

University of Bahrain

College of Business Administration

Management & Marketing Department



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# **Individual and Organizational Factors of Work Life Balance in Bahrain Banking**

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A Thesis Submitted in Partial Fulfillment of the Requirements for the  
Master's Degree in Business Administration

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The Discussion Committee met on 18-Jun-19 In 544-101 . Upon discussing the student whose details are stated above in public, the discussion committee recommends the following:

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☐ Without making any changes to the thesis.

☒ After making the modifications attached with this decision.

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### استمارة إيداع البحث

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## **Abstract**

*Organizations are continuously looking for ways to cope with challenges in the current business world, so it is imperative that staff of an organization to be satisfied at work and personal life as well (Peters & van der Lippe, 2007). The field of Work-life balance is an emerging field of research as many studies indicate. However, in Bahrain, not much attention has been given to this field. A study revealed that work life balance within the region is very low compared to global (Maceda, 2012). This study measures the association of three factors toward work-life balance, namely, workload, job engagement, and perceived organizational support. A purely quantitative research method is used via a survey to collect the data. A sample of 293 respondents from retail bank employees has been collected. The results show that workload and perceived organization support do have an effect work-life balance, but job engagement does not have a significant effect. Work-life balance has been measured to average about 3.10/5 from the sample for retail banks employees in Bahrain. Some demographic factors have showed a significant difference in work life balance average such as age, number of children, and position level in the organization, while other demographics such as gender, marital status, nationality, educational level and working experience did not show any difference between their groups.*

*Keywords: work life Balance, demographics, workload, job engagement, perceived organization support*

## **Declaration**

Name: Ahmed Jassim Buhassan

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This entitled “Individual and Organizational factors of Work Life Balance in Bahrain Banking” is submitted for obtaining the Degree of Master of Business Administration from University of Bahrain. This declaration is to clarify that this thesis is the original version of my work except for quotations which were duly acknowledged.

Signature:

Date:

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June 2019

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## **Abbreviations and definitions:**

**WLB:** Work-Life Balance: “a satisfaction and proper functioning at work and home with minimum role conflict.” (Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011)

**WL:** Workload: “is the intensity of job assignment and one of the causes of mental stress. Workload happens when an employee receives multiple work demands that are beyond his/her capabilities” (Elloy & Smith, 2003; Shah et al., 2011)

**JE:** Job Engagement: “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (W. B. Schaufeli, Salanova, González-romá, & Bakker, 2002)

**POS:** Perceived organization support: “global beliefs about the extent to which the organization cares about employee’s well-being and values their contributions” (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001)

# **Chapter 1: Introduction**

## **Contents:**

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# **Chapter 1: Introduction**

## **1.1 Background**

Although the concept of “work-life balance” was used very long years ago, it was coined scientifically in 1986. Prior to world war II some companies began to see its importance and acted by making four six-hour shift in replacement to the traditional daily eight-hour three times a day shift resulting an increase of employee’s morale and efficiency. The first wave of work-life balance programs was mainly to help women caring for their children, but in today’s world work-life programs becomes less specific to gender. (Pattu Meenakshi, Subrahmanyam V, & Ravichandran, 2013).

Employee assistance programs (EAP) has been introduced in many companies in the 1970s, these companies which evolved around EAP identified the link between depression, decreased productivity, stress, and work-life balance (Harrington, 2007). The same period also witnessed a psychologist named Joe Pleck beginning his research on men and their role in parenting, other researchers such as (Kanter, 1977) who published a paper titled "Work and family in the United States: A critical review and agenda for research and policy" challenged a well-known notion at that time about being "Work and family are separate domains". The 1980s showed greater interest by organizations in that issue, for example, Fran Rodger founded work/family directions programs to provide childcare to IBM employees in 1983. Many other catalysts have played a significant role in pushing this issue forward, among these include: 1) the rise of professional working women and mothers, 2) Media began to give more attention, 3) Awareness from society about the importance of this field, therefore, the organization's reputation is affected (Harrington, 2007).

Work-life balance can be defined from employee point of view as “the dilemma of managing work obligations and personal/family responsibilities”, in same respect, the employer views work-life balance as “the challenge of creating a supportive company culture where employees can focus on their jobs while at work” according to (Babin Dhas & Karthikeyan, 2015). (Michel et al., 2011) described work-life balance as a “satisfaction and proper functioning at work and at home with minimum role conflict”.

Although traditional thinking about the work-life balance is more prone to stress out its relevance for women caring for their children, there is increasing consideration of its importance for men as well, and for singles or couples raising or not raising children.

## **1.2 Work role**

(Vyas & Shrivastava, 2017) states that “the role of work has changed throughout the world due to economic conditions and social needs. Fact is work used to be a matter of survival and considered as a necessity. Throughout the years, work as a role has evolved, and there was a change in workforce composition. Although work is still a necessity, it is also a source of satisfaction at personal level as well. Therefore, tension and work target related pressure, the workload at family make an individual face difficulty in balancing between personal life and work. Professionals in many industries, managers, doctors, directors, bankers are just a few examples that are facing the brunt of this hazard constantly”.

According to (J. Hobson, 2007) there are many benefits of being in the workforce such as it meets an essential psychological needs, it is an essential mean to acquire financial resources which is essential for person's and his family wellbeing. Additionally, the same study found that being

unemployed for an extended period of time can cause mental illness among many other health issues.

### **1.3 The benefits of balancing between work and life**

According to a study done by (Lokanadha Reddy & Mohan Reddy, 2013), they have found that higher quality of balancing work and life the higher employee factors which include education, job aspiration, and association of workers among many others. (P. Naithani, 2010) mentioned that a key issue in the modern workplace is sustaining and keeping balanced work-life, those with better management in balancing their work and personal life will have better productivity, growth, and success in their organizations than those who are not.

Other benefits for employee according to (Babin Dhas & Karthikeyan, 2015) include the ability to manage multiple responsibilities at work and at home with no feeling of guilt or regret, being part of a supportive workplace, and being able to do work in ways so that managing family responsibilities and having source of income become easier and more effective. In same regards, data from Hoechst Celanese documented that 60% has reported that their ability to have a balance between their work and their life has been in a great importance of consideration in their decision to stay in the organization. Many other studies have been dedicated to stress out the financial influence of work-life balance programs in the last ten years such as (Joiceswarnalatha.R & Krishna, 2017) (A P Muthu Kumarasamy, Pangil, & Faizal Mohd Isa, 2015). For example, WFD (for merely Work/Family Directions) has researched a number of clients and one of the main companies researched showed that employees who utilized company's work and life programs to their advantage were 45% more likely to accept that they will "go the extra mile"

and are less likely to feel burned out or overwhelmed. (Babin Dhas & Karthikeyan, 2015).

According to (Dunne, 2007) having work-life balance would benefit employees by increasing his/her control over work, reduces stress levels, increase motivation and passion for work and having more flexibility. As benefits to organization the same research mentioned that having work-life balance toward employees would give higher ability to attract higher skills staff, more customer satisfaction, more efficiency, better competitiveness, greater staff loyalty, and more job satisfaction.

Many other studies have been done about this significant individual and organizational issue, some of them examine the leading factors of the organizations to implement work life balance programs such as (McCarthy, Cleveland, Hunter, Darcy, & Grady, 2013), while other researchers focused on the factors that influence work-life balance such as (Syrek, Apostel, & Antoni, 2013).

People who can achieve more balance between their work and their personal life tend to have higher satisfaction in work, lesser stress and lesser depression based on report issued by (Rife & Hall, 2015), the same report points out that encouraging work-life balance in organizations helps attract new workforce, reduce absenteeism and turnover, and finally encourage employee to involve himself in voluntary tasks beyond his/her job requirement.

## **1.4 Consequences of imbalance**

The work-life imbalance has much negative consequences, it extends to reach both individual and organizational levels. According to (Ben Pike, 2012.) a poll of workers taken exclusively for Career One showed that 65% who are working overtime acknowledged that these

additional hours spent at work are having an impact on their relationships with their families. Eighty four percent of employees in large companies believe it is difficult to maintain a healthy work life balancing, and 18 % of full-time employees said that working overtime is having a negative effect on family relationships. If the family relation is negatively affected then the employee's concentration at work and their performance will be affected as well (M Sayeed Alam, Biswas, & Hassan, 2009). This is in addition to the fact that more working hours are linked to depression problems as founded by (Major, Virginia Smith, Klein, Katherine J., & Mark G., 2002). Another study was done by (Kinman & Jones, 2003) also found that too much more working hours affects employee's psychological aspects such as anxiety, and also affect overall employee's physical well-being such as heart disease. Work-life imbalance can be very detrimental to the staff's performance according to a study done by (C. J. Hobson, Delunas, & Kesic, 2001). A survey that was done by (Tomazevic, Kozjek, & Stare, 2014) showed that employees and employers recognize similar (but not exactly identical) negative consequences of work-family imbalance.

Research showed that conflict between work and personal life carries bad consequences for employees, for example, depression and stress, also for organizations as well in which it brings a lesser employee's productivity and lesser financial performance in which if clearly affect employee's performance (Al-Saidi, 2015; Dorio, Bryant, & Allen, 2008).

Many studies found a positive relationship between higher work-life conflict and the higher leaving intention for organization such as (Noor & Maad, 2009). This leads to higher cost as the higher the number of employees leaving organization the higher indirect costs because employees leave with their knowledge and skills (Korabik, Lero, &

Whitehead, 2008). It has also been mentioned by (P. Naithani, 2010) that ignorance of work-life balance would have severe financial consequences for organization.

## **1.5 Demographic factors**

One research proved that males are working longer hours in workplace than females. But they work lesser hours at home than females (OECD, 2011). In this regards, women report having more work-life conflict than men do according to (Obradović & Čudina-Obradović, 2009). Boundaries between work and life are defined differently between men and women that “even when people construct their own work life aspect, there is a tendency of gender asymmetry in the permeability of the boundaries between work and family lives” (Loscocco, 1997). Other researchers found contradictory results in which gender does not play a role in influencing work-life balance (Ansari, Sadia Aziz Ansari, & Ansari, 2011), these results a similar to what has been found by (Couch & Ceppa, 2017) in which concluded that there is no difference in overall work life balance between both genders. Additionally (Michael R Frone, Russell, & Cooper, 1992) stated that both genders reported similar expression regarding the work and life conflict which indicated that perceived boundaries for both genders are similar. One explanation for this similarity provided by (Wesley & Muthuswamy, 2005) is that financial resources are now used to hire household to do home responsibilities that women was doing in past generations. A meta-analysis done by (Byron, 2005) showed that “when there are more parents in the sample, there is a greater gender difference in the experience of work-life conflict and lifework conflict, such that mothers experience more WIF (work interfere in family) and FIW (family interfere in work) than fathers”. (Ip, Lindfelt, Tran, Do, & Barnett, 2018) had reported that women have lesser work life balance compared to men.

(Grzywacz, Almeida, & McDonald, 2002) found that growing to older age is connected to better balancing between work and life. However, (Fuß, Nübling, Hasselhorn, Schwappach, & Rieger, 2008) reported that age could detect work-life balance in which younger participants got better results on the scale work-life balance. However, other studies had concluded that no significant relationship exists between age and work-life balance such as an (Allen, 2001).

In regards to another demographic factor, (Michel et al., 2011) stated that “individuals who are married and/or have children are often suggested to have more family role responsibilities.” From this, it can be deduced that having young child or children at home is highly correlated with less of the balance as per (Shen & Jiang, 2013). (Parasuraman & Simmers, 2001) Has found that parental demands are negatively correlated to work life balance. The employee spends more time in the workforce, the more work life balance he will gain (Michel et al., 2011) as employee will gain more coping experience.

## **1.6 Workload**

According to a study conducted by (By Aryee, Samuel, E. S., & Hwee Hoon, 2005) it has been found that individuals who perceive their workload more than what they can manage and handle are likely to be exposed to more fatigue and exhaustion, which may negatively impact motivation to respond to the demands of other life’s domains.

(Leiter & Schaufeli, 1996) described workload as the perception that one has too much to do. Training on ways to manage the workload and tactics to organize working schedule would help employees increase the level of their work-life balance as proved by (Kelly et al., 2014).

(Bernhardt, Dresser, & Hatton, 2003) has clarified that the field of work life balance should take into consideration employee's need for a reasonable workload and job security. Also, heavy workload is a clear contributor to decrease in work and productivity (Maceda, 2012).

## **1.7 Job Engagement**

There is no organization built overnight, it is the consistent engagement of the employees in building that organization, and business leaders are aware that in order to succeed they should keep their employees engaged. Today engagement is the new HRM's best friend because now companies are competing in acquiring talented employees into their workforce (Kort, 2016). Although researcher has a clear understanding of this concept, there is lack of consensus about the definition between researchers according to (W. Schaufeli, 2013).

A study (A.U.A. Amarakoon, 2010) argued that there is a significant relationship and influence between employee job engagement and work-life balance, abovementioned study concluded that having a work life balance influences job engagement but not vice versa. It is worth mentioning that only a few studies have been found to relate job engagement to the field of work life balance (Kort, 2016).

## **1.8 Perceived organization support**

Organizations have established work-life balance policies to minimize conflicts between these two critical aspects. Some work-life balance policies might include flexibility in the working hours, leave provision, and care assistance among many others (Harrington, 2007; Mušura, Koričan, & Krajnović, 2013) (Smith & Gardner, 2007).

Perceived organization support is very important aspect because as firm is providing this kind support means it values its employee's contribution and take care for the other aspects of their life and wellbeing (Eisenberger et al., 1986).

Organizations who care about the well-being of their staff would show their support by establishing and implementing program and policies that emphasizes the work-life balance (McCarthy et al., 2013). In addition, the same study concluded that such support and effort have a positive influence on employee's work-life balance.

## **1.9 Research problem**

Given the negative consequences of lack of work-life balance on staff and organization itself as it has been validated in many research papers, this field of research cannot be ignored in any organization due to its vital role in their success.

An interview has been conducted with few retail bank employees in Bahrain and that has showed an indication of balancing problem between work and life, for example, one respondent revealed that his lack of concentration at work are mostly due to problems at home. On the other hand, another respondent revealed that work is an important factor in lack of fulfilling his home duties and duties toward himself (Appendix A).

According to (Maceda, 2012) a survey was conducted has showed that balancing level within the region is low in comparison to the global average. Therefore, it is imperatively important to give an attention to this field of study in Kingdom of Bahrain. This study gives high attention to the banking sector in Bahrain given its important role in Bahrain's overall economy.

Effect of the mentioned factors has been studied thoroughly in many studies within the western region. However, Bahrain has its unique working culture, environment and traditions which differs in comparison to western countries in which these factors may have a different effect on work-life balance within this context.

This research lies in filling the gap of measuring the effect of each abovementioned factors on work-life balance given the unique working environment of Bahrain's and focusing specifically on the banking sector only as it no study has been found in this regard about Kingdom of Bahrain.

## **1.10 Research significance**

According to (Maceda, 2012) a survey conducted showed that work-life balance within the region is lower compared to the global average. In this regards according to (Nanjani & Dahlstrom, 2011) recommended the need to a study to be undertaken for the antecedents and the outcomes of work-life conflict.

This study focuses specifically in the retail banking sector only due to its high importance to Bahrain's economy. It measures the extent of the effect of workload, job engagement and perceived organizational support on work-life balance considering Bahrain's unique working culture, in which these factors have not been explored before within the region.

Banking sector has been chosen due to its importance to Bahrain's economy, according to ("Central Bank of Bahrain," 2018) reported that banking sector is managing \$188.2 billion worth of assets till June 2018 in the Kingdom of Bahrain, therefore, this sector is playing a vital role in sustaining of the Kingdom of Bahrain as leading financial center in the region. Also, as per Central Bank of Bahrain "The banking sector has

played a pivotal role in the emergence of Bahrain as a leading financial center in the region. As at December 2006, banking sector assets stood at over \$180 billion”. According to (Bahrain Association of Banks, 2017) this sector contributes 17.2% of Bahrain's Gross Domestic Product (GDP) and therefore, maintaining its high performance is vital to Bahrain’s overall economy.

This study aims to fill the research gap of determining the influence of some organizational factors on work-life balance in the retail banking sector in the Kingdom of Bahrain.

## **1.11 Research questions**

The questions that this research aims to fulfill the stated objectives are as below:

- 1) Do demographic characteristics make a difference on the level of work life balance of individuals working in retail banking sector?
- 2) Does workload influence work-life balance?
- 3) Does the support of organizational enhance work-life balance?
- 4) Does job engagement influence work-life balance?

## **1.12 Research objectives**

This study is aimed into measuring the extent of the effect that some factors have on work-life balance in the Kingdom of Bahrain given its unique working culture and traditions. In summary, the objectives are:

- **Determine if demographics factors make a difference in work-life balance:** each demographic factor and its relation to work life balance is tested separately through specific statistical tools to

determine if each factor make a significant difference in work life balance.

- **Determine to what extent employee's workload affect work-life balance:** as validated by many researches, this relationship is tested within the scope sample of this research to determine the extent of effect of this relationship if existed.
- **Determine to what extent job engagement affect work-life balance:** through some statistical tools, the relationship is tested to determine the extent of effect between the two variables.
- **Determine to what extent perceived organizational support affect work-life balance:** determine if significant relationship exist between the two variables and to what extent.

### 1.13 Hypothesis

From the studies reviewed from other researchers and surveys conducted by other researchers, the following null hypothesis can be drawn:

H01: Demographic characteristics have no significance impact on work life balance.

H02: Workload has no significant negative relationship on work-life balance

H03: Job engagement has no significant positive relationship on work-life balance

H04: Perceived organization support has no significant positive relationship on work-life balance

### 1.14 Terms Definition

**Work-life balance:** satisfactory level of involvement or fit between multiple roles in a person's life (Hudson, 2005). „a satisfaction and proper functioning at work and home with minimum role conflict.” (Michel et al., 2011)

**Workload:** Amount of tasks assigned to a worker for the specified time period. (Dasgupta, 2013)

**Job engagement:** “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (W. B. Schaufeli et al., 2002)

**Perceived organization support:** “global beliefs about the extent to which the organization cares about employee's well-being and values their contributions” (Eisenberger et al., 2001)

## 1.15 Study structure

This research compares demographic characteristics between the work-life balance of various demographic characteristics. Additionally, it examines the influence of job engagement, perceived organizational support, workload, on work-life balance,

This thesis starts in chapter 1 by giving a brief introduction about work-life balance as a concept, its benefits, the negative effects of its absence, also, this chapter also outline the research problem, objectives, and the research significance. Chapter 2 specifies the theoretical framework and review of the literature about work-life balance, job engagement, workload, perceived organizational support, and demographic characteristics by providing evidence of their validity from various research sources. Chapter 3 explains the methodology and research tools that are used for measuring all the variables and concludes by stating

the data collection and procedure to collect data. (sample of questionnaire is included in the Appendix B). Chapter 4 details the results, analysis, and discussion of these results. Then it provides the limitations of this thesis. Finally, the recommendations are outlined based on the results of the analysis obtained. This section also includes suggestions for further studies. Chapter 5 gives a conclusion to the whole research.

## 1.16 Research limitations

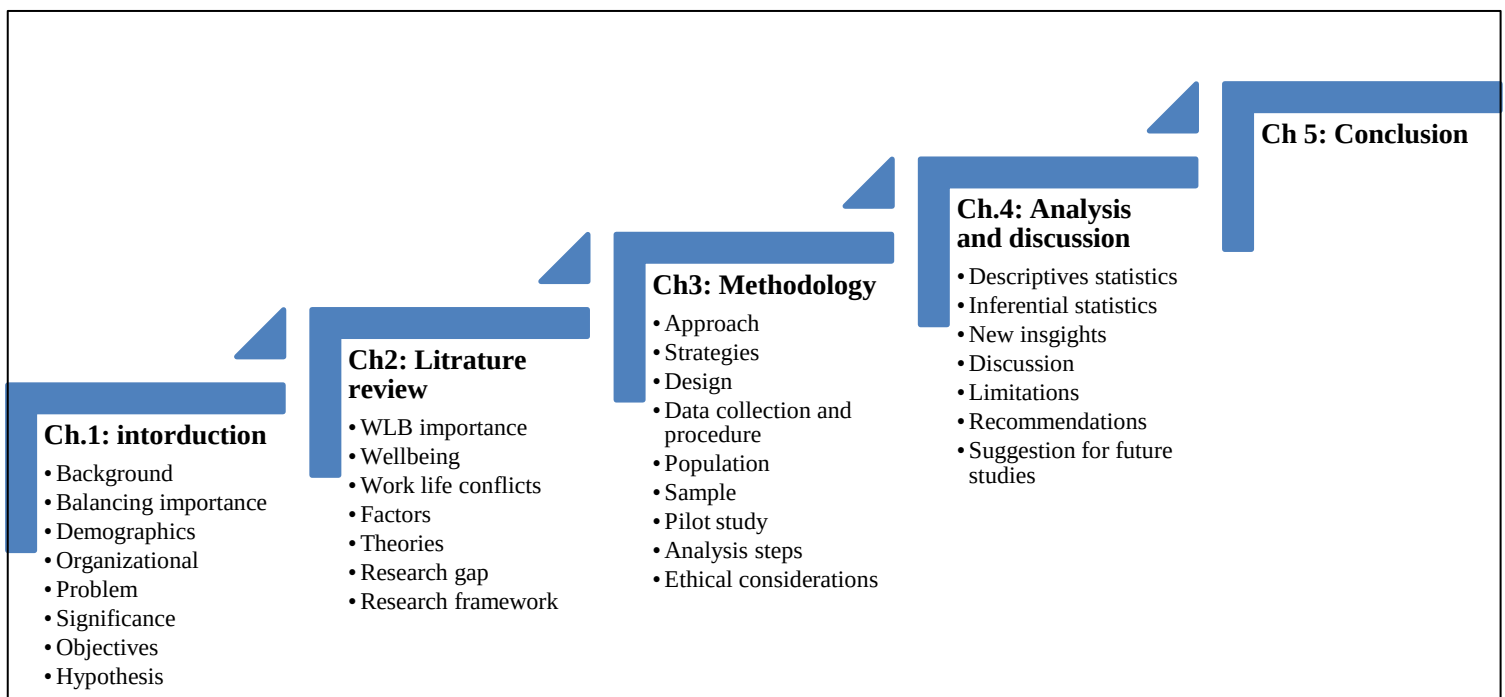


Figure 1: Study structure

The scope research is limited within the retail banks in Kingdom of Bahrain only, in which it represents only a part of a larger business sector. There are other vital sectors in Kingdom in of Bahrain which can be studied such as petroleum. Another limitation is that contacting some banks was a bit difficult, some banks refused due to confidentiality reason, while other ignored although follow-ups has been attempted. Another difficulty faced by the researcher is that only few researches has been found about the work life balance field within the region, which made comparison unattainable.

Most of the work life balance studies are western studies, in which has their own unique culture and traditions. All limitations are discussed in detail in chapter 4 of this research.

## **1.17 Summary**

The work life balance is an important aspect for any employee and organizations as validated by many studies, balancing between work and life leads to higher motivations for work, reduce stress, have better impact on family relationships. Ultimately all of these leads to better employee's performance and productivity within the organization. In this research demographic factors are analyzed of their effect on work life balance in addition to other organizational factors, in which each variable has been tested by other studies and are tested given Kingdom of Bahrain unique culture and traditions. Research problem has been derived from various studies which indicates a work life balancing problem globally and within the region. From the problem and the specified variables, the research questions, objectives and hypothesis are derived.

## **Chapter 2: Literature review**

### **Contents:**

- 2.1 Introduction
- 2.2 Importance of work-life balance
- 2.3 Benefits of work-life balance
- 2.4 Negative effects of work-life imbalance
- 2.5 Wellbeing
- 2.6 Work-life conflict
- 2.9 Factors affecting work-life balance
- 2.10 Theories related to work-life balance
- 2.11 Research gap
- 2.12 Research framework
- 2.13 Summary

## **Chapter 2: Literature review**

### **2.1 Introduction**

Twenty first century marked organizational notice of employees as being one of the most valuable assets in an organization. organizations are continuously looking for ways to cope with challenges in the current business world, so it is critical that employees of an organization be satisfied at work and at personal life as well, to these employees time is a serious problem as each worker is handling multiple responsibilities at home and trying to meet higher expectations at work (Peters & van der Lippe, 2007). In today marketplace, decreasing organizational costs also is a priority for any organization to compete in such hypercompetitive market, and it is related to human resources to know and understand the vital aspects of work-life balance and place emphasis on work life balance programs (Babin Dhas & Karthikeyan, 2015). “modern work has become knowledge-based, fluid, and intellectual; overworked people think about work all of the time. For many people, work has become cognitively intrusive.” (Ezzedeen & Swiercz, 2002), according to these researchers work life balance is not only confined into finding time to do everything need to get done but also find what they have called “cognitive space” to process, organize and decide toward these demands, in this regard, the researchers have found cognitive interference of work into family matters will lead to less satisfaction, less happiness and less of work life balance.

Davidson (2008) has explained the set of components of work-life balance from an individual management perspective, these components include: self-management (effectively using space in our life as we are the captain, not the steer), time management (making optimal use of your day and keeping in pace), stress management (maintaining tranquility and

being able to work ourselves out of pressure-filled situations), change management (adopting new methods and adopting old methods in addition to re-adapting all methods), technology management (ensuring that technology serves us rather than abuse us), leisure management (acknowledging importance of relaxation and rest to a certain limit).

Another segregation of the components of work-life balance is provided by (Lu, Siu, Spector, & Shi, 2009) in which they provided a valid evidence for a four taxonomy of work life balance that comprises of direction of influence and type of effect, the influence direction is further segregated into two parts that include work to family and family to work, the type of effect is also further segregated into work-family conflict and work-family facilitation.

(Wong, Bandar, & Saili, 2017) also mentioned that work-life balance must have all of three components which include: time balance, satisfaction balance, and involvement balance. Time balance essentially means that an equal amount of time devoted to family and work, the component of satisfaction balance means that an equal level of satisfaction in work and in family roles, involvement balance means an equal level of psychological involvement in work and family roles. These terms are provided by (Greenhaus, Collins, & Shaw, 2003), the study found that individuals who are spending more family time than work time experienced a higher life quality than those who do the opposite. also, the study found that higher satisfaction and higher involvement will also lead to a higher quality of life.

## **2.2 Importance of work-life balance**

The work life balance has become important research area in different fields such as organizational studies (Kelly et al., 2008) in which researchers have argued for the need for more studies in the field of work and family initiatives and its effect on employee and organization. Sociology (Allan, Loudoun, & Peetz, 2007) in which authors mentioned that increased workload, especially in the 21<sup>st</sup> century, has made it harder for labor to achieve a balancing state. In psychology (Micheal R Frone, 2000; Greenhaus, 2008) examined the relation between work life conflict and psychiatric disorders such as mood and anxiety, results of these researches revealed that relationships do exist. In gender studies, women reported more emphasize on reducing work stress as it helps to achieve childcare and homework (Sullivan & Smithson, 2007).

In today's complex world, people must manage multiple demands in their roles, and the tech that made it easy to communicate anywhere and anytime has created constant struggle to balance work and life together, which has led to stress. Therefore it has become a contemporary topic of discussion (Wheatley, 2016). Researchers have examined that work-life conflict has grown greater during the last decades, which led to the establishments and development of many researches and organization's sponsored initiatives, the change in demographics was one catalyst of this focus diversion is the women labor as more married women are engaging in workforce and simultaneously managing their home responsibilities (Jackson, Tal, & Sullivan, 2003). Also, Young people today focus more on achieving work-life balance more than their predecessor as it has been founded by (Lewis, Smithson, & Kugelberg, 2002), these young generation wants to build their career at their own terms (Loughlin & Barling, 2001). Researchers suggest that balancing work and life can help can help build a

stronger community and productive business (Babin Dhas & Karthikeyan, 2015) in which authors stressed out that work and life balance is a major concern in workplace. Many western organizations recognize the importance of this field and have adopted many work-life policies to increase satisfaction for their employees (de Sivatte, Gordon, Rojo, & Olmos, 2015). A study done by Kelly Global Workforce Index (KGWI) showed almost 2/3 of Malaysian employees prefer work life balance in comparison to higher salaries (Wong et al., 2017). Combining the work and personal life has become a priority in the European Union due to its importance of work life balance (Lunau, Bambra, Eikemo, Van Der Wel, & Dragano, 2014). The failure of employees to balance their job demands and home has contributed to escalating stress and conflict in the current workforce (Edwards & Rothbard, 2000).

Joiceswarnalatha.R & Krishna (2017) in their research “work-life quality is an important aspect that bears the total quality of human resource,” high-quality work-life balance will give a higher quality people, and the higher life quality can be reached along with work quality. In the process of designing the job, employee’s needs should be taken into consideration and employee themselves should be considered as an asset to the organization rather than just to use and consume, as it is difficult to design a job without considering employee’s needs especially in the today’s business that operates at high competition at which success depends highly on human resource in a given organization. Many job designs take into consideration employee’s satisfaction and performance together, the quality of life use the full potential of an employee that makes him have greater participation in the organization while in the same time improving quality and efficiency. Also, (Albalali, 2018) has mentioned that

work life balance has a direct effect on person's happiness, lower fatigue and increase motivation to reach personal/career goals.

The field of work-life balance and its influence cannot be ignored in this era of hyper-competitiveness business environment, it has become an imperative for organizations to take into consideration employee's understanding of work-life balance and wellbeing to ensure maintenance of their high performance and efficiency (Poulose, Susdarsan, & Sudarsan, 2014). In such competition, the pressure comes largely from efforts to deliver with the highest quality; therefore, the weight placed on employees and how they perform is enormous (Karatepe, 2010). Managers and organizations should understand the importance of work life balance, its influence over employee's wellbeing and organization's overall performance and productivity as per (Grady, Kerrane, Darcy, & McCarthy, 2008). Additionally, (Ashley Stahl, 2018) mentioned that studies shows that organizations that provide healthy balancing between work and life for its employees are more preferred. The employees who are having a high conflict between the two domains are significantly and more likely to suffer from low wellbeing and lower psychological health as per (Grant-Vallone & Ensher, 1998) in which returns to lower performance and harm to the organization. The timing seems right for businesses to start focusing on strategies to achieve high-quality work-life as challenges are increasing such as the aging workforce, advancement in technology and rising costs, these challenges can create new possibilities for organizations to achieve their performance goals and meet their workers personal goal simultaneously (Vyas & Shrivastava, 2017). A study done by (Sinha, 2012) has concluded that the quality of work life is directly having an impact on many organizational outcomes such as healthcare utilization, absenteeism rate, and turnover, therefore, satisfying these needs for employees is not

only related to the employees themselves but to employer's concern as well to maintain competitive advantage over others as a high quality personnel. From an organizational point of view, it emphasizes having people a measurements on how they work, when and where (Hughes & Bozionelos, 2007). A very common dilemma for many people is the way to manage competing demands between their work and their personal life. Segregate any negative impacts in one domain to spill into the other, research has concluded that these employees who believe they don't have sufficient time for their personal life often feel distracted and unfocused at work (Pattu Meenakshi et al., 2013), this implies a spill-over from personal life to work. Work life balance has been a concern to those in the working quality and its relationship toward their lives (Guest, 2002). In addition, to the increase of dual-earner families than ever before, work-life balance has become an ongoing quest (Vyas & Shrivastava, 2017). How people can manage their work roles and family roles has a major effect on wellbeing, performance and family functioning as many works of literature have suggested such as (Gareis, Barnett, Ertel, & Berkman, 2009). Measurable aspects of this balance include lack of conflict, overall harmony and satisfaction, (Clarke, Koch, & Hill, 2004). In the same regard, (Greenhaus et al., 2003) believes that balancing between these two domains involves satisfaction balance, time balance, and involvement balance. Therefore, the relation is bidirectional, means that participation in work as a role may interfere in life's role and participation in personal life as a role may interfere in work's role. (Michael R Frone et al., 1992) however, have mentioned that work interfere to the family is more than family interfering in work as their research paper suggests. In the heat of the current competition, a major portion of the person's time is spent in the workplace, any problem at work or at home will disturb the balance. Therefore, it is essential for a person to maintain both domains well (Muthukumar,

Savitha, & Kannadas, 2014). Achieving the work life balance is aim for many young generation people (Kinga Hoffmann-Burdzińska, Hoffmann-Burdzińska, & Rutkowska, 2015), however, it is argued by (Guest, 2002) that achieving a work life balance is does not mean necessarily giving equal weight for both but achieving stable relationship between work and nonwork and that relationship may differ considerably between individuals as it is perceived subjectively.

The topic of work-life balance and the factor that it has an influence cannot be ignored in this era of competitive business environment, it has become an imperative for organizations to take into consideration employee's perception of work life balance and wellbeing to ensure maintenance of their high performance and efficiency (Poulose et al., 2014). Managers and organizations should be aware the importance of work-life balance, it's influence on staff wellbeing and organization's overall performance and productivity (Grady et al., 2008). The timing seems right for businesses to start focusing on strategies to achieve high-quality work-life as challenges are increasing including the aging workforce, advancement in technology and rising benefit costs, these challenges can create new possibilities for organizations to achieve their performance goals and meet their workers personal goal simultaneously (Vyas & Shrivastava, 2017). (Abdeen, 2002) has stressed out on the importance of personnel in any company as they are the hidden value and soft assets of any organization. Organizations can undertake some interventions toward enhancing the work life balance of its employees such as having a flexible work schedule, telecommuting and offering part-time jobs (Singh & Amanjot, 2013).

## **2.3 Benefits of Work-life balance**

Shankar & Bhatnagar (2010) has examined the work-life balance conceptual model. This model focused on the relation between work life balance and other variables, the abovementioned researchers proposed a model that correlates between work life balance and its relation to emotional consonance, employee engagement, and turnover intention. Another study done by (Rani, Kamalanabhan, & Selvarani, 2011) revealed that relationship does exist as strong relation between work life balance and employee's level of satisfaction of IT employees in India, results also demonstrated a positive relationship between task given and employee's work-life balance of employees being as a mediator variable. (Nayeem & Tripathy, 2012) has examined the same mentioned relationship among teachers in technical institutions, and they pointed out that work life balance has a significant role toward job satisfaction. (Sakthivel & Jayakrishnan, 2012) has reported that organizational commitment and work life balance are highly correlated positively among nursing staff and can act as a predictor for the work and life balance.

Work life balance initiatives can create better branding for the organization as being a better choice for employment, and it can support the organizational citizenship, improve the community's relation to the organization, and build better customer loyalty (Babin Dhas & Karthikeyan, 2015). According to (Dunne, 2007 p.30) benefits to organizations includes better effectiveness and efficiency, more attractiveness of skilled workers, improved customer satisfaction, improved competitiveness, and improved employee relations. Organization that takes into their consideration and care its employee's work life balance will positively affect the perception of being a good employer as per (Jelušić, 2005).

Babin Dhas & Karthikeyan (2015) has listed some major benefits of work-life balance at individual level, these benefits include the ability to manage multiple responsibilities without the feeling of guilt or regret in one responsibility area, the ability to work in flexible ways which facilitate managing family and earning income simultaneously, also to bring supportive values and trusts among staff. Employees who are balanced in these aspects are more prone be less stressed out and more motivated, which in return enhance productivity and sustain the workforce within an organization (Swathi & Mohapatra, 2017). While (Dunne, 2007) also has listed some other benefits, which has included more benefits and has segregated them between into two groups: employees and organization. Employees part include more control over their working day, more motivation toward work, the ability of workers to work while balancing their domestic and social needs, and finally empowerment of staff among many other benefits.

## **2.4 Negative effects of imbalance**

Time at the workplace has increased, as did the non-work demands as a result to a change in the family structure, in addition to increasing number of employees with childcare, eldercare or both (Duxbury & Higgins, 2003). As mentioned by (Poulose et al., 2014) the imbalance between organizational and personal commitments will result in negative consequences in one or both domains. These consequences are manifested as lower productivity level and lower performance level, fewer career ambitions, and more absenteeism and intention to leave among many other consequences.

An investigation carried out by (Jayanthi & Vanniarajan, 2012) to determine the influence of lack of balance between two domains, their

results revealed that influence of these factors are higher in private sector in comparison to public, which contradicts the results found by (Nayem & Tripathy, 2012). (Malik, McKie, Beattie, & Hogg, 2010) has shown that employees are constantly facing challenges in their work and nonwork commitments. (Doby & Caplan, 1995) mentioned the negative impact of imbalance is not only limited to workers but encompassing their families as well, in which they found that stress at work is highly likely will generate home anxiety. In their research paper (Houle, Chiocchio, Favreau, & Villeneuve, 2009) has showed that women are more prone to leave their job if they felt a high interference of job over their family, also, with growth of work-life conflict there is more intention for them to leave the job or at least have less job commitment. Such results have also been confirmed by (Ward & Leontaridi, 2002).

The higher rate of turnover can cause organization instability and lower productivity (Ward & Leontaridi, 2002). Additionally, higher turnover causes the more indirect cost as employees who leave will leave with their knowledge and skills (Korabik et al., 2008). As for job satisfaction (Dorio et al., 2008) mentioned that work-life conflict would cause intention to leave to increase, or at least, will lower the performance in which either way is unfavorable for the organization.

Bell, Rajendran, & Theiler (2012) mentioned that work-related stress is the second largest problem in the working environment in the European Union, that is a huge cost in both human capital and organizational performance. Additionally, job stress lowers organizational productivity and increase absenteeism rate and turnover (Mostert, Rothmann, Mostert, & Nell, 2008)

Hobson, Delunas, & Kesic (2001) mentioned other penalties of work life imbalance include an increased illness, a higher family conflict which often results in violence or divorce, according to their results, they have ranked work-life balance matters as top ten most stressful life events, not their employment issues. Also, (Hyman, Baldry, Scholarios, & Bunzel, 2003) have concluded that interference between the two domains is related development of stress, exhaustion and less sleep among call center and software developers in the United Kingdom, employees in their study sample has perceived that work obligations are interfering in their personal life and negatively affecting their health and other non-work-life areas which in return affect their work performance. (Kluczyk, 2013) has confirmed in his research paper the negative impact of family and work conflict on family satisfaction; however, the impact of family and work conflict on satisfaction at work has not been confirmed by this research paper. Some researches mentioned that work-family conflict could lead to alcohol abuse, lower physical and psychological health and lower family function (Grzywacz & Marks, 2000). It has been mentioned by (Muthukumar et al., 2014) the negative effects of such conflict in an individual's life, in addition to the mentioned above, researchers point out the relational problems in which those employees are spending more time in work than with their spouse, children or parents, also, another problem is what these researchers called "Hangover" in which staying for long hours at work cause employees to stay in their professional world mentally and the effect of their professional anger is carried home. Another problem is the way to handle stress caused by the conflict, employees tend to adopt unethical ways to do so such as boozing, smoking, improper relation. Also, they may resort to unethical means to get their work done at the organization, also as mentioned by researchers is the disturbed families in which the targeted employee will neglect his family as a result of the

conflict, the number of broken family are drastically increasing, such conflict will affect the performance at home and work as employees will carry out their workplace issues at home or vice versa, finally, the organization will be at jeopardy due to these problems of their employees as organization will have difficulties achieving their goals or employees will be unsatisfied work, either way, the organization is at jeopardy.

## **2.5 Wellbeing**

Wellbeing, as defined by (Dodge, Daly, Huyton, & Sanders, 2012), is the center of state of equilibrium that can be affected by life events and challenges. (Keyes, 2006) suggested that wellbeing is not only confined within the absence of disease and illness but is being positive in the part of psychological and mental health. Well-being as a research topic is still in its infancy. Well-being is broad which includes some workplace factors and is best interests employers who spend a large number of resources in the hiring process to make products and services to generate profit (Lyubomksky, Sheldon, & Schkade, 2005). Academics and practitioners are advocating the importance for organizations to take care of their employee's well-being as better well-being leads to higher job performance, lower absenteeism lesser probability of discretionary behavior at work and lesser turnover probability as these indicators are significantly related to well-being as it has been found by (Warr, 2016). Additionally, the issue of wellbeing has attracted attention from all related parties, all companies that have embraced the wellbeing care in their workforce have a cutting edge over their competitors as a determination of company's success as mentioned by (Baptiste, 2008). It is the positive outcome that is meaningful for people because it tells us that people perceive their life as going well (Dodge, Daly, Huyton, & Sanders, 2012).

Harter, Schmidt, & Keyes (2002) gave the perception of wellbeing as a broad category that encompasses many workplace factors in which will generate a higher frequency of positive effects, these effects are related to the efficiency and effectiveness application of work, employee's creativity and retention which will lead to better business outcomes. Having better well-being has many benefits that include mental health, physical health, less morbidity and is associated with longevity, less illness and better-perceived health (Dodge et al., 2012). According to (Kinga Hoffmann-Burdzińska et al., 2015) well-being and work-life balance are strongly correlated and has many common areas that have to be studied and researched, these authors have concluded that many factors determine both well-being and work-life balance.

