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FACULTY OF GRADUATE STUDIES

JUNE 2005

**INTRODUCING WORK LIFE BALANCE TO THE  
PALESTINIAN PRIVATE SECTOR  
THE CASE OF JAWWAL**

التوازن بين العمل ومسؤوليات الحياة الشخصية في القطاع الخاص  
الفلسطيني  
شركة الاتصالات الخلوية الفلسطينية (جوال) كحالة عملية

**MUNA M. BAYYOUK**

**THESIS SUBMITTED FOR THE DEGREE OF MASTER IN  
BUSINESS ADMINISTRATION**

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**BIRZEIT UNIVERSITY**  
**FACULTY OF GRADUATE STUDIES**

**A STUDY OF INTRODUCING WORK LIFE BALANCE TO  
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 THE CASE OF JAWWAL**

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**SUBMITTED BY: MUNA M. BAYYOUK**

**SUPERVISED BY DR. GRACE KHOURY**

**SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE  
 MASTERS DEGREE IN BUSINESS ADMINISTRATION FROM THE GRADUATE  
 FACULTY AT BIRZEIT UNIVERSITY-PALESTINE**

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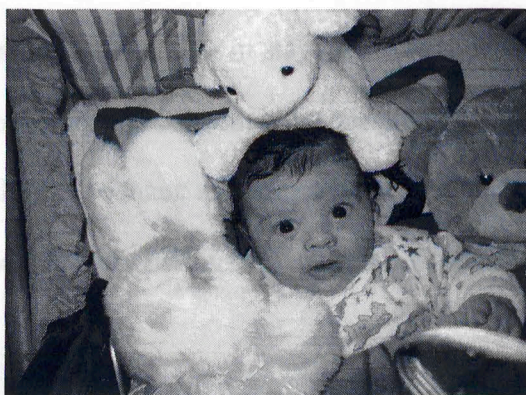


# **THIS WORK IS DEDICATED TO:**

**MY LOVELY HUSBAND, IMAD -  
WHO SUPPORTS MY WRITING EFFORTS BY HELPING ME FIND TIME TO WRITE,  
HELPING ME HASH OUT IDEAS, AND  
BEING TOTALLY HONEST IN HIS OPINION OF MY WORK.  
THANK YOU, MY LOVE.**

**OUR SON, PIERRE -  
THE DEAREST PERSON TO MY HEART AND THE ABSOLUTE LIGHT OF MY LIFE.  
HE INSISTS ON STEELLING MY TIME...  
BUT PROVES TO ME IN RETURN...  
THAT TIME WORTHS NOTHING IF NOT TOTALLY DEVOTED TO HIM  
WELL, THERE'S NO FEELING LIKE BEING A MOTHER TO SUCH A SPECIAL BABY  
BOY.  
I LOVE YOU!**

**MOM , DAD, SISTERS AND BROTHER -  
WHO PUT BOOKS IN MY HANDS AT AN EARLY AGE, AND  
NEVER TOLD ME I COULDN'T MAKE IT.  
I ONCE CALLED THEM MY VERY FIRST EDITORS,  
BECAUSE THEY EDITED ME INTO THE PERSON I AM TODAY.  
WITH ALL MY LOVE.**



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	Abstract in English	xiii
	Abstract in Arabic	xvi
Chapter 1	Introduction	1
1.1	Introduction	2
1.2	Work Life Balance: Term Definitions	2
1.3	Work Life Balance Effect and Awareness	4
1.4	Rationale and Purpose of the Study	6
1.5	Research Objectives & Questions	7
1.6	Assumptions of the Study	8
1.7	Significance of the Study	9
1.8	Limitations of the Study	16
1.9	Research Methodology	17
1.10	Organization of the Study	18
Chapter 2	Literature Review	20



