to be able to invest to gain new resources (e.g., new skills), ultimately protecting them from the future resource loss Hobfoll(2001).

2.1.4.3 Demands-and-Resources Approaches

Resources-and-demands approaches emphasize the need to examine demands and resources to understand job strain contributing to work-family conflict Bakker &Demerouti(2007), Bakker, Demerouti, De Boer, &Schaufeli, (2003),Voydanoff, (2005a). The job demands-and-resources model assumes that job demands may deplete individuals’ resources, resulting in negative individual and work outcomes. On the other hand, job resources have potential to motivate individuals to perform better, leading to positive individual and work outcomes Bakker

&Demerouti(2007). This approach also suggests that some job resources such as social support, autonomy, and supervisor feedback may act as a buffer between job demands and job strain Bakker &Demerouti(2007). For example, Xanthopoulou, Bakker, Demerouti, and Schaufeli (2007) note that high levels of autonomy and support reduce the impact of job demands on burnout among home-care organization employees.

Voydanoff (2005a) extended one-domain demands-and-resources approaches by integrating both work and family domains. Based on person-environment fit theory Edwards, Caplan, & Van Harrison(1998), French, Caplan, & Van Harrison(1982), and boundary theory Ashforth, Kreiner, & Fugate(2000), Voydanoff (2005a) proposed that the cross-domain fit (the work demands-family resources fit and the family demands-work resources fit) is the key to decreasing work-family conflict and achieving work-family balance. Fit is achieved when “resources meet, offset, or satisfy” demands Voydanoff(2005a, p. 828). There are two mechanisms of work-family conflict. First, the fit between work demands-family resources and the fit between family demands and work resources have direct relationships with work-family conflict. Second, boundary-spanning strategies such as reducing hours, or reducing family or work demands may mediate or moderate the relationship between work-family fit and work-family conflict to enhance fit Voydanoff(2005a).

2.1.4.4 Life-Course Perspective

The life-course perspective Elder(1998), provides a unique framework and concepts such as historical time, transitions, or linked lives to examine work-family conflict. First, the concept of historical time and social context captures shifts in workforce and career zeitgeist from the past. Contemporary workers are less likely to spend their whole career and regularly advance in one organization, and feel secure in their jobs than workers from previous decades. Yet they are more likely to customize their timing of retirement, pursue flexible work arrangements such as reduced workload and telework, and seek work-family balance Greenhaus&Kossek(2014). Given these historical and life-course changes, it is likely to expect changes in work-life conflict processes. Blair-Loy (2003) found that younger cohorts of female executives reported less work-family conflict than older cohorts, partly because they are more likely to hire someone to do domestic chores. Second, the concept of transition also helps us to understand how changing family demands over time may affect work-life conflict processes. For example, the child care demands

for a newborn baby are quantitatively and qualitatively different from those of an adolescent and may require different types of resources. Furthermore, with the growing elderly population, more people provide informal care to elder family members. These elder care responsibilities may delay retirement to ensure financial and health care coverage, which in turn decrease job satisfaction and increase conflict Dentinger&Clarkberg(2002). Third, the concept of linked lives allows researchers to examine the crossover effect of family member strain from work-family conflict Westman(2001). For example, husbands' work stress can decrease the sense of work-family balance in wives Fagan & Press(2008). Positive crossover effects can also occur as support from a partner can decrease individuals' work-family conflict Becker & Moen(1999), van Daalen, Willemsen, & Sanders(2006),Thorstad, Anderson, Hall, Willingham, &Carruthers(2006). Now we turn to methodological issues related to definitions, measurement, and study designs, and then to mechanisms of work-family conflict.

2.1.5 Job Satisfaction

2.1.5.1 The concept of job satisfaction

Job satisfaction is a vital concept which the employer must be aware and cater for when possible as whatever level of satisfaction the employee is at will affect their mindset and attitude to the organization Walt & De Klerk (2014). Another definition of job satisfaction which supports Landis et al. (2015) defines the concept as a “direct measure of utility an employed worker derives from his/her current job’ Tumen&Zeydanli, (2016, pp. 426-427). Tumen&Zeydanli continue on by explaining that job performance and productivity are proven to be affected job satisfaction and reiterate the importance of this concept. A study undertaken showed the importance of job satisfaction had on productivity as an example with a 6.6% increase in productivity per hour due to a high level of job satisfaction. On the opposite side of the scale, job dissatisfaction is counterproductive and involves an employee having a general negative attitude and contentment with their job Tumen&Zeydanli (2016). It accounts to an employee having a negative outlook on the organization that employs them, the work environment and the overall views and requirements needed. Job dissatisfaction can be negative not only to the employer but the employee also in relation to their physical and mental well-being. Employees who are unhappy in their job can suffer from mental issues and in extreme cases lead to depression. WLB

can be a primary contributor towards job dissatisfaction for employees Tumen&Zeydanli, (2016).

Job satisfaction has long been recognized as an important variable in explaining institutional performance and turnover intentions. Certain factors are responsible for job satisfaction/dissatisfaction; however, the inability of managers to identify these factors has led to poor performance and high rate of turnover Olorunjuwon (2008). Riggio (2003) describes job satisfaction as consisting of the feelings and attitudes one has about one's job including all aspects of a particular job, good and bad, positive and negative, which are likely to contribute to the development of feelings of satisfaction or dissatisfaction or turnover intentions. Job satisfaction or dissatisfaction is predicated upon certain organizational factors and does not exist as an abstract phenomenon. These factors revolve around the work itself or the environmental and human aspect of the organization. A survey conducted by the Society of Human Resource Management (SHRM) in the United State of America reported in a study by Wan (2007) listed the top five factors in attaining job satisfaction to be compensation/pay, benefits, and job security, flexibility to conflict life and work issues, and feeling safe in the work environment.

Organizations are striving for better performance to compete with their competitors. For this reason they are trying to retain their valued employees and are considering the issues relating to work and life. To take care of their employees organizations are facilitating the employee even at work to maximize the level of job satisfaction and to reduce turnover rate. Improving the quality of Work-life conflict facilities not only helps in improving the productivity but also helps in increasing employee loyalty and job satisfaction. Researching literature, a variety of very similar definitions describing job satisfaction has been found. The most popular is the one by Loche (1976), which describes job satisfaction as a pleasurable or positive emotional reaction to a person's job experiences. Job satisfaction can be defined as the collection of feelings and beliefs about a current job according to Jones, George, & Hill (2000), as a positive attitude that is believed leads to high performance Daft & Marcic (2001), or as a reflection of an employee's feelings about various aspects of work Stone (2005). Observing job satisfaction, it is very important to note two different expressions which are equally used in literature, i.e. job satisfaction regarding solely the task itself or the crucial activity of one's regular work, and job

satisfaction in general which includes a range of different elements, such as satisfaction with pay, co-workers, supervision or working conditions.

According to Spector (1997) job satisfaction can better be understood as the degree to which people like their jobs. According to him, factors affecting job satisfaction can be classified into two major categories. The first category, the job environment, includes factors such as how people are treated, the nature of job tasks, administrative requirements, job autonomy, workload, work/private life conflict, community (customers) satisfaction and rewards (pay). The second category includes characteristics of the individual, personality, and experience. Being satisfied with the work place is one of the most important constituents of organizational behavior reflected from the employee's side. Generally, job satisfaction describes how content (happy) employees are with their current job. One of the primary dependent variables in this study is employees' satisfaction with work life. Essentially, job satisfaction is of great importance to organizations as a whole, but the conception is complex and difficult and as a result has not been explored in depth in the research. Job satisfaction depends on many factors like work environment, compensation packages, job autonomy and supervisor support but the researcher's goal was to study the effect of factors associated with Work-life conflict on job satisfaction.

2.1.5.2 Theories of job satisfaction

2.1.5.2.1 The dispositional approach

Outlined by Barry Staw and colleagues, the dispositional approach was formed in light of evidence that affective disposition predicts job satisfaction Staw, Bell, & Clausen(1986). They argued that people's tendency to experience positive or negative emotions accounts for individual differences in job satisfaction.

Being limited by its largely empirical approach, the dispositional approach has faced criticism. Yet personality researchers have shown that personality traits remain largely stable over time, and the same is true with job satisfaction, even though different jobs and careers Staw& Cohen-Charash(2005).Staw's job satisfaction research stimulated spin-off theories. One of these is the Core Self-Evaluations Model, for which there is good evidence.

2.1.5.2.2 The Job Characteristics Model

The Job Characteristics Model aims to specify conditions under which people are satisfied by their work and motivated to perform effectively Hackman & Oldham(1976).With meta-analyses lending support for this job satisfaction theory Fried & Ferris(1987), it has become commonly used to examine characteristics of work leading to job satisfaction. Five core characteristics have been reported, along with three psychological states acting as a sort of ‘gateway’ to satisfaction:

Skill variety: As the name implies, this characteristic refers to the presence of different kinds of challenges at work.

Task identity: The degree to which a job calls for completion of discrete, ‘whole’ pieces of work.

Task significance: Whether the job has substantial impact on the lives/work of other people.

Autonomy: The degree of freedom or independence the job provides.

Feedback: How clearly an individual is told about their performance.

2.1.5.2.3 Equity theory

Equity theory was outlined in the 1960s by workplace and behavioral psychologist John Stacey Adams (1965). He posited that jobs involve a continuous assessment of how much ‘give and take’ there is between employer and employee. The basic premise of this model is that job satisfaction and motivation result from a fair balance between an employee’s ‘inputs’ and ‘outputs.’