## **2.6 Work and life conflict**

It is impossible to avoid conflicts completely, but it is possible to manage them in a way that we recognize their symptoms, it has to be encountered by organizations on a daily basis, most of the problems occur in organizations that depend highly on collaboration and teamwork in which they are result aimed and tend more to forget caring about people or mutual relationships (Turkalj, Fosic, & Dujak, 2008). Work-life conflict can be the result of long working hours and high workload pressure, among many other factors (Allan et al., 2007)

(Grandey & Cropanzano, 1999) mentioned that researchers rarely provided an explanation using theories when exploring the work-life conflict. Many studies have confirmed that work has interfered with family more than the other way around such as (Hsieh, Pearson, Chang, & Uen, 2005). (Gutek, Searle, & Klepa, 1991) stated that “early exploration of

work and life conflict as unidirectional, and management researchers examined interference of life and work in each other”.

(Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964) provided a definition of the role conflict and were among the first to do so, which is “the simultaneous occurrence of two (or more) sets of pressures such that compliance with one would make it more difficult compliance with the other.” (Hsu, 2011) explains how this type of conflict is bi-directional. And in accordance with (Stoeva, Chiu, & Greenhaus, 2002) it means that it can emerge from work and have an effect on life/family or emerge from family/life and have an effect on work. (Netemeyer, Boles, & McMurrian, 1996) stated that work-life conflict could be defined as “a form of inter-role conflict in which the general demands of time devoted to, and the strain created by job interfere with performing family-related responsibilities.”

Different roles are assumed for people that have an influence on the expectation for different personal and organizational roles (Lajtman, 2016). According to (Greenhaus & Beutell, 1985) “one set of role pressures is in some sense incompatible with the other set of pressures”. It assumes that different roles people assumed such as a parent or a single parent and these roles have an impact on different organizational roles. (Michel et al., 2011) mentioned the term of role conflict and clarified as “the extent to which an individual experience incompatible role pressure”, according to same researchers they segregated between family work conflict and work family conflict as different types of conflict and based their research on providing antecedents for each conflict type.

In consistent with (Michel et al., 2011) there are two major types of conflict as per (Lajtman, 2016), the first is work-life conflict appears when the work interfere in the family domain. For example, working for

additional hours to complete some papers and reports at the office would surely interfere in the time designated for family or any family events. The second type of conflict is the family work conflict, which is the opposite and is when the family interferes in the work domain. For example, a parent may need to take the child to a hospital appointment. (Netemeyer, Boles, & McMurrian, 1996) stated that work life conflict can be defined as “a form of inter-role conflict in which the general demands of time devoted to, and the strain created by job interfere with performing family-related responsibilities”. Life work conflict can be defined as “a form of inter-role conflict in which the general demands of time devoted to, and the strain created by family interfere with performing work-related responsibilities”

(Greenhaus & Beutell, 1985) provided another distinguish between types of conflict, namely: Time based conflict, Strain based conflict, Behavior conflict. Many researchers such as (Poulose et al., 2014) has determined three types of work-life conflict, they based their work on a model which as proposed by (Greenhaus & Beutell, 1985). Their model hypothesized that any role attribute which impacts an individual's time, strain or behavior can generate conflict. These different conflicts will be explained in next sections of this study. These types will be explained in subsequent sections.

### **2.6.1 Time based conflict**

(Chiappo & DiDona, 2014) stated that time-based conflict occurs when one role of an individual makes it harder and more difficult to fulfill another role. This definition goes in the same line with (Greenhaus & Beutell, 1985) which stated that a time based conflict arises when someone designate certain time for one role which influences the time designated for another role, example would be parent who has meeting with his son's teacher conflict with an important meeting at work. Time based conflict

include many aspects such as schedule conflict, work overload among many other factors (Shaheen, 2012). (Bagger, Reb, & Li, 2014) mentioned that the challenge of time based decisions is that they are in state of zero-sum as an increase in on side will result in a decrease in the other side.

As it has been found by (Georges, Dominique, Georges, & Dominique, 2013) spouse working time plays an important role in satisfaction. Also, it has been noted by (Keith & Schafer, 1980) that hours spent at work is reflected in work-family conflict, or what they have called “work-family strain”. (Pleck, Staines, & Lang, 1980) studied and focused on the effect of time spent working overtime and pointed out that conflict is due to excessive work time and excessive schedule. All these factors represent the building blocks for time-based conflict. However, these results have been contradicted by (Beauregard, 2006) in which they found out that more hours in work activities leads to less family work conflict reported. Finally, conflict may lead to lower job satisfaction, stress and burnout as noted by (Anderson, Coffey, & Byerly, 2002).

### **2.6.2 Strain based conflict**

Incompatibility between roles makes it difficult to comply with two roles together at peak performance. Strain based conflict is the most widely studied conflict type such as (Demerouti, Bakker, & Bulters, 2004). It was found that exhaustion is associated with work overload and family conflict (B. M. Thompson, Kirk, & Brown, 2005). (Greenhaus & Beutell, 1985) has divided Strain based conflict sources into work-related sources and family-related sources, the first source might include ambiguity and conflict within the work role, the second source of conflict can include a non-supportive spouse. (Bruck, Allen, & Spector, 2002) distinguish between two the types of strain-based conflict, the first is Strain based work interference with family and second is the opposite.

The empirical work of many other researchers shows that work overload is an important factor in predicting conflict level, although measured differently, all lead to same general result (Bacharach, Bamberger, & Conley, 1991; B. M. Thompson et al., 2005). Another factor that increases Strain based conflict is the working hours and overtime (Greenhaus & Beutell, 1985) which indirectly produce Strain based conflict in addition to time based conflict. Many authors consider resource drain as the main reason for Strain based conflict which is initially caused by lots of work demands.

Strain encompasses a variety of negative costs such as negative emotions and exhaustion (Patricia Voydanoff, 2005). And once individual experience these symptoms at work, it will be carried on to home as well and will be manifested as negative behaviors toward family (Story & Repetti, 2006). Other negative symptoms might include tension, anxiety, fatigue, depression (Brief, Schuler, & Van Sell, 1981).

### **2.6.3 Behavior based conflict**

(Greenhaus, Allen, & Spector, 2006) defined behavior-based conflict as “In behavior-based conflict, a behavior that is effective in one role is inappropriately applied to the other role reducing one’s effectiveness in the role”. Behavioral-based conflict happens when some behaviors required in one certain role are incompatible behavioral expectations of another role (Ryan et al., 2009). An example provided by (Nanjani & Dahlstrom, 2011) is when the work role requires objectivity and aggressiveness from the same person who is soft and nurturing role is required within family, that may make the transition between the two roles somehow difficult. (Edwards & Rothbard, 2000) defined this type of conflict as “where behavior desired and developed in one domain influences behavior in the other domain whilst simultaneously inhibiting

role performance in that latter domain”. Also, it is worthwhile to note that this type of conflict encompasses some sort of behavior interference when performing different roles in addition to the conflicting demands from multiple roles, which means that the extent of work behavior interfere with the family domain performance role (Edwards & Rothbard, 2000), this type could be viewed as work related source of behavior-based conflict. Research in the field of behavior-based conflict is scarce, thus somewhat unclear (Kaartinen, 2008).

Work structure can partly create a constraint of in what way individuals manage the boundaries between work and family roles (Kossek, Lautsch, & Eaton, 2004). One way to conceptualize occupation is by considering distinct behavioral requirements of the work-related role (Dierdorff & Morgeson, 2007). One implication in investigating behavior-based as a source in work-family conflict is using the work-related requirements in that such investigations can involve multiple levels of occupations (i.e. from work-related level and from the individual level) (Dierdorff & Ellington, 2008).

## **2.7 Factors affecting work-life balance:**

### **2.7.1 Demographics**

Many research authors have reported the differences between men and women in regards to work life balance as many women have entered into workforce in unprecedented number to improve their earnings with men in the last 20 years, as for men it is challenging to balance their career and parenting duties as per (Pattu Meenakshi et al., 2013). Negative effects of work and life imbalance are higher among females cases compared to males (Sakthivel & Jayakrishnan, 2012).

(Duxbury & Higgins, 2001) observed a significant decrease in work-life balance regardless of the gender or parental status, this is in accordance to what has been founded by (Ansari et al., 2011; Rajadhyaksha & Velgach, 2009) in which proved that no differences between women and men in the case of work life conflict but women are experiencing more conflict in case of life to work conflict. (Eagle, Miles, & Icenogle, 1997) has speculated that absence of differences between women and men in perceiving work-life balance is because of the constraint of the time both are showing mutual empathy. (Wesley & Muthuswamy, 2005) provided another explanation for this lack of difference between genders in which they argued that part of financial resources is used to hire household to aid for the home activities that women used to handle in the past, also, men are starting work from home in effect of advancement in technology through telecommuting unlike previous periods. These results have also been supported by (Michael R Frone et al., 1992).

Parasuraman & Simmers (2001) showed gender in fact matters when it comes to work and life balance issues. The Organization for Economic Co-operation and Development (OECD, 2011) reported that men are working more than women, however, men spend less time at home since this is the case, then women who are more present at home, face with more conflict than men who are working as per (Doble & Supriya, 2010). Another study conducted by (Carlson & Perrewé, 1999) showed that gender roles have an effect on perception of work life balance and somehow amend the relationship between perceived work-life conflict, time devoted to family and working hours. (Obradović & Čudina-Obradović, 2009) has also reported that women are reporting higher stress than men. Also, the work-life balance is perceived differently by men and women which states that “even when people construct their own work

lives, there tends to be there was gender asymmetry in the permeability of the boundaries between work and family lives” as per (Loscocco, 1997). (P. Naithani, Jha, & Pranav Naithani and Dr. A.N. Jha, 2009) identified many demographic factors that affect work life balance, such as participation increase of women, increase childcare and eldercare and dual career women in the workforce to name a few. Finally, as stated by (Beauregard, 2006) there are gender differences in the way work domain variable relate to work-family conflict.

(Maiya & Bagali, 2014) conducted a study and found that group of age between 25 to 30 are influenced by motivational factors, age group between 31 to 35 are influenced by balancing factor in addition to both psychological and personal factors, age group between 36 to 40 are affected by career advancement factors, therefore, their study shows that age can play a as a factor in the people’s intention to balance their work and personal life during their different age stages. (Fuß et al., 2008) proved that age could be a predictor of work-life balance in which younger participants scored lower on that scale. (Lajtman, 2016) concluded that age is alleged as a significant factor of work life conflict. According to a study done by (Di Natale & Boraas, 2002) women aged between 25 to 34 are likely more to search for flexibility in their jobs than women in other age groups, the reason as per the study is that women at the abovementioned age group are in need for time to take care of their young children at home, although childcare is available, women will still depend more on close people rather than paid people help regarding their children (Haiford, Savage, & Witz, 1997). In same regard, (Georges et al., 2013) found dissatisfaction concerning work-life balance for young employees aged between 25 to 30 and explained by difficult conditions of insertion in labor market and the presence of children if any, however, as per the study the

work-life balance will improve as these conditions will lessen by time. However, these results were contradicted by (Allen, 2001) where he didn't found significant difference between age and work life balance level.

Parasuraman & Simmers (2001) has studied the relationship between parental demands and work family conflict among organizational and self-employed individuals, their results revealed that parental responsibilities and demands are positively related to the work and family conflict. Home working can be stressful especially when managing children at an early age (Valcour & Hunter, 2004). The same study also observed that 92% of women believed that childcare facilities should be available within organization and that would improve work-life balance which supports other studies such as (Hogarth, Hasluck, Pierre, Winterbotham, & Vivian, 2000). (Elliot & Marta, 2003) investigated employed parents caring for children below six years and difficulties they are facing to provide them with adequate childcare, they have concluded that child or elder care are causing work-family role strain. Finally, for females, work-life imbalance cause them to drain more effort and time to work to provide necessities for their families and children, doing so will cause stress levels to soar in which female employees will bring into their work (Harpaz & Snir, 2003). According to (Darcy & McCarthy, 2007) parents with older children tend to work longer hours, at this particular life stage, than other life stages.

As for the working experience, it has been concluded by (Michel et al., 2011) that the more job experience an employee have brought lower work-life conflict given that individual has better coping strategies and flexibility. It has been found that employees with less than one-year working experience may be obliged to work on weekends as per (Dobrotić & Laklija, 2009; E. G. Lambert, Hogan, & Barton, 2004)

### **2.7.2 Workload**

One definition provided for workload by (Shah et al., 2011) is the intensity of assignments by job and one of the causes of mental stress. Workload happens when an employee receives multiple work demands and tasks that are beyond their capabilities as (Elloy & Smith, 2003), this could be quantitative or qualitative, the first type (quantitative) means the overload of work that occurs when there are many tasks and assignments to be completed, the second is about a situation where work is too challenging to be completed,. The mix of overload and deadline make the job further stressful (Idris, Dollard, & Winefield, 2010). In that study, one of the respondents described job stress as when several tasks are given together with a tight deadline.

Due to the substantial time spent at work by individuals and the dominance of dual career families, studies about the effect of workload on various variables such as well-being and work-life balance has become increasingly important as per (Mesmer-Magnus & Viswesvaran, 2005). (Bernhardt et al., 2003) has found that work life balance should consider employee's need for reasonable workload in addition to job security. Another study that was conducted in the United Arab Emirates concluded that it is not ideal to put person's life at stake through working for long hours, this causes stress and other health-related problems, heavy workload is clear contributor to decrease in productivity (Maceda, 2012). As it has also been concluded by (Muthukumar et al., 2014) the HR department must take strategies to help employees attain work-life balance, one of these strategies is giving less workload in which it will affect employee's performance. However contradicting all these results, (Goh, Ilies, & Wilson, 2015) concluded that workload and overall satisfaction in life are not related directly. In their research paper (Khalil Omar, Husna Mohd, &

Shafiq Ariffin, 2015) showed that workload is the most dominant factor over work life balance. According to (Safaria, Othman, & Wahab, 2011) job stress will give negative outcomes such as a decrease in productivity level and more absenteeism in addition to having more intention for a turnover.

An experiment carried out by (Kelly et al., 2014) where employees were taught how to organize their work schedule, and it proved that after 6 months work-life conflict has reduced. Those employees benefit from these kinds of interventions more than others.

### **2.7.3 Job Engagement**

Job engagement is related to passion, energy, the involvement of employee toward the organization (W. Schaufeli, 2013), the same researcher reported that there is a clear understanding about the job engagement, however, there is still no consensus of the precise definition of job engagement. (Maslach, Schaufeli, & Leiter, 2001) gives a broader view of job engagement as broad multidimensional construct encompassing family. (Leiter & Bakker, 2010) defined job engagement as “a positive, fulfilling, affective-motivational state of work-related well-being”. Another definition provided by (Saks, 2006) is “a distinct and unique construct consisting of cognitive, emotional, and behavioral components that are associated with individual role performance”. It has been emphasized on job engagement as a motivational concept (Rich, Lepine, & Crawford, 2010). Job engagement has been criticized as it overlaps with other managerial concepts such as job satisfaction and organizational commitment as the distinction between engagement and other concepts are somehow blurred (W. Schaufeli, 2013). Also, the same study concluded that engagement is negatively and moderately related to intention to turnover and has been verified by (Halbesleben, 2010).

Management can have an influence in enhancing job engagement through its policies and practice and organizational structure. (Kort, 2016) revealed that employees who enjoy their work convert this enjoyment to an effective action in their organization. One of the theories that tries to clarify the importance of job engagement is the social exchange theory which states that when employers, or organizations, which provides opportunities and care for their employees, then the employees in return will reciprocate and show certain behaviors and attitudes, which will lead ultimately to positive outcomes for both employer and employee (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002).

There are very few studies on the relation between job engagement and work life balance as mentioned by (Kort, 2016). It has been assumed that individuals who are in balanced state in their work and life experience lower stress level as per (Marks & MacDermid, 1996).

#### **2.7.4 Perceived organization support**

Organizations are constantly facing the challenge of balancing conflicting priorities, while simultaneously responding appropriately to demands by various parties to increase their programs for supporting work-life balance (Hoffman & Cowan, 2008). The emphasis on work life balance programs by professionals in the field has started after failure of programs for work-life balance implemented by human resource departments in the 21st century (Swathi & Mohapatra, 2017).

Organizations can undertake some interventions toward enhancing the work life balance for their employees, for example, having a flexible working schedule, telecommuting and offering part-time jobs (Singh & Amanjot, 2013). (Mastri, 2007) has divided policies that organization could offer to its employees into four types: Leave benefits (such as maternity leave, parental leave, eldercare leave), Dependent care benefit

(such as services for dependent care referral, and on off-site daycare), Work arrangement (such as flexible hours, work from home, part-time work), Mental health (such as employee assistance programs (EAP), stress management workshop, on-site gyms or gym memberships). Another segmentation of perceived organizational support is provided by (McDonald & Bradley, 2005), they have divided these policies into three broad types: flexible work options, specialized leave policies, and dependent care benefits.

Perceived organization support as a factor plays a role as a factor of work-life balance, according to (Kundnani & Mehta, 2015) perceived organizationn support can include the availability of canteen and medical support at the organization in addition to policies for providing employees with suitable relaxation with no work on holidays, providing proper time for employees to fulfill their home responsibilities and giving time to personal life matters after office hours. (Mušura et al., 2013) mentioned that policies can include providing flexible working hours, care assistance and leave provision. These policies can contribute to increase satisfaction, enhance motivation and dedication toward the job (Ten Brummelhuis & Van Der Lippe, 2010). A study by (Sultan, 2015) in Gaza which focused on various aspect of organizational support and their effect on work life balance showed a positive relationship.

For any organization, research has shown that employees who use and take advantage of these policies are more motivated and more loyal to the organization (Maxwell & McDougall, 2004). Another research done for United States companies by (Perry-Smith & Blum, 2000) found that organizations that adapts these policies scored a better on the performance scale compared to others who do not. Flexibility policies in addition to supportive co-workers are proved to reduce work-life conflict as per

(Patricia Voydanoff, 2004). The presence of work-life policies in any organization will result a positive impact on an employee's overall health, satisfaction, job engagement and productivity (Byrne, 2005). Many companies are attempting to include work-life balance policies to reduce work-life conflict. There is much emphasis on these policies as researchers give some comment on that issue as stated by (S. J. Lambert, 2000) "employers struggle to implement work systems that require the active and willing participation of workers at all levels and workers struggle to balance the often overwhelming demands of work and personal life"

Forsyth & Polzer-Debruyne (2007) conducted a research to show that employees perceptions affect the work-life balance levels, the results showed that employees who perceive their employers provide these policies initiatives reported lower conflict, lower work pressure, and higher job satisfaction. Contradictory to the notion that work-life policies indeed affect work-life balance, it is not the policies themselves but how employees perceive them. (C. A. Thompson, Beauvais, & Lyness, 1999) claimed that availability of these policies is not enough, employees need to be aware that these policies and programs do exist in their organizations and they feel they can use them. According to (Mesimo-Ogunsanya, 2017) perceived organization support has been found insignificantly affect work-life balance, according to the same author he divided perceived organization support into formal and informal types. (Kossek, Kalliath, & Kalliath, 2012) reported that interventions of the organization into the wellbeing of their employees has proved to reduce the work-life conflict. Organizational interventions would also lead to better job performance and less intention to turnover among many others (Ramadoss & E. Lape, 2014).

According to (Shore & Shore, 1995) to determine the readiness of organization to reward more work effort, employees develop global belief

about the extent of their organization to support them when aid is needed and to value their contribution.

## **2.8 Theories**

Most of the early work-life theories have looked into the conflict between the roles that individual engage in, specifically their working roles and family roles (Grzywacz & Marks, 2000). The main two theories regarding work life balance are boundary theory and boarder theory, all other theories emerge on these two fundamentals, all these theories are explained in the next section.

### **2.8.1 Boundary theory**

Early studies of work-life balance have looked through the boundary perspective. (Pleck, 1977) has explained the application of boundary theory in discovering the relationship between work domain and life domain. He was focusing on the negative effects of the association between work and life that emerges due to the conflict between the two domains. (Olsen, 1983) provided further insights in the boundary theory, in which he states that social life can be divided into two spheres from boundary theory point of view, work and family, since individuals have different roles in their workplace and family, then they frequently engaging in a role transformation, which is leaving one role to play another (Ashforth, Kreiner, & Fugate, 2000), therefore, as per this theory a person cannot play two different roles at the simultaneously.

### **2.8.2 Boarder theory**

Many models about the work-life balance have been criticized for not focusing on causes and consequences while exploring the relationship between work and other than work life but merely being descriptive, also, not providing a clear framework of the analysis of the border between work

and non-work matters (Guest, 2002). This theory tends to put more focus on understanding the influence of what each domain has on another and identify the factors that create a conflict between the two, it also tries to find ways on how to manage the two aiming to reach a balance between these roles (Clark, 2000; Desrochers & Sargent, 2004). “Border Theory opens a rich vein of analysis focusing on the nature of work and family domains, on the borders between these two domains but also on border’s permeability and the ease with which these borders can be managed or moved” in order for individuals to reach a decent level of work-life balance (Guest, 2002). Border theory conceptualize family and work as two distinct, but interactive, environments that individuals associate with different thoughts, values, and emotions. (Clark, 2000), the author of border theory, defines balance as “satisfaction and good functioning at work and at home with a minimum of role conflict.”, therefore. It is implied that the satisfaction is stated which that leads to a person being comfortable by the individual’s values or the values of his/her stakeholders. At the center of the Border theory is the focus of managing properly the bridge that links between work and family reaching minimal level of conflict, therefore, defining borders which work, and the family begins and end.

### **2.8.3 Spill over theory**

Spillover theory was one of the first theories that hypothesize that work and non-work domains could overlap positively or negatively according to (Lajtmán, 2016). In other words, spill over theory explains that thoughts and stress generated in one role can domain can have an impact on other roles as well, i.e., spill over to other roles (Williams & Alliger, 1994). (Staines, 1980) explained spill over an employee’s experience in the job would carry over to the non-work arena, in their findings they found more support to spill over theory in comparison to compensation theory. Hence, it is argued that employees with more

psychological job involvement may devote more energy and more time in job role at the expense of their personal and family life resulting imbalance between work and non-work aspects of their lives as many researchers have demonstrated such as (Hammer, Allen, & Grigsby, 1997). Negative spillover stimulate stress and it is considered as a work-life conflict, it is to be said to the extent which family obligations and time interfere with job obligations lowering the productivity of workers. There is also a spill over that is positive at which it stimulates a better life satisfaction of employees which is considered as work-family enhancement and can promote employee's wellbeing (Grzywacz & Marks, 2000; Poulouse et al., 2014). Overall, negative or positive effect on one domain will influence the other as per this theory. (Leiter & Durup, 1996) emphasized that when spill over occurs, accumulated stress in one domain will be experienced in another. One study which took teachers as their sample of the study mentioned that when they felt tired and exhausted from their work, it is hard to make the transition between work and non-work and that clearly shows the relation between work and non-work domains. Same study also has mentioned that when body is overdrive, it becomes difficult to relax and sleep. one other cause of spillover is the undone work (Lahti, 2017). Finally, spill over theory defines the conditions which result in negative and positive spillover of work and family at micro level.

#### **2.8.4 Resource drain theory**

The theory that explain the linkage between the role stressors and conflict of work and family is the resource drain theory, according to it, individuals will transfer their limited resources (time, money, attention) from one domain to other domain seeking to reach at balance state between work and life through using these resources in an optimal way, therefore, it can be understood that in order for individual to reach satisfaction and balance, one role shouldn't drain more resources than needed (Edwards &

Rothbard, 2000). These resources are finite and limited, therefore, role stressor that occurs in each domain will be subtracted from the overall limited available resources within individual capabilities. It has been proved through this theory the negative relationship between stressors and work family balance. What differentiates this theory from others is that there is no need for the impetus for an individual to make the shift. However, these domains confined within personal matters only (Edwards & Rothbard, 2000). Resource drain theory can be a compliment with other theories, it explains the link between role involvement and work family conflict, the link between social support and work family conflict. Finally, resource drain theory explains the linkage between work-family characteristics and work-family conflict (Michel et al., 2011). Only way to combat resource drain as mentioned by (Greenhaus & Beutell, 1985) is to reallocate resources across in a way that the domain in high demand will not be in collision with another domain, for example, if one suffers from interference of personal matters in his work, then he needs to reallocate more resources into the work so performance at work does not suffer.

#### **2.8.5 Work-family enrichment theory**

Experience of high quality in one role will enhance the quality of another role, this role could be either work or family, this theory emphasizes on the work-family relationship that is positive (Madsen, John, & Miller, 2005). One definition for enrichment in this theory is “the extent to which experiences in one role improve the quality of life in the other role” as provided by (Greenhaus & Powell, 2006), they have mentioned that work and life roles enrich each other as reported by employees. (Zedeck & Mosier, 1990) describes that this theory as an instrumental that characterize the notion that good outcome in the workplace will lead to a good outcome in life, vice versa. Scholars have tried measuring and examining the positive dependency between the work and the family via

two ways: first method is Self-reported scales often examining enrichment antecedents (some researchers used the term positive spill over to convey the concept), the other method is observation of positive relationship between work related and family related variables which is consistent with positive occurrence of work and family enrichment (Greenhaus & Powell, 2006).

Most of the work-life balance studies are preoccupied with stress and conflict, however, some researcher called for more balanced approach in recognizing benefits of having several roles in person's life such as (Greenhaus & Parasuraman, 1999). Moreover, many researchers have examined the positive relationship, not the conflict, between work and life through different wordings such as enrichment and positive spillover (Grzywacz et al., 2002; Rothbard, 2001). Having multiple roles is positive for an individual in three ways as per (P. Voydanoff, 2001), the first benefit is that both work experience and family experience will add positively to a person's overall wellbeing, second is participation in work and family domains buffer distress in one of the roles, third, positive experience in one role can produce positive a experience in another role. Third benefit has been adopted by (Greenhaus et al., 2003) to represent the concept of work family enrichment theory as authors considered the relationship between work and family is bidirectional. Same authors mentioned that life quality is considered to have the two components of high performance and positive effect, therefore, they propose that resources that are generated in one role could help in higher performance in another role, these resources can include perspectives and skills, physical and psychological, social-capital, flexibility, and material resources.

### **2.8.6 Compensation theory**

In the 1980s the compensation theory tried to assess how a deficit in one aspect in an individual's life was compensated by an increase in another aspect (D. P. Naithani, 2016). (Staines, 1980) explained compensatory theory as the negative arguments that are carried on between work and non-work affairs, any deficit in one area that needs fulfillment will be compensated by workers in their choice of leisure.

This theory describes the effort in countering unproductive perspective of one domain through increasing the optimistic experience in another domain. (Kumar & B, 2017). (Edwards & Rothbard, 2000) Has given an example of a satisfied employee who gives more focus on his work more at the expense (compromise) of his family, therefore, allocating preference of being happy in one domain and accepting having difficulties in another. So each domain will compensate for another, therefore, individuals can make their aim a meaningful life by balancing experience in the two domains (Zedeck & Mosier, 1990).

(Zedeck & Mosier, 1990) has divided the compensation into two distinct categories: supplemental compensation, and reactive compensation. The supplemental compensation happens when individuals change from their unsatisfying experience in one role to potentially highly rewarding and more fulfilling role, an example is an employee with low autonomy at work would seek higher autonomy outside their work. Reactive compensation means that an individual's effort readdressing a negative experience in one role through pursuing positive experience in another role such as engaging in more leisure activities. Negative work experience is made up for a positive home experience according to these researchers.

(Zedeck, 1992) mentioned that individuals might look for rewards in a given domain as a response to low satisfaction in another domain. Work-life conflict occurs when an individual fails to do so in a way that ensures obligations in each domain are met (Greenhaus & Beutell, 1985). Therefore, it can be concluded as per this theory that relationship between work and family is contradictory by its nature, so individuals will make an effort to satisfy void from one domain through more satisfaction in another (Clark, 2000).

### **2.8.7 Integration theory**

A healthy and proper system that of boundaries between work and life can encourage and facilitate work life and community life domain as per (Clark, 2000). It has been acknowledged that integration theory best portrays more elements such as the community in the investigation of work life balance (Jennifer, 2002). Some other researchers believe in a holistic approach in work and family that includes all parties and sharing responsibility that will ultimately yield better results in both domains than working with each separately such as the famous writer (Googins, 1997).

### **2.8.8 Structural factionalism theory**

Structural functionalism theory is traced to the early of the 20th century, it was one of the dominant theories in sociology-based theories at that time emerging after world war II influenced by social role changes for men and women at that period. This theory is focused with two separate domains at individual's life: productive life and emotional life. Productive life refers to the part that is concerned with work-life, i.e. producing goods and services, the emotional part is at home evolving around spending time with family, friends, and all other parties. A fundamental separation is existing between work and family as per this theory, however, both will work in tandem with each other (Kumar & B, 2017). This theory works

best when each gender specializes in activities that are separate, women will focus their work in at home while men will work at the workplace performing industrial tasks (Kingsbury & Scanzoni, 1993).

#### **2.8.9 Segmentation theory**

This propounds that work and life are entirely separate entities and does not interfere or have an influence on each other in any manner. It is a mutual departure of work and life with each other in such that both roles do not have an influence on each other and are considered as entirely separate entities (Edwards & Rothbard, 2000). People will restrain their thought, emotions, and behavior in work domain from the life domain, they will also do the same to their life in relation to work (Piotrkowski, 1979).

#### **2.8.10 Congruence theory**

Congruence theory refers to the similarity between work and family, as a third variable act as a common cause. This variable can include general behavior, genetic effect or personality (Zedeck, 1992). As an analogy, congruence theory is like spillover, however, congruence theory attributes that similarity between work and family to that third variable's effect on both domains, while spillover theory attributes the similarities to the effect of each domain on the other.

#### **2.8.11 Conflict theory**

Based on the work of some researchers, (Pickering, 2006) has proposed the conflict theory. This theory argues that a different role requires a different time span, attention, and commitment to perform. In other words, as per (Mathis, Brown III, & Randle, 2009) an individual cannot participate and be active equally in all roles as each participation in a role drains some of their resources. Energy and time used for career development cannot be used for family simultaneously (Burke, 2002).

### **2.8.12 Working hours model**

The working hours model proposed by (M Sayeed Alam et al., 2009). This model tries to make a link between long working hours and work-family conflict. The model also proposes that the conflict can translate to emotional exhaustion and potential loss of female talents. Factors can include inflexible schedule, work stressors and more extended working hours as related to an increasing work-family conflict. In other words, shorter working hours help female employees maintain a work-life balance, between 5-7 hours as proposed by the model. It has been shown that the number of working contribute in a sdirect way toward work-life conflict (Michael R Frone, Markel, & Yardley, 1997)

This model suggest that organizations should have a less working hours, between 5 to 7 for females to help improve the work life balance and ultimately contributing in improving overall organizational productivity (Swathi & Mohapatra, 2017).

According to a survey done by (Ashwini & Kumaraswamy, 2014), they have reported that nearly 57% expressed missing valuable time with family and friends, 59% revealed that long working hours is the most hindering factor in fulfilling family commitments. (Kundnani & Mehta, 2015) found that more working hours are positively correlated with an increase in household responsibilities because time designated to complete household responsibilities will decrease.

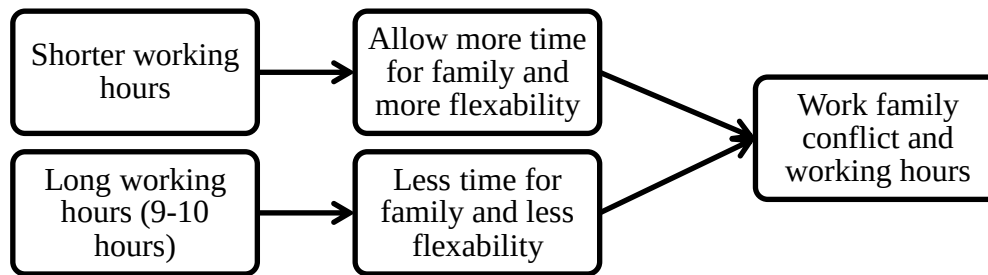
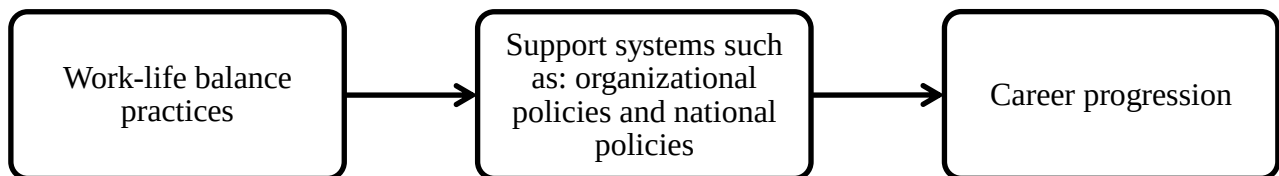


Figure 2: Working hours model of work-family conflict

### 2.8.13 Career progression model

Career progression model is proposed by (Asiedu-Appiah, Aduse-Poku, & Acheampong, 2014), this model suggests that family life negatively affect females career progression. However, work-life balance practices in the organization can help reduce absenteeism and improve morale and retention. Reducing the work life conflict can assist in creating healthier and more motivated workforce in addition of helping organizations to position itself in as a choice of employment.

The model recommends that organizations should implement work

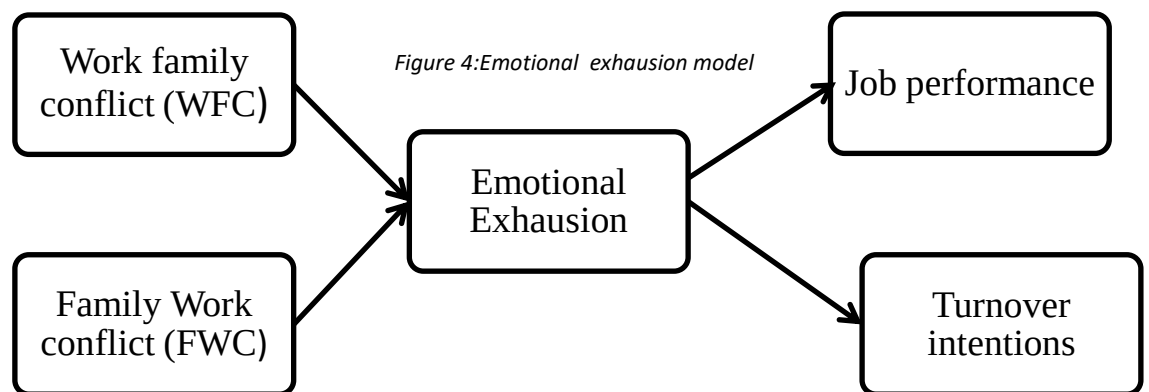


life balance policies to achieve better work-life balance and higher performance (Swathi & Mohapatra, 2017).

Figure 3: Career progression model as proposed

#### 2.8.14 Emotional exhaustion model

Emotional exhaustion model was developed by (Yavas, Babakus, & Karatepe, 2008), this model reveals the interrelationship between work family conflict and family work conflict (both conflict types) on one side, job performance and turnover intention on the other side. To clarify, conflicts arising from the two domains, work, and life, would lead to emotional exhaustion, which will act as a catalyst for lower job performance and higher intentions to turnover. Therefore, the model views that employees facing conflict in there're the role of family and life will become exhausted emotionally, gender act as moderator between emotional exhaustion and the outcomes of job, other demographic variables are controlled. Therefore, the organization needs to reduce the emotional exhaustion of their employees through developing and implementing appropriate policies aimed at gender-specific mechanisms.



### 2.8.15 Work commitment model

The work commitment model was proposed by (Mohammad, Syed & Akhtar, 2014). Authors argue that work life balance and satisfaction at work are critical in enhancing organizational commitment among healthcare workers. A better balancing between work and life will build job satisfaction for healthcare jobs at all levels. Therefore, management should support implementing work-life balance initiatives for healthcare workers. In summary, this model proposes that work life balance will build more job satisfaction which will lead to better organizational commitment in the long run.

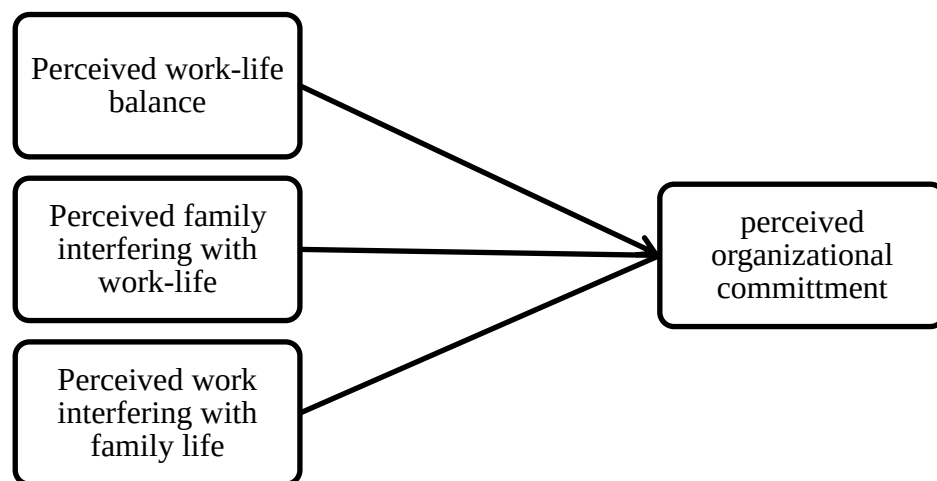


Figure 5: Work commitment model

### 2.8.16 Job satisfaction model

(Nikkhah, Ajirloo, & KhodaBakhshi, 2013) has proposed the job satisfaction model. It's about the interaction between individual factors between employee work, family and life balance, life family balance, organizational factors one side and employee well-being on the other side. So, this model proposes that having a positive work, family and life balance will lead to a better job satisfaction, the organizational factor will have an influence as well.

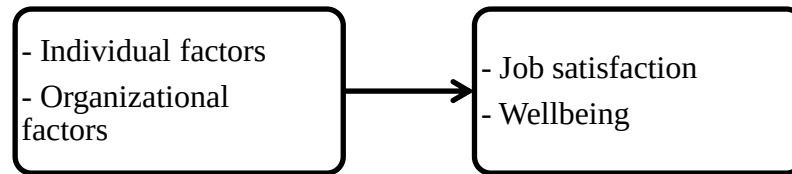


Figure 6: Job satisfaction model

## 2.9 Research gap

Given the importance and the significant effect on individual and organization, in addition to receiving low research attention within the middle east region, as per (Nanjiani & Dahlstrom, 2011) there is more research needed to be taken for antecedents and outcomes of work life conflict. This study measures overall work life balance level of retail bank employees in Bahrain using tools provided by previous researches within the field and the effect of abovementioned factors as researchers gave many contradictory results while some other factors have not been studied sufficiently aiming to help organizations improve their relation toward their employee's which eventually improves organization's overall performance and productivity. Given the unique circumstances and unique culture of Kingdom of Bahrain in comparison to other countries and specifically in the banking industry as being a leader in the region, these factors are tested within that context and supported by the model in (figure 7) as means for achieving better balance and better performance.