## CONTENTS

Chapter No.	Title	Page
	Dedication	iii
	Acknowledgment	iv
	Contents	vi
	List of Tables	xi
	List of Figures	xii
	Abstract in English	xiii
	Abstract in Arabic	xvi
<b>Chapter 1</b>	<b>Introduction</b>	<b>1</b>
1.1	Introduction	2
1.2	Work Life Balance: Term Definitions	2
1.3	Work Life Balance Effect and Awareness	4
1.4	Rational and Purpose of the Study	6
1.5	Research Objectives & Questions	7
1.6	Assumptions of the Study	8
1.7	Significance of the Study	9
1.8	Limitations of the Study	16
1.9	Research Methodology	17
1.10	Organization of the Study	18
<b>Chapter 2</b>	<b>Literature Review</b>	<b>20</b>

<b>2.1</b>		<b>Introduction</b>	<b>21</b>
<b>2.2</b>		<b>Genesis of Work/life Balance</b>	<b>22</b>
	2.2.1	Defining Work/life Balance	22
	2.2.2	What is Work/life Balance	23
<b>2.3</b>		<b>Importance of Work/life Balance</b>	<b>25</b>
<b>2.4</b>		<b>Work Life Balance Trends</b>	<b>29</b>
<b>2.5</b>		<b>Changes in life Patterns</b>	<b>32</b>
	2.5.1	Personal Lives and family Values to the Forefront	32
	2.5.2	Organizational Culture's and Life Cycles	32
	2.5.3	The Changing Face of Families	34
<b>2.6</b>		<b>Flexibility &amp; Work/life balance</b>	<b>34</b>
	2.6.1	The Search for Flexibility	34
	2.6.2	Work Flexibility: Definition	36
	2.6.2.a	Flexibility: its hidden Meaning	37
	2.6.2.b	Issues of Flexibility	37
	2.6.3	Beneficiaries from Flexible Working	38
	2.6.4	Benefits of Flexibility	38
	2.6.5	Selection and Recruitment fro Flexible Working	40
	2.6.5.a	Factors in Selection	40
	2.6.6	Using Flexible Work to Achieve a Better Work/life Balance	41
	2.6.6.a	A Foundation for Flexible Working	41

<b>2.7</b>	<b>Maintaining Work/life Balance</b>	<b>42</b>
2.7.1	Organizations & Employers Role in Maintaining work/like Balance	42
2.7.2	Employees' Role in Maintaining Work/life Balance	44
2.7.3	Phases to Go through in order to Maintain work/life Balance	45
<b>2.8</b>	<b>Communicating the Work/life</b>	<b>46</b>
2.8.1	Communication: a Key towards Work/life Balance	46
2.8.2	Suggestions about how these steps can be put in action	48
<b>2.9</b>	<b>Work/life Balance Initiatives and Perspectives</b>	<b>48</b>
2.9.1	The Employers' Perspective: Return on Investment (ROI)	49
<b>2.10</b>	<b>Stress and Work/life Balance</b>	<b>52</b>
2.10.1	The Causes of Workplace Stress	53
2.10.2	The Price of Employee stress	54
2.11	Employability and Access to Work	55
<b>2.12</b>	<b>Managing &amp; Working 'Remotely'</b>	<b>57</b>
<b>2.13</b>	<b>The Alternative Workplace</b>	<b>58</b>
<b>2.14</b>	<b>Top Work-At-Home Job Options</b>	<b>59</b>
<b>2.15</b>	<b>Training for E-work</b>	<b>59</b>
<b>2.16</b>	<b>Strategic Approach for Adopting WLB</b>	<b>60</b>
<b>2.17</b>	<b>Conclusion</b>	<b>62</b>