The greater the imbalance (or ‘inequity’) between the two, the less likely a strong, productive relationship will emerge between employer and employee. Besides, dissatisfaction can get worse if the ratio between inputs and outputs is deemed to be more imbalanced when compared to others.

2.1.5.2.4 The social information processing theory

This brings us to the next job satisfaction theory. As social creatures, human beings pay very close attention to the opinions and behaviors of the group. In other words, we’re not living in a vacuum. Going back to theories of social comparison, people have a drive to look to others for

information that helps generate a complete picture of themselves Festinger(1954). Social information processing theory argues this case. With links to the sociological concept of ‘constructivism,’ it recognizes that people form a picture of reality by interacting with people around them. According to this model, people might (consciously or unconsciously) scrutinize how their colleagues feel before deciding how they feel. As you’d expect, if coworkers feel positive about the work they do and the environment they’re in, a person is more likely to feel satisfied Jex(2002).

2.1.5.2.5 Self-determination theory (SDT)

Self-determination theory (SDT) emerged from the work of Edward Deci and Richard Ryan. As a macro theory successfully validated in many fields of intrinsic motivation and behavior, SDT is well placed to provide insight into job satisfaction. In contrast with extrinsic motivation, where activities are pursued for an external goal, intrinsic motivation leads to the initiation of behavior for its own reward Deci(1971). This reward could be interest or satisfaction, for example. According to SDT, people can assimilate extrinsic motivations into their core sense of self and value system, changing their behavioral framework. On the back of this, three universal needs involved in self-determination have been recognized as essential to such integration: the need for competence, autonomy, and relatedness Ryan &Deci(2000).

2.2 Empirical Review

2.2.1 Work to Family Interference (WTF)

The term ‘work-family interface’ covers a variety of concepts that have been used to describe the intersection of the two domains Westman & Piotrkowski (1999). The conceptual model proposed in this paper is grounded in ecological systems theory which allows for a broad, unifying theoretical perspective in which workplaces and families can be considered Westman& Piotrkowski (1999). This theory posits that the work and family micro-systems interact and influence one another through permeable boundaries to create the work-family eco-system Bronfenbrenner (1986). This relationship is seen as bi-directional work affects family and family affects work. The ecological perspective theorizes that work, family and individual characteristics interact in ways that may be facilitative and conflictive Hill (2005).

Frone (2003) suggested that a comprehensive understanding of the work-family interface should include both components of 'facilitation' and 'conflict'. He defined facilitation as "the extent to which participation at work (home) is made easier by virtue of the experiences, skills and opportunities gained or developed at home (work). This perspective is in line with the view that attitudes, emotions, skills and behaviors established in one domain follow or 'spillover' into the other Edwards & Rothbard (2000). Positive spillover or 'facilitation' occurs when engagement in work and family roles contribute positively to and benefit each other. Conflict is the most widely discussed concept within the work-family interface literature Curbow, McDonnell, Spratt, Griffin & Agnew (2003). Work-family conflict is typically defined as a form of inter-role conflict in which the demands of work and family roles are incompatible in some respect so that meeting the demands in one domain makes it difficult to meet the demands in the other domain. Negative spillover or 'conflict' occurs when participation in one role is made more difficult by virtue of participation in the other role Greenhaus & Beutell (1985).

According to Googins (1991) the relationships, struggles, and conflicts between workers and employers and between families and the workplace grew in this era. The time to perform one task (related job or family) does not left sufficient time to take up with other task related to family (personal life) or work. When work takes priority over personal life it is Work to family Interference (WTF). This type of conflict is mostly seen in male employees as they are more committed toward their work responsibilities in relation to the family responsibilities. However, women are not fully exempted with this type of conflict.

2.2.2 Family to Work Interference (FTW)

When family responsibilities become a hindrance to perform the work effectively it becomes Family to Work Interference (FTW). Many factors contribute to intensify family to work interference which mainly includes family responsibilities such as child and elderly care. The conflict between work and family is now become a crisis for the organizations. With the increase in dual family parents, more job demand and long working hours made it almost impossible to create a conflict between work and family.

According to Frone (2003) Hammer & Thompson (2003) collectively, a manifestation of stress due to competing role demands, conflict is considered a bi-directional construct, in that work can

interfere with family (i.e., work-to-family conflict [WTF] and family can interfere with work (i.e., family-to-work conflict [FTW]).

Time-based conflict: Time-based conflict is defined as stress resulting when “time devoted to one role makes it difficult to fulfill requirements of another role”.

Strain-based conflict: Strain-based conflict is defined as stress resulting when “strain produced by one role makes it difficult to fulfill requirements of another role”.

Behavior-based conflict: Behavior-based conflict is defined as stress resulting when “behavior required in one role makes it difficult to fulfill requirements of another role”.

Other international research on the determinants of work-life conflict includes an early study conducted by Pleck et al (1989) who concluded that certain job characteristics were strongly correlated with work-life conflict. These included the number of hours worked, irregular starting times, frequent and uncontrollable overtime work, an inflexible work schedule and physically or psychologically demanding work. Burke (1997) on the other hand, found that organizational values, associated with high performance and involvement, created an environment that can make it more difficult for employees to achieve or even wish to achieve conflict in their work and life roles. Apart from the job characteristics and organizational values mentioned above, Papalexandris and Kramar (1997) stated that individual variables could also influence work-life conflict. These included age, sex, qualifications, pay, professional aspirations and family status as well as attitudes, expectations and priorities assigned to the various roles by both partners. Finally, Duxbury and Higgins’ (2001) found that the greater number of roles that individuals have, the more likely that they will experience high work overload. Amongst these, married individuals with children or eldercare experienced the highest conflict.

2.2.3 Work-Family Conflict and Life Satisfaction

Allen et al. (2000) note that work-family conflict has “dysfunctional and socially costly effects on individual work life, home life and general well-being and health”. As previously discussed, by definition, life satisfaction is a cognitive, global evaluation of an individual’s life as a whole Pavot & Diener (1993). Therefore, the relationship between work-family conflict and life satisfaction has received a considerable amount of attention in the research literature. Not only is life satisfaction considered the non-work variable most associated with work/life conflict, it is

also the one most strongly statistically related to work/life conflict Allen (et al., 2000). With the exception of two studies in the early 1980s that is Beutell & Greenhaus (1982), Cooke & Rousseau (1984), individuals who report increasingly higher levels of work-family conflict also report lower levels of overall life satisfaction.

2.2.4 Job Satisfaction and Work to Private Life Interference

An employee faces different family problems along with their job responsibilities. The child care or elderly care responsibilities some time interfere in the job and create a situation of family to work interference. Work-life conflict is a major component of employee's job satisfaction Ezra & Deckman (1996). Long working hours and priority of work role expectation over family role increase the employee's family to work interference Beauregard (2006). The use of family friendly policies such as flexible time and onsite childcare appears to help employees particularly working mothers, who have dual demand of better work and family life Ezra & Deckman (1996).

According to Nadeem and Abbas (2009) found that job satisfaction is significantly negatively correlated with work to life interference. Adams et al (1996) revealed that when work interfered with life, it reduced the satisfaction from job and from life as a whole. Employees having multiples roles of childcare and job responsibilities, reduces job satisfaction and increases the family to work interference Evandrou and Glaser (2004). It is also found that work domain variables such as long working hours, supervisor support, and organizational policies had a significant effect on family to work interference Beauregard (2006).

2.2.5 Job Satisfaction and family to Work Interference

Increase in working hours increases the workload, which negatively affects the job satisfaction of the employees. Duxbury and Higgins (2001) revealed in their research that increases in work overload leads to work to family interference, which leads to less organizational commitment and decreases job satisfaction. Cabrita and Perista (2006), and Fu and Shaffer (2001) found a direct relationship between numbers of hours spent in work activities and Work-life conflict. Nadeem and Abbas (2009) found that job satisfaction is significantly negatively correlated with family to work interference.

Accordingly, as it is stated above, that the two aspects of Work-life conflict; family to work interference and work to family interference are negatively correlated with job satisfaction. In

line with, job satisfaction is found to be negatively correlated with work to family interference. Burke and Green (1999) found that the employees are more satisfied and committed to their job if organizations are supportive of Work-life conflict. It is also found from the previous research that organizational values supporting work-life conflict have important work and personal consequences for men as well as women. Such organizational values were present, managerial and professional men and women reported greater job satisfaction and family satisfaction, generally higher life satisfaction and more positive emotional and physical wellbeing Burke & Green, (1999), Jayaweera (2005) Perrewe (et al 1999). Thus, jobs related responsibilities became a hindrance in performing household responsibilities; this tussle resulted in the job dissatisfaction. Satisfaction with the HR practices, such as family friendly policies reduced the interference of work in the family and thus increases job satisfaction Kinnie (et al. 2005).

2.2.6 Work Overload and Job Satisfaction

In this section, some studies related to work overload and job satisfaction are evaluated chronologically, starting from the earlier studies. Several Studies have tried to determine the link between work overload and job satisfaction.

According to Vinokur-Kaplan (1991), organizational factors such as work overload and working conditions were negatively related with job satisfaction. Gryna (2004) also stated that work overload is one of the several factors that have an impact on job satisfaction. Work overload is negatively associated with job satisfaction according to Rita and Stephanie (2008).