## 2.10 Research Framework

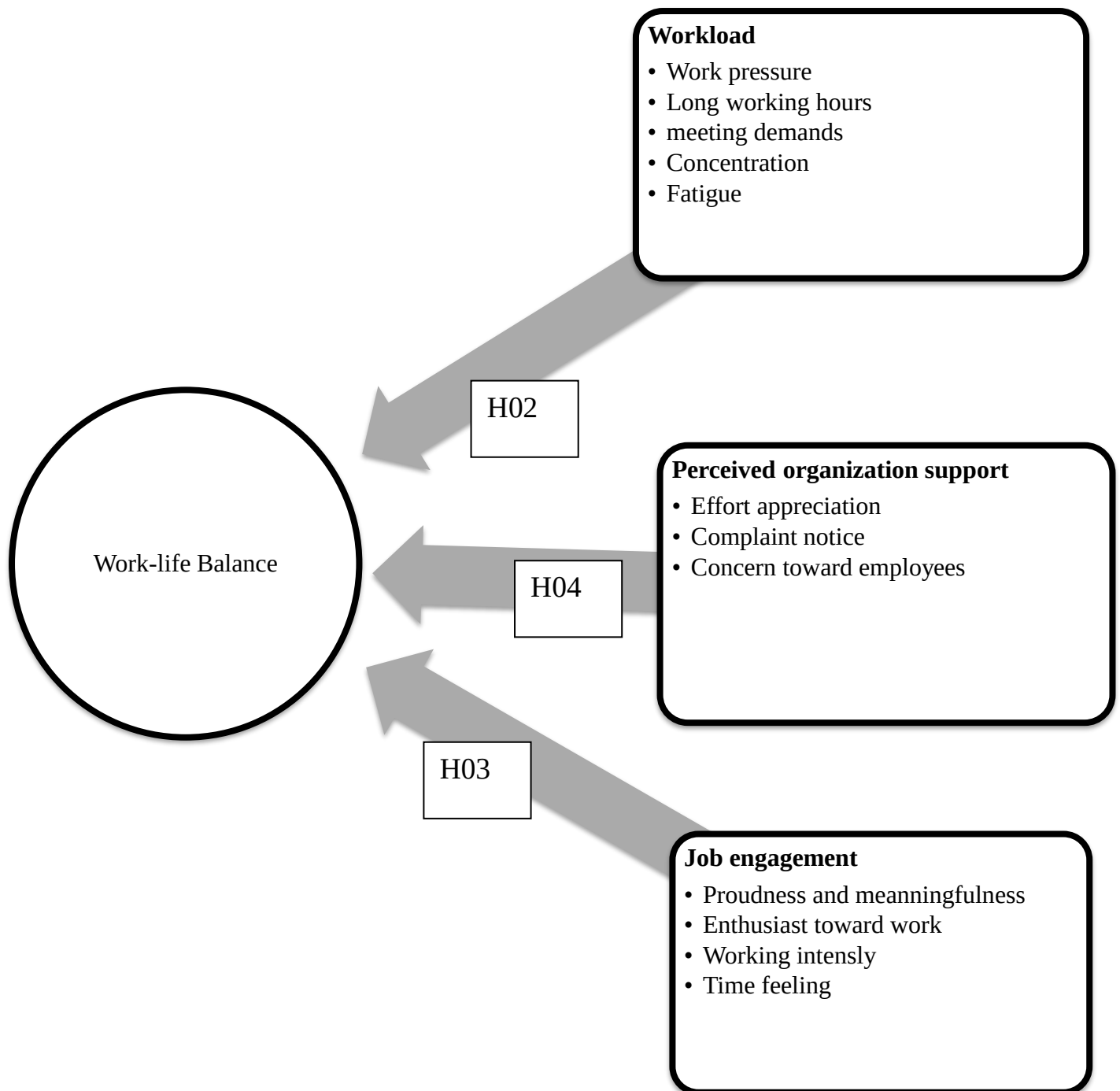


Figure 7: Conceptual framework

The framework adopted for this study is part of conceptual framework provided by (A P Muthu Kumarasamy et al., 2015) in which researchers studied the effect of abovementioned factors in addition to many others effects have on employee's work-life balance. Model provided by the researchers include non-organizational factors such as spiritual intelligence and emotional intelligence among many others. The model has been modified and omitted these factors as these are outside the scope of this study that focuses only on organizational factors. The first relationship between variables (workload and work life balance) are measured based on H02 hypothesis. Other variables are based on the other hypothesis (H03 and H04) accordingly. These variables has been chosen based on the original adopted model and studies in literature review. An addition to what is provided by the literature of the mentioned factors and work life balance, this research focuses on some individual and some organizational factors effects on work life balance in the Kingdom of Bahrain. As shown in (figure 7) each factor is measured using the indicators for each variable. Firstly, the analysis includes the testing hypothesis which has been built based on literature, the dependent variable (work-life balance) is measured using ten questions that has been adopted by (Netemeyer et al., 1996) in which five items measures work interference in life and the other five items measures family life interference in work, that includes duties in each domain and the strain caused by work and family life. As mentioned in literature, demographic factors would include gender, educational level, marital status among many other that has been proved by some researchers to influence work life balance while other researchers disagree. The job engagement is measured using by the questionnaires adopted by (H.-T. Lee, 2014), these questions take into consideration to what extent the employee feels that his/her work has meaning and how the time feels when working among many other

indicators as per (figure 7). The workload is measured using six scales as adopted by (Qureshi, Jamil, Iftikhar, Arif, Lodhi, Naseem et al., 2012) taking indicators such as the need to work more hours, the fatigue level, and ability to concentrate and other indicators. Finally, perceived organizational support is measured by questionnaires adopted by (Gopalan, 2011) by five items scale. As noticed, balanced indicators have been intended as dependent variable is measured using ten items while independent variables are measured using almost six items for each, except for the perceived organizational support, this gives an equal weight for each factor and more reliable results. Finally, this framework is in line with hypothesis that are tested.

H01: Demographic characteristics have no significance impact on work life balance.

H02: Workload has no significant negative relationship on work-life balance

H03: Job engagement has no significant positive relationship on work-life balance

H04: Perceived organization support has no significant positive relationship on work-life balance

## **2.11 Summary**

Given the literature above, it can be concluded that work life balance plays critical role toward organization in order to survive and compete in a highly competitive market in this era (Grady et al., 2008; Karatepe, 2010; Sinha, 2012). As it has been noted in this literature, reliance on the human capital is critical for this success as per (Karatepe, 2010) and many Western organizations are adopting work life policies due

to realization of its importance (de Sivatte et al., 2015). The aim is to maintain organization's overall performance and efficiency (Poulose et al., 2014), increase organizational commitment (Sakthivel & Jayakrishnan, 2012) and is more attractive as an employment choice to skilled employees (Babin Dhas & Karthikeyan, 2015) among many other benefits to an organization. Additionally, this field have become a major concern for many employees and their families (Vyas & Shrivastava, 2017). An employee who is in a balanced status will have more control over his working day (Dunne, 2007), while unbalanced employees will tend to have fewer career ambitions, less performance, and more absenteeism (Poulose et al., 2014). Additionally, it will cause organizations more financial burden on their performance as job stress will increase (Bell et al., 2012).

Lack of balance will result conflict, in which it takes many forms and many scholars have divided them in different ways, for example (Lajtman, 2016) distinguished between the relation of work to life and life to work, while (Greenhaus & Beutell, 1985) has focused on individual's aspect only of that conflict. In this literature, types of conflict are explained briefly, namely: time based conflict, Strain based conflict, behavioral based conflict. (Davidson, 2008) took an individual perspective and included all related management issues in this regard, while (Lu et al., 2009) took a broader view and focused on the type of relationship and its influence. Recently, (Wong et al., 2017) focused on management and emotional effects: balancing time, involvement and satisfaction as the main components for work-life balance, therefore, no consensus on what are the components of work life balance.

This research analyze the influence of some factors on work life balance, these factors are proved to have effect on work life balance as per literature, although some researchers disagree. For example, the workload

does have an influence on work life balance as per (Muthukumar et al., 2014) while (Goh et al., 2015) did not agree on that. Job engagement effect, which has received low attention by researchers according to (Kort, 2016), and does have an effect (Marks & MacDermid, 1996). Perceived organization support in which (Forsyth & Polzer-Debruyne, 2007) focused on the effect of these types policies while (C. A. Thompson et al., 1999) focused on increasing the awareness about the availability of these policies by employees. Finally, the demographics factor has many disparities among researchers, for example, (Ansari et al., 2011) believes that no differences exist between both genders in perceiving work-life conflict, which contradicts the results found by (Loscocco, 1997) point of view. In regards to the age factor, most researchers concluded that age does have a significant role in the perception of work life balance such as (Di Natale & Boraas, 2002; Georges et al., 2013) while few researchers did not agree such as (Allen, 2001). There is almost an agreed consensus about childcare as being a significant factor affecting work-life balance (Elliot & Marta, 2003; Valcour & Hunter, 2004).

## **Chapter 3: methodology**

### **Contents:**

- 3.1 Introduction
- 3.2 Research approach
- 3.3 Research strategy
- 3.4 Research design
- 3.5 Data collection and procedure
- 3.6 Population
- 3.7 Sampling
- 3.8 Pilot study
- 3.11 Analysis steps
- 3.12 Ethical considerations
- 3.13 Research questions
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## **Chapter 3: Methodology**

### **3.1 Introduction**

The aims of this study are to investigate the relationship among abovementioned factors toward work-life balance. This chapter provides a discussion about the approach used to collect data needed in order to achieve these aims, the reliability and validity of the survey, the sample that has been chosen out of population and its measurement, the pilot study conducted, finally the procedures steps to analyze the data. The importance of this study relies on giving organizations if tested variables are highly correlated with work life balance, then companies can enhance work life balance of their employees by improving or impair these variables in the organization.

### **3.2 Research approach**

After reviewing the literature related to this research, a quantitative approach seems more suitable for collecting primary data to achieve the aims of this study. This research is exploratory by its nature. Data collected is influenced by the research approach that has been chosen. This research exploits a deductive approach, in which is based on theories approach lies in the theoretical framework to explore data collected through primary data. Also, an empirical study is supported by a deductive approach is to build a relationship between theory and specific subject.

### **3.3 Research strategies**

A purely quantitative research method used to collect the needed data for analysis. All questions are written in English language as it is the most applicable language used by all nationalities staff. All the questions used to measure variables are designed as statements and respondent

should give his agreement level toward the statement on a scale ranging from 1 (Strongly disagree) to 5 (Strongly agree). (A sample of the questionnaire is included in appendix B). To avoid HALO effect, most of these statements are negative statements as provided by their sources, some of them are stated as positive, all the negative questions are coded as positive in SPSS to allow proper data analysis.

The questionnaire has included many scales of measures to measure both the dependent and independent variables, these scales have been adopted from various sources are as follows: the work-life balance has been measured using ten questions as these are most simple and has been adopted by many researchers such as (Kluczyk, 2013; Lajtman, 2016; Tsai, 2008). According to (Mohamad Idham Md, Nurhikma Mat, Ridzuan Adli, Mohd Mas Rizat Haji Abdul, and Ismail, 2014) the scales of work life balance are somehow problematic because these scales focus more on work component than the life component. To overcome this problem of scales being focused more on work component than life component the chosen scale to measure work-life balance has ten questions that are divided equally between work component and life component. The demographics data are used to collect participant's demographic general information, for example, gender, educational level, age, marital status, number of children, years in workforce. To ensure maintaining anonymity, no questions are asked indicating the respondent's name, address, or any information leading toward the specific organization. The workload is similar to what has been adopted by (Qureshi, Jamil, Iftikhar, Arif, Lodhi, Naseem et al., 2012) with six statements. Job engagement is measured using a scale adopted by (H.-T. Lee, 2014) which consists of six items.. Perceived organization support is measured using five statements and as adopted by (Gopalan, 2011). Below table is a summarizes these items:

Table 1: Measurement scales of variables

| Variable                         | Number of items | reference                                                    |
|----------------------------------|-----------------|--------------------------------------------------------------|
| Work Life Balance                | 10 items        | (Lajtman, 2016)                                              |
| Workload                         | 6 items         | (Qureshi, Jamil, Iftikhar, Arif, Lodhi, Naseem et al., 2012) |
| Job Engagement                   | 6 items         | (H.-T. Lee, 2014)                                            |
| Perceived organizational support | 5 items         | (Gopalan, 2011)                                              |

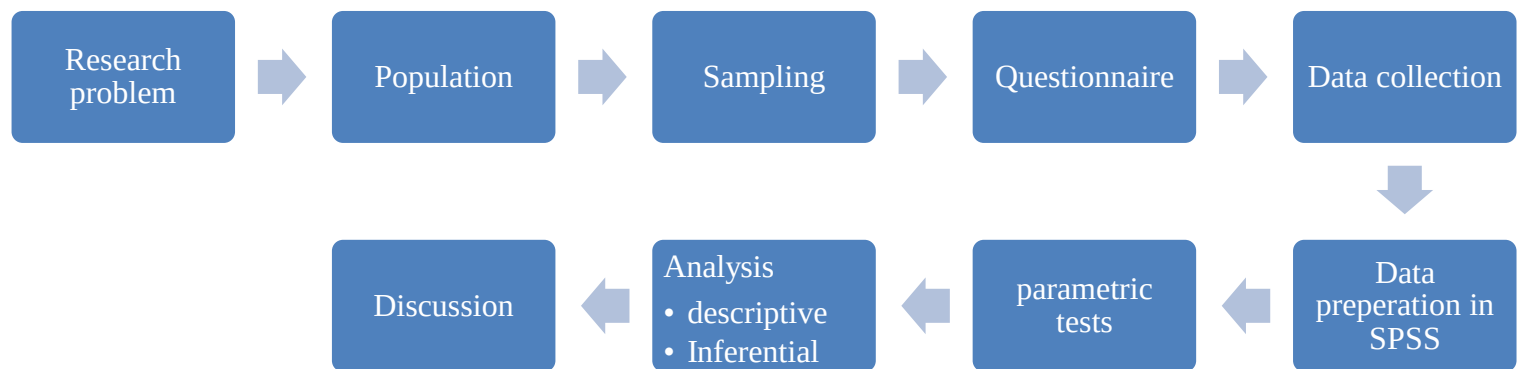


Figure 8: Research design

### 3.4 Research design

All variables are measured quantitatively. As mentioned previously, the dependent variable is work life balance, the independents are demographic factors, workload, job engagement, and perceived organizational support. All these variables measured quantitatively via a questionnaire survey (Appendix B). All these variables are measured empirically. Quantitative approach has been used by many researchers in

the field of work life balance such as (Godin, 2011; Huth, 2013; H.-T. Lee, 2014) among many others. The quantitative study is a less complicated process and can gather vast expanse of data in relatively short time period. It involves statistical analysis which is based on numerical values in which overcomes the problem of subjectivity by the researcher.

An online link has been generated using web encrypted online questionnaire via Google Forms to distribute the questionnaires for this study after obtaining the permission to do so (appendix B). Google forms allow to design a professional survey and customize questions and answers such as multiple-choice questions, rating scales, open answers, etc. An online questionnaire allows for quick results from all the completed surveys. It also allows to include larger sample at relatively low cost. With the online survey, respondents can answer the questionnaire at their own pace and convenience without the rush to finish quickly. The only drawback is the respondent's view of the survey as not significant and therefore there is a refusal to respond. An online survey is also more appropriate to maintain confidentiality and produce consistent result due to the reuse of the same questions for each respondent. All collected data are maintained in password-protected computer. Additionally, analysis of response is viewed holistically and not at individual level. Additionally, hard copy of the questionnaire has been provided when requested by the organization.

### **3.5 Data collection procedure**

An official letter request (appendix C) to collect data from retail banks has been sent to the targeted banks, some banks give their approval to do so. The request clarifies the purpose of this study is and ensures anonymity and confidentiality of collected data. As requested by the bank

whether a hard copy or soft copy via link to be provided. If soft copy is requested, the questionnaire link is sent to the contacted person in the bank, either from human resource department or public relation department, in which distribution to all employees went through that person and the results are directly sent to the author.

After obtaining all the needed data to analyze. All hard copy answers are entered manually to PC by the researcher. Full data is imported to SPSS and all questions are coded appropriately. After coding, all items for each variable is averaged for each respondent, for example, work-life balance is measured by ten questions on five degrees Likert scale, these items are totaled for each respondent and divided by ten (number of questions) to get the average result for each respondent. The same is done to all other variables (Workload, job engagement, perceived organization support) with all necessary amendments. The result is a value out of 5 as Likert scale used is 5.

After determining the figures for each variable, the collected data are assessed of being parametric or non-parametric, this is done through assessing normality of all the variables in addition to some other assumptions. All these assumptions are tested in subsequent sections of this research. If all assumptions are satisfied (parametric), then parametric tests used such as: One sample t-test and ANOVA for testing relation of demographics to work life balance, Correlation and multiple linear regression tests is used for other variable's relation to work life balance. On the other hand, if one of the parametric assumptions has been violated, the non-parametric tests are used such as: Mann-Whitney U test, Kruskal-Wallis H test and Spearman rho for correlation.

Software used to conduct all these analyses is statistical package IBM SPSS version 25 and Microsoft Excel 2016. Data collected is analyzed through descriptive statistics along with inferential statistics. The descriptive are provided to describe the characteristics of respondents (age, gender, and other demographics). For inferential statistics, each of these variables are measured individually using the appropriate test to detect any significant differences between the groups. As for inferential statistics for organizational variables, the correlations are used to identify relationships between other variables and work-life balance.

### **3.6 Population**

The participants of this study are employees who are full employed that are selected among different retail banks in the Kingdom of Bahrain. The population includes all bank's staff, including branch staff and main office staff at all positional levels. Most of these banks' headquarters are located in the city of Manama, however, branches are dispersed across all areas in Kingdom of Bahrain. According to ("Central Bank of Bahrain," 2018) the total number of employees working in retail banks is 5263 employee.

### **3.7 Sample**

The sample selected from the described population include both genders, all marital status, with or without children, all workforce ages, all nationalities, at all educational levels. Retail banks are counted to be 23 banks as per ("Central Bank of Bahrain," 2018), these banks includes Islamic and traditional banks altogether. Additionally, employees working in headquarters and in branches are included as well. However, as mentioned previously, it is confined only within the retail banking sector only and no other types of banks such as offshore or investment banks in

the Kingdom of Bahrain due to time, budget and reachability limitations. These employees are full time employees only.

A quantitative data collection is used for the study and is conducted based on assessing the relationship between independent variables to the dependent variable. To allow generalization, simple probability techniques should be used to represent the population being studied. However, due to unavailability of sampling frame (list of all population), a non-probability sampling method is used. The main objective of sampling is to choose some of the individuals from the population to estimate the characteristics of population. Due to time and reachability limitations in addition to the nature of this study, a voluntary response sample (convenience sampling) as the sampling approach is used. The highest number of respondents is attempted.

According to a research done by (Lajtmán, 2016) which targeted the young working professionals for the purpose of work life balance study, this is a very large number of population and the sample size reached is 271 respondent. Also, (Kluczyk, 2013) has conducted a survey aimed toward individuals working in the private sector and distributed 190 questionnaires, receiving 114 questionnaires returned. For this study the required calculated sample size based on population is 358 participants with 95% confidence interval and 5% margin of error. According to (Creswell, 2014) the response rate accepted for the study is 35%.

### **3.8 Pilot study**

Pilot study is conducted prior to distribution of questionnaires stage. Questions are designed to be aligned with the objectives stated for this study to ensure measuring all the variables appropriately, questions are simple and represent real case scenarios which are verified by a pilot study.

To conduct a pilot study, the questionnaire is distributed among few banking staff known to the author to get their feedback about clarity and ease of questions from a respondent point of view. An advantage of the pilot study is that gives some extent of validity to the questionnaire before being fully distributed to the targeted sample, it gives the researcher the opportunity to add, delete, or amend questions before distributing to many people. Pilot study has been carried out first after obtaining approval of supervisor then distributed among few people known to the author. Also, to assure validity of the survey all questions has been distributed through official channels to ensure that survey reaches designated employees only.

Validity is referring to the scale in which items are measuring what it is supposed to measure. However, there is not cut clear approach for scales' validity.

Reliability indicates to what extent the scale is free from errors. One way to assess reliability is the measurement of internal consistency. Internal consistency is the items that make the variable measurement are measuring the same attribute.

Internal consistency is tested using Cronbach Alpha which is expressed in a result ranging from 0 to 1, the higher the result the better. It is a description of the extent at which items of the test measure the same to the construct or not. In other words, it checks for internal consistency regarding the measured variable. As a general rule, the test results should be above 0.7 for an item to be reliable (Pallant, 2013). If not, some items should be dropped to reach aimed result. The results of the test are as follows:

Table 2: Cronbach Alpha test on pilot study

| Construct                        | Number of items | Cronbach Alpha |
|----------------------------------|-----------------|----------------|
| Work Life balance                | 10              | 0.888          |
| Workload                         | 6               | 0.757          |
| Job Engagement                   | 6               | 0.845          |
| Perceived Organizational Support | 5               | 0.846          |

As (table 2) shows, all variables being tested in this research has scored above the acceptable level of 0.7 and therefore all deemed to be reliable.

### 3.9 Analysis steps

Data are analyzed using Statistical Software Package (SPSS) version 25, firstly, results are extracted from Google forms as an Excel format, then imported to SPSS. Then, coding (making all questions positive) is done to allow proper and accurate analysis. Computation of each variable is done by calculating the average of questions answered related to the specified variable. After doing all these preparations to the data, descriptive analysis and inferential analysis are conducted. As mentioned previously the tests that are carried on for inferential analysis are based on the data covering parametric assumptions or not.

#### 3.9.1 Comparing means of two demographic groups

The independent sample t test is used to compare means for two groups only. Independent sample t test allows to determine whether there is a mean difference between the two groups such as the case of genders (male, female), the case of nationality (Bahraini, non-Bahraini) and the case of marital status (single, married) of the sample in relation to the dependent variable. If the p-value is below 0.05 the null hypothesis of the

means of the two groups being equal is rejected. The independent sample t test calls for all parametric assumptions to be met.

If one or more parametric assumption has not met, then Mann-Whitney U test is used as an alternative. Mann-Whitney U test is rank based test which can pinpoint if there are any differences between mean ranks of the groups, it can be used for continuous or ordinal variables. One of the assumptions of Mann-Whitney U test is that the shape of distributions of the groups is similar, if so then the test is used to determine if any median differences of the groups do exist. If this assumption is violated, the Mann-Whitney U test can be carried on, however, the test is used to determine whether there is a difference between the mean ranks of the groups (“Laerd Statistics,” 2018)

### **3.9.2 Comparing means of more than two demographic groups**

One-way analysis of variance (One-way ANOVA) is used to compare means for more than two group and is considered to be as an extension of independent sample t test. The One-way ANOVA calls for parametric assumptions being met. If not, then Kruskal-Wallis H test is used is the non-parametric equivalent to One-way ANOVA. Kruskal-Wallis H test requires less standards. This type of test is used for all demographics as its more suitable. If the p-value is less than 0.05, then the null hypothesis of the means of the groups being equal is rejected, in other words, the specified demographic factor has significant impact on work life balance, otherwise, it does not (Lam Wai Fong, Lau Wai Ting, NG Mei Hui, 2011).

If one or more parametric assumption has not been met, then Kruskal-Wallis H test is a rank based nonparametric test that is used to determine any statistical differences between the groups being tested. Just like the One-way ANOVA test, it is an extension of the Mann-Whitney U

test, in which it could take more than two groups of the independent variable. One of the assumptions of the Kruskal-Wallis H is similarity of distributions. If distributions of the groups of the independent variable are similar, then the test is used to determine if there are any statistically significant differences in medians. If distributions of the groups of the independent variable are not similar, the test can be carried on to show if there are any statistically significant differences in mean ranks. To know which of the groups have the statistical difference of median/mean rank, a post hoc test is used.

### **3.9.3 Correlations between organizational variables and work life balance**

Correlation is term which is used to define the association between variables. It occurs when a deviation in a given variable leads to an anticipated change in the independent variable. Both variables should be measured on a continuous scale of measurement. When variables are independent of each other, then the null hypothesis is met which states that there is no relationship. Correlational research builds on assumption that correlation of dependent and independent variables is quantitatively measurable. As mentioned previously some of the aims of this study mentioned is to measure correlation between the independent variable (work and life balance) and all the independent variables (demographics, workload, perceived organizational support, and job engagement). Paerson coefficient calls for data to be parametric and meet parametric assumptions.

If data did not pass the parametric assumptions, then correlation is measured using Spearman rho test. Both tests are used as measurement of association strength between any two variables, given both are on interval scale. Result range between -1.0 to + 1.0 (Table 2). A positive result would indicate a positive relationship, a negative result a negative relationship. The stronger relation the closer the number to one as per below table:

Table 3: Correlation coefficient size (Lam Wai Fong, Lau Wai Ting, NG Mei Hui, 2011)

| Coefficient Range | Strength of association         |
|-------------------|---------------------------------|
| 0.91 to 1.00      | Very strong                     |
| 0.71 to 0.90      | Strong                          |
| 0.41 to 0.70      | Moderate                        |
| 0.21 to 0.40      | Small but definite relationship |
| 0.00 to 0.20      | Slight, almost negligible       |

Also, this test is used to check for multicollinearity error. This error occurs when two independent variables correlate highly with each other. Multicollinearity is checked through the correlation table and through value inflation factor (VIF) test.

#### 3.9.4 Multicollinearity error

According (Akinwande, Dikko, & Samson, 2015) Variance Inflation Factor (VIF) is used to detect if multicollinearity error does exist among independent variables. If the VIF result is 1 or less, then multicollinearity does not exist and if VIF is higher than 1 then multicollinearity range from moderate to intense depending on how far results from 1. Typically, a VIF above 5 is considered to be problematic.

#### 3.9.5 Multiple independent variables and on dependent variable

Multiple regression analysis is an analysis of association between multiple independent variables and only one dependent variable (William, 2003). This type of analyzing is used as measurement of the association between the dependent (work-life balance) and all the independent (workload, job engagement, perceived organization support) collectively. As a difference of coefficient correlation test from previous section, multiple regression analysis allows to build and test the model in which

dependent variable can be predicted through the independent variables. Finally, multiple regression analysis is applicable only as a parametric test. If data did not pass parametric assumptions, there is no non-parametric equivalent test.

### **3.10 Ethical considerations**

As mentioned previously, the request to collect data was sent to banks to distribute questionnaires states clearly the purpose of this study and ensures the academic purpose usage only. Additionally, questions designed to ensure anonymity of respondents even to the researcher, no questions are included that reveals the respondent's name, address or any question pointing toward a specific organization. The request letter also ensures the confidentiality of the data collected in addition to the encrypted link created as a means to distribute the questionnaire and collected data. Finally, only the total of results are shown in this study, individual responses are not revealed.

### **3.11 Research questions**

The research questions that guided this study are:

- 1) Do demographic characteristics make a difference on the level of work-life balance?
- 2) Does job engagement influences work-life balance?
- 3) Does the support of organizational enhance work-life balance?
- 4) Does workload have an influence work-life balance?

### **3.12 Hypothesis**

As mentioned previously the hypothesis to be tested in this study are:

H01: Demographic characteristics have no significance impact on work life balance.

H02: Workload has no significant negative relationship on work-life balance

H03: Job engagement has no significant positive relationship on work-life balance

H04: Perceived organization support has no significant positive relationship on work-life balance

## **Chapter 4: Result Analysis, Discussion, Limitation and Recommendation**

### **Contents:**

- 4.1 Descriptive analysis
- 4.2 Inferential analysis
- 4.3 New insights
- 4.4 Discussion
- 4.5 Limitations
- 4.6 Recommendations
- 4.7 Suggestion for future studies

## **Chapter 4: Result analysis, Discussion, Limitations, and Recommendation**

In this chapter, results of 293 respondents, which represent 82% of the required sample size for this study. These responses are described and analyzed. The analysis is interpreted to reach a valid conclusion. As mentioned in previous chapter of this research, responses have been collected from the various retail bank across Kingdom of Bahrain. Data collected is analyzed using the Statistical Package of Social Science (SPSS) and Microsoft Excel version 2016, all results are evaluated against the hypothesis.

All entered data has been checked out for any errors using through the descriptive statistics table in appendix E-1. By inspecting the range for each variable and assuring nothing fall outside the possible range (1 to 5). Additionally, frequencies for each variable has been inspected to check for abnormal numbers. All these inspections have been carried out at the items level.

After data entry, appropriate questions have been recoded as needed, to recode is to convert negative stated questions into positive through changing stated number to its opposites in a Likert scale. For example, in a negative statement the answer of strongly agree = 5 is recoded into strongly disagree = 1. This technique has been used by many researchers such as (Kluczyk, 2013). Then variables to be analyzed have been calculated by taking the average of all answers related to a certain variable.

The analysis would include measurements data for central tendencies and dispersion on all constructs. And are also measured by the reliability test. Additionally, inferential statistics is conducted using

Pearson correlation and Multiple regression analysis if the data is parametric. If the data is non-parametric then Mann-Whitney U, Kruskal Wallis and Spearman rho tests are used. All associations between variables are examine, this chapter also provide a discussion of the findings for this research.

## 4.1 Descriptive statistics

This section provides descriptive analysis of the results obtained from respondents. The descriptive statistics are used to describe the characteristics of the sample. Additionally, to check for any violation of assumptions underlying statistical techniques, and finally, to address some specific research questions. (Pallant, 2013)

*Table 4: Demographic Statistical table*

|   |         | Gender | Age | Marital status | No. of Children | Natio nality | Educati on level | Years in workforce | Current position |
|---|---------|--------|-----|----------------|-----------------|--------------|------------------|--------------------|------------------|
| N | Valid   | 292    | 293 | 293            | 293             | 293          | 293              | 292                | 289              |
|   | Missing | 1      | 0   | 0              | 0               | 0            | 0                | 1                  | 4                |

As shown from the above table, 293 respondents have answered questions related to demographics with a very few missing values.

### 4.1.1 Demographics

Below are the charts segregating the sample according to gender (figure 9), age (figure 10), marital statues (figure 11), number of children (figure 12), educational level (figure 13), years of experience (figure 14), and organizational level (figure 15). These percentages are based on the answers of the demographic part in the questionnaire.

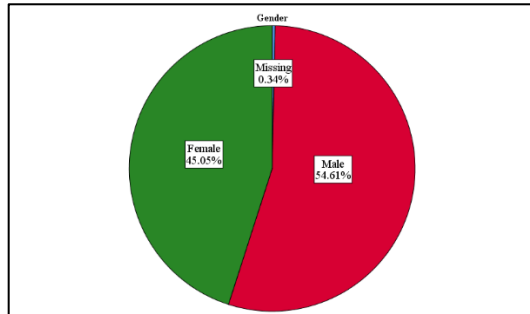


Figure 9: Percentage of respondents by gender

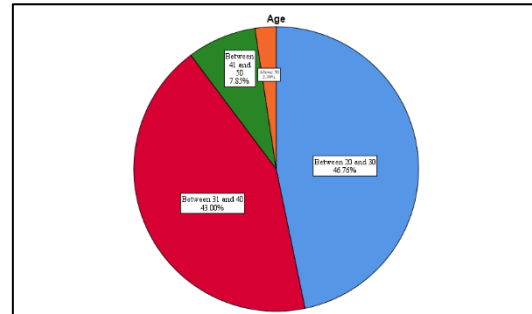


Figure 10: Percentage of respondents by age groups

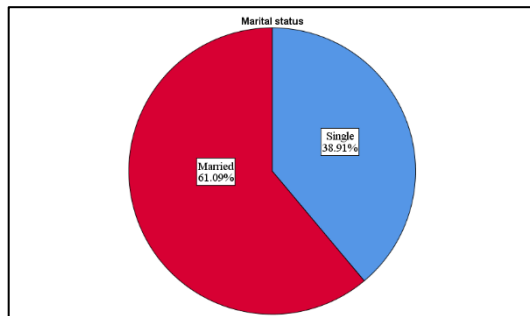


Figure 11: Percentage of respondents by marital status

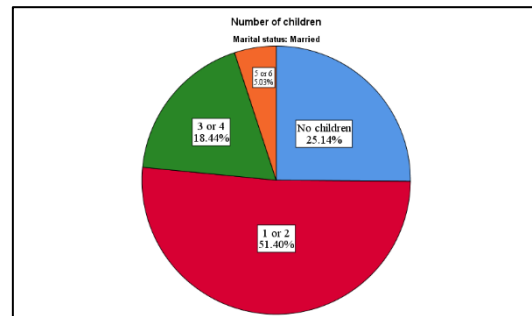


Figure 12: Percentage of respondents by child number

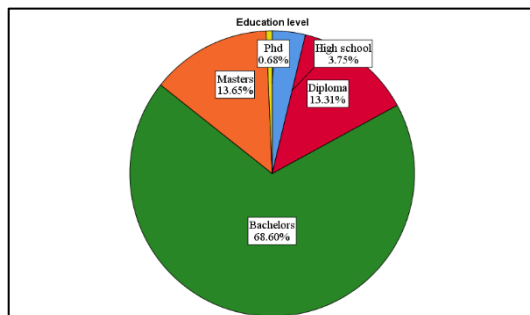


Figure 13: Percentage of respondents by education level

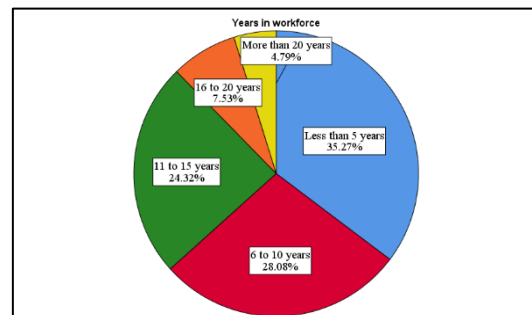


Figure 14: Percentage of respondents by years in the workforce

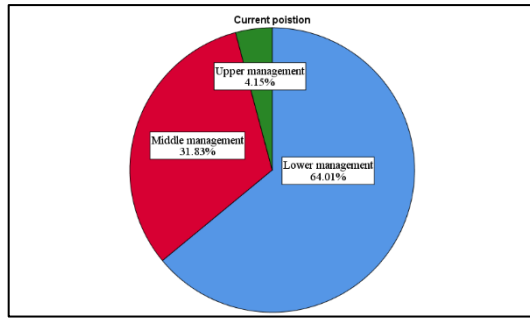


Figure 15: Percentage of respondents by position

#### 4.1.1.1 Gender

As shown in Figure 9, males are more than females in the sample. Male employees are counted to be 160 which represents 54.69% of the sample, while females are 132 which represents 45.21% of the total sample, one respondent only has missed this question. However, it is noted that both genders are almost taking half of the sample giving an opportunity for further analysis.

#### 4.1.2 Age

As it has been expected most respondents in the selected banks fall in the age groups of 20 to 40 years, these age range represent more than 88% of the total respondents. The questionnaire ages are grouped by 10 years categories. This gives an indication the most employees are at youth age. Around 46% of the sample falls within the 20 to 30 age groups, around 43% falls within the 31 to 40 age groups, 8% are in the 41 to 50 age range, 2.39% are above 50 years.

#### 4.1.1.2 Marital status and number of children

As shown in (Figure 11 and figure 12), most respondents are married, those consists of 114 persons (which represents 38.91% of the sample) while remaining of 179 are singles (which represents 61.09%). There were no missing values for this question. Going into more details of married persons shows that 92 employees are currently raising 1 or 2 children which is 51.40% of the married employees in the sample, these

employees are more than half. 45 employees (or 25.14%) are married with no children, 33 employees are currently raising 3 or 4 children and 9 employees only raising 5 or 6 children, these represents 18.44% and 5.03% respectively.

#### ***4.1.1.3 Educational level***

As shown in (Figure 13), these results are consistent with other demographic factors (age and years of experience), most of the respondents are holders of bachelor's degree. This gives an indication that most of these employees are fresh graduates. A total of 293 employees answered the survey, there was no missing answer for this question. High school degree holders are 11 (3.75%), Diploma holders are 39 (13.31%) employees, the most degree holders are bachelor's which are 201 respondents (68.60%), Masters are 40 (13.65%) and 2 employees (0.68%) only are PhD holders of the sample.

#### ***4.1.1.4 Years in the workforce***

As (figure 14) shows there was no dominating segment among others. 103 respondents are less than 5 years' experience, which represents 35.27% of the total sample, 82 (28.08%) respondents are 6 to 10 years experienced, 71 (24.32%) respondents are working since 11 to 15 years, finally, the least respondents have been in workforce for more than 20 years which is 4.79% of the total sample. For this question there was only respondent missed the question.

#### ***4.1.1.5 Current position***

As shown in (Figure 15), most respondents fall in the lower management level, 185 respondents are at the management level, which represents 64.01% of the total sample, 92 are in middle management level (31.83%), 12 (4.15%) only are in upper management as the access to upper management is somehow difficult. 4 respondents have left this question unanswered.

## 4.1.2 Organizational variables

### 4.1.2.1 Work Life Balance (Dependent variable)

Table 5: Descriptive statistics for Work Life Balance

|     |                                  |             | Statistic | Std. Error |
|-----|----------------------------------|-------------|-----------|------------|
| WLB | Mean                             |             | 3.0993    | .04664     |
|     | 95% Confidence Interval for Mean | Lower Bound | 3.0075    |            |
|     |                                  | Upper Bound | 3.1911    |            |
|     | 5% Trimmed Mean                  |             | 3.0920    |            |
|     | Median                           |             | 3.0000    |            |
|     | Variance                         |             | .622      |            |
|     | Std. Deviation                   |             | .78883    |            |
|     | Minimum                          |             | 1.00      |            |
|     | Maximum                          |             | 5.00      |            |
|     | Range                            |             | 4.00      |            |
|     | Interquartile Range              |             | 1.00      |            |
|     | Skewness                         |             | .187      | .144       |
|     | Kurtosis                         |             | .074      | .287       |

The range is the difference between maximum and minimum values. It only gives a rough idea of how widely data are spread out. As shown in table 5 range is calculated to be 4. The maximum number, which is 5 for work life balance can be used to check for error as the maximum answer as per questionnaire is 5. Therefore, any value higher than 5 should prompt further investigation. Adversely the same is procedure can be done for minimum. As shown from table 4, no variable has crossed the limit of 5, this give an indication of lack of error as there are no abnormal numbers in that particular column, as it has been mentioned in previous sections data obtained using Likert scale of 5 points, calculation for each variable is the

average of answers of its items, and therefore no average should exceed 5.00 for any variable for any respondent.

A low standard deviation means that the data points are very closer to mean. It is a measure that quantify how expressing how much data differ from the mean (average). To determine if standard deviation is high or low a formula should be applied. As per (table 5) the standard deviations and their coefficient of variation (standard deviation / mean) falls below 1 in which can be concluded that standard deviation of this dataset is low.

Skewness provides indication of symmetry of the distribution. A skewness that gives indication of normality of given variable would fall between -1 to 1 as per (Pallant, 2013). A skewness above 1 will make the histogram graph leaning toward the left side and skewness below -1 will lean toward the right, in both cases the normality is violated. According to the data obtained the skewness for work life balance measurement is relatively good as all falls within abovementioned range (-1 to 1), and therefore gives an indication of normality, which is checked furthermore in subsequent sections.

Kurtosis provides an indication of how the peak is flat. In an ideal situation with the distribution is perfectly normal, Kurtosis will be 0. Kurtosis that falls between -2 to 2 is deemed to have a normal distribution. The data obtained from respondents shows that kurtosis is nearly normal as it falls within the range and is very close to 0.

#### 4.1.2.2 Workload (*Independent variable*)

Table 6: Descriptive statistics for workload

|    |                                  |             | Statistic | Std. Error |
|----|----------------------------------|-------------|-----------|------------|
| WL | Mean                             |             | 2.8868    | .05029     |
|    | 95% Confidence Interval for Mean | Lower Bound | 2.7878    |            |
|    |                                  | Upper Bound | 2.9858    |            |
|    | 5% Trimmed Mean                  |             | 2.8799    |            |
|    | Median                           |             | 2.8333    |            |
|    | Variance                         |             | .733      |            |
|    | Std. Deviation                   |             | .85644    |            |
|    | Minimum                          |             | 1.00      |            |
|    | Maximum                          |             | 5.00      |            |
|    | Range                            |             | 4.00      |            |
|    | Interquartile Range              |             | 1.00      |            |
|    | Skewness                         |             | .247      | .143       |
|    | Kurtosis                         |             | -.112     | .285       |

According to the above table, minimum and maximum are correct as both do not cross the limits of 1 to 5. The trimmed mean (2.8799) is very close to the mean (2.8868) and this gives an indication of less outliers in the distribution and therefore a better chance of being normal.

As mentioned in previous section, skewness should range between -1 to 1 and kurtosis should be between -2 to 2. Workload falls in both ranges.

There are no abnormal answers as the minimum is 1 and maximum is 5. Therefore, further investigation is not required.

#### 4.1.2.3 Job Engagement (independent variable)

Table 7: Descriptive statistics for Job Engagement

|    |                                  |             | Statistic | Std. Error |
|----|----------------------------------|-------------|-----------|------------|
| JE | Mean                             |             | 3.7400    | .04661     |
|    | 95% Confidence Interval for Mean | Lower Bound | 3.6483    |            |
|    |                                  | Upper Bound | 3.8318    |            |
|    | 5% Trimmed Mean                  |             | 3.7779    |            |
|    | Median                           |             | 3.8333    |            |
|    | Variance                         |             | .636      |            |
|    | Std. Deviation                   |             | .79777    |            |
|    | Minimum                          |             | 1.00      |            |
|    | Maximum                          |             | 5.00      |            |
|    | Range                            |             | 4.00      |            |
|    | Interquartile Range              |             | 1.00      |            |
|    | Skewness                         |             | -.703     | .142       |
|    | Kurtosis                         |             | .761      | .284       |

Minimum and maximum values are not shown to be abnormal. The skewness and kurtosis are within their ranges of normality. Additionally, the mean and trimmed mean are very close to each other giving indication of absence of outlier values.