Work overload adversely affects the organizational commitment and turnover intension. Employees want to switch other organizations because of work overload and they feel less committed with that organization. It also creates the feelings of less supportive organizational culture. Work overload demands longer work hours which creates the conflict of work and family life. Flexible working hours develop a conflict between work and non-work / personal activities. There is significant negative relationship between work-overload and job satisfaction Nufar (et al 2009). As described by Nurit et al. (2008), dissatisfaction at work is caused by burn out, work overload and poor health. Further, work overload is insignificantly positively correlated with job satisfaction Nadeem& Abbas (2009).An organization's performance and outcome depends on the employees' performance. In turn, the satisfied employees perform more and more. Based on this scenario, Saira et al (2013) revealed that the work overload and

employee performance are positively correlated, and it has very weak relationship with employees' performance.

2.2.7 Job Autonomy and Job Satisfaction

Fewer studies exist that examine the relationship between job satisfaction and job autonomy, Job autonomy emerged as having a strong and clear correlation with job satisfaction, more autonomy in a job leads to higher job satisfaction among employees (Cabrita and Perista 2006). According to Nadeem & Abbas (2009) Gronlund (2007) job autonomy is found to be a strong predictor of job satisfaction, jobs with high demands and high control, experience less job satisfaction. Kim (2001) also concluded in the research that autonomy has a significant positive effect on job satisfaction, her research further added that the higher the degree to which the job provides substantial freedom, independence and discretion of the worker in scheduling the work and determining the procedures to be used in carrying out, the higher the level of the worker's job satisfaction.

2.3 Study Conducted in Ethiopia

In a most recent study conducted in our country Ethiopia by Mulu Miesho (2012) on the relationship between work overload and job satisfaction in public service organizations, and Work to personal life Interference found that statistically significant relationship was found between facets of job satisfaction (pay, working conditions, policy and administration, supervision, opportunity for advancement, recognition, the work itself, co-workers and responsibility) and job satisfaction; and these facets of job satisfaction could significantly explain the variation in job satisfaction. Moreover, work overload and job satisfaction found to be inversely and significantly related. Work overload also statistically and negatively predicts the variation in job satisfaction. In this case, my intention is, in addition to work overload, to know direct effects of the remaining three variables of Work-life conflict, via, work to life interference, life to work interference, and job autonomy on job satisfaction of employees in the banking sector. The source of data for this study was primary data acquired through questionnaire and personal interviews from the employees at three different management levels (top, middle and lower level management).

It was hypothesized that work/family conflict would be negatively related to job and life satisfaction. Participants included 267 hotel managers, all of whom completed a series of questionnaires assessing work/life conflict, value attainment, job satisfaction, and life satisfaction. Results suggested that work/life conflict is negatively related to job and life satisfaction. In general, it can be concluded that even though there have been studies on the relationship between Work-life conflict and job satisfaction in developed and some developing nations, as per the knowledge of the researcher. In this context, the purpose of this study is to investigate the impacts of Work-life conflict on job satisfaction of employees in the Maereg Business Group context in general, in Addis Ababa head office and tatek and debreziet factories in particular.

2.4 Conceptual frame work of the study

Independent Variable is one, which affects the dependent variable in a positive or negative way. The independent variables of the study are Work-life conflict (family to work interference, work to family interference), work over load (working hour, job type) and job autonomy. Work-life conflict is the main independent variable.

The dependent variable is the prime interest of the researcher. The dependent variable is one, which is affected by the independent variables. Job satisfaction is the main dependent variable. Job satisfaction can be defined as an overall feeling about one’s job or career in terms of specific facts of the job or career Thompson, Thompson & Orr (2003). Job satisfaction depends on many factors like work environment, compensation packages, job autonomy and supervisor support but our goal is to study the effect of factors associated with Work-life conflict on job satisfaction.

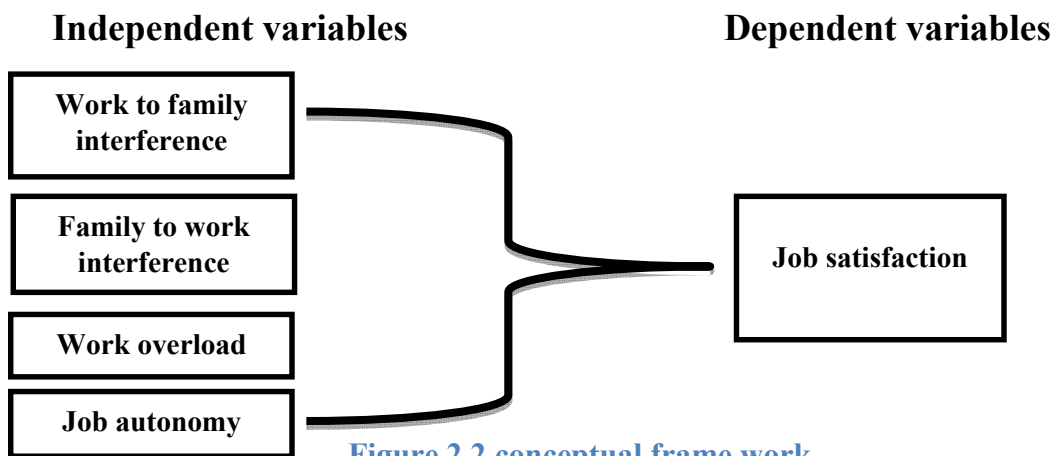


Figure 2.2 conceptual frame work

CHAPTER 3: METHODOLOGY

3.1 Description of the Study Area

This chapter provides an overview of the research study, a description of the instrument used for data gathering, target population, sampling procedure and frame, and unit of analysis, sources of data, and methods of data analysis in order to carry out the purpose of the research.

3.2 Research Design and Approach

This study will use descriptive causal and effect analysis study design to explain, understand and predict the cause and effect relationship between independent variable that is Work-life conflict and job satisfaction as a dependent variable. For the purpose of this study a quantitative approach of doing research was used because, quantitative research answers questions through a controlled deductive process, allowing for the collection of numerical data, the prediction, the measurement of variables, and the use of statistical procedures to analyze and develop inferences from that data.

3.3 Sampling Design

3.3.1 Target Population

According to Hair *et al.* (2010), target population is said to be a specified group of people or object for which questions can be asked or observed made to develop required data structures and information. Therefore, for this study, the target populations are employees from Maereg Business Group.

3.3.2 Sample and Sampling Techniques

For the purpose of this Simple Random Sampling (Lottery method) is applied to obtain the participant from each working unit from all the factories and Head office in Addis Abeba.

Population can be defined as all people or items (unit of analysis) with the characteristics that one wishes to study Tayie (2005). And sample is defined as a subset of the population that is taken to be a representative of the entire population Tayie (2005).

The company is organized in Seven (7) departments this are Human resource and general service administration, Marketing and Finance, Production, Technique, Store and warehouse, Forest supply, Purchase and procurement. Under these departments there were a lot of divisions and subdivisions.

3.3.3 Sample Size

The populations of the study were 345 employees working in different branches of the organization. From the above number of employees 155 are temporary employees while the rest are permanent which were the focus of this study.

Since the permanent employees are the target population we can take the total permanent employees number as it is.

Thus the study conducted concerns on the permanent employees of the organization. Out of 345 employees 190 are permanent so our sample size was 190 participants.

3.4 Data Source and Methods of Data Collection

3.4.1 Data Source and Type

According to Kothari (1990) the task of data collection was in after a research problem is defined and research design/ plan chalked out. For this research the data would be collected from both primary and secondary sources.

3.4.2 Data Collection Method

This study was conducted by gathering both primary data which was collected using questionnaires and also secondary data from various sources such as researches, international journal articles; E-sources research papers conducted locally important books, related to the topic, and etc.

This questionnaire was completed by the employees of Maereg Business Group. For the purpose of this study, a quantitative methodology involving a close ended questionnaire was used as the measuring instrument because it is helpful for the researcher to reach respondent in less cost and less time. It provides an opportunity to respondents to express their feelings freely. The layout of the questionnaire is very simple to encourage participation of the respondents meaningfully.

3.4.3 Data Collection Tools / Instrument

The questionnaire has three parts. These are:

- Background Information Questionnaires (BIQ)
- Work-life Conflict Questionnaires (WLCQ)
- Job Autonomy Questionnaires (JAQ)
- Job Satisfaction Questionnaire (JSQ)

The researcher used self-administered survey questionnaires to collect data from employees of Maereg Business Group.

3.5 Reliability and validity of measurement instruments

The study will try to prove the quality of the study as reliable and valid as possible by being consistent and accurate. The issues of reliability and validity were duly considered in the stages of study design, planning of the methods, and write up of study results. Study reliability implies data precision and thereby consistency. The internal validity relates to the extent to which the data instrument correctly crafted to capture the answers for the questions about what is being tested, i.e., Work-life conflict in Maereg Business Group. The extent to which the results of the study can be generalized to other situations can also indicate the external validity of the research.

The researcher has applied Cronbach's alpha technique method to check the reliability of the designed questionnaires. When we say reliability of instruments it shows how effective and reliable an instrument is for measuring of factors.

Table 3.1 Cronbach's alpha value of variables

Alpha	No	Selected variables
.671	8	WTF
.725	8	FTW
.512	7	WO
.686	6	JA
.814	9	JS

The value of alpha varies from (0-1). So when interpreting the reliability of measurement of data when the alpha value lies between (.1-.4) it means the reliability is poor and it should not be used for data collection, if the coefficient of alpha is between (.4-1) it means that the reliability of the variables are good and we can use those variables to collect data for the research.

The value of alpha for work to family interference is .671, the value of alpha for family to work interference is .725, and the value for work over load is .512, the alpha value for job autonomy is found to be .686 and lastly the value of alpha for job satisfaction is .814.

Since all our variables value of alpha lies between (.4-1) we can proceed and use the variables as they are.

3.6 Data Processing and Analysis

3.6.1 Data Processing

In this activity the first task was editing, coding, classification and tabulation of collected data. This data processing procedure will have two consecutive phases: First data cleanup in which the collected raw data was edited to detect errors and omissions in response and for checking that the questions are answered accurately and uniformly and Editing involves a thorough and critical examination of the completed questionnaire, in terms of compliance with the criteria for collecting meaningful data, and in order to deal with questionnaires not duly completed.

The next phase was processing of assigning numerical or other symbols. Coding involves assigning numbers or other symbols to answers so that responses can be grouped into limited number of classes and categories. This helps to reduce the response into a limited number of categories or classes and then the process of classification or arranging large volume of raw data in to groups with common characteristics was applied. Data having the common characteristics also place together and summarized in tabulation and displayed for further analysis.

3.6.2 Data Analysis

The collected data was analyzed using SPSS software. Tables, graphs and pie charts are used to present the quantitative data. Cohen and Swerdlik (2002) posit that the Pearson Product Moment Correlation Coefficient is a widely used statistical method for obtaining an index of the relationships between two variables when the relationships between the variables is linear and

when the two variables correlated are continuous. To ascertain whether a statistically significant relationship exists between Work-life conflicts dimensions (work to family interference, family to work Interference, work overload and job autonomy) and job satisfaction the Pearson's Correlation Coefficient was used.

3.7 Ethical Consideration

The participants were approached at their work place and they were voluntary in order to have honest answer and were briefed about the nature of study being carried out. Participants are assured that their responses would remain confidential. To assure the study is used only for academic purpose the researcher will provide a letter to the concerned organization officials from St. Mary's University. Confidentiality and anonymity was ensured throughout the execution of the study.

CHAPTER 4: Data analysis and discussion

In this chapter we are going to analyze and interpret our research data. Each data was analyzed using SPSS software.

4.1 Data analysis

After developing research methodology in chapter three I have proceed to data collection with in the time frame of the research. Since my research lies in social science I had to learn to use SPSS 24 in order to analyze the data's.

In order to meet the purpose of the study, this section has five parts for analyzing the data collected for the study. The five parts are: Data sample information, Descriptive analysis, Correlation analysis, Regression analysis and Hypothesis testing.

4.1.1 Preparation of data analysis

After collection of data, the researcher evaluated how much response was received and re checked all responses once again. Since the data was collected through self-administration it was easy to collect and also gave the researcher a chance to let the respondents understand about the research and also avoid misunderstanding.

The first step in data analysis was coding of questionnaires' such as on the demographic section of the questionnaire the following code is given in SPSS 24 software. After defining variables and coding was completed the next step was recording all 106 questionnaires in data view of the software and analyzing those data's and interpreting the results.

4.2 Description of respondents (demographic data)

From a total of 190 permanent employees of the company which are the researchers target population, the total response from the distributed questionnaires were 106 respondents who participated in completing the questionnaire giving a response rate of 55.79%.

Table 4.1 Study participants by sex, frequency and ratio

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	25	23.6	23.6	23.6
	Male	81	76.4	76.4	100.0
	Total	106	100.0	100.0	

Source: SPSS output

The above table shows that out of 106 respondents 25 were female (23.6%) and the remaining 81 were male (76.4%). This shows that the majority of the study participants were male workers.

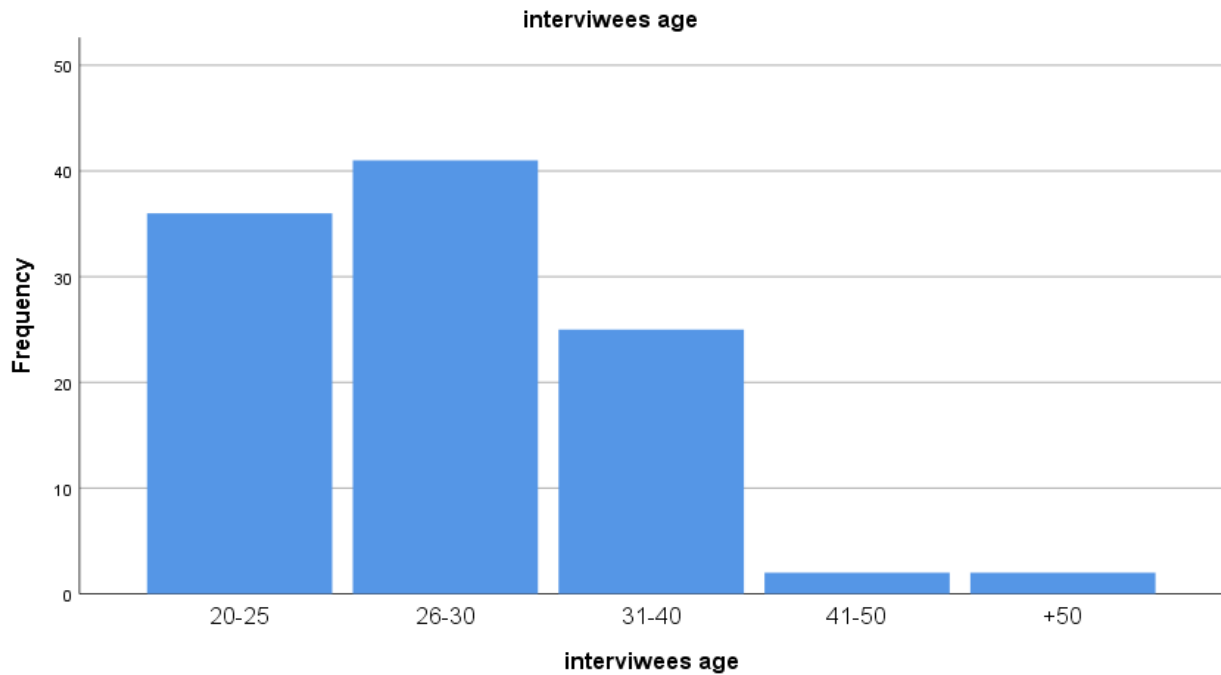


Figure 4.1 study participants by age range

Source: SPSS output

The above figure shows that out of all 106 participants 36 were in the age range of (20-25) which is 34%, 41 were between the range of (26-31) which is 38.7%, 25 were between the range of (31-40) which is 23.6%, only 2 were between the range of (41-50) which is 1.9% and lastly 2 were between the age range of (+50) which is 1.9%.

These show that 72.7% of the organizations employees are between the age ranges of 20-30 which means that the staffs are mostly young. Successful engagement of young people in the labor market and society is crucial not only for their own personal economic prospects and well-being, but also for overall economic growth and social cohesion and the organization seems to fulfill its corporate responsibility in this aspect.

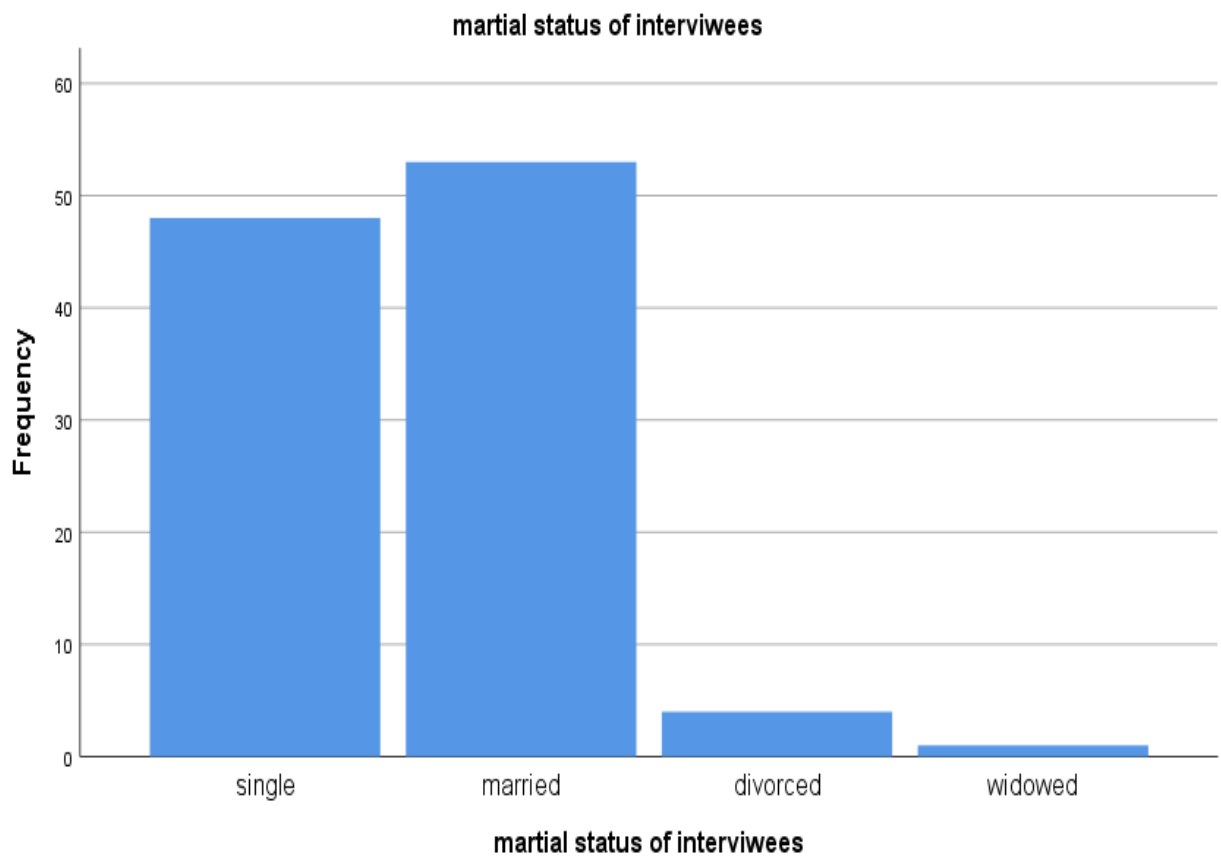


Figure 4.2 Frequency of marital status of respondents

Source: SPSS output

The above figure shows that from 106 participants 48 were single which is 45.3%, 53 are married which is 50%, 4 are divorced which is 3.8% and 1 is widowed which is .9%.