#### 4.1.2.4 Organizational Support (Independent variable)

Table 8: Descriptive statistics for organizational support

|     |                                  |             | Statistic | Std. Error |
|-----|----------------------------------|-------------|-----------|------------|
| POS | Mean                             |             | 2.9652    | .04122     |
|     | 95% Confidence Interval for Mean | Lower Bound | 2.8840    |            |
|     |                                  | Upper Bound | 3.0463    |            |
|     | 5% Trimmed Mean                  |             | 2.9716    |            |
|     | Median                           |             | 3.0000    |            |
|     | Variance                         |             | .496      |            |
|     | Std. Deviation                   |             | .70442    |            |
|     | Minimum                          |             | 1.00      |            |
|     | Maximum                          |             | 4.83      |            |
|     | Range                            |             | 3.83      |            |
|     | Interquartile Range              |             | 1.00      |            |
|     | Skewness                         |             | -.180     | .143       |
|     | Kurtosis                         |             | .028      | .284       |

As shown in table 8, minimum is within the range and the maximum answer is 4.83, although not 5 as the maximum averages indicates, it is deemed to be correct as it falls within the range of 1 to 5.

Skewness and Kurtosis are indicating a normal distribution as both fall within their respected ranges. The mean and trimmed mean are very close as all other variables.

## 4.2 Inferential statistics

In choosing the appropriate statistical test, a researcher should determine if data are normally distributed or not. Then, two main questions should be asked: 1) How many samples? 2) What is the measurement level? In this study only one sample has been tested. However, in analyzing demographics, this sample is segregated into two or more groups

depending on the demographic factor being analyzed. Demographic variables are measured at nominal and ordinal scale. Organizational variables (Work life balance, workload, job engagement, organizational support) variables are at the ratio measurement level. Given this information, tests is chosen accordingly.

According to (Donald & Pamela, 2014) there are two broad classification of significance test, namely: Parametric and non- Parametric to test the null hypothesis. Parametric tests are more powerful as results are derived from interval and ratio type of data, however, in order for data to be parametric its variables have to pass certain assumptions. If not, non-parametric is used for analysis of data.

#### **4.2.1 Reliability analysis**

The reliability test gives results ranging from 0 to 1. It describes to which extent which items in any given variable measure the same construct, it is used to check if questions are reliable or not (Tavakol & Dennick, 2011). It checks for consistency of the items used to measure the variable. Results of Cronbach Alpha lower than 0.7 are questionable. Reliability test has been conducted at the pilot test stage and is tested again in this section for all the data obtained not just pilot data set.

After conducting the reliability analysis, all items for all variables showed results above 0.7. Covariance analysis is included in (appendix E-2.4). Below are the results.

Table 9: Reliability test results

| Variable name                  | Number of items | Cronbach Alpha score |
|--------------------------------|-----------------|----------------------|
| Work-life balance              | 10              | 0.871                |
| Workload                       | 6               | 0.832                |
| Job Engagement                 | 6               | 0.819                |
| Perceived organization support | 5               | 0.805                |

According to the above table all variables has scored above the minimum required value of alpha, which is 0.7, therefore, all questions for all variables are deemed to be reliable. Generally, the higher Cronbach's Alpha score the higher reliability coefficient, however, all are still above the acceptable level. (Table 9). For full details of items consistency check, please refer to appendix E-2.

### 4.2.3 Parametric assumptions

According to (Pallant, 2013) there are five assumptions that applies to all parametric tests in order to allow the utilization of parametric tests. Additional assumptions are specified for specific technique. The assumptions are presented in this section.

Assumptions for all parametric tests are as following:

- 1) Normality
- 2) Homogeneity of variance
- 3) Linearity
- 4) Independence
- 5) Dependent variable is interval

#### 4.2.3.1 Normality assumption

The normality assumption is important factor in determining what are the tests to be conducted. There are two ways to assess normality, one is by graphical method and the other is by numerical calculation. Both methods are used.

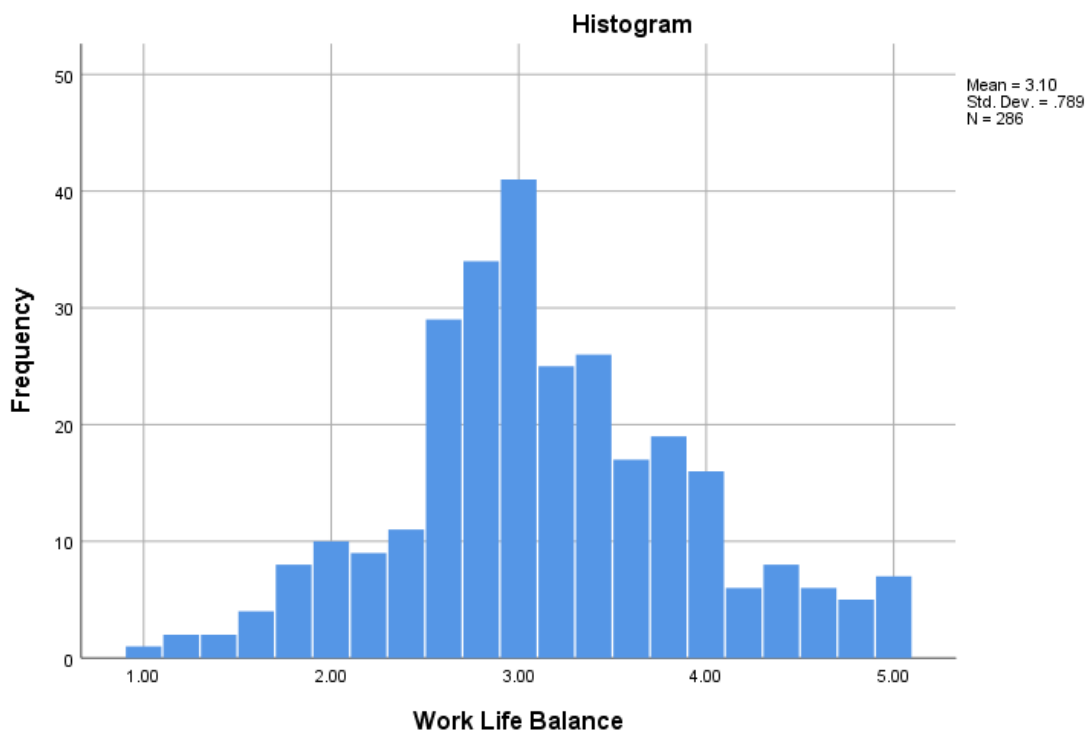


Figure 17: Histogram of the sample

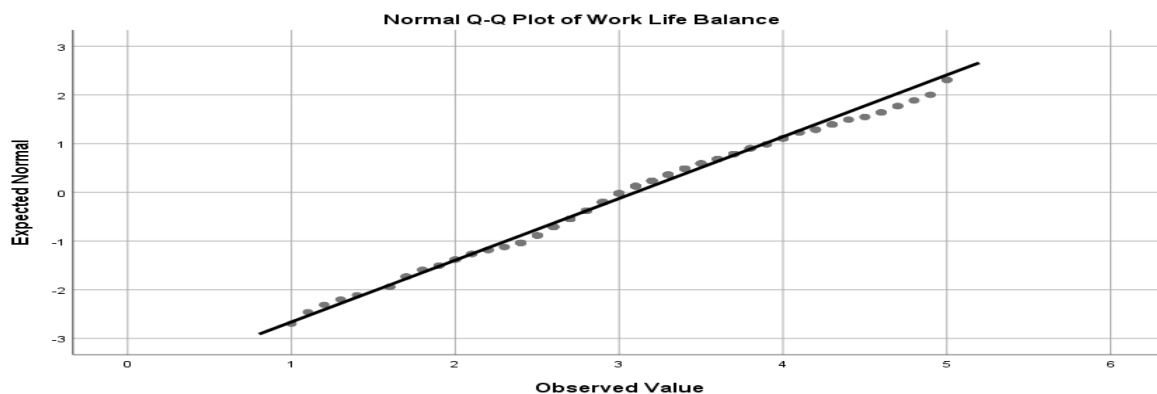


Figure 18: Q-Q plot

As Figure 17 shows the data are normally distributed as they are almost symmetrical with one peak only. Therefore, this gives an evidence

that data are distributed normally. Even after removing outliers the Shapiro Wilk test does not show normality. (Appendix E-5)

Figure 18 also compares the observed values with values expected from normal distribution, as it shows almost all the points of observations fall within narrow band along the straight line.

*Table 10: Normality tests using Shapiro-Wilk test*

|     | Kolmogorov-Smirnova |     |      | Shapiro-Wilk |     |      |
|-----|---------------------|-----|------|--------------|-----|------|
|     | Statistic           | df  | Sig. | Statistic    | df  | Sig. |
| WLB | .080                | 285 | .000 | .986         | 285 | .007 |

a. Lilliefors Significance Correction

*Table 11: normality testing using Skewness and Kurtosis*

|          | Statistic | Std. Error | Statistic/Std Error |
|----------|-----------|------------|---------------------|
| Skewness | 0.187     | .144       | 1.30                |
| Kurtosis | 0.074     | 0.287      | 0.26                |

Skewness is a measure of tendency of diagram toward left or right, or the absence of symmetry. Kurtosis will give measure of sharpness of the peak point or points. Table 11 is another way to check for normality of data through dividing skewness or kurtosis value over its standard error. Result should range between +1.96 and -1.96 to be considered as normal distribution (Rose, Spinks, & Canhoto, 2014). As shown, both do fall within the range of normality.

As per Shapiro Wilk test for normality (table 10), it shows the significance as 0.007 in which is lower than 0.05, therefore data is considered as not normal. This violates the parametric assumptions of normality.

In conclusion most evidence shows normality of data. However, given the Shapiro Wilk results contradicts the normality assumption. In general, the normality assumption for parametric is violated. Therefore, it is safer to use Shapiro results for testing normality; accordingly, the data is considered as non-normal data and non-parametric tests is used.

#### **4.2.3.2 Homogeneity of variance assumption**

This assumes that sample is obtained from population with equal variances. In other words, the variability of scores of each group are similar. To test for homogeneity of variance, a Leven's test is conducted and results above alpha level of 0.05 considered to be homogeneous (H. B. Lee, Katz, & Restori, 2010).

Levens test has been conducted to test homogeneity of variance for all demographic variables and their relation to work life balance. Their results of significance are as follows: gender: 0.479 (insignificant), age: 0.385 (insignificant), marital status: 0.130 (insignificant), number of children: 0.783 (insignificant), nationality: 0.989 (insignificant), educational level: 0.912 (insignificant), years in workforce: 0.385 (insignificant), current position: 0.786 (insignificant). It is noted that all falls above the alpha level of 0.05, and therefore, all groups are homogeneous. For full table of Leven's test results refer to appendix E-4

#### **4.2.3.3 Linearity**

Linearity refers to the assumption of presence of straight-line relationship between the dependent and independent variables. Linearity can be tested in many ways, a plot of residuals (a graph that shows residuals on the vertical axis and the independent variable in the horizontal axis) against predictor variable can be used to test for linearity, in a normally distributed data points the upper half of the plot should be somehow like

the down half of the plot. According to the data shown in figure 19, the data do mirror themselves in the plot on upper and lower sides.

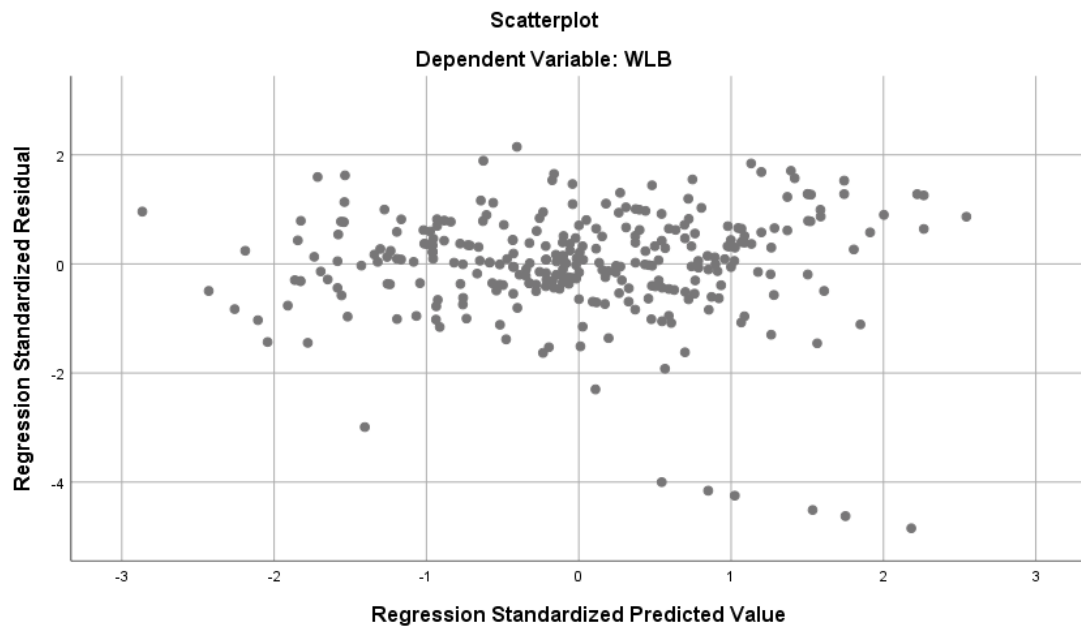


Figure 19: Residuals predicted value

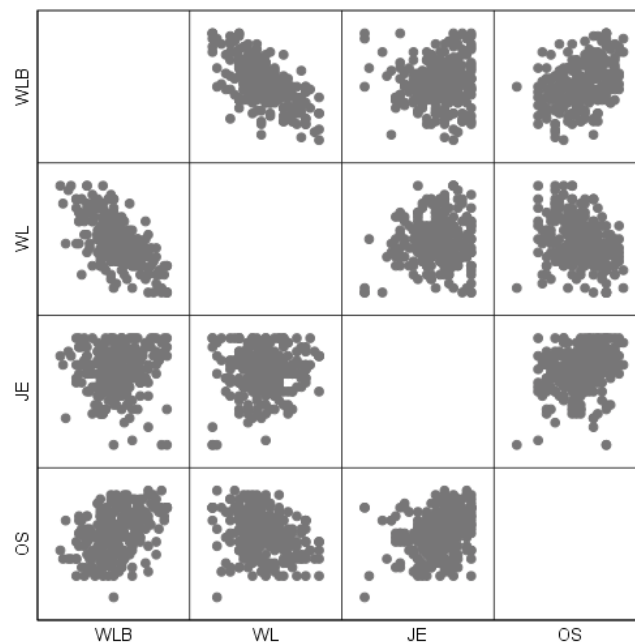


Figure 20: Scatter Plot Matrix

According to the scatter plot matrix, it is appearing that workload has a linear relationship to work life balance, a negative relation as direction is downward. However, this is not the case for the other two independent variables in their relation to work life balance. In conclusion to this assumption, it is appearing that linearity assumption has been violated by the job engagement and perceived organizational support as there is no clear direction of the scatter plot direction of these two variables toward work life balance.

#### ***4.2.3.4 Independence***

Given the way data has been collected, it does not violate the independence assumption as all respondents are independent of each other. In this assumption also, the residuals should not have a specific pattern. In other words, residual points should not follow a certain pattern. According to figure 19, the data are normally distributed as they are all scattered randomly in the plot.

#### ***4.2.3.5 Dependent variable is interval***

This assumption is satisfied as the work life balance variables is calculated based on average of total answers for each respondent of items related to this variable.

#### ***4.2.3.6 The parametric assumptions summary***

In conclusion to the parametric assumptions, it is appearing that parametric assumptions have been violated by the normality test for the dependent variable (work life balance). The linearity assumption is violated by both job engagement and perceived organizational support variables. Given these inputs the non-parametric tests is used for analysis.

## 4.2.4 Inferential statistics of demographics

In this section the demographic characteristics of the respondents are analyzed and its relation to dependent variable (work life balance). For these types of analysis (in which sample is divided into groups), due to data being non-parametric, the non-parametric alternative for the parametric tests are used.

### 4.2.4.1 Gender

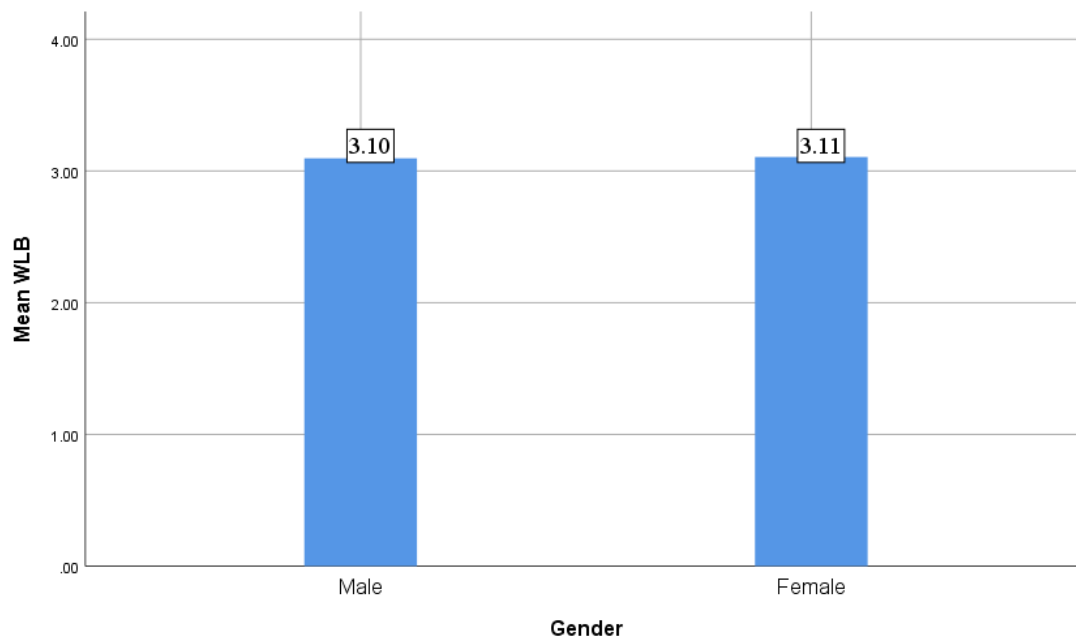


Figure 21: Work Life Balance for Genders

Mann-Whitney U test is usually presented as a non-parametric alternative for independent sample T-test to compare means of two groups, when the data fail to satisfy the assumptions of independent sample T-test. Mann-Whitney U test is not straight forward alternative for independent sample T-test as it has its own assumptions. According to (Beaver & Lehmann, 2006) these assumptions are:

- 1) One dependent variable at the continuous or ordinal level: in this research this assumption has been satisfied being that variable is Work life balance is continuous.

- 2) One independent variable with two groups segregation only: as for gender.
- 3) Independence of observation: All observations are independent of each other in this case given the method used to collect data.
- 4) Distribution shape: the shape of two groups are almost similar as figure 21 shows.

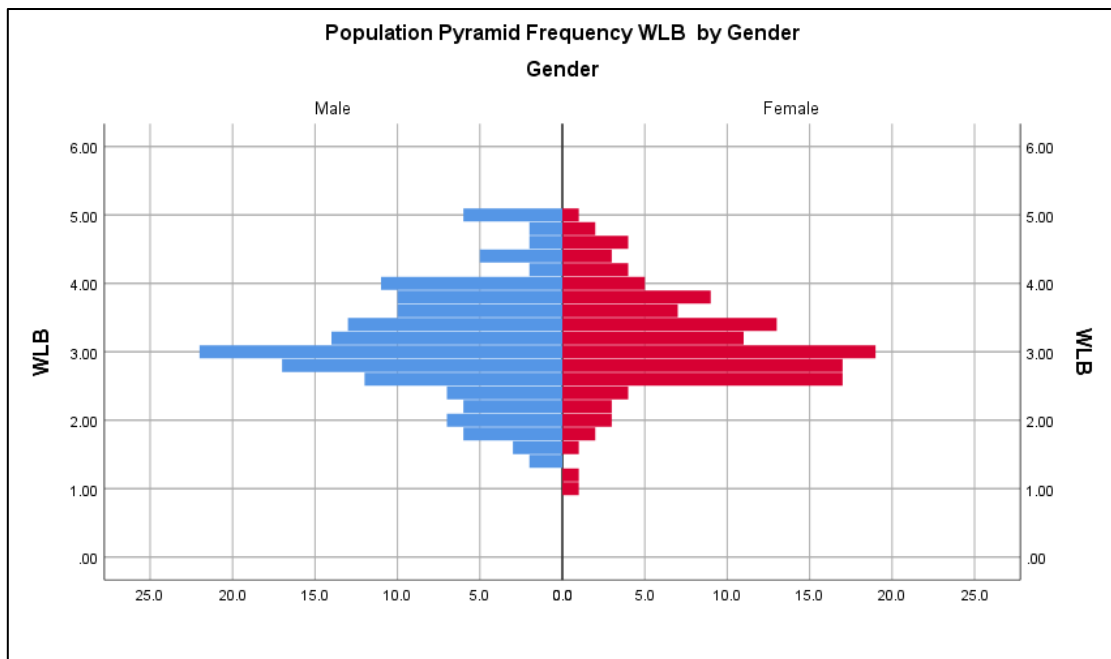


Figure 22: Population Pyramid frequency work life balance by gender

Based on the hypothesis testing, a decision can be made to whether to reject or accept the null hypothesis. The null hypothesis states that no statistical difference between the means of the groups.

Table 12: Rank of means for both genders

|     | Gender | N   | Mean Rank | Sum of Ranks |
|-----|--------|-----|-----------|--------------|
| WLB | Male   | 157 | 141.76    | 22257.00     |
|     | Female | 127 | 143.41    | 18213.00     |
|     | Total  | 284 |           |              |

Table 13: Test statistics of Mann-Whitney Test for both gender

|                        | WLB       |
|------------------------|-----------|
| Mann-Whitney U         | 9854.000  |
| Wilcoxon W             | 22257.000 |
| Z                      | -.168     |
| Asymp. Sig. (2-tailed) | .867      |

a. Grouping Variable: Gender

Table 14: WLB Medians for both gender

| Gender | N   | Median |
|--------|-----|--------|
| Male   | 157 | 3.0000 |
| Female | 127 | 3.0000 |
| Total  | 284 | 3.0000 |

The distribution of work life balance scores is similar as can be noticed from visual inspection from (figure 22). As the result shows, the significance level is 0.867 (table 13) which is much higher than alpha level and therefore, the null hypothesis of distribution of both groups being similar is not be rejected, and the alternative hypothesis is rejected. Accordingly, the mean rank of both groups is similar, as shown in (table 14), both have equal median of 3.00.

#### 4.2.4.2 Age

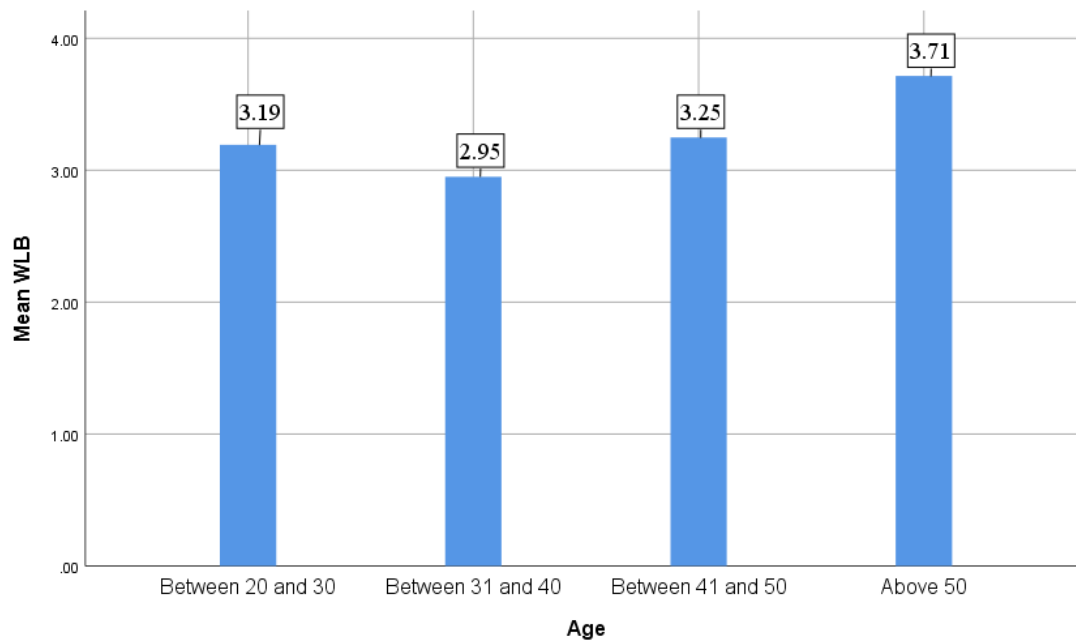


Figure 23: Work Life balance at various age groups

According to (Korabik et al., 2008) , Kruskal-Wallis H test is an alternative to One way ANOVA, the Kruskal-Wallis H test has to pass four assumptions in order to be conducted, assumptions are as below:

- 1) Only one dependent variable is measured at the continuous scale: This assumption has been satisfied being work life balance continuous variable as it was calculated by averaging the total of items for each respondent.
- 2) Only one independent variable consisting of two or more groups: The independent variable is age which consists of four age groups.
- 3) Independence of observation: All observations are independent of each other sin this case given the method used to collect data by survey.

4) Determine if shape of distribution of groups is similar or different. This is shown in (figure 24).

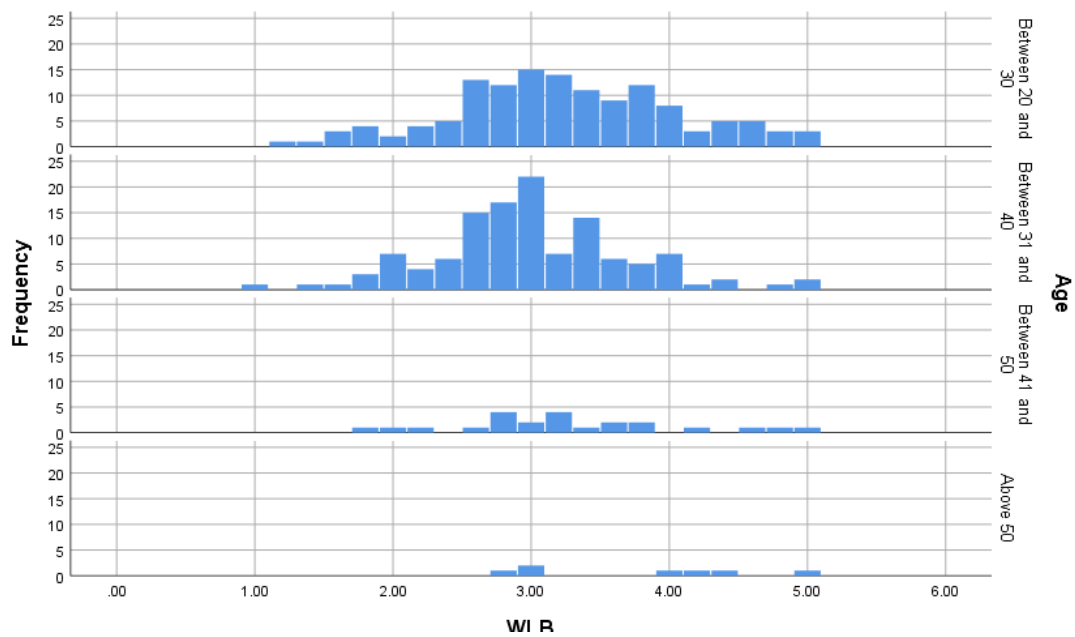


Figure 24: Histogram of age groups for their work life balance

Table 15: Test statistics using Kruskal-Wallis H test

|             |                    |
|-------------|--------------------|
| N           | 285                |
| Median      | 3.0000             |
| Chi-Square  | 9.435 <sup>b</sup> |
| df          | 3                  |
| Asymp. Sig. | .024               |

a. Grouping Variable: Age

b. 2 cells (25.0%) have expected frequencies less than 5. The minimum expected cell frequency is 3.3.

Table 16: WLB Medians at various age groups

| Age               | Median | N   |
|-------------------|--------|-----|
| Between 20 and 30 | 3.1000 | 133 |
| Between 31 and 40 | 2.9000 | 122 |
| Between 41 and 50 | 3.1000 | 23  |
| Above 50          | 4.0000 | 7   |
| Total             | 3.0000 | 285 |

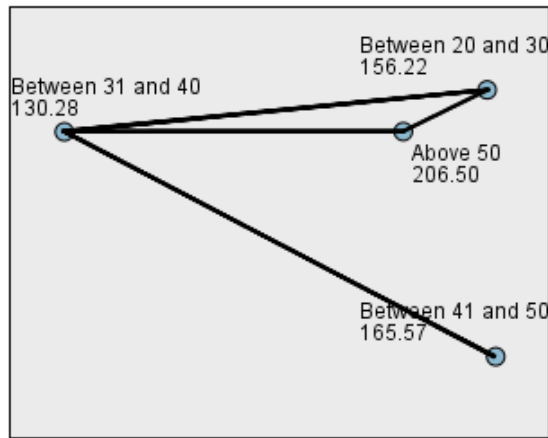
Table 17: Rank of means for various age groups

|     | Age               | N   | Mean Rank |
|-----|-------------------|-----|-----------|
| WLB | Between 20 and 30 | 133 | 152.81    |
|     | Between 31 and 40 | 122 | 126.38    |
|     | Between 41 and 50 | 23  | 157.57    |
|     | Above 50          | 7   | 198.50    |
|     | Total             | 285 |           |

The distribution for the age groups were not similar as it can be shown by visual inspection from the histogram of (figure 24). Additionally, it can be confirmed by the significance level being below 0.05. The highest mean rank is for employees aged above 50 which resulted to be 198.5, the lowest mean ranks are for employees aged between 31 to 40 which resulted to be 126.38. Other groups are in between these two values. This difference between groups is statistically significant as the p-value is  $0.024 < 0.05$  as (table 15) shows. This means that there is a statistically significant differences between the mean ranks of the groups as per (table 15).

Since the Kruskal-Wallis H test has showed a statistical significance between the groups, then it is possible to conduct a post hoc analysis to determine which exactly are the groups that are different.

### Pairwise Comparisons of Age



Each node shows the sample average rank of Age.

| Sample1-Sample2                     | Test Statistic | Std. Error | Std. Test Statistic | Sig. | Adj.Sig. |
|-------------------------------------|----------------|------------|---------------------|------|----------|
| Between 31 and 40-Between 20 and 30 | 25.945         | 10.448     | 2.483               | .013 | .078     |
| Between 31 and 40-Between 41 and 50 | -35.287        | 19.193     | -1.839              | .066 | .396     |
| Between 31 and 40-Above 50          | -76.222        | 32.869     | -2.319              | .020 | .122     |
| Between 20 and 30-Between 41 and 50 | -9.343         | 19.073     | -.490               | .624 | 1.000    |
| Between 20 and 30-Above 50          | -50.277        | 32.799     | -1.533              | .125 | .752     |
| Between 41 and 50-Above 50          | -40.935        | 36.537     | -1.120              | .263 | 1.000    |

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same.

Asymptotic significances (2-sided tests) are displayed. The significance level is .05. Significance values have been adjusted by the Bonferroni correction for multiple tests.

Figure 25: Pairwise comparison of age

As shown in (figure 25), the post hoc analysis could not reveal any statistically significant differences between age groups. Group 1 is referred to as sample 1 in the table, group 2 is referred to as sample 2 in the table. These names retrieved directly from SPSS and cannot be amended. As noted by (“Laerd Statistics,” 2018) that it is possible to have statistical significant Kruskal-Wallis H test with no statistical significant pairwise comparison.

For the remaining demographic factors, all assumptions are satisfied for both Mann-Whitney U test and Kurskal Wallis test, only one assumption is tested for each demographic factor separately, which is assumption number 4 (distribution shape for both groups is similar or different). Although this assumption does not violate conducting the test, it however does make a slight change in result interpretation.

#### **4.2.4.3 Marital status**

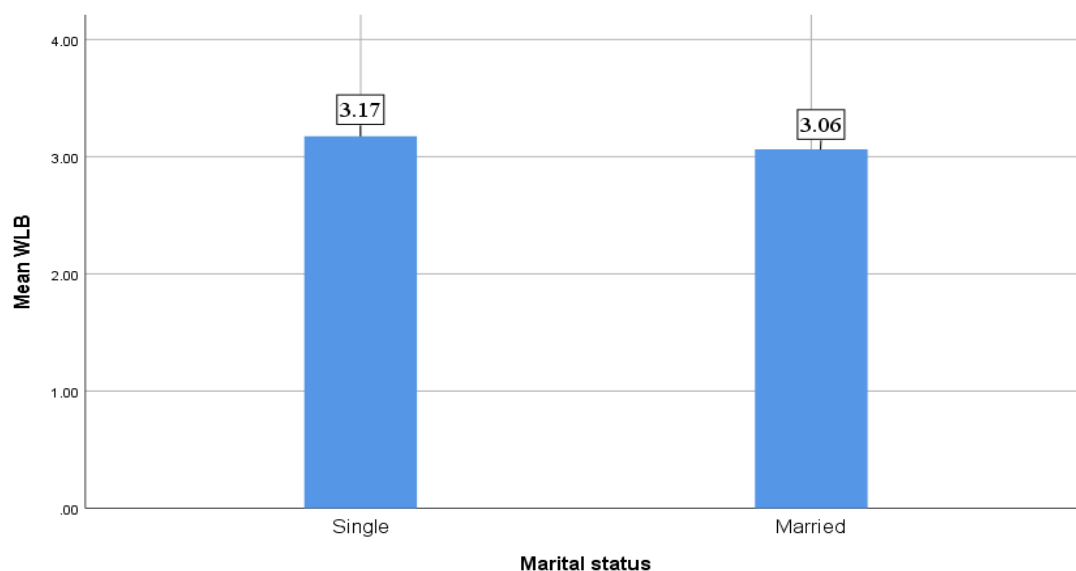


Figure 26: WLB based on marital status

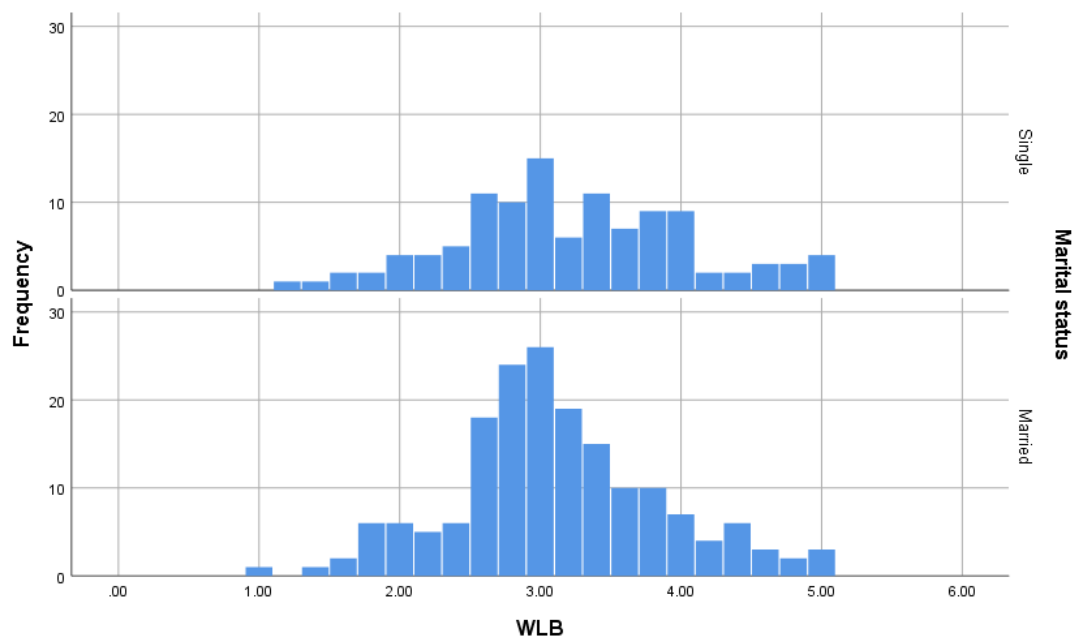


Figure 27: Distribution of work life balance as per marital status

As per the data obtained single people scored slightly higher than married with 3.17/5 for singles and 3.06/5 for married. This is investigated more thoroughly. Since the independent variable has only two groups (single, married) Mann-Whitney U test is used.

Table 18: Ranks of Mann-Whitney Test

|     | Marital status | N   | Mean Rank | Sum of Ranks |
|-----|----------------|-----|-----------|--------------|
| WLB | Single         | 111 | 149.30    | 16572.00     |
|     | Married        | 174 | 138.98    | 24183.00     |
|     | Total          | 285 |           |              |

Table 19: Test statistics of Mann-Whitney Test

|                        |           |
|------------------------|-----------|
| Mann-Whitney U         | 8958.000  |
| Wilcoxon W             | 24183.000 |
| Z                      | -1.031    |
| Asymp. Sig. (2-tailed) | 0.302     |

a. Grouping Variable: Marital status

Table 20: Ranks of means for marital status

| Marital status | N   | Median |
|----------------|-----|--------|
| Single         | 111 | 3.0000 |
| Married        | 174 | 3.0000 |
| Total          | 285 | 3.0000 |

The distribution of both groups (single, married) shows similarity as per (figure 27) and as confirmed by the significance level of 0.302 which point toward the distribution of both groups being similar. Both groups have scored median of 3.00. The significance level is 0.302 in which higher than the alpha level. Therefore, null hypothesis is not rejected and therefore there is no evidence to support difference between rating of genders. The median for both is marital status is equal to 3.00.

#### 4.2.4.4 Number of children

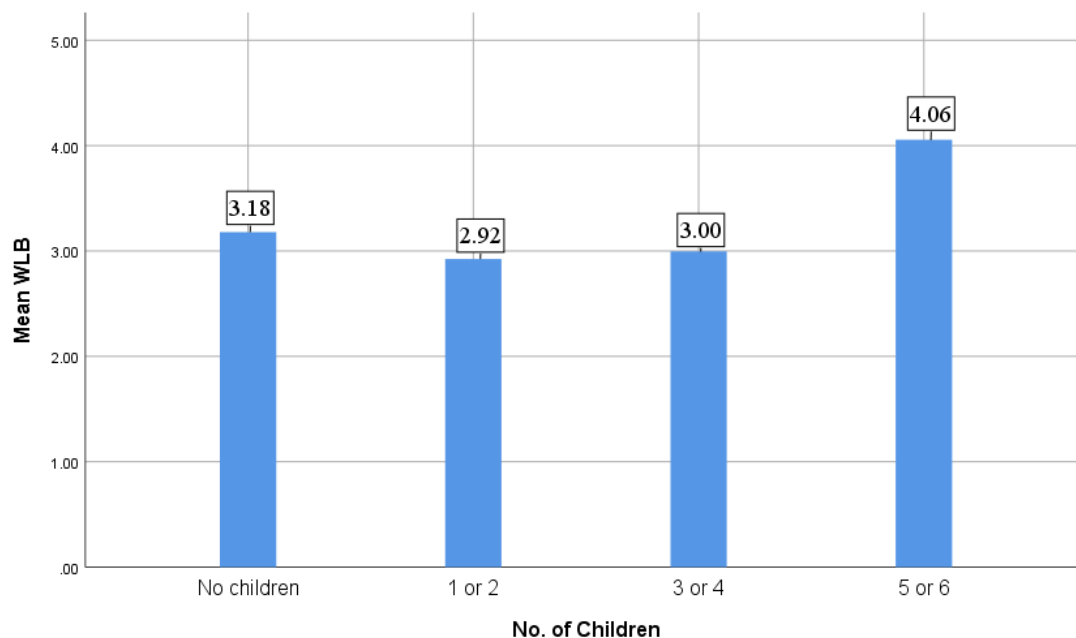


Figure 28: Work life balance at various number of children

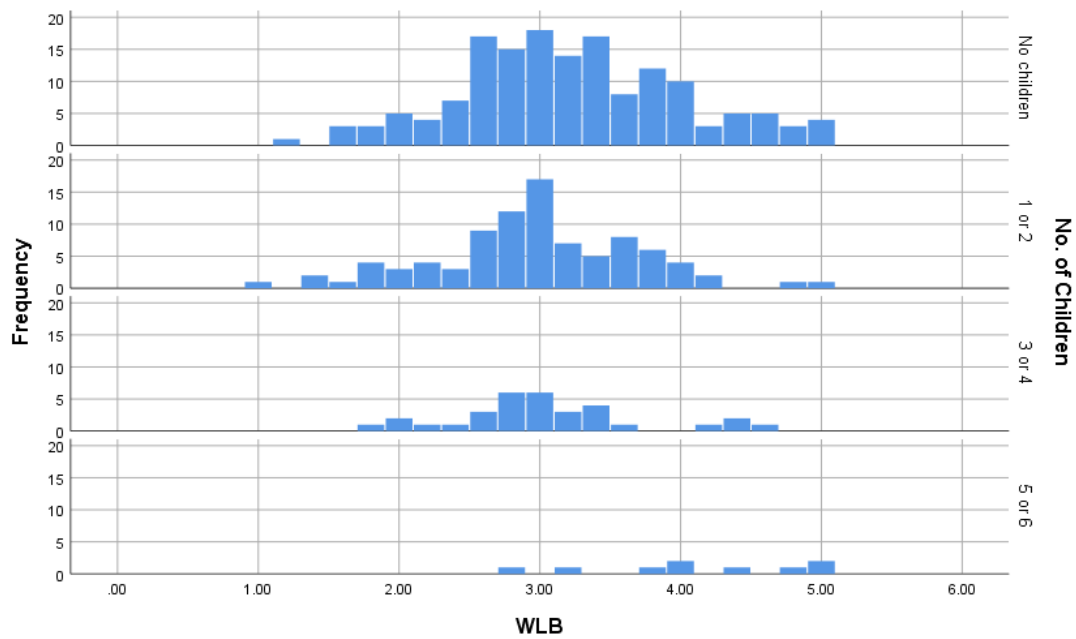


Figure 29: Distribution of work life balance grouped by number of children

The assumptions of Kruskal-Wallis H test have been covered and therefore is used to test the significance of differences of medians for work life balance at various number of children. Single cases have been excluded from this analysis to allow proper analysis.