Table 4.2 Educational status of respondents

educational status of the interviewee					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	grade 10	41	38.7	39.4	39.4
	grade 11-12	7	6.6	6.7	46.2
	level 3-5	26	24.5	25.0	71.2
	Ba, BSc	25	23.6	24.0	95.2
	MSc	5	4.7	4.8	100.0
	Total	104	98.1	100.0	
Missing	System	2	1.9		
Total		106	100.0		

Source: SPSS output

The above table is showing that staff members who are below and at grade 10 are 41 which is 38.7%, staffs who are between grade 11-12 are 7 which is 6.6% while staffs who are level 3-5 are 26 which is 24.5% and staffs who completed their first degree are 25 which is 23.6% lastly staff members who completed their graduate studies are only 5 which is 4.7%.

These show that the number of well-educated staff members in the company is low.

Table 4.3 Experience of respondents in the organization

The length of service in the organization of interviewee					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than one year	13	12.3	12.3	12.3
	one up to three years	63	59.4	59.4	71.7
	three up to five years	19	17.9	17.9	89.6
	+five years	11	10.4	10.4	100.0
	Total	106	100.0	100.0	

Source: SPSS output

Here I asked the participants the experience they have in the organization and out of the respondents there were 13 employees who worked at the company for less than a year (12.3%), there were 63 respondents who have experience of one up to three years (59.4%), 19 participants

who have experience between three up to five years (17.9%) and the rest 11 respondents have been with company for more than five years (10.4%).

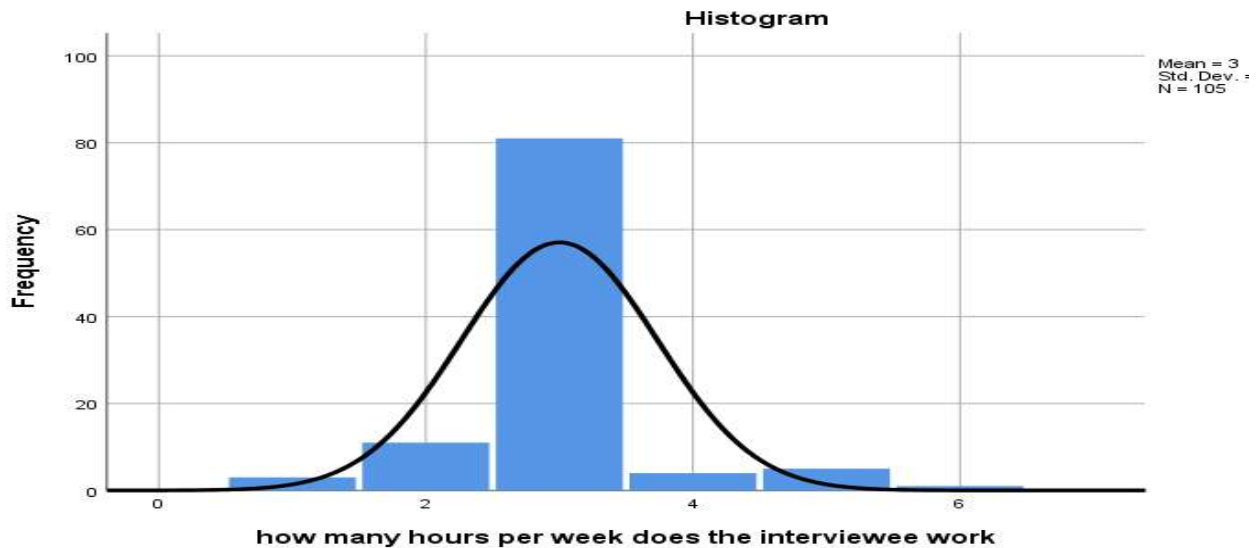


Figure 4.3 working hours of the respondents

Source: SPSS output

The above figure shows participants working hour per week and it shows that out of 106 participants 3 works 35-40 hours per week and that leads to 2.8%, 11 works 41-45 hours per week and that leads to 10.4%, 81 works the average working hours of 46-50 hours per week and that leads to 76.4%, 4 works 51-55 hours per week and that leads to 3.8%, 5 works 56-60 hours per week and that leads to 4.7% and the rest 1 person works more than 60 hours per week which is 9%

4.3 Descriptive analysis

So as to understand Work-life conflict at Maereg business group, employees were requested to give their reaction and intensity of agreement with the five dimensions. And the rating of five points Likert scale of strongly agree (5), Agree (4), neutral (3), Dis agree (2), strongly dis agree (1). The response attained were enumerated using mean and standard deviation for every independent variable factors and tabulated as follows. According to Zaidation and Bagheri (2009), the mean score below 3.39 is considered as low, the mean score from 3.40 up to 3.79 is considered as moderate and mean score above 3.8 is considered as high.

4.3.1 Work to family interference (WTF)

Table 4.4 Table of descriptive analysis of work to family analysis

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I spent too much time on my job so that I cannot give enough attention to my families	106	1	5	3.71	1.146
My work schedule often conflicts with my Personal Schedule	106	1	5	3.70	1.172
After work am too tired to do any thing	106	1	5	3.63	1.174
My Work condition affects my responsibility at home such as child care, house chores, family gathering	106	1	5	3.12	1.336
My work causes me to be stressed and depressed even in my personal time	106	1	5	3.05	1.245
My job demand and expectations causes conflict with my family	106	1	5	2.83	1.167
Due to work-related duties, I have to make changes to my plan for family activities	106	1	5	3.71	1.138
My work consumes me, so that I cannot give enough care to family and my self	106	1	5	2.97	1.390
Grand Mean				3.34	
Valid N (listwise)	106				

Source: SPSS output

The above table shows that the agreement level of most respondents is on moderate category. Their response show that work to family conflict is rather low. We say this because the mean value for the respective work to family interference questions (q1, q2, q3 and q7) such as the response rate for spending long time on work, having schedule mix up, getting tired after work,

making changes in personal programs for the sake of work and its impact to family life is 3.71, 3.7, 3.63 and, these value indicates that moderate level of category while questions (q4, q5, q6 and q8) which are questions asked about work condition, work stress, job demand and their impact on family are low level because they show mean value of 3.12, 3.05, 2.83 and 2.97.

4.3.2 Family to work interference

Table 4.5 Descriptive analysis of family to work interference

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
my family understands and supports my work	106	1	5	3.70	1.289
Family related strain interfere with my ability to perform job related duties	106	1	5	2.69	1.275
my personal issues take away time from my work	104	1	5	2.97	1.410
My colleagues and boss hate how often I am preoccupied with my personal issues at work	106	1	5	2.67	1.270
I get distracted at work because of my family issues	104	1	5	2.68	1.388
due to family and personal issues I have been late to get to work	105	1	5	3.07	1.396
The demands of my family or spouse / partner interference either work related activities	105	1	5	2.55	1.232
due to family and personal issues it gets hard to finish a daily task or work over time	106	1	5	2.43	1.211
Grand Mean				2.85	
Valid N (listwise)	100				

Source: SPSS output

As per the above table the agreement level on family or personal life interference with work such (q2-q8), as family stress, personal issues, family demands and their impact on employees job are below average or low with the rate of 2.69, 2.97, 2.67, 2.68, 3.07, 2.55 and 2.43 which indicate greater part of respondents shows to lower agreement to work to family interference.

4.3.3 Work over load

Table 4.6 Descriptive analysis of work over load

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I feel prolonged fatigue level ,sleepiness and extreme tiredness because of my job	104	1	5	3.57	1.229
I get physically sick easily due to work overload of my job	105	1	5	3.23	1.339
I feel stressed because of my work	103	1	5	3.27	1.206
I am obligated to work in unfavorable shift	104	1	5	2.76	1.397
due to the pressure I face in my job am suffering from insomnia	105	1	5	3.14	1.304
I become accident prone due to work over load	105	1	5	2.85	1.350
I do not have any private time for recreation activities	104	1	5	3.19	1.359
Grand mean				3.14	
Valid N (listwise)	100				

Source: SPSS output

The above table indicates the intensity of responses is relatively lower than average for (q2-q7) the respondents take for questions such as getting sick, feeling stressed, having to work unfavorable shifts, suffering from insomnia and not having any private time due to work over load. The mean values for the previously mentioned variables are 3.23, 3.27, 2.76, 3.14, 2.85 and 3.19 in which all are low level category.