Table 21: Test statistics using Kruskal-Wallis H test for number of children

|             |         |
|-------------|---------|
| N           | 192     |
| Median      | 3.000   |
| Chi-Square  | 11.556b |
| df          | 3       |
| Asymp. Sig. | 0.009   |

a. Grouping Variable: No. of Children

b. 2 cells (20.0%) have expected frequencies less than 5. The minimum expected cell frequency is 4.2.

Table 22:WLB Medians for all age groups of number of children

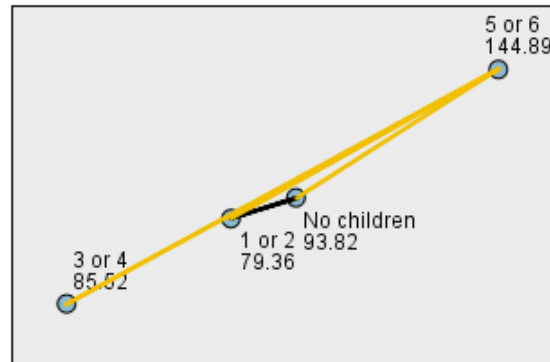
| No.of Children | Median | N   |
|----------------|--------|-----|
| No children    | 3.1000 | 45  |
| 1 or 2         | 2.9000 | 92  |
| 3 or 4         | 2.9500 | 46  |
| 5 or 6         | 4.0000 | 9   |
| Total          | 3.0000 | 192 |

Table 23: Rank of means for number of children

|     | No.of Children | N   | Mean Rank |
|-----|----------------|-----|-----------|
| WLB | No children    | 45  | 23.00     |
|     | 1 or 2         | 92  | 46.50     |
|     | 3 or 4         | 46  | 23.50     |
|     | 5 or 6         | 9   | 5.00      |
|     | Total          | 192 |           |

Visual inspection of (figure 29) does not show similarity of distributions between the groups. The mean ranks differ largely as the mean ranks of employees raising 1 or 2 children is 46.5 while the mean rank of employees raising 5 or 6 children scored 5.00. Since the significance value is 0.009 which is less than the alpha level, it can conclude that there is a significant difference between the outcome among the groups being studied. Also, significance confirm that distribution of groups is not similar. The highest mean rank of work life balance as per (table 23) is for employees raising 1 or 2 children and the lowest are employees raising 5 or 6 children. This can be traced to the reason that employees raising 5 or 6 children have built coping experience to handle more children and balance their work life, while employees raising their first or second child still inexperienced.

### Pairwise Comparisons of No. of Children



Each node shows the sample average rank of No. of Children.

| Sample1-Sample2    | Test Statistic | Std. Error | Std. Test Statistic | Sig. | Adj.Sig. |
|--------------------|----------------|------------|---------------------|------|----------|
| 1 or 2-3 or 4      | -6.161         | 10.477     | -.588               | .557 | 1.000    |
| 1 or 2-No children | 14.463         | 9.255      | 1.563               | .118 | .709     |
| 1 or 2-5 or 6      | -65.533        | 17.589     | -3.726              | .000 | .001     |
| 3 or 4-No children | 8.302          | 11.797     | .704                | .482 | 1.000    |
| 3 or 4-5 or 6      | -59.373        | 19.050     | -3.117              | .002 | .011     |
| No children-5 or 6 | -51.071        | 18.406     | -2.775              | .006 | .033     |

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same. Asymptotic significances (2-sided tests) are displayed. The significance level is .05. Significance values have been adjusted by the Bonferroni correction for multiple tests.

Figure 30: post hoc analysis for number of children

The post hoc analysis has revealed that difference of mean ranks has appeared between the of 5 or 6 children group with the following groups: no children group with  $p = 0.033$ , 1 or 2 children with  $p = 0.001$ , 3 or 4 children group with  $p = 0.011$ . It is worthwhile noting that group 1 is referred to as sample 1 in the table, group 2 is referred as sample 2. These names retrieved directly from SPSS and cannot be amended

#### 4.2.4.5 Nationality

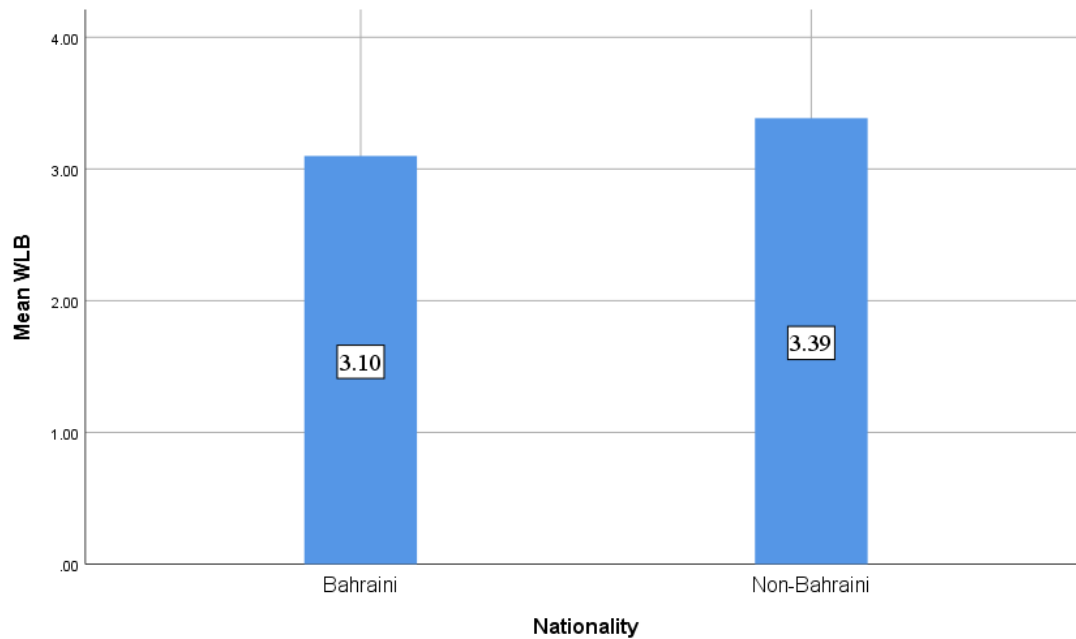


Figure 31: Work Life balance based on nationality

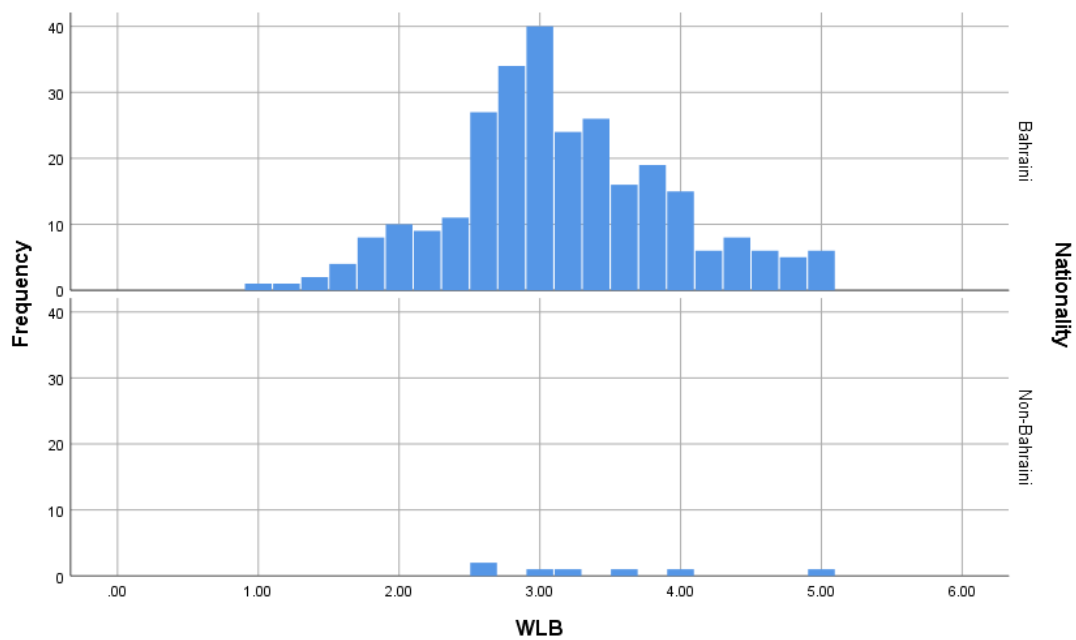


Figure 32: Distribution of work life balance grouped by nationality

Table 24: Ranks of Mann-Whitney Test of nationality

|     | Nationality  | N   | Mean Rank | Sum of Ranks |
|-----|--------------|-----|-----------|--------------|
| WLB | Bahraini     | 278 | 142.45    | 39601.50     |
|     | Non-Bahraini | 7   | 164.79    | 1153.50      |
|     | Total        | 285 |           |              |

Table 25: Test statistics of Mann-Whitney Test of nationality

|                                   |           |
|-----------------------------------|-----------|
| Mann-Whitney U                    | 820.500   |
| Wilcoxon W                        | 39601.500 |
| Z                                 | -.709     |
| Asymp. Sig. (2-tailed)            | .478      |
| a. Grouping Variable: Nationality |           |

Table 26: Medians for nationality

| Nationality  | Median | N   |
|--------------|--------|-----|
| Bahraini     | 3.000  | 278 |
| Non-Bahraini | 3.100  | 7   |
| Total        | 3.0000 | 285 |

The significance level shows a significance level of 0.478, therefore the null hypothesis is not rejected as no evidence to support difference between rating of work life balance of Bahraini and non-Bahraini. As it can be noticed by visual inspection from (figure 32) that the distributions for both groups are not similar. The mean rank of work life balance scores for Bahraini are 142.45 and for non-Bahraini 164.79. This difference is not significant.

#### 4.2.4.5 Educational level

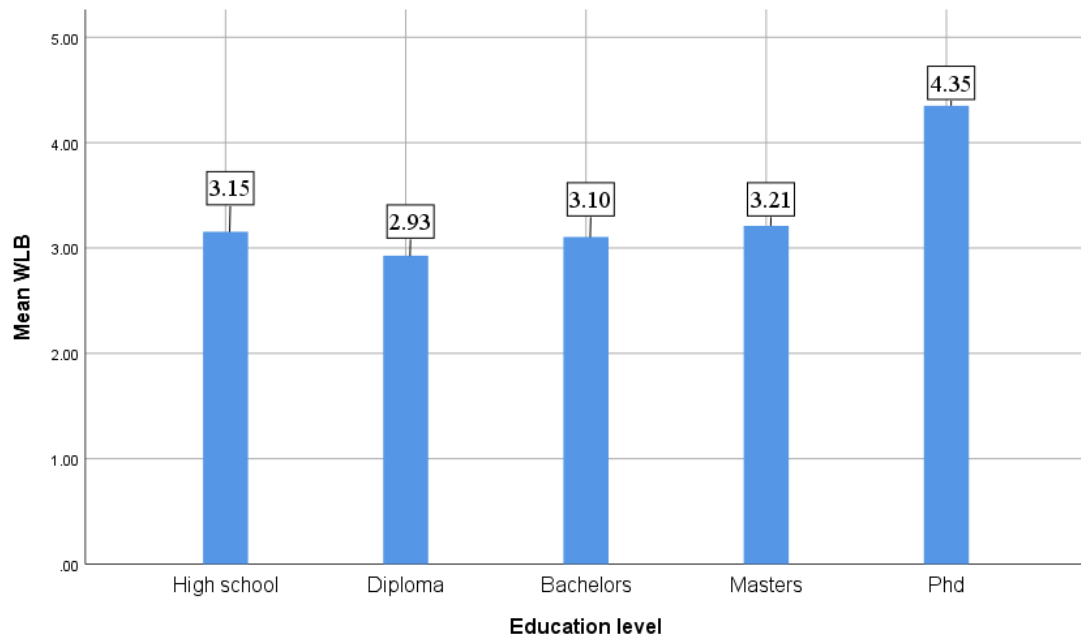


Figure 33: Work-life balance among various educational levels

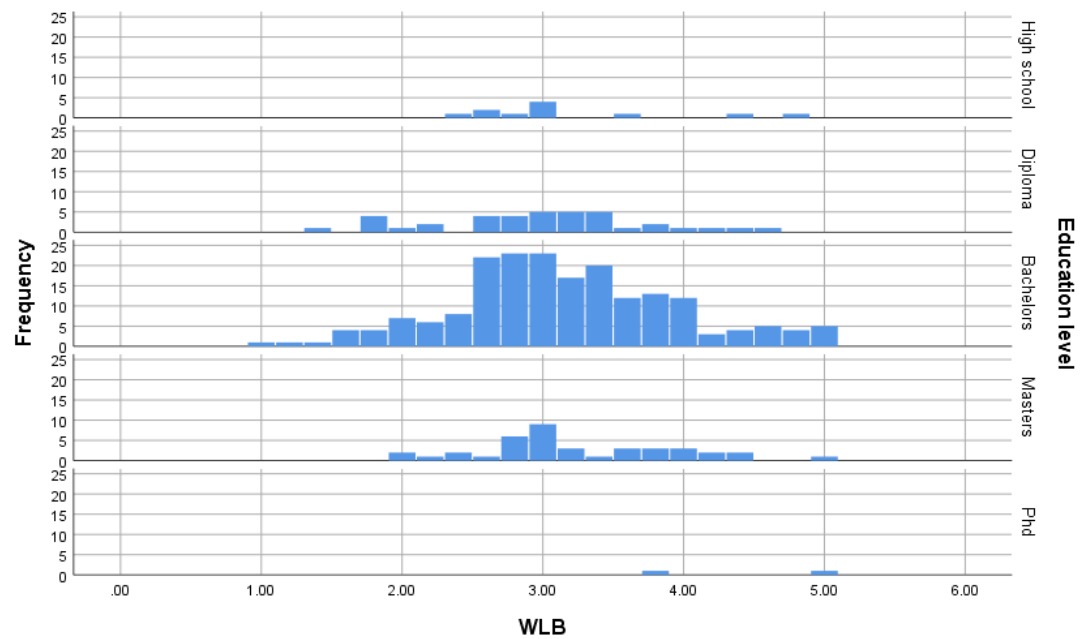


Figure 34: distribution of work life balance grouped by educational level

Table 27: Test statistics using Kruskal-Wallis H test for educational level

|             |                    |
|-------------|--------------------|
| N           | 285                |
| Median      | 3.0000             |
| Chi-Square  | 4.275 <sup>b</sup> |
| df          | 4                  |
| Asymp. Sig. | .370               |

a. Grouping Variable: Education level

b. 2 cells (20.0%) have expected frequencies less than 5. The minimum expected cell frequency is .9.

Table 28: Medians for educational level

| Education level | N   | Median |
|-----------------|-----|--------|
| High school     | 11  | 3.0000 |
| Diploma         | 38  | 2.9500 |
| Bachelors       | 195 | 3.0000 |
| Masters         | 39  | 3.0000 |
| PhD             | 2   | 4.3500 |
| Total           | 285 | 3.0000 |

Table 29: Rank of means of educational level

|     | Education level | N   | Mean Rank |
|-----|-----------------|-----|-----------|
| WLB | High school     | 11  | 140.86    |
|     | Diploma         | 38  | 128.55    |
|     | Bachelors       | 195 | 142.57    |
|     | Masters         | 39  | 154.18    |
|     | PhD             | 2   | 253.50    |
|     | Total           | 285 |           |

The significance value is 0.370 which is more than the alpha level, therefore it can be concluded that there is no significant difference between the outcome among educational levels groups. The highest score of mean

rank among PhD degree holders and lowest is among diploma degree holders. The null hypothesis is rejected.

#### 4.2.4.6 Years of experience

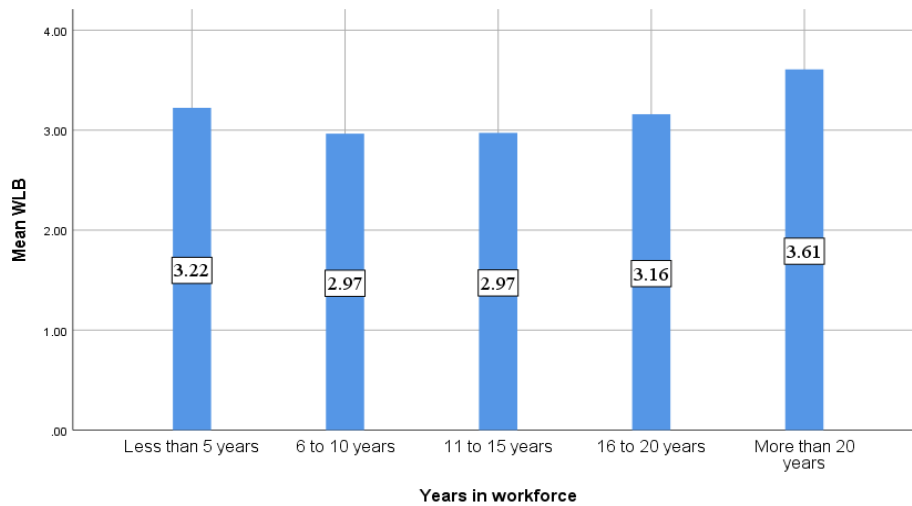


Figure 35: Work Life balance at various years of experience groups

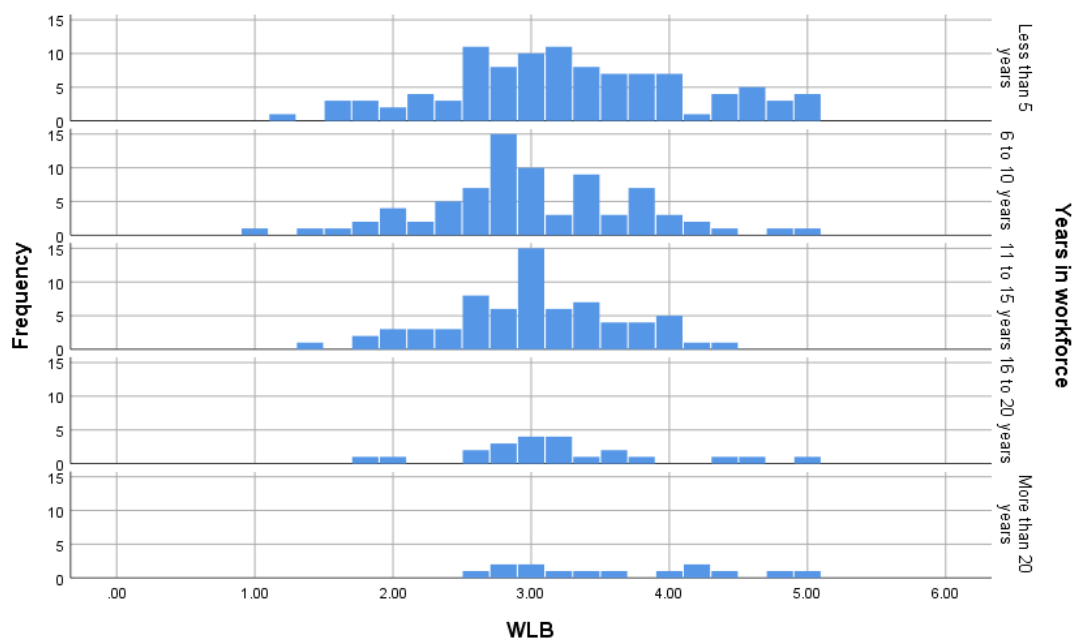


Figure 36: distribution of work life balance grouped by years of experience

Table 30: Test statistics using Kruskal-Wallis H test for various years of experience groups

|             |                    |
|-------------|--------------------|
| N           | 285                |
| Median      | 3.0000             |
| Chi-Square  | 8.392 <sup>b</sup> |
| df          | 4                  |
| Asymp. Sig. | .078               |

a. Grouping Variable: Years in workforce

b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 6.6.

Table 31: Medians for years of experience groups

| Years in workforce | N   | Median |
|--------------------|-----|--------|
| Less than 5 years  | 102 | 3.1000 |
| 6 to 10 years      | 78  | 2.9000 |
| 11 to 15 years     | 69  | 3.0000 |
| 16 to 20 years     | 22  | 3.0500 |
| More than 20 years | 14  | 3.5000 |
| Total              | 285 | 3.0000 |

Table 32: Mean ranks for years in workforce groups

|     | Years in workforce | N   | Mean Rank |
|-----|--------------------|-----|-----------|
| WLB | Less than 5 years  | 102 | 154.33    |
|     | 6 to 10 years      | 78  | 128.16    |
|     | 11 to 15 years     | 69  | 131.86    |
|     | 16 to 20 years     | 22  | 147.68    |
|     | More than 20 years | 14  | 190.71    |
|     | Total              | 285 |           |

The significance level has been calculated to be 0.078 according to (table 30), in which is higher than the alpha level of 0.05, based on above results there is no significant difference between the outcomes among groups. The highest mean rank is for employees who worked for more than

20 years and the lowest mean rank is for employees who worked for 6 to 10 years.

### 4.2.4.7 Current position

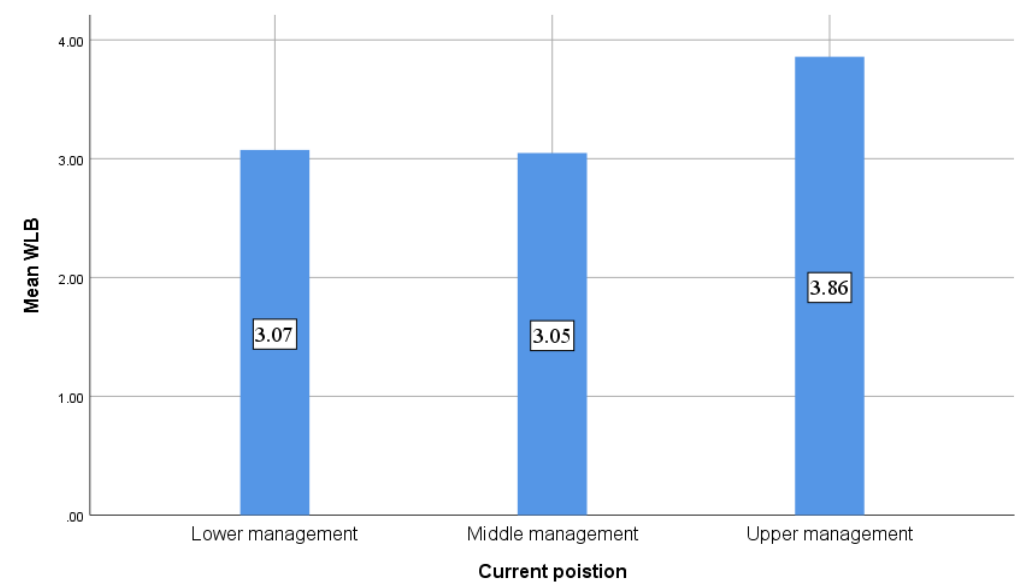


Figure 37: Work Life balance at various organizational positions

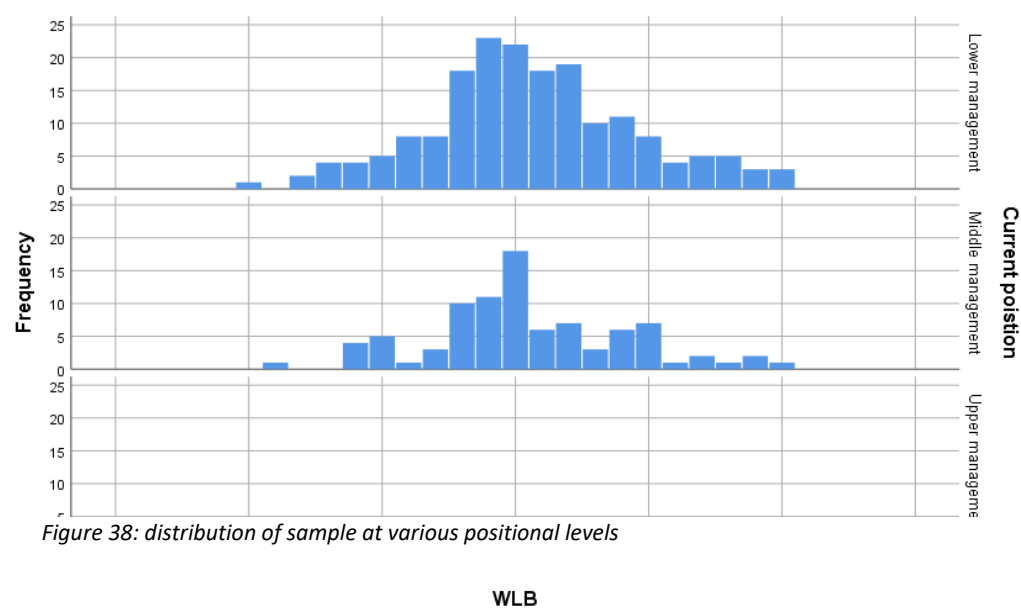


Figure 38: distribution of sample at various positional levels

33: Test statistics using Kruskal-Wallis H test for various organizational positions

Table

|   |     |
|---|-----|
| N | 282 |
|---|-----|

|             |                     |
|-------------|---------------------|
| Median      | 3.0000              |
| Chi-Square  | 11.156 <sup>b</sup> |
| df          | 2                   |
| Asymp. Sig. | .004                |

a. Grouping Variable: Current position

b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 5.7.

Table 34: Medians for various organizational positions

| Current position  | N   | Median |
|-------------------|-----|--------|
| Lower management  | 181 | 3.0000 |
| Middle management | 89  | 2.9000 |
| Upper management  | 12  | 3.6500 |
| Total             | 282 | 3.0000 |

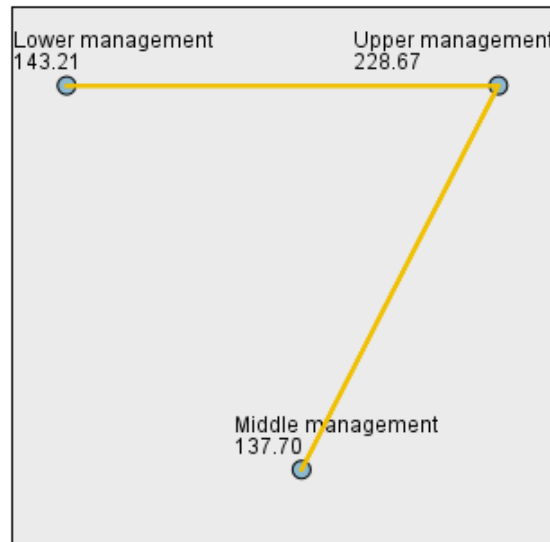
Table 35: Means rank for organizational position level groups

|     | Current position  | N   | Mean Rank |
|-----|-------------------|-----|-----------|
| WLB | Lower management  | 181 | 139.27    |
|     | Middle management | 89  | 135.23    |
|     | Upper management  | 12  | 221.67    |
|     | Total             | 282 |           |

The significance value is 0.004 which is much less than the alpha level, therefore, it is concluded that there is a significant difference between the mean ranks among groups. The distribution among groups are similar as the p-value is below 0.05. the highest mean rank of work life balance is for the upper management (221.67) while the lowest mean rank is for middle management (135.23). these differences are significant as the p-value is below 0.05.

Since the significance level is 0.004, this allows a post hoc analysis to be conducted as below

#### Pairwise Comparisons of Current poistion



Each node shows the sample average rank of Current position.

| Sample1-Sample2                    | Test Statistic | Std. Error | Std. Test Statistic | Sig. | Adj.Sig. |
|------------------------------------|----------------|------------|---------------------|------|----------|
| Middle management-Lower management | 5.510          | 10.651     | .517                | .605 | 1.000    |
| Middle management-Upper management | -90.971        | 25.624     | -3.550              | .000 | .001     |
| Lower management-Upper management  | -85.461        | 24.870     | -3.436              | .001 | .002     |

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same.

Asymptotic significances (2-sided tests) are displayed. The significance level is .05. Significance values have been adjusted by the Bonferroni correction for multiple tests.

Figure 39: post hoc analysis of current positions

The post hoc analysis reveals a significance differences between upper management and the following groups: lower management with  $p = 0.002$ , middle management with  $p = 0.001$ . However, middle management and lower management did not show any statistical significance as per (figure 39).

#### 4.2.4.8 Summary

Table 36: Summary of demographics tests results

| <b>Demographic</b>         | <b>Sig</b> | <b>Null hypothesis of groups distributions being similar</b> | <b>Is there difference between groups in WLB</b> |
|----------------------------|------------|--------------------------------------------------------------|--------------------------------------------------|
| <b>Gender</b>              | 0.867      | Reject                                                       | No                                               |
| <b>Age</b>                 | 0.024      | Do not reject                                                | Yes                                              |
| <b>Marital status</b>      | 0.302      | Reject                                                       | No                                               |
| <b>Number of children</b>  | 0.006      | Do not reject                                                | Yes                                              |
| <b>Nationality</b>         | 0.478      | Reject                                                       | No                                               |
| <b>Educational level</b>   | 0.370      | Reject                                                       | No                                               |
| <b>Years of experience</b> | 0.078      | Reject                                                       | No                                               |
| <b>Current position</b>    | 0.004      | Do not reject                                                | Yes                                              |

#### 4.2.5 Inferential statistics of Organizational variables

In this section, each independent variable is correlated to dependent variable in a summary table (table 36) for all results. Paerson coefficient is used for when the data is parametric. However, due to data being non-parametric Spearman rho Correlation is used. All the figures for work life balance, workload, job engagement and perceived organizational support has been calculated from averaging the items for each respondent for each

of abovementioned variable. These results range from 0 to 5 as 5 points Likert scale that has been used for all the items.

Below are Spearman rho correlation assumptions:

- 1) Two continuous data: This assumption is satisfied as all the variables being tested are continuous (Work life balance, Workload, Job engagement, Organizational Support).
- 2) Variables represent two paired observations: each of the two variables being correlated represent answers of the same respondent.

The correlation table is a matrix table that shows the strength of relationship between the variables, this is labeled as a correlation coefficient. It will range from -1 to 1, the closer the number to these extremes, the higher the strength between the variables. Also, the significance table should be taken into consideration when interpreting the correlations table, a significance value below 0.05 indicates that this correlation did not happen by mere chance of probability sampling

Table 37: Spearman Correlation

| Correlations   |     |                         |         |         |        |         |
|----------------|-----|-------------------------|---------|---------|--------|---------|
|                |     |                         | WLB     | WL      | JE     | POS     |
| Spearman's rho | WLB | Correlation Coefficient | 1.000   | -.596** | .089   | .377**  |
|                |     | Sig. (1-tailed)         | .       | .000    | .066   | .000    |
|                |     | N                       | 286     | 286     | 286    | 285     |
|                | WL  | Correlation Coefficient | -.596** | 1.000   | -.012  | -.348** |
|                |     | Sig. (1-tailed)         | .000    | .       | .422   | .000    |
|                |     | N                       | 286     | 290     | 290    | 289     |
|                | JE  | Correlation Coefficient | .089    | -.012   | 1.000  | .285**  |
|                |     | Sig. (1-tailed)         | .066    | .422    | .      | .000    |
|                |     | N                       | 286     | 290     | 293    | 292     |
|                | POS | Correlation Coefficient | .377**  | -.348** | .285** | 1.000   |
|                |     | Sig. (1-tailed)         | .000    | .000    | .000   | .       |
|                |     | N                       | 285     | 289     | 292    | 292     |

\*\* . Correlation is significant at the 0.01 level (1-tailed).

#### 4.2.2.1 Workload

H02: Workload has no significant negative relationship on work-life balance

H2: Workload has a significant negative relationship on work-life balance

(Table 37) shows that work life balance and workload correlation have p-value of around 0.000, which is less than the alpha level of 0.05, this means there is a significant relationship. Therefore, H null hypothesis is rejected and H2 is accepted. Also, it can be seen that the correlation coefficient falls around the range of 0.5 and therefore this relationship is deemed to be moderate. With a correlation of -0.596, increase in workload will lead to decrease in work life balance.

Results obtained are in accordance to some studies such as (Muthukumar et al., 2014) in which author recommended that strategies to help increase work life balance of employees through decreasing level of workload.

#### **4.2.2.2 Job Engagement**

H03: Job engagement has no significant positive relationship on work-life balance

H3: Job engagement has a significant positive relationship on work-life balance

(Table 37) indicates the p-value of correlation between work life balance and job engagement is 0.066, this is higher than alpha level of 0.05. 0.066 indicates a job engagement has no significant relationship to work life balance, therefore H null is accepted and H3 is rejected.

This result is in accordance with studies such as (Kort, 2016) in which his study stated that job engagement has minimal and little evidence that people with high work life balance are experiencing high job engagement.

#### **4.2.2.3 Perceived organization support**

H04: Perceived organization support has no significant positive relationship on work-life balance

H4: Perceived organization support has a significant positive relationship on work-life balance

(Table 37) shows p-value of correlation between work life balance and perceived organizational support is 0.000, which is less than a alpha level of 0.05, this means that there is a significant relationship between the

two variables. Therefore, H null is rejected and H4 is accepted. Also, result from the table shows Pearson coefficient of 0.285 and therefore it is deemed to be almost moderate. According to these results an increase in perceived organizational support will lead to increase in work life balance.

These results are in accordance with many studies such as (Perry-Smith & Blum, 2000) in which demonstrated perceived organization support does have a significant effect on work life balance.

Given results as per (table 37), the highest correlation between independent variables occurred between perceived organizational support and workload at -0.348. this value is considered to be acceptable and does not call for multicollinearity issue (Akinwande et al., 2015) , however, collinearity diagnostics are carried on to confirm the absence of multicollinearity error.

*Table 38: Collinearity statistics*

| Model                          | Collinearity Statistics |       |
|--------------------------------|-------------------------|-------|
|                                | Tolerance               | VIF   |
| Workload                       | .879                    | 1.138 |
| Job Engagement                 | .936                    | 1.068 |
| Perceived organization support | .829                    | 1.207 |

As per (table 38), the workload has scored variance inflation factor of 1.138, job engagement 1.068, and perceived organizational support scored 1.207 and all these variables are below 5 which confirm the absence of multicollinearity error according to (Midi, Sarkar, & Rana, 2013).

#### **4.2.2.4 Summary**

Below is the summary of results of this section:

Table 39: summary of correlation results

| Variable                         | Significance | Correlation coefficient | Is the effect significant? |
|----------------------------------|--------------|-------------------------|----------------------------|
| Workload                         | 0.000        | -0.596                  | Yes                        |
| Job engagement                   | 0.066        | 0.089                   | No                         |
| Perceived organizational support | 0.000        | 0.377                   | Yes                        |

## 4.3 New insights

In this section the data collected are segregated at various levels. Analysis are conducted toward all variables and between each variable. This section presents useful insights at which connections found and explored.

### 4.3.1 Current position by gender

Table 40: Mean ranks for each gender at each organizational position

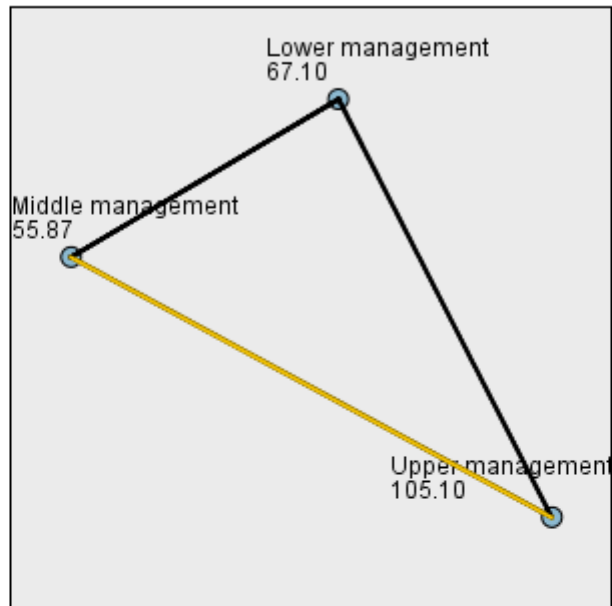
| Gender |     | Current position  | N   | Mean Rank |
|--------|-----|-------------------|-----|-----------|
| Male   | WLB | Lower management  | 115 | 84.78     |
|        |     | Middle management | 51  | 85.83     |
|        |     | Upper management  | 7   | 132.00    |
|        |     | Total             | 173 |           |
| Female | WLB | Lower management  | 83  | 67.10     |
|        |     | Middle management | 41  | 55.87     |
|        |     | Upper management  | 5   | 105.10    |
|        |     | Total             | 129 |           |

Table 41: Significance for each gender at each organizational position

| Gender                                 |                  | WLB         | WL    | JE    | POS   |
|----------------------------------------|------------------|-------------|-------|-------|-------|
| Male                                   | Kruskal-Wallis H | 5.915       | 1.749 | 1.232 | 4.989 |
|                                        | df               | 2           | 2     | 2     | 2     |
|                                        | Asymp. Sig.      | .052        | .417  | .540  | .083  |
| Female                                 | Kruskal-Wallis H | 8.485       | .245  | .387  | 4.361 |
|                                        | df               | 2           | 2     | 2     | 2     |
|                                        | Asymp. Sig.      | <b>.014</b> | .885  | .824  | .113  |
| a. Kruskal Wallis Test                 |                  |             |       |       |       |
| b. Grouping Variable: Current position |                  |             |       |       |       |

Sample data has been segregated at the genders level. Then analysis has been made at organizational position toward dependent and independent variables to explore any connections. From the above table, it shows that there is a significant mean rank difference of work life balance for females at various working positions, as shown in the table the p-value is 0.014. the work life balance mean rank of females at lower management level is 67.10, middle management 55.87, and upper management 105.10. However, this is not the case for male group as there was no significant difference between the organizational position groups. A post hoc test for females groups reveals that the mean rank difference occurred between the middle and upper management organizational groups but not other organizational positions.

### Pairwise Comparisons of Current position



Each node shows the sample average rank of Current position.

| Sample1-Sample2                    | Test Statistic | Std. Error | Std. Test Statistic | Sig. | Adj.Sig. |
|------------------------------------|----------------|------------|---------------------|------|----------|
| Middle management-Lower management | 11.231         | 7.126      | 1.576               | .115 | .345     |
| Middle management-Upper management | -49.234        | 17.684     | -2.784              | .005 | .016     |
| Lower management-Upper management  | -38.004        | 17.191     | -2.211              | .027 | .081     |

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same.

Asymptotic significances (2-sided tests) are displayed. The significance level is .05.

Significance values have been adjusted by the Bonferroni correction for multiple tests.

Figure 40: Pairwise comparison for females at each organizational position

From the above table, it shows that there is a significant mean rank difference in work life balance for females at various working positions, as shown in the table the p-value is 0.014. the mean rank of females at lower management level is 67.10, middle management 55.87, and upper management 105.10. However, this is not the case for males as there was no significant difference between the organizational position groups. A pot

hoc test for females' group reveals that the mean rank difference occurred between the middle and upper management organizational groups only but not others.