4.3.4 Job Autonomy

Table 4.7 Descriptive analysis of job autonomy

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I control the content of my job	103	1	5	3.91	1.139
I have a lot of freedom to decide how I perform my task	103	1	5	3.41	1.354
I get holidays/paid time off at my work	104	1	5	3.26	1.315
I feel highly controlled and monitored in my work place	105	1	5	3.80	1.104
My job is mentally challenging with variety of job responsibilities.	103	1	5	3.39	1.285
I set my own schedule for completing assigned task	104	1	5	3.59	1.282
Grand mean				3.56	
Valid N (listwise)	97				

Source: SPSS output

The general agreement to the above factors which have the intensity of higher agreement to the measurements such as controlling one's own content of work and feeling controlled and

monitored are 3.91 and 3.8 respectively. For measurements such as having freedom in deciding how to do work and setting personal schedule to complete task have moderate level response rate of 3.41 and 3.59 while the rest questions such as getting paid leave and also having mentally challenging work has a low response mean value of 3.26 and 3.39 respectively.

4.3.5 Job satisfaction

Table 4.8 Descriptive analysis of job satisfaction

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I am satisfied with the working hours of my job	103	1	5	4.07	1.254
I am satisfied with my current job compared with others in my field	101	1	5	3.46	1.404
I am satisfied with my current job considering the expectation I had when I start working in this organization	102	1	5	3.00	1.421
my job gives me the chance to do what I am best at	103	1	5	3.43	1.362
I like the working environment of the organization	104	1	5	3.21	1.377
I get recognition for the contribution I gave to the organization	102	1	5	2.96	1.400
I want to keep working in this organization for a long time	104	1	5	2.93	1.430
I frequently think of leaving this job	104	1	5	2.88	1.375
I recommend my friends and family members to join the organization I currently work at	104	1	5	2.88	1.416
Valid N (listwise)	95				

Source: SPSS output

The above table shows that the agreement level of most respondents is on low category. Their responses show that job satisfaction is rather low. We say this because the mean value for the respective measures of (q3, q5, q6, q7, q8 and q9) such as the response rate for being satisfied with the current job they have considering their past expectation, if they are satisfied with the working environment, getting recognized, if they want to keep working for long time or if they want to quit their job and lastly if they recommend others to work for their organization is 3.0, 3.21, 2.96, 2.93, 2.88 and 2.88 respectively. While questions (q1, q2 and q4) which are questions asked about job satisfaction with the working hour, compared with others in the same field and having flexible job opportunity to perform at their best show mean value of 4.07, 3.46 and 3.43 which are high and moderate respectively.

4.4 Relation between the variables

Now we have to test the relationship between the dependent and independent variables for these I have chosen the Pearson's correlation in order to check the variables. The Pearson correlation coefficient is a statistic used to determine the degree and direction of relatedness between two continuous variables. The possible values of the correlation coefficient range from -1.00 to +1.00, and the closer the number is to an absolute value of 1.00, the greater the degree of relatedness

Table 4.9 Correlation coefficient interpretation

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

Source: Danail and Gate, 2006

Table 4.10 Correlation coefficient of dependent and independent variables

Correlations						
		job satisfaction	Work to family interference	family to work interference	work overload	job autonomy
job satisfaction	Pearson Correlation	1	.022	.379**	.085	.672**
	Sig. (2-tailed)		.827	.000	.389	.000
	N	104	104	104	104	104
Work to family interference	Pearson Correlation	.022	1	.336**	.428**	.156
	Sig. (2-tailed)	.827		.000	.000	.111
	N	104	106	106	105	105
family to work interference	Pearson Correlation	.379**	.336**	1	.382**	.275**
	Sig. (2-tailed)	.000	.000		.000	.005
	N	104	106	106	105	105
work overload	Pearson Correlation	.085	.428**	.382**	1	.112
	Sig. (2-tailed)	.389	.000	.000		.257
	N	104	105	105	105	105
job autonomy	Pearson Correlation	.672**	.156	.275**	.112	1
	Sig. (2-tailed)	.000	.111	.005	.257	
	N	104	105	105	105	105

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

Source: SPSS output

The above table shows the coefficient of correlation of each variable, now we have to interpret all the data's separately. A positive correlation indicates that high scores on one variable are associated with high scores on the second variable, while a negative correlation indicates that high scores on one variable are related to low scores on the second variable. All of our significant correlations are positive in this study. Now let's see each independent variable with the dependent variable, remember we are only going to analyze job satisfaction with each independent variable.

Result

The first correlation is between job satisfaction with itself and the result is one because the correlation of any variable with itself is perfect - something of no interest, so these boxes can be ignored. Generally speaking work to family interference has low and positive correlation with employee job satisfaction ($r=.022$, $n=104$), family to work interference also has significant low and positive correlation to employee job satisfaction ($r=.379$, $n=104$), work over load has low correlation to the dependent variable ($r=.085$, $n=104$), but job autonomy has substantial high or strongly correlated with employee job satisfaction ($r=.672$, $n=104$). This implies when there is increase on job autonomy the job satisfaction of employees become strong. While the

4.5 Regression analysis

4.5.1 Diagnostic test

Normality and linearity are important assumptions of multivariate analysis and thus should be fulfilled Hair & Anderson (2010). There are five regression assumptions.

1. There should be no correlation between the residual (error) terms. Absence of this phenomenon is known as Autocorrelation.
2. The independent variables should not be correlated. Absence of this phenomenon is known as multicollinearity.
3. The error terms must be normally distributed.
4. The error terms must have constant variance. This phenomenon is known as homoscedasticity.
5. There should be a linear and additive relationship between dependent (response) variable and independent (predictor) variable(s).

Result of the Diagnostic test

Assumption 1 No autocorrelation

Table 4.11 multiple linear regression model summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.718 ^a	.516	.496	.62322	2.387
a. Predictors: (Constant), job autonomy, work overload, Work to family interference, family to work interference					
b. Dependent Variable: job satisfaction					

Source: SPSS output

The presence of correlation in error terms drastically reduces model's accuracy. This usually occurs in time series models where the next instant is dependent on previous instant. If the error terms are correlated, the estimated standard errors tend to underestimate the true standard error. The Durbin Watson (DW) statistic. It must lie between 0 and 4. If $DW = 2$, implies no autocorrelation, $0 < DW < 2$ implies positive autocorrelation while $2 < DW < 4$ indicates negative autocorrelation. If the DW value is between 1.5-2.5 then it is accepted. From the above table the Durbin Watson value is 2.387 therefore the **assumption is accepted.**

The coefficient of determination $R^2 = .516$ this is showing that about 52% variation in the job satisfaction has been explained by the proposed model. As reasonable variation has been explained it means the above model is effective for the study.

ANOVA model is more likely to compare one group mean is different from another group mean if the F test is not to be significant, the model should be dismissed and there is no need to proceed to further steps.

Assumption 2 Multicollinearity

Multicollinearity refers to when your predictor variables are highly correlated with each other. From the table below the VIF value for (WTF) interference is 1.285, for (FTW) interference 1.3, for (WO) 1.328, lastly for (JA) it is 1.089. We can observe that the VIF values for all independent variables are less than 4 which indicate there is no multicollinearity so it is **accepted.**

Table 4.12 Multicollinearity

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Work to Family interference	.778	1.285
	Family to work interference	.769	1.300
	work overload	.753	1.328
	job autonomy	.918	1.089

a. Dependent Variable: job satisfaction

Source: SPSS output

Assumption 3 Normality

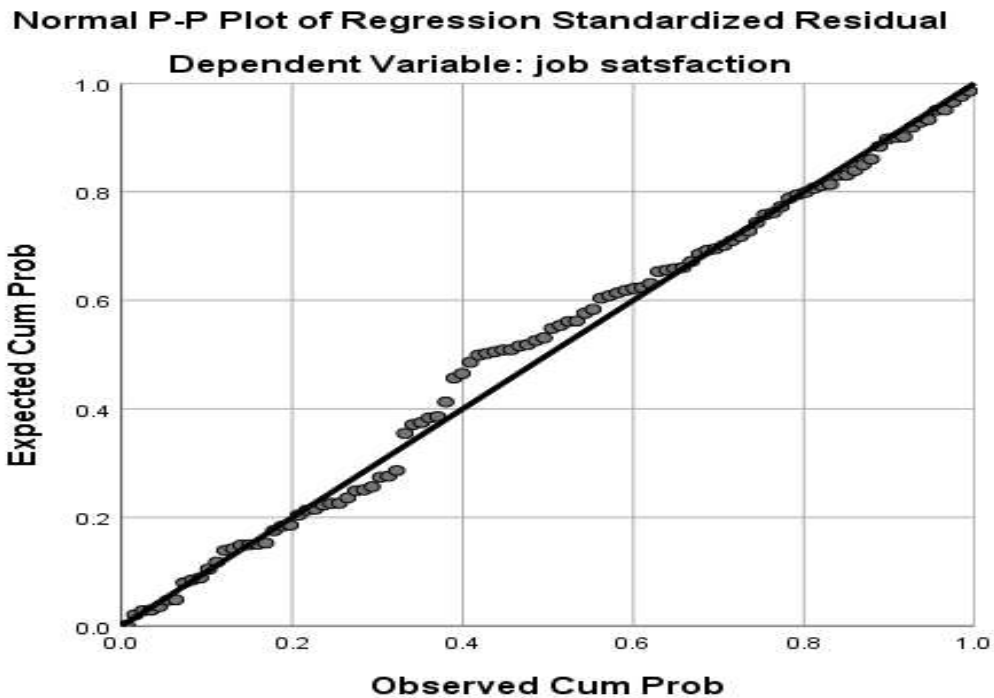


Figure 4.4 Normality plot

Source: SPSS output

In order to make valid inferences from regression, the residuals of the regression should follow a normal distribution. Normal Predicted Probability (P-P) plot, we can see in the below figure that

there is a normal distribution. Because we conform to the diagonal normality line indicated in the plot so the assumption is also **accepted**.