### 4.3.1 Age groups at current positions

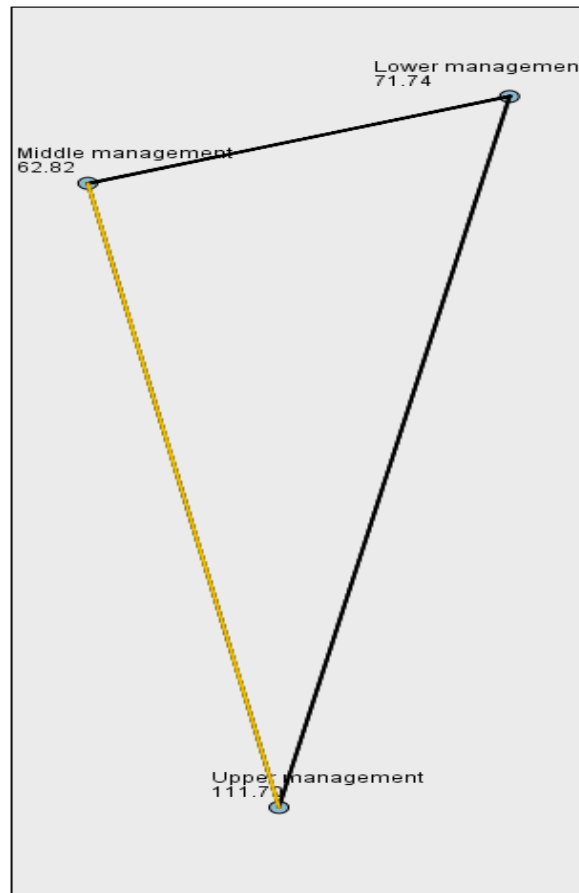
Table 42: Mean ranks for each age group at each organizational position

| Age               |     | Current position  | N   | Mean Rank |
|-------------------|-----|-------------------|-----|-----------|
| Between 20 and 30 | WLB | Lower management  | 108 | 67.52     |
|                   |     | Middle management | 25  | 66.44     |
|                   |     | Upper management  | 1   | 91.50     |
|                   |     | Total             | 134 |           |
| Between 31 and 40 | WLB | Lower management  | 76  | 71.74     |
|                   |     | Middle management | 57  | 62.82     |
|                   |     | Upper management  | 5   | 111.70    |
|                   |     | Total             | 138 |           |
| Between 41 and 50 | WLB | Lower management  | 13  | 9.50      |
|                   |     | Middle management | 8   | 14.06     |
|                   |     | Upper management  | 2   | 20.00     |
|                   |     | Total             | 23  |           |
| Above 50          | WLB | Lower management  | 1   | 1.00      |
|                   |     | Middle management | 2   | 4.50      |
|                   |     | Upper management  | 4   | 4.50      |
|                   |     | Total             | 7   |           |

Table 43: Significance for each age group at each organizational position

| Age                                    |                  | WLB          | WL    | JE    | POS   |
|----------------------------------------|------------------|--------------|-------|-------|-------|
| Between 20 and 30                      | Kruskal-Wallis H | .401         | 5.029 | 2.793 | 1.703 |
|                                        | df               | 2            | 2     | 2     | 2     |
|                                        | Asymp. Sig.      | .818         | .081  | .247  | .427  |
| Between 31 and 40                      | Kruskal-Wallis H | <b>7.422</b> | 1.376 | 3.944 | 5.457 |
|                                        | df               | <b>2</b>     | 2     | 2     | 2     |
|                                        | Asymp. Sig.      | <b>.024</b>  | .503  | .139  | .065  |
| Between 41 and 50                      | Kruskal-Wallis H | 5.323        | .776  | .011  | 5.051 |
|                                        | df               | 2            | 2     | 2     | 2     |
|                                        | Asymp. Sig.      | .070         | .678  | .995  | .080  |
| Above 50                               | Kruskal-Wallis H | 2.250        | .286  | 2.359 | 1.338 |
|                                        | df               | 2            | 2     | 2     | 2     |
|                                        | Asymp. Sig.      | .325         | .867  | .307  | .512  |
| a. Kruskal Wallis Test                 |                  |              |       |       |       |
| b. Grouping Variable: Current position |                  |              |       |       |       |

#### Pairwise Comparisons of Current position



Each node shows the sample average rank of Current position.

| Sample1-Sample2                    | Test Statistic | Std. Error | Std. Test Statistic | Sig. | Adj. Sig. |
|------------------------------------|----------------|------------|---------------------|------|-----------|
| Middle management-Lower management | 8.921          | 6.996      | 1.275               | .202 | .607      |
| Middle management-Upper management | -48.884        | 18.622     | -2.625              | .009 | .026      |
| Lower management-Upper management  | -39.963        | 18.433     | -2.168              | .030 | .090      |

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same. Asymptotic significances (2-sided tests) are displayed. The significance level is .05. Significance values have been adjusted by the Bonferroni correction for multiple tests.

Figure 41: Pairwise comparison for age group between 31 and 40 at all organizational levels

The sample data has been grouped by age groups presented in the questionnaire. The analysis has been conducted to reveal any connection between various organizational position toward the variables (work life balance, workload, job engagement, perceived organizational support). As shown in the above table, the only age group that showed a work life balance mean rank difference at various organizational positions is the age groups between 31 and 40 years. Other age groups did not show any mean

differences as their p-values are 0.818, 0.070 and 0.325 respectively. Running a post hoc test for the age group of 31 to 40 reveals that the difference occurred between the middle and upper management only.

### 4.3.3 Marital status and position

Table 44: Mean ranks for each marital status at all organizational positions

| Marital status |     | Current position  | N   | Mean Rank |
|----------------|-----|-------------------|-----|-----------|
| Single         | POS | Lower management  | 80  | 55.16     |
|                |     | Middle management | 30  | 56.95     |
|                |     | Upper management  | 1   | 95.00     |
|                |     | Total             | 111 |           |
| Married        | POS | Lower management  | 105 | 81.14     |
|                |     | Middle management | 62  | 96.98     |
|                |     | Upper management  | 11  | 127.09    |
|                |     | Total             | 178 |           |

Table 45: Significance for each marital status at all organizational positions

| Marital status                         |                  | POS   |
|----------------------------------------|------------------|-------|
| Single                                 | Kruskal-Wallis H | 1.556 |
|                                        | df               | 2     |
|                                        | Asymp. Sig.      | .459  |
| Married                                | Kruskal-Wallis H | 9.977 |
|                                        | df               | 2     |
|                                        | Asymp. Sig.      | .007  |
| a. Kruskal Wallis Test                 |                  |       |
| b. Grouping Variable: Current position |                  |       |

Data is segregated based on marital status groups (single, married). Then analysis is conducted for each group separately to reveal any

connection between organizational positions and variables in study (work life balance, workload, job engagement, perceived organizational support). Kuruskal-Wallis H test shows a significant perceived organizational support mean rank difference of married employees at various organizational positions. The mean ranks are as follows: lower management 81.13, middle management 96.98 and upper management 127.09 respectively with a significant level of 0.007. The singles groups did not show any significant differences between their organizational groups in the respect as the p-value is 0.459.

#### 4.3.4 Chi-square between all demographic groups

Table 46: chi-square summary results for all demographic groups

|                | Gender | Age          | Marital status | Children     | Nationality  | Education    | Workforce    | Position     |
|----------------|--------|--------------|----------------|--------------|--------------|--------------|--------------|--------------|
| Gender         |        | 0.334        | 0.174          | 0.140        | 0.078        | 0.266        | 0.430        | 0.977        |
| Age            | 0.334  |              | <b>0.000</b>   | <b>0.000</b> | <b>0.091</b> | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> |
| Marital status | 0.174  | <b>0.000</b> |                | <b>0.000</b> | 0.709        | <b>0.000</b> | <b>0.000</b> | <b>0.021</b> |
| Children       | 0.140  | <b>0.000</b> | <b>0.000</b>   |              | 0.341        | <b>0.000</b> | <b>0.000</b> | <b>0.000</b> |
| Nationality    | 0.078  | <b>0.091</b> | 0.709          | 0.341        |              | 0.514        | 0.481        | 0.133        |
| Education      | 0.266  | <b>0.000</b> | <b>0.000</b>   | <b>0.000</b> | 0.514        |              | <b>0.000</b> | <b>0.009</b> |
| Workforce      | 0.430  | <b>0.000</b> | <b>0.000</b>   | <b>0.000</b> | 0.481        | <b>0.000</b> |              | <b>0.000</b> |
| Position       | 0.977  | <b>0.000</b> | 0.021          | <b>0.000</b> | 0.133        | <b>0.009</b> | <b>0.000</b> |              |

The chi-square test is used to explore whether any association exist between some groups under study. The null hypothesis for this test is that no association is there. As shown in the above table, the chi-square summary results for all demographic groups is presented. The highlighted figure represents an association between the groups. For full chi-square details please refer to appendix E-6.

## 4.4 Discussion

This research paper has given a high focus on Bahraini employees in which they represent more than 97% of the sample. The overall mean for Bahraini work-life balance level is 3.10 as shown in (table 4), using the same questionnaires distributed in their study, (Podratz, 2004) found that the mean work-life balance level is 2.34 from the sample taken from various professional disciplines working in large energy companies from Texas. Another researcher did a study in East Asia (Tsai, 2008) scored 3.475 which is higher than what is in Bahrain taking into consideration that the sample has multiple countries. In the study done by (Kluczyk, 2013) their sample scored 1.93 and that sample is in Ireland. Overall, the work-life balance level in the Kingdom of Bahrain for banking Bahraini employees is above middle point of 2.5, however, there is space for improvements, which is discussed in later sections.

### **Hypothesis 01: Demographic characteristics have no significance impact on work life balance.**

In light of results shown in previous sections, the descriptive statistics have shown that both genders are almost identical when it comes to work life balance level in the retail bank sector among staff in Kingdom of Bahrain (figure 21), this result is in accordance with many studies such as (Duxbury & Higgins, 2001) in which they observed the significant decrease in overall levels of work-life balance regardless of the gender. (Wesley & Muthuswamy, 2005) explains this indifference by arguing that financial resources are being used by both husband and wife to hire a household for home chores used to be done by wife in the past, therefore, they are almost exercising same responsibility currently. Another explanation is the absence of difference in perception of work-life balance

(Eagle et al., 1997). These results contradict with other researches such as (Parasuraman & Simmers, 2001) in which they demonstrated that gender does have an effect when it comes to the field of work life balance. According to (Loscocco, 1997) “even when people construct their own work lives, there tends to be there was gender asymmetry in the permeability of the boundaries between work and family lives”.

Employees aged above 50 got the highest score of work life balance mean (figure 23) and the highest mean rank (table 17), these results are significant as per (table 14). These results are in accord (Fuß et al., 2008; Lajtman, 2016) which researchers perceives that age is significant factor influencing work life balance level. Contradictory (Allen, 2001) concluded that age has no relationship toward work life balance. This may be associated with as person gets older, he is often exposed to more variety of coping techniques (R. T. Lee & Ashforth, 1993).

Marital status does not influence work life balance as per (table 19) with a significance level of 0.302. In their study (Panisoara & Serban, 2013) proved that marital status does not have a significant influence on work life balance, in which is similar to results of this study. Also, (Gautam & Jailaxmi, 2017) has reached the same conclusion. In regard to the number of children employee currently are raising, married employees with no children have scored almost near to singles. However, this is not the case with employees raising a child or more. Childcare does affect work life balance as the significance level is 0.009 (table 21). In which goes with many research papers such as (Elliot & Marta, 2003). This is reasoned due to stress exercised on managing home duties and caring for a child especially in an early age (Valcour & Hunter, 2004). Additionally, taking care of child will for sure drain effort and time in providing necessities for the child wellbeing causing to work life conflict (Harpaz & Snir, 2003).

Most of the differences appeared in 5 or 6 children and the other children groups (figure 30), in which it shows having more children will cause difficulties in managing work life balance.

The non-Bahraini scored a slightly higher than Bahraini in the aspect of work life balance. This difference is not significant as per (table 25). One of the reasons is being that only few non-Bahrainis has been included in the sample as Bahraini nationality is the majority of the workforce in retail bank (“Central Bank of Bahrain,” 2018).

For educational level, the results obtained shows that education does not affect work-life balance as the significance level is 0.370 (table 26). It is in agreement with what has been founded by (Almalki, FitzGerald, & Clark, 2012) which was conducted in Saudi Arabia. This result contradicts what has been found by (Anandan, Nadu, & Nadu, 2016) as authors concludes that education is significantly influence work life balance in India, however, it is not the case in Kingdom of Bahrain within retail banks sector.

Years in the workforce (years of experience) has fluctuated among years groups, the lowest levels have been reported by employees who join the workforce since 6 to 10 years group and 11 to 15 years. Statistically these differences are not significant (table 30). These results contradicts what has been found by (Michel et al., 2011) in which authors demonstrated that more job experience would bring more work-life balance as an individual will have better coping experience over the years.

Upper management has the highest work-life balance mean rank of 221.67 while lower and middle management scored much lower. There is relationship between this factor and the level of work life balance as the (table 32) shows.

In summary it has been found as per results obtained that only three demographic factors statistically influence work life balance, namely: childcare, age and position level at the organizations are the only demographic factors that has significantly different work life balance measure. Other demographic factors do not have a significant influence

### **Hypothesis 2: Workload has a significant impact on work-life balance**

According to results obtained from Statistical package for Social Science (SPSS), the p-value for workload variable in relation to WLB is 0.000 (table 37), therefore, the null hypothesis of both variables having no significant relationship is rejected, and the alternative hypothesis is accepted. This means that according to the results obtained workload do affect work life balance. The relationship is negative in which increase in workload would lead to decrease in balancing between work and life, vice versa.

These results are supported by various studies shown in previous chapters in this study such as (Khalil Omar et al., 2015) in which they placed high importance on workload in the field of work life balance. (Bell et al., 2012) indicate in their results that high level of job stress is associated negatively toward work life balance and these results goes in line with results found in this study. One of the reasons for such association is that workload would cause mental stress

### **Hypothesis 3: Job engagement has a significant impact on work-life balance**

Based on spearman rho results, p-value of job engagement in relation to work life balance is 0.176 in which is higher than the alpha level of 0.05 (table 37), therefore, job engagement factor does not have a significant effect on work life balance. The null hypothesis is accepted that

(there is no relationship between the two variables), and alternative hypothesis is rejected.

These results contradict other research papers such as (Iqbal, Zia-Ud-Din, Arif, Raza, & Ishtiaq, 2017) in which they showed job engagement and work life balance are highly correlated. Additionally, according to (Kort, 2016) the relation between both variables is significant, the same researcher also mentioned that there are few studies that has been done to link job engagement with work-life balance.

#### **Hypothesis 4: Perceived organization support has a significant impact on work-life balance**

Results of this study shows perceived organizational support and work-life balance are highly correlated as the p-value is 0.000 (table 37). Accordingly, the null hypothesis is rejected, and the alternative hypothesis is accepted. These results are in line with what has been found by (Sinha, 2012) in which perceived organization support is a crucial factor influencing job satisfaction and work life balance. Also, (NJERI, 2014) has reached to same conclusion.

In summary, this research paper contributed to the area of study is that it investigated correlational relationships between workload, job engagement, and perceived organizational support toward work-life balance in retail banks of Bahrain taking into consideration Bahrain's unique working culture.

*Table 47: Summary of demographic factors results*

| <b>Demographic</b> | <b>Sig</b>   | <b>Test used</b>        | <b>Null hypothesis</b> |
|--------------------|--------------|-------------------------|------------------------|
| Gender             | 0.867        | Mann-Whitney U          | Accept                 |
| <b>Age</b>         | <b>0.024</b> | <b>Kruskal-Wallis H</b> | <b>Reject</b>          |

|                         |              |                         |               |
|-------------------------|--------------|-------------------------|---------------|
| Marital status          | 0.302        | Mann-Whitney U          | Accept        |
| <b>No. of children</b>  | <b>0.006</b> | <b>Kruskal-Wallis H</b> | <b>Reject</b> |
| Nationality             | 0.478        | Mann-Whitney U          | Accept        |
| Educational level       | 0.370        | Kruskal-Wallis H        | Accept        |
| Years of experience     | 0.078        | Kruskal-Wallis H        | Accept        |
| <b>Current position</b> | <b>0.004</b> | <b>Kruskal-Wallis H</b> | <b>Reject</b> |

Table 48: Summary of organizational variables results

| Variable                                | Sig          | Correlation coefficient | Null hypothesis |
|-----------------------------------------|--------------|-------------------------|-----------------|
| <b>Workload</b>                         | <b>0.000</b> | <b>-0.596</b>           | <b>Reject</b>   |
| Job Engagement                          | 0.066        | 0.089                   | Accept          |
| <b>Perceived organizational support</b> | <b>0.000</b> | <b>0.377</b>            | <b>Reject</b>   |

## 4.5 Limitations

The study sample has been narrowed down to employees within banks and retail banks type only, which represent only part of a large financial sector in Kingdom of Bahrain. Other types of financial companies have been out of the scope of this research. Additionally, other vital sectors to Bahrain's economy such as Petroleum among many others are needed to be researched. The focus on only narrow scope is due to time and budget constraints.

Contacting with participants (the banks) for this study has been a bit difficult, some banks refused to participate, although an official letter has been provided assuring confidentiality and anonymity of collected data. Other banks did not give any reply although several follow-ups have

been attempted through phone calls and visits. Some banks agreed verbally only without any official approval.

Only few research papers have been found about the field work-life balance in Kingdom of Bahrain, although given its importance to employees and organization's performance. This made it impossible, to compare this paper results of work life balance in retail banking sector with other industries in Kingdom of Bahrain.

Most of the studies that has been found about this field were based in western countries. This means that predictors and variables were drawn from these published studies are affected by the western culture. Future research can highlight different variables that have more impact on work-life balance in Bahrain given its unique culture.

Some factors in this study such as job engagement and its relation to work-life balance have lacked in previous research papers. Few papers have been found showed a significant relationship between the two. Generally, not much studies have been done globally.

Bahraini nationality has been much more dominant the sample, therefore, the comparison between the two is not possible as results would be very bias. These results are in line with what has been mentioned by ("Central Bank of Bahrain," 2018) that 80% of the workforce in the banking industry are Bahraini.

The results of work-life balance levels based on current position are somehow biased, as shown in the results upper management has taken only 4%, only 12 respondents, of the total sample, therefore, generalization is somehow can be misleading. The was due to the limited access to higher management staff.

One question as part of the demographics included a question about the current position and gave three options as an answer (Upper, middle, lower) management. As clear as it sounds, however, this question is somehow relative to employees. For example, branch manager could consider him/herself at upper management while a supervisor at headquarters could consider him/herself as mid-management.

Another limitation is with the analysis is the measurement of only one point of time, due to that it is possible to find some relationships might change as an individual changes his/her lifestyle. Future research could be done for the same sample at a different point of time.

This study used the only questionnaire as the only data collecting method, the main disadvantages of questionnaires can include the dishonesty by respondents and skipped questions.

## **4.6 Recommendations**

Based on the results obtained from this research paper and other's results in the field of work life balance, given the importance of this field of study, it is recommended the following:

Increasing employee's awareness about the concept of work life balance, and ways to apply it is necessity, which will ultimately lead to benefiting both employee and organization. Issues about work-life balance should be clearly communicated with employees by management. Also, management should establish work-life balance programs and embrace leading by example in this regard.

The organization should establish and reinforce their policies for work life balance, as some factors that have been proved to influence the dependent variable. For example, providing flexible working hours and

parental hours as part of organizational support among many other policies. Organizations also should clarify to its employees any policy in this regard.

Organizations should focus also on reducing workload of their employees. Some ways to do so might be conducting workshops on effectively managing the workload, defining job expectations clearly, supporting employee's effort and being open to address any employee's concerns.

The organization should build programs for recognition and rewards and ensure fairness of rewards to all employees who achieve unique accomplishments to increase in organizational support to their employees.

Management should take any work-life balance problem seriously as its ignorance could lead to their employee's decrease in health and well-being, which in turn have negative impact on the organization overall.

Employers could offer employees assistance with caregiving, a compressed work week, a certain degree of control over where their work will be done, or the opportunity for employees to schedule their time

## **4.7 Suggestion for future studies**

Expanding the sample to include financial and non-financial sectors. For example, in Kingdom of Bahrain, Petroleum sector is forming the basis for its economy, doing the study in that sector would improve the sector in general, in which ultimately would have an effect on the economy.

It is recommended a narrower sample focusing only on headquarters or only branches to give more reliable results regarding this subject matter. Another option is to do one study, but segregate headquarter respondents and branches respondents.

Doing the same study but narrowing its focus on higher management staff only, given their important impact on organizational performance as their role of leadership.

Using the results of work life balance level in this study to benchmark with other industries in Kingdom of Bahrain, given that the same questionnaire and method for measurement is used.

Investigation of other variables and their relation to work-life balance. These variables might include spirituality and personality. Also, investigating such factors as mediators toward the effect on work life balance. Additionally, the selection of some work environment variables such as having a supportive peer group.

Future researches can include qualitative methods in addition to quantitative to gain in more in depth understating of the work-life balance field. For example, using other data collection methods, such as interviews could reveal other variables affecting work-life balance which requires further investigation.

Effects of work-life imbalance should be studied such as its relation to turnover rate, profit and absenteeism or any other effect in various sectors Kingdom of Bahrain.

Female's work life balance difference at different organizational positions could be investigated, also, reason why this is not the case for male should be investigated.

Perceived organizational support has revealed a significant difference at various organizational positions for married employees only, this could be further investigated.

## **Chapter 5: Conclusion**

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It has been found by many researchers that the higher work life balance, the higher employee's productivity, success and growth. Also, it has been concluded in a report that work life balance programs in a certain organization would give them an advantage of their employees being more likely to work beyond their job requirements. Additionally, the organizations taking care of their employee's work life balance are viewed more attractive to highly skilled employees.

One of the objectives of this research was an attempt to explore the relationship between demographic characteristics and work life balance. It has been found that age, number of children an employee currently raising, and the current organizational position are significantly affecting the level of work life balance for an employee. Researches have a contradictory result in regard to gender, this research founded that gender does not make a significant difference in work life balance. Marital status also did not show a significant effect on the level of work life balance, taking out the factor of children. Finally, educational level and years of working experience also did not show any significant effect toward work life balance.

The other objectives of this research are to determine the effect of some organizational variables to work life balance. Firstly, workload has showed the strongest effect on the work life balance. Therefore, organization should take a serious action to decrease and manage the workload properly. Secondly, job engagement did not reveal significant effect on work life balance. Thirdly, perceived organizational support showed an effect. Accordingly, organizations should build programs and policies that ensures recognition of employee's effort and fairness of

rewards, which will improve their work life balance in which will ultimately improving the productivity and satisfaction.

One of limitations of this study is its narrowed focus on retail banks only in Kingdom of Bahrain, retail banks represents only a part of larger financial sector which can be explored more thoroughly. Additionally, moving the scope of the sample to focus on other business sectors.

Another limitation is the usage of quantitative approach for data collection. A quantitative approach is still valid approach for research and has it own strengths over the others, however, it has its own limitations. Therefore, it is recommended to combine both qualitative and quantitative approach for future research in this field.

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# Appendix

## A: Interviews

### **Q: Do you think that work affect your personal life?**

A: Yes, due to work I must be out of home more than half of my day, therefore, missing precious time to fulfill many of my duties toward my family, especially my kids.

A: Yes, because me and my spouse are working, we have hired a housemate to do our home duties in which will place a financial burden and most importantly will risk in giving total control in the way our child is raised, which may not suit us.

A: Somehow, I take most of my time and energy. However, it provides me and my family with the financial source.

### **Q: Do you think that your personal life affects your career advancement and your performance at work?**

A: Yes, very much, when I'm having problems at home it is my focus will divert easily toward that problem.

A: Yes, sustainability at home will lead to better career and better career ambitions.

A: yes, and I'm having difficulties in segregating my personal life from my career life. Anything bad happens at home make me think of that particular thing all the time I'm I'm in work.

### **On rate of 1 to 10, do you think work and personal life are conflicting? (1 no, they are not conflicting – 10: yes, they are very conflicting)**

A: 8

A: 9

A: 6

## **B: Questionnaire**

### **Work-Life Balance Questionnaire**

#### **Gender**

☐ Male      ☐ Female

#### **Age**

☐ Between 20 and 30      ☐ Between 31 and 40      ☐ More than 40

#### **Marital status**

☐ Single      ☐ Married

#### **If married, how many children currently are you raising? (Children below 20 years)**

☐ No children      ☐ 1 or 2      ☐ 3 or 4      ☐ 5 or 6

#### **Nationality**

☐ Bahraini      ☐ Non-Bahraini

#### **Education**

☐ High school      ☐ Diploma      ☐ Bachelor      ☐ Masters      ☐ PhD

#### **Years in workforce**

☐ 1 to 5 years      ☐ 6 to 10 years      ☐ 11 to 15 years      ☐ 16 to 20 years  
☐ more than 20

#### **Current position:**

☐ Lower management      ☐ Middle management      ☐ Upper management

| Statement                                                                                                              | Answer            |          |         |       |                |
|------------------------------------------------------------------------------------------------------------------------|-------------------|----------|---------|-------|----------------|
| <b>Work-Life balance</b>                                                                                               | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| The demands of my work interfere with my home life.                                                                    |                   |          |         |       |                |
| The amount of time my job takes up makes it difficult to fulfill my home responsibilities.                             |                   |          |         |       |                |
| Things I want to do at home do not get done because of the demands my job puts on me.                                  |                   |          |         |       |                |
| My job produces strain that makes it difficult to fulfill my home duties.                                              |                   |          |         |       |                |
| Due to work-related duties, I have to make changes in my plans of my home activities.                                  |                   |          |         |       |                |
| The demands of my home responsibilities interfere with my work-related activities.                                     |                   |          |         |       |                |
| I have to postpone some tasks at work because of demands on my time at home.                                           |                   |          |         |       |                |
| Things I want to do at work don't get done because of the demands of my home.                                          |                   |          |         |       |                |
| My home life interferes with my responsibilities at work such as getting to work on time or accomplishing daily tasks. |                   |          |         |       |                |
| Strain at my home interferes with my ability to perform job-related duties.                                            |                   |          |         |       |                |

| <b>Workload</b>                                                                          | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|------------------------------------------------------------------------------------------|-------------------|----------|---------|-------|----------------|
| I experience excessive work pressure.                                                    |                   |          |         |       |                |
| I need to work for long hours, even overtime or in holidays.                             |                   |          |         |       |                |
| I am unable to meet out the demands of my job.                                           |                   |          |         |       |                |
| I spend so long at work that my outside relationship is suffering.                       |                   |          |         |       |                |
| Due to job loaded, I find it increasingly difficult to concentrate on job in front of me |                   |          |         |       |                |
| I feel tired during the day due to excessive workload.                                   |                   |          |         |       |                |
| <b>Job engagement</b>                                                                    | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| I am proud of the work that I do.                                                        |                   |          |         |       |                |
| I find the work that I do full of meaning.                                               |                   |          |         |       |                |
| When I get up in the morning, I feel motivated to go to work                             |                   |          |         |       |                |
| I feel happy when I am working intensely                                                 |                   |          |         |       |                |
| When I am working, I forget everything else around me                                    |                   |          |         |       |                |
| I feel that time pass quickly when I'm working                                           |                   |          |         |       |                |
| <b>Perceived organization support</b>                                                    | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| The organization fails to appreciate any extra effort from me.                           |                   |          |         |       |                |

|                                                                             |  |  |  |  |  |
|-----------------------------------------------------------------------------|--|--|--|--|--|
| The organization provide us with very flexible time scheduling              |  |  |  |  |  |
| Even if I did the best job possible, the organization would fail to notice. |  |  |  |  |  |
| The organization shows very little concern for me                           |  |  |  |  |  |
| My organization will ignore any complaint from me                           |  |  |  |  |  |

## C: Official letter



UNIVERSITY OF BAHRAIN  
College of Business Administration  
Department of Management and Marketing

جامعة البحرين  
كلية إدارة الأعمال  
قسم الإدارة والتسويق



28<sup>th</sup> June 2018

### To whomsoever it may concern

Mr. Ahmed Jassim Buhassan - ID 20073136, CPR No. 890405794 is a student of MBA Program in The College of Business Administration, University of Bahrain.

He is at present engaged in MBA Thesis which is the last stage of completion of the Program. The title of his Thesis is "Effect of Demographic and Organizational Factors on Work Life Balance of Bank Employees in Bahrain"

The MBA Thesis is a research based course and requires the student to collect data from various organizations.

This is to request you to cooperate with Ahmed Jassim Buhassan, by providing necessary permission to collect data, interview employees and administer questionnaire in your esteemed organization for the purpose of MBA Thesis.

I assure you that the data collected will be used only for academic purposes.

I thank you for your support and cooperation.

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## E: Statistical tables

Table 49: Descriptive statistics

|                |            | WLB   | WL     | JE     | POS    | Valid N (listwise) |
|----------------|------------|-------|--------|--------|--------|--------------------|
| N              | Statistic  | 293   | 293    | 293    | 293    | 293                |
| Range          | Statistic  | 5.0   | 5.00   | 4.00   | 5.00   |                    |
| Minimum        | Statistic  | .0    | .00    | 1.00   | .00    |                    |
| Maximum        | Statistic  | 5.0   | 5.00   | 5.00   | 5.00   |                    |
| Mean           | Statistic  | 3.025 | 2.8572 | 3.7400 | 3.0116 |                    |
|                | Std. Error | .0533 | .05260 | .04661 | .05633 |                    |
| Std. Deviation | Statistic  | .9122 | .90038 | .79777 | .96415 |                    |
| Variance       | Statistic  | .832  | .811   | .636   | .930   |                    |
| Skewness       | Statistic  | -.583 | -.031  | -.703  | -.266  |                    |
|                | Std. Error | .142  | .142   | .142   | .142   |                    |
| Kurtosis       | Statistic  | 1.692 | .431   | .761   | -.438  |                    |
|                | Std. Error | .284  | .284   | .284   | .284   |                    |

### E-1 SPSS codebook:

| Work Life Balance               |                    |         |
|---------------------------------|--------------------|---------|
|                                 |                    | Value   |
| Standard Attributes             | Position           | 39      |
|                                 | Label              | <none>  |
|                                 | Type               | Numeric |
|                                 | Format             | F3.1    |
|                                 | Measurement        | Scale   |
|                                 | Role               | Input   |
| N                               | Valid              | 293     |
|                                 | Missing            | 0       |
| Central Tendency and Dispersion | Mean               | 3.025   |
|                                 | Standard Deviation | .9122   |
|                                 | Percentile 25      | 2.600   |
|                                 | Percentile 50      | 3.000   |
|                                 | Percentile 75      | 3.600   |

| Workload                        |                    |         |
|---------------------------------|--------------------|---------|
|                                 |                    | Value   |
| Standard Attributes             | Position           | 40      |
|                                 | Label              | <none>  |
|                                 | Type               | Numeric |
|                                 | Format             | F17.2   |
|                                 | Measurement        | Scale   |
|                                 | Role               | Input   |
| N                               | Valid              | 293     |
|                                 | Missing            | 0       |
| Central Tendency and Dispersion | Mean               | 2.8572  |
|                                 | Standard Deviation | .90038  |
|                                 | Percentile 25      | 2.3333  |
|                                 | Percentile 50      | 2.8333  |
|                                 | Percentile 75      | 3.3333  |

| Job Engagement                  |                    |         |
|---------------------------------|--------------------|---------|
|                                 |                    | Value   |
| Standard Attributes             | Position           | 41      |
|                                 | Label              | <none>  |
|                                 | Type               | Numeric |
|                                 | Format             | F17.2   |
|                                 | Measurement        | Scale   |
|                                 | Role               | Input   |
| N                               | Valid              | 293     |
|                                 | Missing            | 0       |
| Central Tendency and Dispersion | Mean               | 3.7400  |
|                                 | Standard Deviation | .79777  |
|                                 | Percentile 25      | 3.3333  |
|                                 | Percentile 50      | 3.8333  |
|                                 | Percentile 75      | 4.3333  |

| Perceived organizational support |                    |         |
|----------------------------------|--------------------|---------|
|                                  |                    | Value   |
| Standard Attributes              | Position           | 43      |
|                                  | Label              | <none>  |
|                                  | Type               | Numeric |
|                                  | Format             | F3.2    |
|                                  | Measurement        | Scale   |
|                                  | Role               | Input   |
| N                                | Valid              | 293     |
|                                  | Missing            | 0       |
| Central Tendency and Dispersion  | Mean               | 3.0116  |
|                                  | Standard Deviation | .96415  |
|                                  | Percentile 25      | 2.4000  |
|                                  | Percentile 50      | 3.0000  |
|                                  | Percentile 75      | 3.8000  |

## E- 2 Variables information

Table 50: Variable information

| Variable                                                                 | Position | Label                                                                                                 | Measurement Level | Role  | Column Width | Alignment | Print Format | Write Format |
|--------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------|-------------------|-------|--------------|-----------|--------------|--------------|
| Index                                                                    | 1        | <none>                                                                                                | Scale             | Input | 12           | Right     | F3           | F3           |
| Gender                                                                   | 3        | <none>                                                                                                | Nominal           | Input | 12           | Right     | F1           | F1           |
| Age                                                                      | 4        | <none>                                                                                                | Nominal           | Input | 12           | Right     | F1           | F1           |
| Marital status                                                           | 5        | Marital status                                                                                        | Nominal           | Input | 12           | Right     | F1           | F1           |
| No. of Children                                                          | 6        | No. of Children                                                                                       | Nominal           | Input | 12           | Right     | F1           | F1           |
| Nationality                                                              | 7        | <none>                                                                                                | Nominal           | Input | 12           | Right     | F1           | F1           |
| Education level                                                          | 8        | Education level                                                                                       | Nominal           | Input | 12           | Right     | F1           | F1           |
| Years in workforce                                                       | 9        | Years in workforce                                                                                    | Nominal           | Input | 12           | Right     | F1           | F1           |
| Current position                                                         | 10       | Current position                                                                                      | Nominal           | Input | 12           | Right     | F1           | F1           |
| @1.The demandsofmyworkinterfe<br>rewithmyhomelife                        | 11       | 1. The demands of<br>my work interfere<br>with my home life                                           | Nominal           | Input | 12           | Right     | F1           | F1           |
| @2.Theamountoftimemyjobtakes<br>makesitdifficulttofulfillmyhomere<br>spo | 12       | 2. The amount of<br>time my job takes<br>makes it difficult to<br>fulfill my home<br>responsibilities | Nominal           | Input | 12           | Right     | F1           | F1           |

|                                                                          |    |                                                                                                         |         |       |    |       |    |    |
|--------------------------------------------------------------------------|----|---------------------------------------------------------------------------------------------------------|---------|-------|----|-------|----|----|
| @3.ThingsIwanttodoathomedonot<br>getdonebecauseofthedemandsmyj<br>obputs | 13 | 3. Things I want to<br>do at home do not<br>get done because of<br>the demands my<br>job puts on me     | Nominal | Input | 12 | Right | F1 | F1 |
| @4.Myjobproducesstrainthatmak<br>esitdifficulttofulfillmyhomeduties      | 14 | 4. My job produces<br>strain that makes it<br>difficult to fulfill<br>my home duties                    | Nominal | Input | 12 | Right | F1 | F1 |
| @5.DuetoworkrelateddutiesIhavet<br>omakechangesinmyplansofmyho<br>meacti | 15 | 5. Due to work-<br>related duties, I<br>have to make<br>changes in my<br>plans of my home<br>activities | Nominal | Input | 12 | Right | F1 | F1 |
| @6.Thedemandsofmyhomerespon<br>sibilitiesinterferewithmyworkrelat<br>eda | 16 | 6. The demands of<br>my home<br>responsibilities<br>interfere with my<br>work-related<br>activities     | Nominal | Input | 12 | Right | F1 | F1 |

|                                                                          |    |                                                                                                                                               |         |       |    |       |    |    |
|--------------------------------------------------------------------------|----|-----------------------------------------------------------------------------------------------------------------------------------------------|---------|-------|----|-------|----|----|
| @7.Ihavetopostponesometasksat<br>workbecauseofdemandsonmytime<br>athome  | 17 | 7. I have to<br>postpone some<br>tasks at work<br>because of<br>demands on my<br>time at home                                                 | Nominal | Input | 12 | Right | F1 | F1 |
| @8.ThingsIwanttodoatworkdonâ€™<br>tgetdonebecauseofthedemandso<br>f      | 18 | 8. Things I want to<br>do at work<br>donâ€™t get done<br>because of the<br>demands of my<br>home                                              | Nominal | Input | 12 | Right | F1 | F1 |
| @9.Myhomelifeinterfereswithmyr<br>esponsibilitiesatworksuchasgettin<br>g | 19 | 9. My home life<br>interferes with my<br>responsibilities at<br>work such as<br>getting to work on<br>time or<br>accomplishing<br>daily tasks | Nominal | Input | 12 | Right | F1 | F1 |
| @10.Problemsatmyhomeinterfere<br>swithmyabilitytoperformjobrelate<br>ddu | 20 | 10. Problems at my<br>home interferes<br>with my ability to<br>perform job-related<br>duties                                                  | Nominal | Input | 12 | Right | F1 | F1 |

|                                                                                                                     |    |                                                                                                                     |         |       |    |       |    |    |
|---------------------------------------------------------------------------------------------------------------------|----|---------------------------------------------------------------------------------------------------------------------|---------|-------|----|-------|----|----|
| @11.I experience excessive work pressure                                                                            | 21 | 11. I experience excessive work pressure                                                                            | Nominal | Input | 12 | Right | F1 | F1 |
| @12.I feel the need to work for long hours even overtime or in holidays                                             | 22 | 12. I feel the need to work for long hours, even overtime or in holidays                                            | Nominal | Input | 12 | Right | F1 | F1 |
| @13.I am unable to meet out all demands of my job                                                                   | 23 | 13. I am unable to meet out all demands of my job                                                                   | Nominal | Input | 12 | Right | F1 | F1 |
| @14.I spend so long time at work that my outside relationship is suffering                                          | 24 | 14. I spend so long time at work that my outside relationship is suffering                                          | Nominal | Input | 12 | Right | F1 | F1 |
| @15.Due to increasing tasks required at work, I find it increasingly difficult to concentrate on job in front of me | 25 | 15. Due to increasing tasks required at work, I find it increasingly difficult to concentrate on job in front of me | Nominal | Input | 12 | Right | F1 | F1 |

|                                                                 |    |                                                                  |         |       |    |       |    |    |
|-----------------------------------------------------------------|----|------------------------------------------------------------------|---------|-------|----|-------|----|----|
| @16.Ifeltired during the day due to excessive workload          | 26 | 16. I feel tired during the day due to excessive workload        | Nominal | Input | 12 | Right | F1 | F1 |
| @17.I am proud of the work that I do                            | 27 | 17. I am proud of the work that I do                             | Nominal | Input | 12 | Right | F1 | F1 |
| @18.I find the work that I do full of meaning                   | 28 | 18. I find the work that I do full of meaning                    | Nominal | Input | 12 | Right | F1 | F1 |
| @19.When I get up in the morning I feel motivated to go to work | 29 | 19. When I get up in the morning, I feel motivated to go to work | Nominal | Input | 12 | Right | F1 | F1 |
| @20.I feel happy when I am working intensely                    | 30 | 20. I feel happy when I am working intensely                     | Nominal | Input | 12 | Right | F1 | F1 |
| @21.When I am working I forget everything else around me        | 31 | 21. When I am working, I forget everything else around me        | Nominal | Input | 12 | Right | F1 | F1 |
| @22.I feel that time pass quickly when I am working             | 32 | 22. I feel that time pass quickly when I am working              | Nominal | Input | 12 | Right | F1 | F1 |

|                                                                  |    |                                                                                |         |       |    |       |    |    |
|------------------------------------------------------------------|----|--------------------------------------------------------------------------------|---------|-------|----|-------|----|----|
| @23.Theorganizationfailstoappreciateanyextraeffortfromme         | 33 | 23. The organization fails to appreciate any extra effort from me              | Nominal | Input | 12 | Right | F1 | F1 |
| @24.Theorganizationprovideuswithveryflexibletimescheduling       | 34 | 24. The organization provide us with very flexible time scheduling             | Nominal | Input | 12 | Right | F1 | F1 |
| @25.EvenifIdidthebestjobpossibletheorganizationwouldfailtonotice | 35 | 25. Even if I did the best job possible, the organization would fail to notice | Nominal | Input | 12 | Right | F1 | F1 |
| @26.Theorganizationshowsverylitttleconcernforme                  | 36 | 26. The organization shows very little concern for me                          | Nominal | Input | 12 | Right | F1 | F1 |
| @27.Myorganizationignorecomplaintsfromme                         | 37 | 27. My organization ignore complaints from me                                  | Nominal | Input | 12 | Right | F1 | F1 |

|                                                                     |    |                                                                  |         |       |    |       |       |       |
|---------------------------------------------------------------------|----|------------------------------------------------------------------|---------|-------|----|-------|-------|-------|
| @28.If I feel that my organization really cares about my well-being | 38 | 28. I feel that my organization really cares about my well-being | Nominal | Input | 12 | Right | F1    | F1    |
| WLB                                                                 | 39 | <none>                                                           | Scale   | Input | 12 | Right | F3.1  | F3.1  |
| WL                                                                  | 40 | <none>                                                           | Scale   | Input | 12 | Right | F17.2 | F17.2 |
| JE                                                                  | 41 | <none>                                                           | Scale   | Input | 12 | Right | F17.2 | F17.2 |
| POS                                                                 | 43 | <none>                                                           | Scale   | Input | 12 | Right | F3.2  | F3.2  |
| Variables in the working file                                       |    |                                                                  |         |       |    |       |       |       |