Assumption 4 **Homoscedasticity**

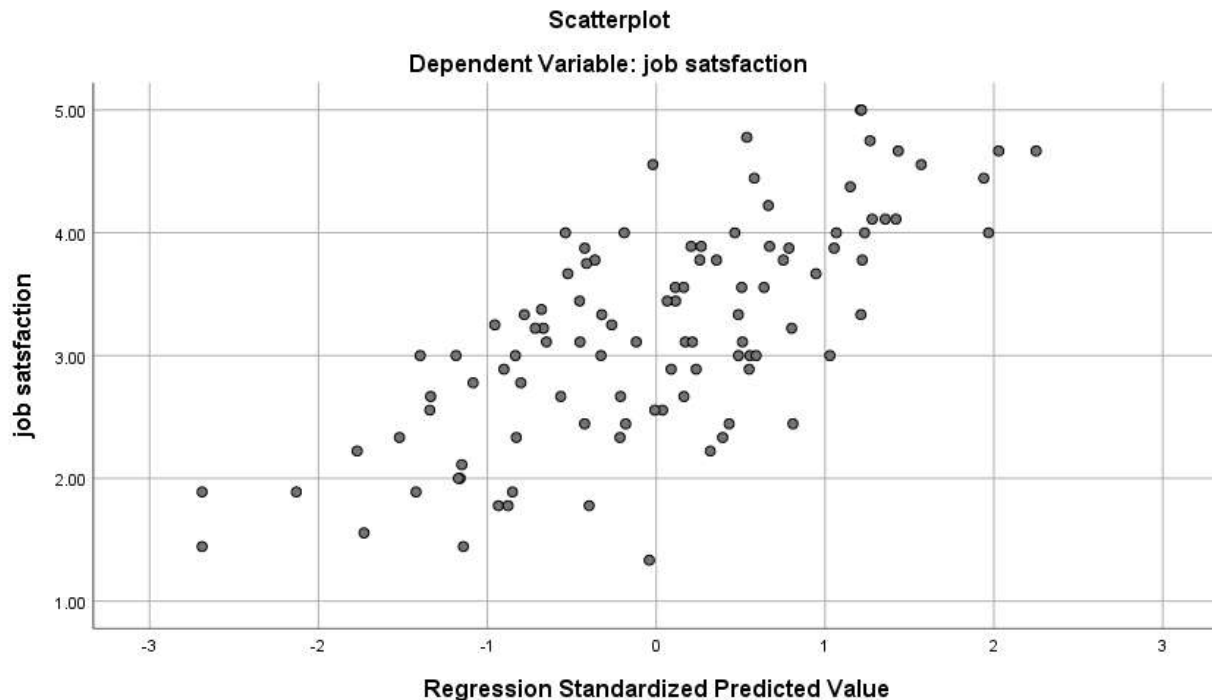


Figure 4.5 Homoscedasticity plot

Source: SPSS output

Homoscedasticity refers to whether these residuals are equally distributed, or whether they tend to bunch together at some values, and at other values, spread far apart. From the above scatter plot there are points equally distributed above and below zero on the X axis, and to the left and right of zero on the Y axis. Therefore the assumption is **accepted**.

Assumption 5 **Linearity**

Linearity is important assumption of multivariate analysis and it should be fulfilled Hair & Anderson (2010). Linearity means that the predictor variables in the regression have a straight-line relationship with the outcome variable. Since the residuals are normally distributed and homoscedastic, we do not have to worry about linearity. In order to test the dependency of the dependent variable on the independent variables we have to test multiple linear regressions with help of SPSS 26.

Table 4.13 ANOVA result of multiple regression models

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.944	4	10.236	26.354	.000 ^b
	Residual	38.452	99	.388		
	Total	79.396	103			
a. Dependent Variable: job satisfaction						
b. Predictors: (Constant), job autonomy, work overload, Work to Family interference, Family to work interference						

Source: SPSS output

In the above table we can see that the value of F= 26.354 is showing that there is a linear relationship between the dependent and independent variable. The result in the ANOVA table confirmed the significance of p-value which is below the alpha level, 0.05 meaning the independent variables taken together have a significant relationship with the dependent variable. From the above discussion in describing WLC and job satisfaction, now we proceed with the general impact of WLC, these is shown in the unstandardized Beta coefficients that present the contributions of each variable to the model. Unstandardized coefficients indicate how much the dependent variable varies with an independent variable when all other independent variables are held constant.

4.5.2 Regression result

Table 4.14 Coefficient summary

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.584	.424		1.378	.171
	Work to family interference	-.202	.102	-.156	-1.970	.052
	family to work interference	-.300	.090	-.266	-3.331	.001
	work overload	-.024	.105	-.019	-.230	.819
	job autonomy	.707	.083	.625	8.557	.000
a. Dependent Variable: job satisfaction						

Source: SPSS output

The coefficient of constant C= .584 this value is showing that if influence of selected variable is ignored or assumed as zero then the existing level of job satisfaction is .584 which means that these variables are important for job satisfaction of employees.

Result

- The coefficient of regression for WTF interference is $\beta = -.156, p > 0.05$
- The coefficient of regression for FTW interference is $\beta = -.266, p < 0.05$
- The coefficient of regression for WO is $\beta = -.019, p > 0.05$
- The coefficient of regression for JA interference is $\beta = .625, p < 0.05$

The above table shows that only family to work interference and job autonomy have significant relationship with dependent variable which is job satisfaction while work to family interference and work over load have insignificant impact with the dependent variable.

Now

Predicted Job satisfaction score = $.584 - 0.30(\text{family to work interference}) + 0.707(\text{job autonomy})$

$$Y = .584 - 0.30(X_2) + 0.707(X_4)$$

Where Y= Predicted Job satisfaction score

X₂= family to work interference

X₄=Job autonomy

4.6 Answers for Research questions and Hypothesis testing

4.6.1 Hypothesis testing

H1: Work to family interference has no significant relationship with job satisfaction.

The above hypothesis is accepted because from table Coefficient of summary table we have confirmed that WTF interference has a sig value of .052, $p > 0.05$ therefore we can say that WTF interference has insignificant impact on job satisfaction.

Work to family interference has a negative relationship with job satisfaction. Referring from the results of multiple regression, work to family interference has negative and insignificant impact to employee performance, ($B = -.202, t = -1.970$).

H2: Family to work interference has no significant relationship with job satisfaction.

From the summary table the sig value for FTW interference was shown to be .001, $p < 0.05$ therefore we conclude that family to work interference has significant impact on job satisfaction. So the above hypothesis is rejected.

Family to work interference has no positive and significant relationship with job satisfaction. Referring from the results of multiple regression, family to work interference has negative and significant impact to employee performance, ($B = -.30$, $t = -3.33$).

H3: work over load has no significant relation with job satisfaction.

The regression result table shows that WO has a sig value of .819, $p > 0.05$ which indicates that work over load has no significant or insignificant impact on the dependent variable. Therefore the hypothesis is accepted. Work over load has a negative and insignificant relation with job satisfaction. As can be seen from the result of multiple regression tables, work over load has a negative and significant impact on job satisfaction, ($B = -.024$, $t = -.230$) so the proposed hypothesis is accepted.

H4: Job autonomy has significant impact with job satisfaction.

The hypothesis is accepted because the result of regression for JA has a sig value of .000, $p > 0.05$. Therefore job autonomy has a significant impact on job satisfaction. Job autonomy also has positive impact with job satisfaction. Referring from the results of multiple regression, job autonomy has positive and significant impact to employee performance, ($B = .707$, $t = 8.55$) so it is accepted.

4.6.2 Research questions

So as to test the four questions that we have asked at the beginning of the study to see if there is relationship between the independent variables (work to family interference, family to work interference, work over load and job autonomy) and job satisfaction which is the dependent variable. The test is summarized as follows:

The results obtained from this study indicated that there is no significant relation between work-family conflict and work over load. Since the majority of respondents in this study were lower

level employees they might experience conflict demands between families to work interference in comparison with work to family interference. Employees who are married and with children in the study are about 50% (refer fig. frequency of marital status of respondents, this is consistent with Huffman et al. (2013) study who found that workers at life stage (single) just start their career and family, so they have low job responsibilities and family duties, therefore, their experience of work-family conflict are low and consistent. The result of the study showed that both WTF and WO are not significant influence employee's job satisfaction in Maereg Business Group. This finding is consistent with Lu et al. (2010) study that found that "WIF may have a less damaging effect on collectivists due to their less rigid demarcation of the work/family boundary and greater tolerance of spill over between the two life domains".

4.7 Discussion of the study

An organization's outcome depends on the employees' job satisfaction and their commitment. For this study 190 questionnaires are distributed for Maereg Business Group employees. From this sample only 106 useful surveys are returned which indicates the relationship between the respective variable. The result of the surveys shows that there is a negative and also positive relationship between dependent and independent variables. Work-life conflict and work overload have very significant and negative relationship with the employees' job satisfaction while job autonomy has a positive relation with the dependent variable.

For the aspect of work to family interference the responses of participants show that job satisfaction is rather low, work to life interference is the third largest contributor to the variation in the dependent variable (job satisfaction). From regression table we have seen that there negative unstandardized Beta-value which indicates that Work to life interference has indirect (negative) impact on job satisfaction which is statistically significant at 95% confidence level. In other word, it means that as the work to family interference increases, job satisfaction decrease significantly.