Table 51: Variable values

| Value              |   | Label              |
|--------------------|---|--------------------|
| Gender             | 1 | Male               |
|                    | 2 | Female             |
| Age                | 1 | Between 20 and 30  |
|                    | 2 | Between 31 and 40  |
|                    | 3 | Between 41 and 50  |
|                    | 4 | Above 50           |
| Marital status     | 1 | Single             |
|                    | 2 | Married            |
| No. of Children    | 1 | No children        |
|                    | 2 | 1 or 2             |
|                    | 3 | 3 or 4             |
|                    | 4 | 5 or 6             |
| Nationality        | 1 | Bahraini           |
|                    | 2 | Non-Bahraini       |
| Education level    | 1 | High school        |
|                    | 2 | Diploma            |
|                    | 3 | Bachelor           |
|                    | 4 | Masters            |
|                    | 5 | PhD                |
| Years in workforce | 1 | Less than 5 years  |
|                    | 2 | 6 to 10 years      |
|                    | 3 | 11 to 15 years     |
|                    | 4 | 16 to 20 years     |
|                    | 5 | More than 20 years |
| Current position   | 1 | Lower management   |
|                    | 2 | Middle management  |
|                    | 3 | Upper management   |

### E-3: Reliability detailed analysis:

#### E-2.1 Work life balance:

Table 52: Reliability Statistics (work life balance)

| Reliability Statistics |                                                       |            |
|------------------------|-------------------------------------------------------|------------|
| Cronbach's Alpha       | Cronbach's Alpha<br>Based on<br>Standardized<br>Items | N of Items |
| .871                   | .871                                                  | 10         |

Table 53: Inter-Item Covariance Matrix (work life balance)

|                                                                                           | 1. The demands of my work interfere with my home life | 2. The amount of time my job takes makes it difficult to fulfill my home responsibilities | 3. Things I want to do at home do not get done because of the demands my job puts on me | 4. My job produces strain that makes it difficult to fulfill my home duties | 5. Due to work-related duties, I have to make changes in my plans of my home activities | 6. The demands of my home responsibilities interfere with my work-related activities | 7. I have to postpone some tasks at work because of demands on my time at home | 8. Things I want to do at work don't get done because of the demands of my home | 9. My home life interferes with my responsibilities at work such as getting to work on time or accomplishing daily tasks | 10. Problems at my home interferes with my ability to perform job-related duties |
|-------------------------------------------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| 1. The demands of my work interfere with my home life                                     | 1.515                                                 | 1.024                                                                                     | .934                                                                                    | 1.017                                                                       | .831                                                                                    | .524                                                                                 | .243                                                                           | .241                                                                            | .142                                                                                                                     | .246                                                                             |
| 2. The amount of time my job takes makes it difficult to fulfill my home responsibilities | 1.024                                                 | 1.410                                                                                     | 1.062                                                                                   | 1.073                                                                       | .823                                                                                    | .567                                                                                 | .345                                                                           | .309                                                                            | .268                                                                                                                     | .260                                                                             |
| 3. Things I want to do at home do not get done because of the demands my job puts on me   | .934                                                  | 1.062                                                                                     | 1.448                                                                                   | 1.066                                                                       | .876                                                                                    | .541                                                                                 | .376                                                                           | .283                                                                            | .297                                                                                                                     | .308                                                                             |
| 4. My job produces strain that makes it difficult to fulfill my home duties               | 1.017                                                 | 1.073                                                                                     | 1.066                                                                                   | 1.403                                                                       | .820                                                                                    | .640                                                                                 | .382                                                                           | .417                                                                            | .317                                                                                                                     | .338                                                                             |

|                                                                                                                          |      |      |      |      |       |       |       |       |       |       |
|--------------------------------------------------------------------------------------------------------------------------|------|------|------|------|-------|-------|-------|-------|-------|-------|
| 5. Due to work-related duties, I have to make changes in my plans of my home activities                                  | .831 | .823 | .876 | .820 | 1.267 | .543  | .242  | .238  | .273  | .222  |
| 6. The demands of my home responsibilities interfere with my work-related activities                                     | .524 | .567 | .541 | .640 | .543  | 1.291 | .657  | .589  | .461  | .621  |
| 7. I have to postpone some tasks at work because of demands on my time at home                                           | .243 | .345 | .376 | .382 | .242  | .657  | 1.472 | .858  | .589  | .514  |
| 8. Things I want to do at work don't get done because of the demands of my home                                          | .241 | .309 | .283 | .417 | .238  | .589  | .858  | 1.151 | .725  | .580  |
| 9. My home life interferes with my responsibilities at work such as getting to work on time or accomplishing daily tasks | .142 | .268 | .297 | .317 | .273  | .461  | .589  | .725  | 1.287 | .709  |
| 10. Problems at my home interferes with my ability to perform job-related duties                                         | .246 | .260 | .308 | .338 | .222  | .621  | .514  | .580  | .709  | 1.200 |

Table 54: Item-Total Statistics (work life balance)

|                                                                                                                          | Scale Mean if<br>Item Deleted | Scale Variance if<br>Item Deleted | Corrected Item-<br>Total Correlation | Squared Multiple<br>Correlation | Cronbach's Alpha<br>if Item Deleted |
|--------------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------------------------------|--------------------------------------|---------------------------------|-------------------------------------|
| 1. The demands of my work interfere with my home life                                                                    | 28.31                         | 50.305                            | .596                                 | .588                            | .858                                |
| 2. The amount of time my job takes makes it difficult to fulfill my home responsibilities                                | 28.42                         | 49.353                            | .687                                 | .688                            | .851                                |
| 3. Things I want to do at home do not get done because of the demands my job puts on me                                  | 28.39                         | 49.292                            | .680                                 | .670                            | .851                                |
| 4. My job produces strain that makes it difficult to fulfill my home duties                                              | 28.16                         | 48.683                            | .734                                 | .709                            | .847                                |
| 5. Due to work-related duties, I have to make changes in my plans of my home activities                                  | 28.58                         | 51.219                            | .604                                 | .521                            | .858                                |
| 6. The demands of my home responsibilities interfere with my work-related activities                                     | 27.63                         | 50.647                            | .636                                 | .473                            | .855                                |
| 7. I have to postpone some tasks at work because of demands on my time at home                                           | 27.41                         | 52.341                            | .479                                 | .480                            | .868                                |
| 8. Things I want to do at work don't get done because of the demands of my home                                          | 27.21                         | 52.592                            | .545                                 | .591                            | .862                                |
| 9. My home life interferes with my responsibilities at work such as getting to work on time or accomplishing daily tasks | 27.44                         | 53.378                            | .456                                 | .476                            | .869                                |
| 10. Problems at my home interferes with my ability to perform job-related duties                                         | 27.38                         | 53.430                            | .474                                 | .442                            | .867                                |

## E-2.2: Workload

Table 55: Reliability Statistics (workload)

| Cronbach's Alpha | Cronbach's Alpha<br>Based on<br>Standardized<br>Items | N of Items |
|------------------|-------------------------------------------------------|------------|
| .832             | .833                                                  | 6          |

Table 56: Inter-Item Covariance Matrix (workload)

|                                                                            | 11. I experience excessive work pressure | 12. I feel the need to work for long hours, even overtime or in holidays | 13. I am unable to meet out all demands of my job | 14. I spend so long time at work that my outside relationship is suffering | 15. Due to increasing tasks required at work, I find it increasingly difficult to concentrate on job in front of me | 16. I feel tired during the day due to excessive workload |
|----------------------------------------------------------------------------|------------------------------------------|--------------------------------------------------------------------------|---------------------------------------------------|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| 11. I experience excessive work pressure                                   | 1.300                                    | .732                                                                     | .469                                              | .624                                                                       | .613                                                                                                                | .769                                                      |
| 12. I feel the need to work for long hours, even overtime or in holidays   | .732                                     | 1.419                                                                    | .626                                              | .597                                                                       | .450                                                                                                                | .463                                                      |
| 13. I am unable to meet out all demands of my job                          | .469                                     | .626                                                                     | 1.260                                             | .431                                                                       | .684                                                                                                                | .435                                                      |
| 14. I spend so long time at work that my outside relationship is suffering | .624                                     | .597                                                                     | .431                                              | 1.575                                                                      | .673                                                                                                                | .770                                                      |

|                                                                                                                     |      |      |      |      |       |       |
|---------------------------------------------------------------------------------------------------------------------|------|------|------|------|-------|-------|
| 15. Due to increasing tasks required at work, I find it increasingly difficult to concentrate on job in front of me | .613 | .450 | .684 | .673 | 1.168 | .735  |
| 16. I feel tired during the day due to excessive workload                                                           | .769 | .463 | .435 | .770 | .735  | 1.310 |

Table 57: Item-Total Statistics (workload)

|                                                                                                                     | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|---------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| 11. I experience excessive work pressure                                                                            | 14.06                      | 18.461                         | .655                             | .491                         | .794                             |
| 12. I feel the need to work for long hours, even overtime or in holidays                                            | 14.78                      | 19.020                         | .552                             | .404                         | .815                             |
| 13. I am unable to meet out all demands of my job                                                                   | 15.16                      | 19.626                         | .532                             | .405                         | .819                             |
| 14. I spend so long time at work that my outside relationship is suffering                                          | 14.24                      | 18.409                         | .575                             | .375                         | .812                             |
| 15. Due to increasing tasks required at work, I find it increasingly difficult to concentrate on job in front of me | 14.65                      | 18.700                         | .675                             | .535                         | .791                             |
| 16. I feel tired during the day due to excessive workload                                                           | 14.09                      | 18.523                         | .644                             | .510                         | .796                             |

### E-2.3: Job engagement:

Table 58: Job engagement Reliability Statistics (job Engagement)

| Cronbach's Alpha | Cronbach's Alpha<br>Based on<br>Standardized<br>Items | N of Items |
|------------------|-------------------------------------------------------|------------|
| .819             | .820                                                  | 6          |

Table 59: Inter-Item Covariance Matrix (Job Engagement)

|                                                                  | 17. I am proud of the work that I do | 18. I find the work that I do full of meaning | 19. When I get up in the morning, I feel motivated to go to work | 20. I feel happy when I am working intensely | 21. When I am working, I forget everything else around me | 22. I feel that time pass quickly when Iâ€™m working |
|------------------------------------------------------------------|--------------------------------------|-----------------------------------------------|------------------------------------------------------------------|----------------------------------------------|-----------------------------------------------------------|------------------------------------------------------|
| 17. I am proud of the work that I do                             | 1.009                                | .814                                          | .694                                                             | .453                                         | .281                                                      | .448                                                 |
| 18. I find the work that I do full of meaning                    | .814                                 | 1.062                                         | .762                                                             | .410                                         | .203                                                      | .462                                                 |
| 19. When I get up in the morning, I feel motivated to go to work | .694                                 | .762                                          | 1.522                                                            | .807                                         | .381                                                      | .474                                                 |
| 20. I feel happy when I am working intensely                     | .453                                 | .410                                          | .807                                                             | 1.237                                        | .521                                                      | .589                                                 |
| 21. When I am working, I forget everything else around me        | .281                                 | .203                                          | .381                                                             | .521                                         | 1.213                                                     | .437                                                 |
| 22. I feel that time pass quickly when Iâ€™m working             | .448                                 | .462                                          | .474                                                             | .589                                         | .437                                                      | 1.165                                                |

Table 60: Item total statistics (Job Engagement)

|                                                                  | Scale Mean if<br>Item Deleted | Scale Variance if<br>Item Deleted | Corrected Item-<br>Total Correlation | Squared Multiple<br>Correlation | Cronbach's Alpha<br>if Item Deleted |
|------------------------------------------------------------------|-------------------------------|-----------------------------------|--------------------------------------|---------------------------------|-------------------------------------|
| 17. I am proud of the work that I do                             | 18.34                         | 16.295                            | .663                                 | .644                            | .774                                |
| 18. I find the work that I do full of meaning                    | 18.49                         | 16.320                            | .637                                 | .670                            | .779                                |
| 19. When I get up in the morning, I feel motivated to go to work | 19.06                         | 14.924                            | .654                                 | .526                            | .774                                |
| 20. I feel happy when I am working intensely                     | 18.85                         | 15.887                            | .627                                 | .480                            | .780                                |
| 21. When I am working, I forget everything else around me        | 19.20                         | 17.824                            | .392                                 | .224                            | .830                                |
| 22. I feel that time pass quickly when Iâ€™m working             | 18.51                         | 16.699                            | .547                                 | .341                            | .798                                |

#### E-2.4: Organizational support:

| Reliability Statistics |                                                       |            |
|------------------------|-------------------------------------------------------|------------|
|                        | Cronbach's Alpha<br>Based on<br>Standardized<br>Items | N of Items |
| Cronbach's Alpha       |                                                       |            |
| .805                   | .804                                                  | 5          |

Table 61: Inter-Item Covariance Matrix (perceived organizational support)

|                                                                                | 23. The organization fails to appreciate any extra effort from me | 24. The organization provide us with very flexible time scheduling | 25. Even if I did the best job possible, the organization would fail to notice | 26. The organization shows very little concern for me | 27. My organization ignore complaints from me |
|--------------------------------------------------------------------------------|-------------------------------------------------------------------|--------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------------------------------------------------|-----------------------------------------------|
| 23. The organization fails to appreciate any extra effort from me              | 1.658                                                             | .227                                                               | .891                                                                           | .939                                                  | .688                                          |
| 24. The organization provide us with very flexible time scheduling             | .227                                                              | 1.472                                                              | .298                                                                           | .276                                                  | .261                                          |
| 25. Even if I did the best job possible, the organization would fail to notice | .891                                                              | .298                                                               | 1.474                                                                          | 1.196                                                 | .964                                          |
| 26. The organization shows very little concern for me                          | .939                                                              | .276                                                               | 1.196                                                                          | 1.638                                                 | 1.193                                         |
| 27. My organization ignore complaints from me                                  | .688                                                              | .261                                                               | .964                                                                           | 1.193                                                 | 1.437                                         |

Table 62: Item-Total Statistics (perceived organizational support)

| Item-Total Statistics                                                          |                            |                                |                                  |                              |                                  |
|--------------------------------------------------------------------------------|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
|                                                                                | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
| 23. The organization fails to appreciate any extra effort from me              | 12.31                      | 14.398                         | .562                             | .368                         | .776                             |
| 24. The organization provide us with very flexible time scheduling             | 12.60                      | 17.949                         | .207                             | .046                         | .872                             |
| 25. Even if I did the best job possible, the organization would fail to notice | 12.12                      | 13.371                         | .755                             | .631                         | .715                             |
| 26. The organization shows very little concern for me                          | 12.04                      | 12.701                         | .790                             | .735                         | .699                             |
| 27. My organization ignore complaints from me                                  | 11.79                      | 13.896                         | .695                             | .616                         | .734                             |

#### E-4: Homogeneity of variances test

##### E-4.1: Gender

| Test of Homogeneity of Variances |                                      |                  |     |         |      |
|----------------------------------|--------------------------------------|------------------|-----|---------|------|
|                                  |                                      | Levene Statistic | df1 | df2     | Sig. |
| WLB                              | Based on Mean                        | .501             | 1   | 291     | .479 |
|                                  | Based on Median                      | .449             | 1   | 291     | .503 |
|                                  | Based on Median and with adjusted df | .449             | 1   | 290.148 | .503 |
|                                  | Based on trimmed mean                | .425             | 1   | 291     | .515 |

##### E-4.2: Age

| Test of Homogeneity of Variances |                                      |                  |     |         |      |
|----------------------------------|--------------------------------------|------------------|-----|---------|------|
|                                  |                                      | Levene Statistic | df1 | df2     | Sig. |
| WLB                              | Based on Mean                        | 1.017            | 3   | 289     | .385 |
|                                  | Based on Median                      | 1.016            | 3   | 289     | .386 |
|                                  | Based on Median and with adjusted df | 1.016            | 3   | 284.984 | .386 |
|                                  | Based on trimmed mean                | 1.082            | 3   | 289     | .357 |

##### E-4.3: Marital status

| Test of Homogeneity of Variances |                                      |                  |     |         |      |
|----------------------------------|--------------------------------------|------------------|-----|---------|------|
|                                  |                                      | Levene Statistic | df1 | df2     | Sig. |
| WLB                              | Based on Mean                        | 2.300            | 1   | 291     | .130 |
|                                  | Based on Median                      | 2.240            | 1   | 291     | .136 |
|                                  | Based on Median and with adjusted df | 2.240            | 1   | 289.767 | .136 |
|                                  | Based on trimmed mean                | 2.374            | 1   | 291     | .124 |

**E-4.4: Number of children**

| Test of Homogeneity of Variances |                                      |                  |     |         |      |
|----------------------------------|--------------------------------------|------------------|-----|---------|------|
|                                  |                                      | Levene Statistic | df1 | df2     | Sig. |
| WLB                              | Based on Mean                        | .359             | 3   | 263     | .783 |
|                                  | Based on Median                      | .353             | 3   | 263     | .787 |
|                                  | Based on Median and with adjusted df | .353             | 3   | 257.966 | .787 |
|                                  | Based on trimmed mean                | .369             | 3   | 263     | .775 |

**E-4.5: Nationality**

| Test of Homogeneity of Variances |                                      |                  |     |         |      |
|----------------------------------|--------------------------------------|------------------|-----|---------|------|
|                                  |                                      | Levene Statistic | df1 | df2     | Sig. |
| WLB                              | Based on Mean                        | .000             | 1   | 291     | .989 |
|                                  | Based on Median                      | .023             | 1   | 291     | .880 |
|                                  | Based on Median and with adjusted df | .023             | 1   | 290.920 | .880 |
|                                  | Based on trimmed mean                | .000             | 1   | 291     | .983 |

**E-4.6: Educational level**

| Test of Homogeneity of Variances |                                      |                  |     |         |      |
|----------------------------------|--------------------------------------|------------------|-----|---------|------|
|                                  |                                      | Levene Statistic | df1 | df2     | Sig. |
| WLB                              | Based on Mean                        | .245             | 4   | 288     | .912 |
|                                  | Based on Median                      | .434             | 4   | 288     | .784 |
|                                  | Based on Median and with adjusted df | .434             | 4   | 286.356 | .784 |
|                                  | Based on trimmed mean                | .277             | 4   | 288     | .893 |

**E-4.7: Years in workforce**

| Test of Homogeneity of Variances |                                      |                  |     |         |      |
|----------------------------------|--------------------------------------|------------------|-----|---------|------|
|                                  |                                      | Levene Statistic | df1 | df2     | Sig. |
| WLB                              | Based on Mean                        | 1.043            | 4   | 287     | .385 |
|                                  | Based on Median                      | 1.045            | 4   | 287     | .384 |
|                                  | Based on Median and with adjusted df | 1.045            | 4   | 277.399 | .384 |
|                                  | Based on trimmed mean                | 1.081            | 4   | 287     | .366 |

**E-4.8: Current position**

| Test of Homogeneity of Variances |                                      |                  |     |         |      |
|----------------------------------|--------------------------------------|------------------|-----|---------|------|
|                                  |                                      | Levene Statistic | df1 | df2     | Sig. |
| WLB                              | Based on Mean                        | .241             | 2   | 286     | .786 |
|                                  | Based on Median                      | .336             | 2   | 286     | .715 |
|                                  | Based on Median and with adjusted df | .336             | 2   | 280.550 | .715 |
|                                  | Based on trimmed mean                | .261             | 2   | 286     | .770 |

**E-5: Test of normality: (Work Life Balance – after removing outliers)**

| Case Processing Summary |       |         |         |         |       |         |
|-------------------------|-------|---------|---------|---------|-------|---------|
|                         | Cases |         |         |         |       |         |
|                         | Valid |         | Missing |         | Total |         |
|                         | N     | Percent | N       | Percent | N     | Percent |
| WLB                     | 277   | 100.0%  | 0       | 0.0%    | 277   | 100.0%  |

| Tests of Normality                    |                                 |     |      |              |     |      |
|---------------------------------------|---------------------------------|-----|------|--------------|-----|------|
|                                       | Kolmogorov-Smirnov <sup>a</sup> |     |      | Shapiro-Wilk |     |      |
|                                       | Statistic                       | df  | Sig. | Statistic    | df  | Sig. |
| WLB                                   | .082                            | 277 | .000 | .987         | 277 | .014 |
| a. Lilliefors Significance Correction |                                 |     |      |              |     |      |

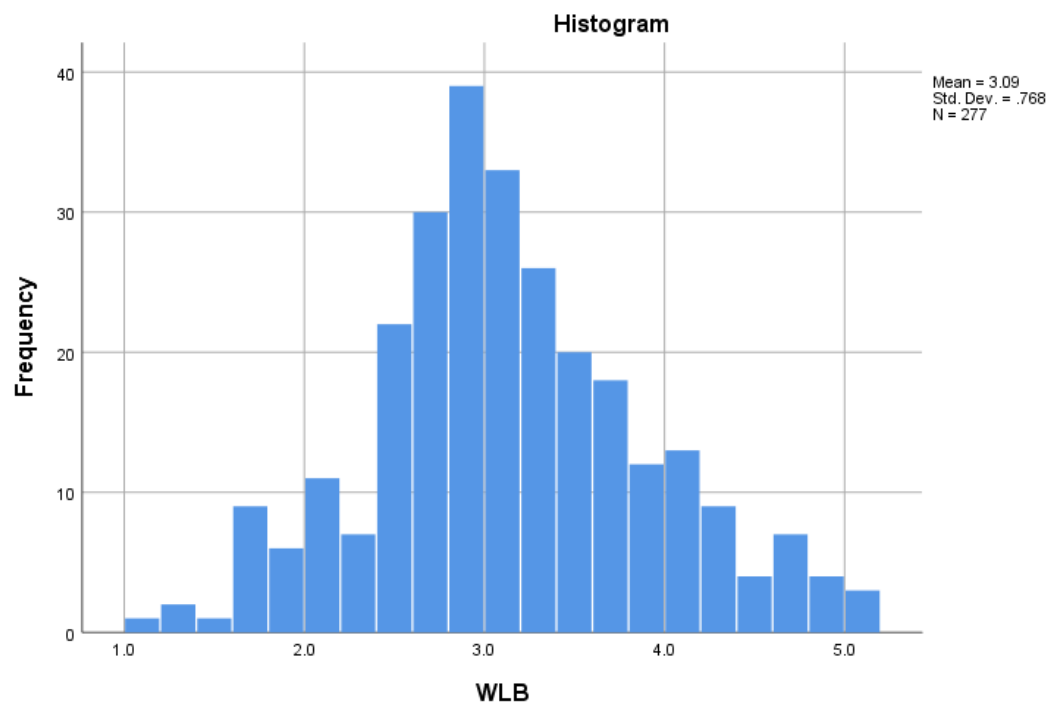


Figure 42: WLB histogram after removing outliers

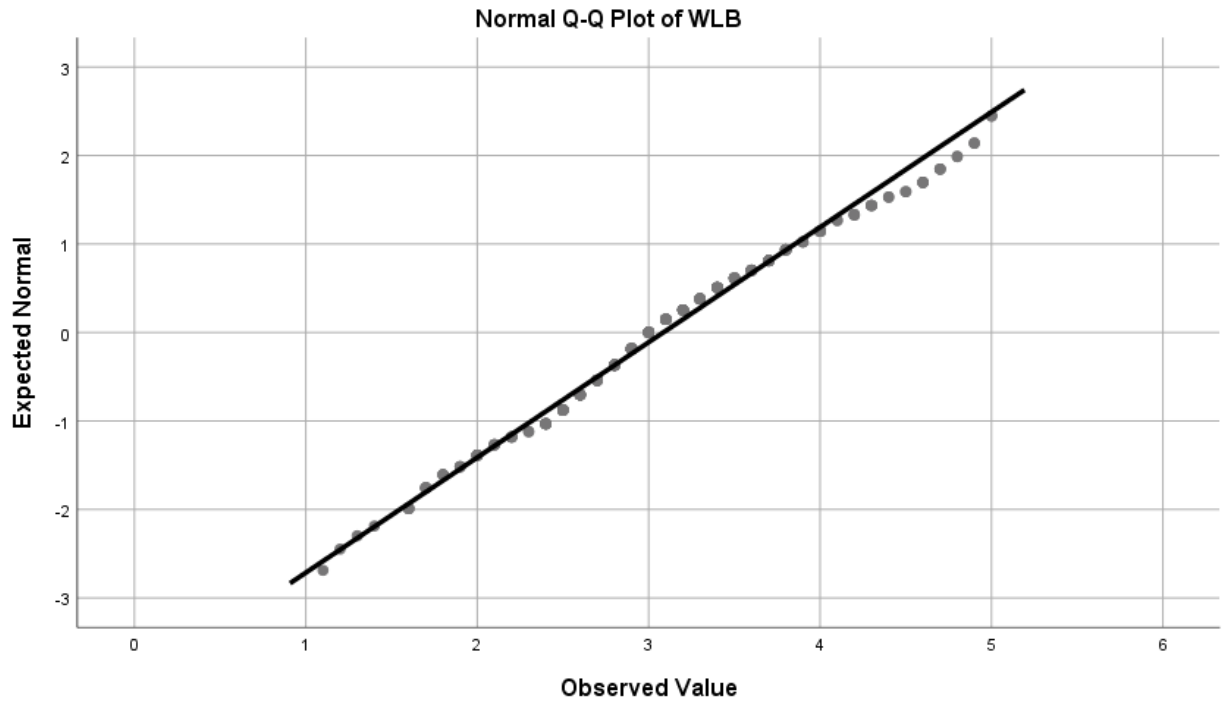


Figure 43: WLB Q-Q plot after removing outliers

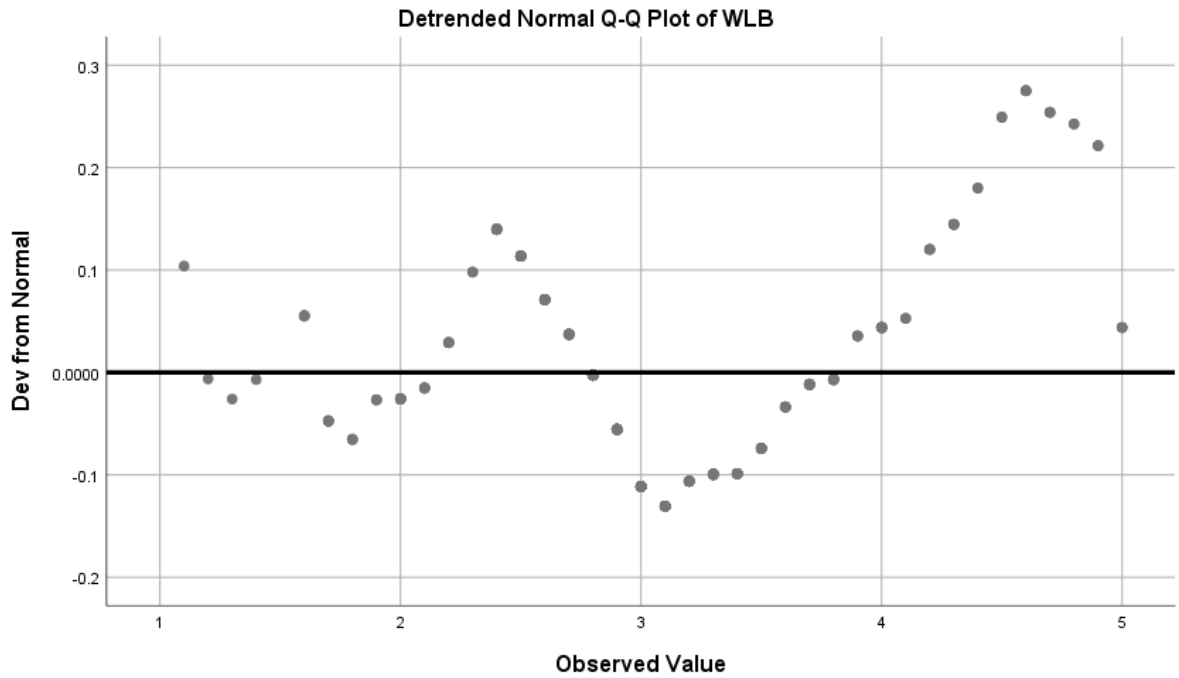


Figure 44: WLB detrended normal Q-Q plot after removing outliers

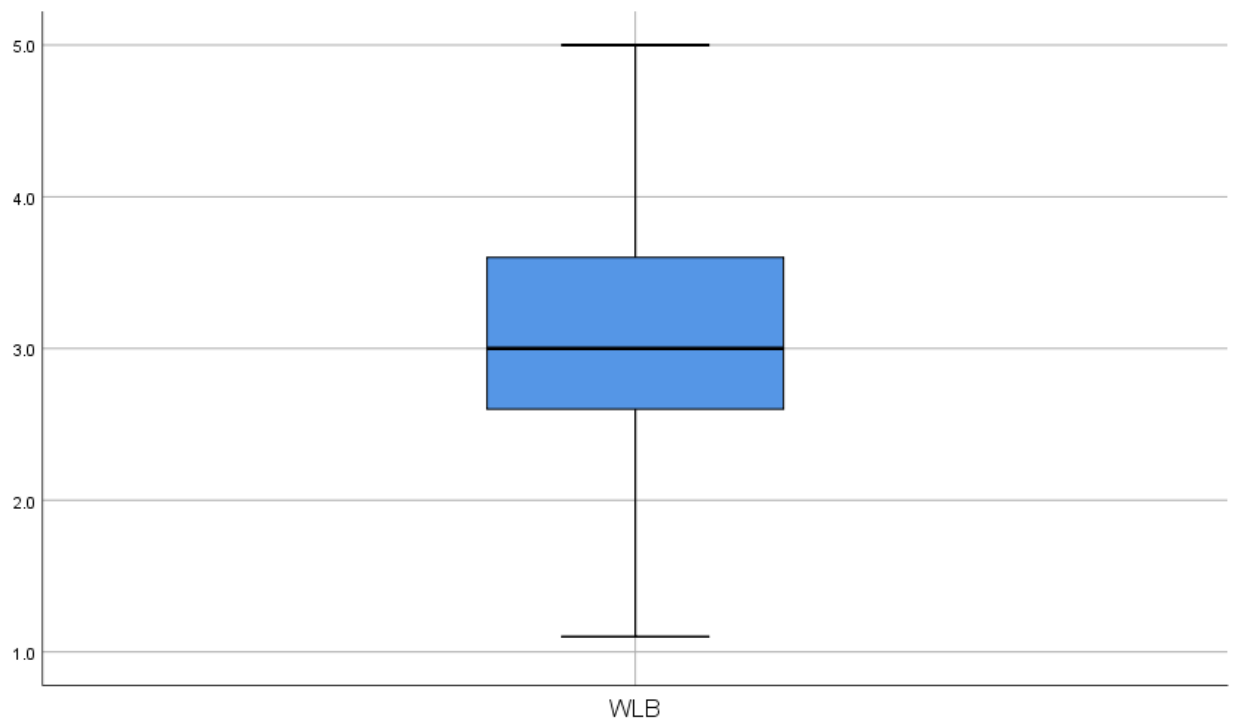


Figure 45: WLB box plot after removing outliers

#### E-6: Full Chi-Square details results

| Gender * Age Crosstabulation |        |                   |                      |                      |                      |             |       |
|------------------------------|--------|-------------------|----------------------|----------------------|----------------------|-------------|-------|
|                              |        |                   | Age                  |                      |                      |             | Total |
|                              |        |                   | Between 20<br>and 30 | Between 31<br>and 40 | Between 41<br>and 50 | Above<br>50 |       |
| Gender                       | Male   | Count             | 71                   | 69                   | 16                   | 5           | 161   |
|                              |        | Expected<br>Count | 75.3                 | 69.2                 | 12.6                 | 3.8         | 161.0 |
|                              | Female | Count             | 66                   | 57                   | 7                    | 2           | 132   |
|                              |        | Expected<br>Count | 61.7                 | 56.8                 | 10.4                 | 3.2         | 132.0 |
| Total                        |        | Count             | 137                  | 126                  | 23                   | 7           | 293   |
|                              |        | Expected<br>Count | 137.0                | 126.0                | 23.0                 | 7.0         | 293.0 |

| Chi-Square Tests                                                                        |                    |    |                                   |
|-----------------------------------------------------------------------------------------|--------------------|----|-----------------------------------|
|                                                                                         | Value              | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square                                                                      | 3.295 <sup>a</sup> | 3  | .348                              |
| Likelihood Ratio                                                                        | 3.398              | 3  | .334                              |
| Linear-by-Linear Association                                                            | 2.590              | 1  | .108                              |
| N of Valid Cases                                                                        | 293                |    |                                   |
| a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 3.15. |                    |    |                                   |

| Gender * Marital status Crosstabulation |        |                |                |         |       |
|-----------------------------------------|--------|----------------|----------------|---------|-------|
|                                         |        |                | Marital status |         | Total |
|                                         |        |                | Single         | Married |       |
| Gender                                  | Male   | Count          | 57             | 104     | 161   |
|                                         |        | Expected Count | 62.6           | 98.4    | 161.0 |
|                                         | Female | Count          | 57             | 75      | 132   |
|                                         |        | Expected Count | 51.4           | 80.6    | 132.0 |
| Total                                   |        | Count          | 114            | 179     | 293   |
|                                         |        | Expected Count | 114.0          | 179.0   | 293.0 |

| Chi-Square Tests                                                                        |                    |    |                                   |                      |                      |
|-----------------------------------------------------------------------------------------|--------------------|----|-----------------------------------|----------------------|----------------------|
|                                                                                         | Value              | df | Asymptotic Significance (2-sided) | Exact Sig. (2-sided) | Exact Sig. (1-sided) |
| Pearson Chi-Square                                                                      | 1.846 <sup>a</sup> | 1  | .174                              |                      |                      |
| Continuity Correction <sup>b</sup>                                                      | 1.533              | 1  | .216                              |                      |                      |
| Likelihood Ratio                                                                        | 1.844              | 1  | .174                              |                      |                      |
| Fisher's Exact Test                                                                     |                    |    |                                   | .187                 | .108                 |
| Linear-by-Linear Association                                                            | 1.840              | 1  | .175                              |                      |                      |
| N of Valid Cases                                                                        | 293                |    |                                   |                      |                      |
| a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 51.36. |                    |    |                                   |                      |                      |
| b. Computed only for a 2x2 table                                                        |                    |    |                                   |                      |                      |

| Gender * No. of Children Crosstabulation |        |                |                 |        |        |        |       |
|------------------------------------------|--------|----------------|-----------------|--------|--------|--------|-------|
|                                          |        |                | No. of Children |        |        |        | Total |
|                                          |        |                | No children     | 1 or 2 | 3 or 4 | 5 or 6 |       |
| Gender                                   | Male   | Count          | 66              | 57     | 21     | 7      | 151   |
|                                          |        | Expected Count | 74.7            | 52.6   | 18.7   | 5.1    | 151.0 |
|                                          | Female | Count          | 66              | 36     | 12     | 2      | 116   |
|                                          |        | Expected Count | 57.3            | 40.4   | 14.3   | 3.9    | 116.0 |
| Total                                    |        | Count          | 132             | 93     | 33     | 9      | 267   |
|                                          |        | Expected Count | 132.0           | 93.0   | 33.0   | 9.0    | 267.0 |

| Chi-Square Tests                                                                        |                    |    |                                   |
|-----------------------------------------------------------------------------------------|--------------------|----|-----------------------------------|
|                                                                                         | Value              | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square                                                                      | 5.480 <sup>a</sup> | 3  | .140                              |
| Likelihood Ratio                                                                        | 5.610              | 3  | .132                              |
| Linear-by-Linear Association                                                            | 5.040              | 1  | .025                              |
| N of Valid Cases                                                                        | 267                |    |                                   |
| a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 3.91. |                    |    |                                   |

| Gender * Nationality Crosstabulation |        |                |             |              |       |
|--------------------------------------|--------|----------------|-------------|--------------|-------|
|                                      |        |                | Nationality |              | Total |
|                                      |        |                | Bahraini    | Non-Bahraini |       |
| Gender                               | Male   | Count          | 155         | 6            | 161   |
|                                      |        | Expected Count | 157.2       | 3.8          | 161.0 |
|                                      | Female | Count          | 131         | 1            | 132   |
|                                      |        | Expected Count | 128.8       | 3.2          | 132.0 |
| Total                                |        | Count          | 286         | 7            | 293   |
|                                      |        | Expected Count | 286.0       | 7.0          | 293.0 |

| Chi-Square Tests                                                                        |                    |    |                                         |                         |                         |
|-----------------------------------------------------------------------------------------|--------------------|----|-----------------------------------------|-------------------------|-------------------------|
|                                                                                         | Value              | df | Asymptotic<br>Significance<br>(2-sided) | Exact Sig.<br>(2-sided) | Exact Sig.<br>(1-sided) |
| Pearson Chi-Square                                                                      | 2.742 <sup>a</sup> | 1  | .098                                    |                         |                         |
| Continuity Correction <sup>b</sup>                                                      | 1.617              | 1  | .204                                    |                         |                         |
| Likelihood Ratio                                                                        | 3.104              | 1  | .078                                    |                         |                         |
| Fisher's Exact Test                                                                     |                    |    |                                         | .133                    | .099                    |
| Linear-by-Linear<br>Association                                                         | 2.733              | 1  | .098                                    |                         |                         |
| N of Valid Cases                                                                        | 293                |    |                                         |                         |                         |
| a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 3.15. |                    |    |                                         |                         |                         |
| b. Computed only for a 2x2 table                                                        |                    |    |                                         |                         |                         |

| Gender * Education level Crosstabulation |        |                |                 |         |          |         |     |       |
|------------------------------------------|--------|----------------|-----------------|---------|----------|---------|-----|-------|
|                                          |        |                | Education level |         |          |         |     | Total |
|                                          |        |                | High school     | Diploma | Bachelor | Masters | PhD |       |
| Gender                                   | Male   | Count          | 6               | 26      | 105      | 22      | 2   | 161   |
|                                          |        | Expected Count | 6.0             | 21.4    | 110.4    | 22.0    | 1.1 | 161.0 |
|                                          | Female | Count          | 5               | 13      | 96       | 18      | 0   | 132   |
|                                          |        | Expected Count | 5.0             | 17.6    | 90.6     | 18.0    | .9  | 132.0 |
| Total                                    |        | Count          | 11              | 39      | 201      | 40      | 2   | 293   |
|                                          |        | Expected Count | 11.0            | 39.0    | 201.0    | 40.0    | 2.0 | 293.0 |

| Chi-Square Tests                                                                       |                    |    |                                   |
|----------------------------------------------------------------------------------------|--------------------|----|-----------------------------------|
|                                                                                        | Value              | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square                                                                     | 4.400 <sup>a</sup> | 4  | .355                              |
| Likelihood Ratio                                                                       | 5.210              | 4  | .266                              |
| Linear-by-Linear Association                                                           | .219               | 1  | .640                              |
| N of Valid Cases                                                                       | 293                |    |                                   |
| a. 3 cells (30.0%) have expected count less than 5. The minimum expected count is .90. |                    |    |                                   |

| Gender * Years in workforce Crosstabulation |        |                |                    |               |                |                |                    |       |
|---------------------------------------------|--------|----------------|--------------------|---------------|----------------|----------------|--------------------|-------|
|                                             |        |                | Years in workforce |               |                |                |                    | Total |
|                                             |        |                | Less than 5 years  | 6 to 10 years | 11 to 15 years | 16 to 20 years | More than 20 years |       |
| Gender                                      | Male   | Count          | 54                 | 43            | 38             | 16             | 9                  | 160   |
|                                             |        | Expected Count | 56.4               | 44.9          | 38.9           | 12.1           | 7.7                | 160.0 |
|                                             | Female | Count          | 49                 | 39            | 33             | 6              | 5                  | 132   |
|                                             |        | Expected Count | 46.6               | 37.1          | 32.1           | 9.9            | 6.3                | 132.0 |
| Total                                       |        | Count          | 103                | 82            | 71             | 22             | 14                 | 292   |
|                                             |        | Expected Count | 103.0              | 82.0          | 71.0           | 22.0           | 14.0               | 292.0 |

| Chi-Square Tests                                                                       |                    |    |                                   |
|----------------------------------------------------------------------------------------|--------------------|----|-----------------------------------|
|                                                                                        | Value              | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square                                                                     | 3.829 <sup>a</sup> | 4  | .430                              |
| Likelihood Ratio                                                                       | 3.977              | 4  | .409                              |
| Linear-by-Linear Association                                                           | 1.914              | 1  | .166                              |
| N of Valid Cases                                                                       | 292                |    |                                   |
| a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.33. |                    |    |                                   |

| Gender * Current position Crosstabulation |        |                |                  |                   |                  |       |
|-------------------------------------------|--------|----------------|------------------|-------------------|------------------|-------|
|                                           |        |                | Current position |                   |                  | Total |
|                                           |        |                | Lower management | Middle management | Upper management |       |
| Gender                                    | Male   | Count          | 102              | 51                | 7                | 160   |
|                                           |        | Expected Count | 102.4            | 50.9              | 6.6              | 160.0 |
|                                           | Female | Count          | 83               | 41                | 5                | 129   |
|                                           |        | Expected Count | 82.6             | 41.1              | 5.4              | 129.0 |
| Total                                     |        | Count          | 185              | 92                | 12               | 289   |
|                                           |        | Expected Count | 185.0            | 92.0              | 12.0             | 289.0 |