Now for family to work interference with the unstandardized beta coefficient, the value was seen as negative. This shows the negative and significance influence on the dependent variable with 0.05 levels. Thus the research question is answered because it does appear to significantly contribute to the total variation in job satisfaction. As such, the research question is answered.

Current study shows that low level of work to personal life conflict more likely result higher level of job satisfaction. This indicates that the employees remain loyal to their organization, even if that job demands and practices produce work to personal life interference, and thus, they do not have negative feelings about the job as the cause of work to private life interference.

Also, there is a significant negative, linear and high degree of relationship between work over load and employee job satisfaction. It implies that workers that experience immense work over load have low job satisfaction. This finding is in consonance with studies by Ashtankar (2016) and Raj &Dev (2017).

The fourth variable was job autonomy which according to the regression result has positive significant impact with the dependent variable, one unit increase on this factor results 0.707 unit increase in employee job satisfaction. It is obvious that job autonomy has a high weight to increase job satisfaction. It also gives the capacity for employees to liberate themselves from work stress and build a balance between work and their family activities.

Few studies have sought to directly model successful work-life balance (Clark 2001; Marks &MacDermid, 1996), mostly due to the previous over-emphasis on work-family conflict and its negative consequences (Barnett 1998). This limitation has been addressed with the inclusion of both enablers (resources) and barriers (demands) to work-life conflict. Demands have been thought to cause conflict and resources to result in facilitation (O'Driscoll, Brough&Kalliath 2006).

CHAPTER 5: CONCLUSION

The concluding chapter sums up the objective of the study, major findings and conclusion also discusses recommendation.

5.1 Summary (major findings of the study)

The purpose of the study was to identify the impacts of work life conflict on employee job satisfaction. The study was conducted using structured questionnaire to get insight on factors that might affect employee job satisfaction, and multi linear regression model were used to analyze and interpret data's. Based on the analysis performed on previous chapter the following are the summary of major finding I have got:

- R(Coefficient of correlation), ANOVA and adjusted R square were used to test the models overall fitness and turns out all the factors identified before had statistically has a negative an significant effect on the dependent variable except for job autonomy. These indicates that for WTF, FTW and work overload as these variables increase it is associated with decrease in the other variable which is job satisfaction. This means that they had a negative impact on the dependent variable.
- But job autonomy has been found to be positive which means that an increase in job autonomy is associated with an increase in job satisfaction.

5.2 Conclusion

This study has four specific objectives the first one is to examine the dependence level of WLC and job satisfaction with one another by which the effect of family life to work conflict and work to family conflict on the employees' job satisfaction. To investigate the relationship between job autonomy and employees' job satisfaction. And lastly to evaluate the effect of work overload on the employees' job satisfaction.

This study concludes that work life conflict has profound impacts on the employees of Maereg Business Group. To be specific, issues or consequences of work life conflict often results to job dissatisfaction and poor employee wellbeing. This paper also acknowledges the valuable insights into facts of the relationship between work-life outside of work provided by work-life researchers to date. Whilst not claiming to offer all of the answers, this paper has aimed at

making a move towards providing an alternative conceptualization of work-life conflict and how to balance them and the development of an applicable theoretical model. In the process, a range of limitations identified in the current research theory and methodology were explored.

It can be concluded for that work life conflict among staff of Maereg Business Group was relatively high such that the social life, personal life and marital life of staff conflicted with work demands. Additionally, the level of job satisfaction among the staff was low. It can also be concluded that there was a negative but significant relationship between work life conflict variables and job satisfaction. Work-life conflict was revealed to have a negative impact on employee job satisfaction. Accordingly, this finding is in line with those from the research of Mohsin and Zahid (2012) conducted in the banking sector of Pakistan, which reports that family-work conflict has a significant negative impact on an employee's performance. On the other hand, this result opposes the results of Soomro, Breiteneker, & Shah (2018).

5.3 Recommendation

The above conclusions indicate a need for certain action to take place by management. It is therefore recommended that the management of Maereg Business Group should:

- Organizations must proactively identify and understand demographic and work related factors like age, marital status, gender, work hours/time schedules etc. that cause work life conflict.
- Create a policy to minimize absenteeism, lateness and turnover rates as well as improve workers loyalty, commitment and job satisfaction. Such supportive workplace policies like flexible work schedules/arrangements, leaves, family friendly policies.
- Managers should be aware about stress due to communication/interpersonal relationship problems, workers' - physical and mental health concerns, family issues, grief and loss to mention a few in the workplace; and address them properly to improve workers wellbeing.
- Organizations should also adopt and implement flexible work strategies like unlimited vacations, output/performance-only workplace, remote workforce and distributed teams, time agnostic work, shared team jobs etc.
- Introduced inter-unit assignment and recreational activities for staff on public holidays.

- The organization employees should maintain a balance between work and family life conflict so that family-work conflicts do not interfere with his concentration at work. Sometimes it may be hard for the employees to maintaining a balance between work life and their familiesby determining priority scales, better family life management, and separation between work interests and family interests so that they do not mix with one another.
- The management of Maereg Business Group could help employees learn how to manage their work life in a better way through discussions, meetings and interviews. By doing these the management would have an opportunities in increasing a feeling of ownership of employees, which is a component of commitment formation.
- The management should encourage their employee to fix their leave at their convenient periodafter perform in all their work related duties.

5.4 Limitation of the study

Based on the results and experiences gained through this research, some of the limitations of this study should be noted. First, the study focuses on only permanent workers of the company. Generalizability of this study was restricted by occupations and characteristics of organizations of Maereg Business Group, which is located in Addis Ababa, capital of Ethiopia. Hence, this study does not represent other companies. This study used full quantitative approach with all variables measured by the self-reporting method. This method may involve social desirability bias that exists when participants answer questions in the manner that others prefer such as those tend to over-report attitudes and behaviours towards socially acceptable or under-report unacceptable attitudes and behaviours (Zerbe&Paulhus, 1987).

This study included only four dimensions of work life conflict which are WTF interference, FTW interference, WO and JA but there could be some other relevant dimensions that may be perceived as important by organizations and employees, but those were excluded from this study. Future researches, therefore, may consider more dimensions of work life conflict like job characteristics, organizational values, individual variables, and other variables which can influence job satisfaction.

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MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

Questionnaire for Employees of Maereg Business Group

This questionnaire is designed to solicit information for purely academic purposes. This is to enable the researcher Ms.LidiyaMoges a final year student of St marry university in faculty of Masters of business administration to complete her thesis on the topic of; **THE IMPACT OF WORK LIFE CONFLICT ON EMPLOYEE JOB SATISFACTION: THE CASE OF MAEREG BUSINESS GROUP.**

I would like to thank you in advance for your cooperation and for scarifying your valuable time.

N.B:

1. You don't need to write your name.
2. The student researcher has scheduled to get the filled questionnaire back within three days.
3. All information given would be treated with utmost confidentiality.

Section One

Basic demographic data (Please put "√" inside the box)

1 Gender

Female

Male

2 Age

20-25

41-50

26-30

>50

31-40

3 Marital Status

Single

Divorced

Married

Widowed

4 Do you have kids

Yes

no

If yes

1

2

>3

5 Length of service in the organization

less than a year

1-3 Years

3-5 years

>5 years

6 Educational Status

Grade 10

BSc/BA

Level 1-2

MSc

Level 3-5

7. How many hours per week do you work

35-40

51-53

41-45

56-60

46-50

>60

Section Two

Work to family Interference

no	Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	I spent too much time on my job that I cannot give enough attention to my families					
2	My work schedule often conflicts with my Personal Schedule					
3	After work am too tired to do any thing					
4	My Work condition affects my responsibility at home such as child care, house chores, family gathering					
5	My work causes me to be stressed and depressed even in my personal time					
6	My job demand and expectations causes conflict with my family					
7	Due to work-related duties, I have to make changes to my plan for family activities					
8	My work consumes me, so that I cannot give enough care to family and my self					

Section Three

family to work interference

no	Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	My family understands and supports my work					
2	Family related strain interfere with my ability to perform job related duties					
3	My personal issues take away time from my work					
4	My colleagues and boss hate how often I am preoccupied with my personal issues at work					
5	I get distracted at work because of my family issues					
6	Due to family and personal issues I have been late to get to work					
7	The demands of my family or spouse / partner interference either work related activities					
8	Due to family and personal issues it gets hard to finish a daily task or work over time					

Section four

work overload

no	Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	I feel prolonged fatigue level ,sleepiness and extreme tiredness because of my job					
2	I get physically sick easily due to work overload of my job					
3	I feel stressed because of my work					
4	I am obligated to work in unfavorable shift					
5	Due to the pressure I face in my job am suffering from insomnia					
6	I become accident prone due to work over load					
7	I do not have any private time for recreation activities					

Section five

job autonomy

no	Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	I control the content of my job					
2	I have a lot of freedom to decide how I perform my task					
3	I get holidays/paid time off at my work					
4	I feel highly controlled and monitored in my work place					
5	My job is mentally challenging with variety of job responsibilities.					
6	I set my own schedule for completing assigned task					

Section six

job satisfaction

no	Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	I am satisfied with the working hours of my job					
2	I am satisfied with my current job compared with others in my field					
3	I am satisfied with my current job considering the expectation I had when I start working in this organization					
4	My job gives me the chance to do what I am best at					
5	I like the working environment of the organization					
6	I get recognition for the contribution I gave to the organization					
7	I want to keep working in this organization for a long time					
8	I frequently think of leaving this job					
9	I recommend my friends and family members to join the organization I currently work at					