| Chi-Square Tests                                                                       |                   |    |                                   |
|----------------------------------------------------------------------------------------|-------------------|----|-----------------------------------|
|                                                                                        | Value             | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square                                                                     | .047 <sup>a</sup> | 2  | .977                              |
| Likelihood Ratio                                                                       | .047              | 2  | .977                              |
| Linear-by-Linear Association                                                           | .026              | 1  | .872                              |
| N of Valid Cases                                                                       | 289               |    |                                   |
| a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.36. |                   |    |                                   |

| Age * Marital status Crosstabulation |                   |                |                |         |       |
|--------------------------------------|-------------------|----------------|----------------|---------|-------|
|                                      |                   |                | Marital status |         | Total |
|                                      |                   |                | Single         | Married |       |
| Age                                  | Between 20 and 30 | Count          | 86             | 51      | 137   |
|                                      |                   | Expected Count | 53.3           | 83.7    | 137.0 |
|                                      | Between 31 and 40 | Count          | 27             | 99      | 126   |
|                                      |                   | Expected Count | 49.0           | 77.0    | 126.0 |
|                                      |                   | Count          | 1              | 22      | 23    |

|       |                   |                |       |       |       |
|-------|-------------------|----------------|-------|-------|-------|
|       | Between 41 and 50 | Expected Count | 8.9   | 14.1  | 23.0  |
|       | Above 50          | Count          | 0     | 7     | 7     |
|       |                   | Expected Count | 2.7   | 4.3   | 7.0   |
| Total |                   | Count          | 114   | 179   | 293   |
|       |                   | Expected Count | 114.0 | 179.0 | 293.0 |

| Chi-Square Tests                                                                        |                     |    |                                   |
|-----------------------------------------------------------------------------------------|---------------------|----|-----------------------------------|
|                                                                                         | Value               | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square                                                                      | 65.039 <sup>a</sup> | 3  | .000                              |
| Likelihood Ratio                                                                        | 71.602              | 3  | .000                              |
| Linear-by-Linear Association                                                            | 57.888              | 1  | .000                              |
| N of Valid Cases                                                                        | 293                 |    |                                   |
| a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 2.72. |                     |    |                                   |

| Age * No. of Children Crosstabulation |                   |                |                 |        |        |        |       |
|---------------------------------------|-------------------|----------------|-----------------|--------|--------|--------|-------|
|                                       |                   |                | No. of Children |        |        |        | Total |
|                                       |                   |                | No children     | 1 or 2 | 3 or 4 | 5 or 6 |       |
| Age                                   | Between 20 and 30 | Count          | 99              | 21     | 0      | 0      | 120   |
|                                       |                   | Expected Count | 59.3            | 41.8   | 14.8   | 4.0    | 120.0 |
|                                       | Between 31 and 40 | Count          | 31              | 65     | 21     | 1      | 118   |
|                                       |                   | Expected Count | 58.3            | 41.1   | 14.6   | 4.0    | 118.0 |
|                                       | Between 41 and 50 | Count          | 2               | 5      | 10     | 5      | 22    |
|                                       |                   | Expected Count | 10.9            | 7.7    | 2.7    | .7     | 22.0  |
|                                       | Above 50          | Count          | 0               | 2      | 2      | 3      | 7     |
|                                       |                   | Expected Count | 3.5             | 2.4    | .9     | .2     | 7.0   |
| Total                                 |                   | Count          | 132             | 93     | 33     | 9      | 267   |
|                                       |                   | Expected Count | 132.0           | 93.0   | 33.0   | 9.0    | 267.0 |

| Chi-Square Tests                                                                       |                      |    |                                   |
|----------------------------------------------------------------------------------------|----------------------|----|-----------------------------------|
|                                                                                        | Value                | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square                                                                     | 177.041 <sup>a</sup> | 9  | .000                              |
| Likelihood Ratio                                                                       | 157.321              | 9  | .000                              |
| Linear-by-Linear Association                                                           | 121.394              | 1  | .000                              |
| N of Valid Cases                                                                       | 267                  |    |                                   |
| a. 8 cells (50.0%) have expected count less than 5. The minimum expected count is .24. |                      |    |                                   |

| Age * Nationality Crosstabulation |                   |                |             |              |       |
|-----------------------------------|-------------------|----------------|-------------|--------------|-------|
|                                   |                   |                | Nationality |              | Total |
|                                   |                   |                | Bahraini    | Non-Bahraini |       |
| Age                               | Between 20 and 30 | Count          | 136         | 1            | 137   |
|                                   |                   | Expected Count | 133.7       | 3.3          | 137.0 |
|                                   | Between 31 and 40 | Count          | 121         | 5            | 126   |
|                                   |                   | Expected Count | 123.0       | 3.0          | 126.0 |
|                                   | Between 41 and 50 | Count          | 23          | 0            | 23    |
|                                   |                   | Expected Count | 22.5        | .5           | 23.0  |
|                                   | Above 50          | Count          | 6           | 1            | 7     |
|                                   |                   | Expected Count | 6.8         | .2           | 7.0   |
| Total                             |                   | Count          | 286         | 7            | 293   |
|                                   |                   | Expected Count | 286.0       | 7.0          | 293.0 |

| Chi-Square Tests                                                                       |                    |    |                                         |
|----------------------------------------------------------------------------------------|--------------------|----|-----------------------------------------|
|                                                                                        | Value              | df | Asymptotic<br>Significance<br>(2-sided) |
| Pearson Chi-Square                                                                     | 7.776 <sup>a</sup> | 3  | .051                                    |
| Likelihood Ratio                                                                       | 6.469              | 3  | .091                                    |
| Linear-by-Linear<br>Association                                                        | 3.190              | 1  | .074                                    |
| N of Valid Cases                                                                       | 293                |    |                                         |
| a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is .17. |                    |    |                                         |

| Age * Education level Crosstabulation |                   |                |                 |         |          |         |     |       |
|---------------------------------------|-------------------|----------------|-----------------|---------|----------|---------|-----|-------|
|                                       |                   |                | Education level |         |          |         |     | Total |
|                                       |                   |                | High school     | Diploma | Bachelor | Masters | PhD |       |
| Age                                   | Between 20 and 30 | Count          | 2               | 4       | 121      | 9       | 1   | 137   |
|                                       |                   | Expected Count | 5.1             | 18.2    | 94.0     | 18.7    | .9  | 137.0 |
|                                       | Between 31 and 40 | Count          | 5               | 20      | 75       | 26      | 0   | 126   |
|                                       |                   | Expected Count | 4.7             | 16.8    | 86.4     | 17.2    | .9  | 126.0 |
|                                       | Between 41 and 50 | Count          | 3               | 11      | 5        | 3       | 1   | 23    |
|                                       |                   | Expected Count | .9              | 3.1     | 15.8     | 3.1     | .2  | 23.0  |
|                                       | Above 50          | Count          | 1               | 4       | 0        | 2       | 0   | 7     |
|                                       |                   | Expected Count | .3              | .9      | 4.8      | 1.0     | .0  | 7.0   |
| Total                                 |                   | Count          | 11              | 39      | 201      | 40      | 2   | 293   |
|                                       |                   | Expected Count | 11.0            | 39.0    | 201.0    | 40.0    | 2.0 | 293.0 |

| Chi-Square Tests                                                                           |                     |    |                                         |
|--------------------------------------------------------------------------------------------|---------------------|----|-----------------------------------------|
|                                                                                            | Value               | df | Asymptotic<br>Significance<br>(2-sided) |
| Pearson Chi-Square                                                                         | 89.280 <sup>a</sup> | 12 | .000                                    |
| Likelihood Ratio                                                                           | 84.821              | 12 | .000                                    |
| Linear-by-Linear<br>Association                                                            | 12.108              | 1  | .001                                    |
| N of Valid Cases                                                                           | 293                 |    |                                         |
| a. 12 cells (60.0%) have expected count less than 5. The<br>minimum expected count is .05. |                     |    |                                         |

| Age * Years in workforce Crosstabulation |                      |                   |                         |                  |                   |                   |                          |       |
|------------------------------------------|----------------------|-------------------|-------------------------|------------------|-------------------|-------------------|--------------------------|-------|
|                                          |                      |                   | Years in workforce      |                  |                   |                   |                          | Total |
|                                          |                      |                   | Less<br>than 5<br>years | 6 to 10<br>years | 11 to 15<br>years | 16 to 20<br>years | More<br>than 20<br>years |       |
| Age                                      | Between<br>20 and 30 | Count             | 98                      | 38               | 0                 | 1                 | 0                        | 137   |
|                                          |                      | Expected<br>Count | 48.3                    | 38.5             | 33.3              | 10.3              | 6.6                      | 137.0 |
|                                          | Between<br>31 and 40 | Count             | 5                       | 43               | 66                | 11                | 0                        | 125   |
|                                          |                      | Expected<br>Count | 44.1                    | 35.1             | 30.4              | 9.4               | 6.0                      | 125.0 |
|                                          | Between<br>41 and 50 | Count             | 0                       | 1                | 5                 | 10                | 7                        | 23    |
|                                          |                      | Expected<br>Count | 8.1                     | 6.5              | 5.6               | 1.7               | 1.1                      | 23.0  |
|                                          | Above 50             | Count             | 0                       | 0                | 0                 | 0                 | 7                        | 7     |
|                                          |                      | Expected<br>Count | 2.5                     | 2.0              | 1.7               | .5                | .3                       | 7.0   |
| Total                                    |                      | Count             | 103                     | 82               | 71                | 22                | 14                       | 292   |
|                                          |                      | Expected<br>Count | 103.0                   | 82.0             | 71.0              | 22.0              | 14.0                     | 292.0 |

| Chi-Square Tests                                                                       |                      |    |                                   |
|----------------------------------------------------------------------------------------|----------------------|----|-----------------------------------|
|                                                                                        | Value                | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square                                                                     | 406.541 <sup>a</sup> | 12 | .000                              |
| Likelihood Ratio                                                                       | 333.027              | 12 | .000                              |
| Linear-by-Linear Association                                                           | 205.296              | 1  | .000                              |
| N of Valid Cases                                                                       | 292                  |    |                                   |
| a. 7 cells (35.0%) have expected count less than 5. The minimum expected count is .34. |                      |    |                                   |

| Age * Current position Crosstabulation |                   |                |                  |                   |                  |       |
|----------------------------------------|-------------------|----------------|------------------|-------------------|------------------|-------|
|                                        |                   |                | Current position |                   |                  | Total |
|                                        |                   |                | Lower management | Middle management | Upper management |       |
| Age                                    | Between 20 and 30 | Count          | 108              | 25                | 1                | 134   |
|                                        |                   | Expected Count | 85.8             | 42.7              | 5.6              | 134.0 |
|                                        | Between 31 and 40 | Count          | 63               | 57                | 5                | 125   |
|                                        |                   | Expected Count | 80.0             | 39.8              | 5.2              | 125.0 |
|                                        | Between 41 and 50 | Count          | 13               | 8                 | 2                | 23    |
|                                        |                   | Expected Count | 14.7             | 7.3               | 1.0              | 23.0  |
|                                        | Above 50          | Count          | 1                | 2                 | 4                | 7     |
|                                        |                   | Expected Count | 4.5              | 2.2               | .3               | 7.0   |
| Total                                  |                   | Count          | 185              | 92                | 12               | 289   |
|                                        |                   | Expected Count | 185.0            | 92.0              | 12.0             | 289.0 |

| Chi-Square Tests                                                                       |                     |    |                                   |
|----------------------------------------------------------------------------------------|---------------------|----|-----------------------------------|
|                                                                                        | Value               | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square                                                                     | 79.350 <sup>a</sup> | 6  | .000                              |
| Likelihood Ratio                                                                       | 48.758              | 6  | .000                              |
| Linear-by-Linear Association                                                           | 39.027              | 1  | .000                              |
| N of Valid Cases                                                                       | 289                 |    |                                   |
| a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is .29. |                     |    |                                   |

| Marital status * No. of Children Crosstabulation |         |                |                 |        |        |        |       |
|--------------------------------------------------|---------|----------------|-----------------|--------|--------|--------|-------|
|                                                  |         |                | No. of Children |        |        |        | Total |
|                                                  |         |                | No children     | 1 or 2 | 3 or 4 | 5 or 6 |       |
| Marital status                                   | Single  | Count          | 87              | 1      | 0      | 0      | 88    |
|                                                  |         | Expected Count | 43.5            | 30.7   | 10.9   | 3.0    | 88.0  |
|                                                  | Married | Count          | 45              | 92     | 33     | 9      | 179   |
|                                                  |         | Expected Count | 88.5            | 62.3   | 22.1   | 6.0    | 179.0 |
| Total                                            |         | Count          | 132             | 93     | 33     | 9      | 267   |
|                                                  |         | Expected Count | 132.0           | 93.0   | 33.0   | 9.0    | 267.0 |

| Chi-Square Tests                                                                        |                      |    |                                   |
|-----------------------------------------------------------------------------------------|----------------------|----|-----------------------------------|
|                                                                                         | Value                | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square                                                                      | 128.294 <sup>a</sup> | 3  | .000                              |
| Likelihood Ratio                                                                        | 158.049              | 3  | .000                              |
| Linear-by-Linear Association                                                            | 92.934               | 1  | .000                              |
| N of Valid Cases                                                                        | 267                  |    |                                   |
| a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 2.97. |                      |    |                                   |

| Marital status * Nationality Crosstabulation |         |                |             |              |       |
|----------------------------------------------|---------|----------------|-------------|--------------|-------|
|                                              |         |                | Nationality |              | Total |
|                                              |         |                | Bahraini    | Non-Bahraini |       |
| Marital status                               | Single  | Count          | 112         | 2            | 114   |
|                                              |         | Expected Count | 111.3       | 2.7          | 114.0 |
|                                              | Married | Count          | 174         | 5            | 179   |
|                                              |         | Expected Count | 174.7       | 4.3          | 179.0 |
| Total                                        |         | Count          | 286         | 7            | 293   |
|                                              |         | Expected Count | 286.0       | 7.0          | 293.0 |

| Chi-Square Tests                                                                        |                   |    |                                   |                      |                      |
|-----------------------------------------------------------------------------------------|-------------------|----|-----------------------------------|----------------------|----------------------|
|                                                                                         | Value             | df | Asymptotic Significance (2-sided) | Exact Sig. (2-sided) | Exact Sig. (1-sided) |
| Pearson Chi-Square                                                                      | .322 <sup>a</sup> | 1  | .570                              |                      |                      |
| Continuity Correction <sup>b</sup>                                                      | .031              | 1  | .861                              |                      |                      |
| Likelihood Ratio                                                                        | .336              | 1  | .562                              |                      |                      |
| Fisher's Exact Test                                                                     |                   |    |                                   | .709                 | .443                 |
| Linear-by-Linear Association                                                            | .321              | 1  | .571                              |                      |                      |
| N of Valid Cases                                                                        | 293               |    |                                   |                      |                      |
| a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 2.72. |                   |    |                                   |                      |                      |
| b. Computed only for a 2x2 table                                                        |                   |    |                                   |                      |                      |

| Marital status * Education level Crosstabulation |         |                |                 |         |          |         |     |       |
|--------------------------------------------------|---------|----------------|-----------------|---------|----------|---------|-----|-------|
|                                                  |         |                | Education level |         |          |         |     | Total |
|                                                  |         |                | High school     | Diploma | Bachelor | Masters | PhD |       |
| Marital status                                   | Single  | Count          | 1               | 4       | 98       | 11      | 0   | 114   |
|                                                  |         | Expected Count | 4.3             | 15.2    | 78.2     | 15.6    | .8  | 114.0 |
|                                                  | Married | Count          | 10              | 35      | 103      | 29      | 2   | 179   |
|                                                  |         | Expected Count | 6.7             | 23.8    | 122.8    | 24.4    | 1.2 | 179.0 |
| Total                                            |         | Count          | 11              | 39      | 201      | 40      | 2   | 293   |
|                                                  |         | Expected Count | 11.0            | 39.0    | 201.0    | 40.0    | 2.0 | 293.0 |

| Chi-Square Tests                                                                       |                     |    |                                   |
|----------------------------------------------------------------------------------------|---------------------|----|-----------------------------------|
|                                                                                        | Value               | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square                                                                     | 29.249 <sup>a</sup> | 4  | .000                              |
| Likelihood Ratio                                                                       | 33.574              | 4  | .000                              |
| Linear-by-Linear Association                                                           | 4.350               | 1  | .037                              |
| N of Valid Cases                                                                       | 293                 |    |                                   |
| a. 3 cells (30.0%) have expected count less than 5. The minimum expected count is .78. |                     |    |                                   |

| Marital status * Years in workforce Crosstabulation |         |                |                    |               |                |                |                    |       |
|-----------------------------------------------------|---------|----------------|--------------------|---------------|----------------|----------------|--------------------|-------|
|                                                     |         |                | Years in workforce |               |                |                |                    | Total |
|                                                     |         |                | Less than 5 years  | 6 to 10 years | 11 to 15 years | 16 to 20 years | More than 20 years |       |
| Marital status                                      | Single  | Count          | 70                 | 30            | 12             | 1              | 1                  | 114   |
|                                                     |         | Expected Count | 40.2               | 32.0          | 27.7           | 8.6            | 5.5                | 114.0 |
|                                                     | Married | Count          | 33                 | 52            | 59             | 21             | 13                 | 178   |
|                                                     |         | Expected Count | 62.8               | 50.0          | 43.3           | 13.4           | 8.5                | 178.0 |
| Total                                               |         | Count          | 103                | 82            | 71             | 22             | 14                 | 292   |
|                                                     |         | Expected Count | 103.0              | 82.0          | 71.0           | 22.0           | 14.0               | 292.0 |

| Chi-Square Tests                                                                       |                     |    |                                   |
|----------------------------------------------------------------------------------------|---------------------|----|-----------------------------------|
|                                                                                        | Value               | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square                                                                     | 68.014 <sup>a</sup> | 4  | .000                              |
| Likelihood Ratio                                                                       | 73.906              | 4  | .000                              |
| Linear-by-Linear Association                                                           | 60.795              | 1  | .000                              |
| N of Valid Cases                                                                       | 292                 |    |                                   |
| a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.47. |                     |    |                                   |

| Marital status * Current position Crosstabulation |         |                |                  |                   |                  |       |
|---------------------------------------------------|---------|----------------|------------------|-------------------|------------------|-------|
|                                                   |         |                | Current position |                   |                  | Total |
|                                                   |         |                | Lower management | Middle management | Upper management |       |
| Marital status                                    | Single  | Count          | 80               | 30                | 1                | 111   |
|                                                   |         | Expected Count | 71.1             | 35.3              | 4.6              | 111.0 |
|                                                   | Married | Count          | 105              | 62                | 11               | 178   |
|                                                   |         | Expected Count | 113.9            | 56.7              | 7.4              | 178.0 |
| Total                                             |         | Count          | 185              | 92                | 12               | 289   |
|                                                   |         | Expected Count | 185.0            | 92.0              | 12.0             | 289.0 |

| Chi-Square Tests                                                                        |                    |    |                                   |
|-----------------------------------------------------------------------------------------|--------------------|----|-----------------------------------|
|                                                                                         | Value              | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square                                                                      | 7.724 <sup>a</sup> | 2  | .021                              |
| Likelihood Ratio                                                                        | 8.832              | 2  | .012                              |
| Linear-by-Linear Association                                                            | 7.105              | 1  | .008                              |
| N of Valid Cases                                                                        | 289                |    |                                   |
| a. 1 cells (16.7%) have expected count less than 5. The minimum expected count is 4.61. |                    |    |                                   |

| No. of Children * Nationality Crosstabulation |             |                |             |              |       |
|-----------------------------------------------|-------------|----------------|-------------|--------------|-------|
|                                               |             |                | Nationality |              | Total |
|                                               |             |                | Bahraini    | Non-Bahraini |       |
| No. of Children                               | No children | Count          | 128         | 4            | 132   |
|                                               |             | Expected Count | 128.5       | 3.5          | 132.0 |
|                                               | 1 or 2      | Count          | 91          | 2            | 93    |
|                                               |             | Expected Count | 90.6        | 2.4          | 93.0  |
|                                               | 3 or 4      | Count          | 33          | 0            | 33    |
|                                               |             | Expected Count | 32.1        | .9           | 33.0  |
|                                               | 5 or 6      | Count          | 8           | 1            | 9     |
|                                               |             | Expected Count | 8.8         | .2           | 9.0   |
| Total                                         |             | Count          | 260         | 7            | 267   |
|                                               |             | Expected Count | 260.0       | 7.0          | 267.0 |

| Chi-Square Tests                                                                       |                    |    |                                   |
|----------------------------------------------------------------------------------------|--------------------|----|-----------------------------------|
|                                                                                        | Value              | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square                                                                     | 3.596 <sup>a</sup> | 3  | .308                              |
| Likelihood Ratio                                                                       | 3.351              | 3  | .341                              |
| Linear-by-Linear Association                                                           | .003               | 1  | .954                              |
| N of Valid Cases                                                                       | 267                |    |                                   |
| a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is .24. |                    |    |                                   |

| No. of Children * Education level Crosstabulation |             |                |                 |         |          |         |     |       |
|---------------------------------------------------|-------------|----------------|-----------------|---------|----------|---------|-----|-------|
|                                                   |             |                | Education level |         |          |         |     | Total |
|                                                   |             |                | High school     | Diploma | Bachelor | Masters | PhD |       |
| No. of Children                                   | No children | Count          | 2               | 9       | 108      | 13      | 0   | 132   |
|                                                   |             | Expected Count | 5.4             | 18.3    | 88.5     | 18.8    | 1.0 | 132.0 |
|                                                   | 1 or 2      | Count          | 2               | 15      | 60       | 15      | 1   | 93    |
|                                                   |             | Expected Count | 3.8             | 12.9    | 62.3     | 13.2    | .7  | 93.0  |
|                                                   | 3 or 4      | Count          | 6               | 10      | 10       | 7       | 0   | 33    |
|                                                   |             | Expected Count | 1.4             | 4.6     | 22.1     | 4.7     | .2  | 33.0  |
|                                                   | 5 or 6      | Count          | 1               | 3       | 1        | 3       | 1   | 9     |
|                                                   |             | Expected Count | .4              | 1.2     | 6.0      | 1.3     | .1  | 9.0   |
| Total                                             |             | Count          | 11              | 37      | 179      | 38      | 2   | 267   |
|                                                   |             | Expected Count | 11.0            | 37.0    | 179.0    | 38.0    | 2.0 | 267.0 |

| Chi-Square Tests                                                                        |                     |    |                                   |
|-----------------------------------------------------------------------------------------|---------------------|----|-----------------------------------|
|                                                                                         | Value               | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square                                                                      | 68.880 <sup>a</sup> | 12 | .000                              |
| Likelihood Ratio                                                                        | 55.832              | 12 | .000                              |
| Linear-by-Linear Association                                                            | 4.865               | 1  | .027                              |
| N of Valid Cases                                                                        | 267                 |    |                                   |
| a. 11 cells (55.0%) have expected count less than 5. The minimum expected count is .07. |                     |    |                                   |

| No. of Children * Years in workforce Crosstabulation |             |                |                    |               |                |                |                    |       |
|------------------------------------------------------|-------------|----------------|--------------------|---------------|----------------|----------------|--------------------|-------|
|                                                      |             |                | Years in workforce |               |                |                |                    | Total |
|                                                      |             |                | Less than 5 years  | 6 to 10 years | 11 to 15 years | 16 to 20 years | More than 20 years |       |
| No. of Children                                      | No children | Count          | 80                 | 35            | 14             | 2              | 1                  | 132   |
|                                                      |             | Expected Count | 44.7               | 36.2          | 33.7           | 10.9           | 6.5                | 132.0 |
|                                                      | 1 or 2      | Count          | 10                 | 30            | 39             | 10             | 3                  | 92    |
|                                                      |             | Expected Count | 31.1               | 25.2          | 23.5           | 7.6            | 4.5                | 92.0  |
|                                                      | 3 or 4      | Count          | 0                  | 8             | 13             | 7              | 5                  | 33    |
|                                                      |             | Expected Count | 11.2               | 9.1           | 8.4            | 2.7            | 1.6                | 33.0  |
|                                                      | 5 or 6      | Count          | 0                  | 0             | 2              | 3              | 4                  | 9     |
|                                                      |             | Expected Count | 3.0                | 2.5           | 2.3            | .7             | .4                 | 9.0   |
| Total                                                |             | Count          | 90                 | 73            | 68             | 22             | 13                 | 266   |
|                                                      |             | Expected Count | 90.0               | 73.0          | 68.0           | 22.0           | 13.0               | 266.0 |

| Chi-Square Tests                                                                       |                      |    |                                   |
|----------------------------------------------------------------------------------------|----------------------|----|-----------------------------------|
|                                                                                        | Value                | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square                                                                     | 146.879 <sup>a</sup> | 12 | .000                              |
| Likelihood Ratio                                                                       | 145.052              | 12 | .000                              |
| Linear-by-Linear Association                                                           | 109.648              | 1  | .000                              |
| N of Valid Cases                                                                       | 266                  |    |                                   |
| a. 8 cells (40.0%) have expected count less than 5. The minimum expected count is .44. |                      |    |                                   |

| No. of Children * Current position Crosstabulation |             |                |                  |                   |                  |       |
|----------------------------------------------------|-------------|----------------|------------------|-------------------|------------------|-------|
|                                                    |             |                | Current position |                   |                  | Total |
|                                                    |             |                | Lower management | Middle management | Upper management |       |
| No. of Children                                    | No children | Count          | 97               | 34                | 1                | 132   |
|                                                    |             | Expected Count | 82.9             | 43.2              | 6.0              | 132.0 |
|                                                    | 1 or 2      | Count          | 51               | 35                | 6                | 92    |
|                                                    |             | Expected Count | 57.8             | 30.1              | 4.2              | 92.0  |
|                                                    | 3 or 4      | Count          | 18               | 13                | 2                | 33    |
|                                                    |             | Expected Count | 20.7             | 10.8              | 1.5              | 33.0  |
|                                                    | 5 or 6      | Count          | 1                | 5                 | 3                | 9     |
|                                                    |             | Expected Count | 5.7              | 2.9               | .4               | 9.0   |
| Total                                              |             | Count          | 167              | 87                | 12               | 266   |
|                                                    |             | Expected Count | 167.0            | 87.0              | 12.0             | 266.0 |

| Chi-Square Tests                                                                       |                     |    |                                   |
|----------------------------------------------------------------------------------------|---------------------|----|-----------------------------------|
|                                                                                        | Value               | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square                                                                     | 33.717 <sup>a</sup> | 6  | .000                              |
| Likelihood Ratio                                                                       | 27.825              | 6  | .000                              |
| Linear-by-Linear Association                                                           | 22.951              | 1  | .000                              |
| N of Valid Cases                                                                       | 266                 |    |                                   |
| a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is .41. |                     |    |                                   |

| Nationality * Education level Crosstabulation |              |                |                 |         |          |         |     |       |
|-----------------------------------------------|--------------|----------------|-----------------|---------|----------|---------|-----|-------|
|                                               |              |                | Education level |         |          |         |     | Total |
|                                               |              |                | High school     | Diploma | Bachelor | Masters | PhD |       |
| Nationality                                   | Bahraini     | Count          | 11              | 37      | 198      | 38      | 2   | 286   |
|                                               |              | Expected Count | 10.7            | 38.1    | 196.2    | 39.0    | 2.0 | 286.0 |
|                                               | Non-Bahraini | Count          | 0               | 2       | 3        | 2       | 0   | 7     |
|                                               |              | Expected Count | .3              | .9      | 4.8      | 1.0     | .0  | 7.0   |
| Total                                         |              | Count          | 11              | 39      | 201      | 40      | 2   | 293   |
|                                               |              | Expected Count | 11.0            | 39.0    | 201.0    | 40.0    | 2.0 | 293.0 |

| Chi-Square Tests                                                                       |                    |    |                                   |
|----------------------------------------------------------------------------------------|--------------------|----|-----------------------------------|
|                                                                                        | Value              | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square                                                                     | 3.435 <sup>a</sup> | 4  | .488                              |
| Likelihood Ratio                                                                       | 3.269              | 4  | .514                              |
| Linear-by-Linear Association                                                           | .054               | 1  | .816                              |
| N of Valid Cases                                                                       | 293                |    |                                   |
| a. 6 cells (60.0%) have expected count less than 5. The minimum expected count is .05. |                    |    |                                   |

| Nationality * Years in workforce Crosstabulation |              |                |                    |               |                |                |                    |       |
|--------------------------------------------------|--------------|----------------|--------------------|---------------|----------------|----------------|--------------------|-------|
|                                                  |              |                | Years in workforce |               |                |                |                    | Total |
|                                                  |              |                | Less than 5 years  | 6 to 10 years | 11 to 15 years | 16 to 20 years | More than 20 years |       |
| Nationality                                      | Bahraini     | Count          | 101                | 81            | 68             | 22             | 13                 | 285   |
|                                                  |              | Expected Count | 100.5              | 80.0          | 69.3           | 21.5           | 13.7               | 285.0 |
|                                                  | Non-Bahraini | Count          | 2                  | 1             | 3              | 0              | 1                  | 7     |
|                                                  |              | Expected Count | 2.5                | 2.0           | 1.7            | .5             | .3                 | 7.0   |
| Total                                            |              | Count          | 103                | 82            | 71             | 22             | 14                 | 292   |
|                                                  |              | Expected Count | 103.0              | 82.0          | 71.0           | 22.0           | 14.0               | 292.0 |

| Chi-Square Tests                                                                       |                    |    |                                   |
|----------------------------------------------------------------------------------------|--------------------|----|-----------------------------------|
|                                                                                        | Value              | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square                                                                     | 3.479 <sup>a</sup> | 4  | .481                              |
| Likelihood Ratio                                                                       | 3.473              | 4  | .482                              |
| Linear-by-Linear Association                                                           | .825               | 1  | .364                              |
| N of Valid Cases                                                                       | 292                |    |                                   |
| a. 5 cells (50.0%) have expected count less than 5. The minimum expected count is .34. |                    |    |                                   |

| Nationality * Current position Crosstabulation |              |                |                  |                   |                  |       |
|------------------------------------------------|--------------|----------------|------------------|-------------------|------------------|-------|
|                                                |              |                | Current position |                   |                  | Total |
|                                                |              |                | Lower management | Middle management | Upper management |       |
| Nationality                                    | Bahraini     | Count          | 183              | 88                | 11               | 282   |
|                                                |              | Expected Count | 180.5            | 89.8              | 11.7             | 282.0 |
|                                                | Non-Bahraini | Count          | 2                | 4                 | 1                | 7     |
|                                                |              | Expected Count | 4.5              | 2.2               | .3               | 7.0   |
| Total                                          |              | Count          | 185              | 92                | 12               | 289   |
|                                                |              | Expected Count | 185.0            | 92.0              | 12.0             | 289.0 |

| Chi-Square Tests                                                                       |                    |    |                                   |
|----------------------------------------------------------------------------------------|--------------------|----|-----------------------------------|
|                                                                                        | Value              | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square                                                                     | 4.625 <sup>a</sup> | 2  | .099                              |
| Likelihood Ratio                                                                       | 4.038              | 2  | .133                              |
| Linear-by-Linear Association                                                           | 4.593              | 1  | .032                              |
| N of Valid Cases                                                                       | 289                |    |                                   |
| a. 3 cells (50.0%) have expected count less than 5. The minimum expected count is .29. |                    |    |                                   |

| Education level * Years in workforce Crosstabulation |             |                |                    |               |                |                |                    |       |
|------------------------------------------------------|-------------|----------------|--------------------|---------------|----------------|----------------|--------------------|-------|
|                                                      |             |                | Years in workforce |               |                |                |                    | Total |
|                                                      |             |                | Less than 5 years  | 6 to 10 years | 11 to 15 years | 16 to 20 years | More than 20 years |       |
| Education level                                      | High school | Count          | 2                  | 3             | 2              | 1              | 3                  | 11    |
|                                                      |             | Expected Count | 3.9                | 3.1           | 2.7            | .8             | .5                 | 11.0  |
|                                                      | Diploma     | Count          | 0                  | 7             | 17             | 8              | 6                  | 38    |
|                                                      |             | Expected Count | 13.4               | 10.7          | 9.2            | 2.9            | 1.8                | 38.0  |
|                                                      | Bachelor    | Count          | 97                 | 58            | 35             | 9              | 2                  | 201   |
|                                                      |             | Expected Count | 70.9               | 56.4          | 48.9           | 15.1           | 9.6                | 201.0 |
|                                                      | Masters     | Count          | 4                  | 13            | 17             | 3              | 3                  | 40    |
|                                                      |             | Expected Count | 14.1               | 11.2          | 9.7            | 3.0            | 1.9                | 40.0  |
|                                                      | PhD         | Count          | 0                  | 1             | 0              | 1              | 0                  | 2     |
|                                                      |             | Expected Count | .7                 | .6            | .5             | .2             | .1                 | 2.0   |
| Total                                                |             | Count          | 103                | 82            | 71             | 22             | 14                 | 292   |
|                                                      |             | Expected Count | 103.0              | 82.0          | 71.0           | 22.0           | 14.0               | 292.0 |

| Chi-Square Tests                                                                        |                     |    |                                   |
|-----------------------------------------------------------------------------------------|---------------------|----|-----------------------------------|
|                                                                                         | Value               | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square                                                                      | 94.817 <sup>a</sup> | 16 | .000                              |
| Likelihood Ratio                                                                        | 97.613              | 16 | .000                              |
| Linear-by-Linear Association                                                            | 8.628               | 1  | .003                              |
| N of Valid Cases                                                                        | 292                 |    |                                   |
| a. 14 cells (56.0%) have expected count less than 5. The minimum expected count is .10. |                     |    |                                   |

| Education level * Current position Crosstabulation |             |                |                  |                   |                  |       |
|----------------------------------------------------|-------------|----------------|------------------|-------------------|------------------|-------|
|                                                    |             |                | Current position |                   |                  | Total |
|                                                    |             |                | Lower management | Middle management | Upper management |       |
| Education level                                    | High school | Count          | 9                | 2                 | 0                | 11    |
|                                                    |             | Expected Count | 7.0              | 3.5               | .5               | 11.0  |
|                                                    | Diploma     | Count          | 21               | 14                | 3                | 38    |
|                                                    |             | Expected Count | 24.3             | 12.1              | 1.6              | 38.0  |
|                                                    | Bachelor    | Count          | 135              | 60                | 3                | 198   |
|                                                    |             | Expected Count | 126.7            | 63.0              | 8.2              | 198.0 |
|                                                    | Masters     | Count          | 19               | 16                | 5                | 40    |
|                                                    |             | Expected Count | 25.6             | 12.7              | 1.7              | 40.0  |
|                                                    | PhD         | Count          | 1                | 0                 | 1                | 2     |
|                                                    |             | Expected Count | 1.3              | .6                | .1               | 2.0   |
| Total                                              |             | Count          | 185              | 92                | 12               | 289   |
|                                                    |             | Expected Count | 185.0            | 92.0              | 12.0             | 289.0 |

| Chi-Square Tests                                                                       |                     |    |                                   |
|----------------------------------------------------------------------------------------|---------------------|----|-----------------------------------|
|                                                                                        | Value               | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square                                                                     | 27.758 <sup>a</sup> | 8  | .001                              |
| Likelihood Ratio                                                                       | 20.490              | 8  | .009                              |
| Linear-by-Linear Association                                                           | 3.684               | 1  | .055                              |
| N of Valid Cases                                                                       | 289                 |    |                                   |
| a. 7 cells (46.7%) have expected count less than 5. The minimum expected count is .08. |                     |    |                                   |

| Years in workforce * Current position Crosstabulation |                    |                |                  |                   |                  |       |       |
|-------------------------------------------------------|--------------------|----------------|------------------|-------------------|------------------|-------|-------|
|                                                       |                    |                | Current position |                   |                  | Total |       |
|                                                       |                    |                | Lower management | Middle management | Upper management |       |       |
| Years in workforce                                    | Less than 5 years  | Count          | 86               | 14                | 0                | 100   |       |
|                                                       |                    | Expected Count | 64.0             | 31.8              | 4.2              | 100.0 |       |
|                                                       | 6 to 10 years      | Count          | 53               | 29                | 0                | 82    |       |
|                                                       |                    | Expected Count | 52.5             | 26.1              | 3.4              | 82.0  |       |
|                                                       | 11 to 15 years     | Count          | 36               | 32                | 3                | 71    |       |
|                                                       |                    | Expected Count | 45.4             | 22.6              | 2.9              | 71.0  |       |
|                                                       | 16 to 20 years     | Count          | 5                | 13                | 4                | 22    |       |
|                                                       |                    | Expected Count | 14.1             | 7.0               | .9               | 22.0  |       |
|                                                       | More than 20 years | Count          | 5                | 4                 | 5                | 14    |       |
|                                                       |                    | Expected Count | 9.0              | 4.5               | .6               | 14.0  |       |
|                                                       | Total              |                | Count            | 185               | 92               | 12    | 289   |
|                                                       |                    |                | Expected Count   | 185.0             | 92.0             | 12.0  | 289.0 |

| Chi-Square Tests                                                                       |                     |    |                                   |
|----------------------------------------------------------------------------------------|---------------------|----|-----------------------------------|
|                                                                                        | Value               | df | Asymptotic Significance (2-sided) |
| Pearson Chi-Square                                                                     | 88.106 <sup>a</sup> | 8  | .000                              |
| Likelihood Ratio                                                                       | 72.840              | 8  | .000                              |
| Linear-by-Linear Association                                                           | 59.751              | 1  | .000                              |
| N of Valid Cases                                                                       | 289                 |    |                                   |
| a. 6 cells (40.0%) have expected count less than 5. The minimum expected count is .58. |                     |    |                                   |

## الملخص

تبحث المؤسسات التجارية دوماً عن طرق لمواكبة التحديات في قطاع المال والأعمال في الوقت الراهن ، لذلك كان لزاماً على موظفي هذه الشركات أن يكونوا على درجة عالية من الراحة على المستوى الوظيفي وعلى مستوى الحياة الخاصة (Peters & van der Lippe, 2007). مفهوم التوازن بين الحياة والعمل هو موضوع حديث للدراسة والبحث العلمي كما تشير إلى ذلك الكثير من الدراسات والأبحاث. في مملكة البحرين لم يتم إعطاء الإهتمام الكافي لهذا الموضوع الهام. دراسة أشارت إلى أن درجة التوازن بين الحياة والعمل في منطقة الشرق الأوسط تعتبر منخفضة مقارنة بالوضع العالمي (Maceda, 2012). الهدف من هذه الدراسة هو قياس مستوى الترابط بين ثلاثة عوامل باتجاه عامل التوازن بين الحياة والعمل ، هذه العوامل الثلاثة هي: ضغوط العمل ، المشاركة الوظيفية ، و نظرة الموظف لدعم مؤسسته له. إتمدت هذه الدراسة بشكل كامل على نوعية الدراسة الكمية لجمع المعلومات قيد الدراسة من خلال الاستبيان. تم جمع عينة مكونة من 293 موظف لدى بنوك قطاع التجزئة في مملكة البحرين و تشير نتائج هذه الدراسة إلى وجود علاقة عكسية بين التوازن في الحياة والعمل وضغوط العمل ، علاقة طردية بين التوازن في الحياة والعمل ونظرة الموظف لدعم المؤسسة له ، لم يتم إثبات وجود علاقة بين التوازن في الحياة والعمل و المشاركة الوظيفية. وصل متوسط درجة التوازن في الحياة والعمل حسب العينة إلى 3,1 من 5. كما وجدت بعض السمات الشخصية التي تحدث الفارق في مستوى التوازن بين الحياة والعمل بعد تقسيم العينة حسب بعض السمات الشخصية مثل العمر ، عدد الأطفال ، والمستوى الوظيفي بينما لم يتم رصد أية فروقات ذات أهمية في مستوى التوازن بين الحياة والعمل لبعض السمات الشخصية مثل الجنس ، الحالة الإجتماعية ، الجنسية ، المستوى الأكاديمي و سنوات خبرة العمل.

كلمات مفتاحية: توازن الحياة والعمل ، سمات شخصية ، ضغوط العمل ، المشاركة الوظيفية ، منظور دعم المؤسسة

جامعة البحرين

كلية إدارة الأعمال

قسم الإدارة والتسويق



## عوامل فردية ومؤسسية مرتبطة بالتوازن بين الحياة والعمل في القطاع المصرفي في البحرين

قدمت هذه الرسالة استكمالاً لمتطلبات الحصول على درجة الماجستير في

إدارة الأعمال – جامعة البحرين

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يونيو 2019