<b>Chapter 3</b>	<b>Research Design &amp; Methodology</b>	<b>66</b>
<b>3.1</b>	<b>Introduction</b>	<b>67</b>
<b>3.2</b>	<b>Research Background</b>	<b>68</b>
3.2.1	Definitions	68
3.2.2	Research Types & Designs	69
<b>3.3</b>	<b>The Research Process</b>	<b>70</b>
<b>3.4</b>	<b>Research Approaches</b>	<b>72</b>
<b>3.5</b>	<b>Methodology Employed in the Thesis</b>	<b>73</b>
<b>3.6</b>	<b>Survey Design, the Questionnaire &amp; Validity of the Instrument</b>	<b>74</b>
<b>3.7</b>	<b>Research Reliability</b>	<b>77</b>
<b>3.8</b>	<b>Sampling Process</b>	<b>79</b>
<b>3.9</b>	<b>Survey Implementation &amp; Responses</b>	<b>85</b>
3.9.1	Responses	85
3.9.2	Reasons behind Non-response	87
<b>3.10</b>	<b>The Utilized Procedure of Data Analysis</b>	<b>88</b>
3.10.1	Preparing Data for Analysis	88
3.10.2	Strategy for Data Analysis	89
3.10.3	Factors Influencing the Choice of Statistical technique	91
3.10.4	Presenting the Results	91
<b>3.11</b>	<b>Limitations of the Study</b>	<b>91</b>
<b>Chapter 4</b>	<b>Findings and Results of the Study</b>	<b>94</b>

4.1		<b>Sample Description</b>	96
4.2		<b>Balancing Work &amp; Personal Responsibilities</b>	100
4.3		<b>Managing Family Responsibilities</b>	103
4.4		<b>Relative Importance of Employer Supports</b>	106
4.5		<b>Perceptions and Opinions on the Work Environment</b>	111
4.6		<b>The Most Important Assistance</b>	115
4.7		<b>Questionnaire In-depth Analysis</b>	116
4.8		<b>Conclusion</b>	123
<b>Chapter 5</b>		<b>Conclusion and Recommendations</b>	127
5.1		<b>Summery and Conclusion</b>	128
5.2		<b>Contribution to the Theoretical Knowledge</b>	130
5.3		<b>Contribution to the Practical Knowledge</b>	131
5.4		<b>Recommendations of the Study</b>	132
	5.4.1	<b>Recommendations to Organizations (JAWWAL)</b>	133
	5.4.2	<b>Recommendations at the Policy Level (Palestinian National Authority)</b>	135
5.5		<b>Generalizability of the Findings</b>	136
5.6		<b>Recommendations for Future Research</b>	137
		<b>Bibliography</b>	139
		<b>Appendix</b>	150

## LIST OF TABLES

No.	Title	Page
<b>Chapter 2</b>		
2.1	Definition of Flexible Working Terms	36
<b>Chapter 3</b>		
3.1	Different Dept. with the No. of employees in each Directorate	82
3.2	Total No. of Respondents at each of the Directorates/Department	83
3.3	Selection of Employees among each Directorate	84
3.4	Distribution of Questionnaires among the different Four Territories	85
<b>Chapter 4</b>		
4.1	Demographic Profile of the Respondents	96
	Working Conditions of the Respondents	97
4.2	Balancing Work and Personal Responsibilities	101
4.3	Managing Family Responsibilities	104
4.4	Importance of Support Programs	107
4.5	Overall satisfaction with the Conditions of Employment	111
4.6	Supportiveness of Work Environment	112
4.7	How Often Personal Responsibilities Impede Job Performance along with Gender	118
4.8	Ways in which Personal Responsibilities Impede Job Performance along with Gender	120
4.9	Multiple Cross Tabulation Relationships	120
4.10	Monthly Income along with the Effect of Personal Responsibilities on Job Performance	121



LIST OF FIGURES

No.	Title	Page
<b>Chapter 4</b>		
4.1	How Often Personal Responsibilities Impede Job Performance along with Gender	117
4.2	Ways in which Personal Responsibilities Impede Job Performance along with Gender	119

## THESIS ABSTRACT

**Keywords:** Work Life Balance, Work/family, Work/family Conflict, Work/life Balance: employee viewpoint, Work/life Balance: employer viewpoint, Family-friendly programs, Work/family culture, Flexible working programs.

Due to the current miserable political situation that faces each and every person, family and society in Palestine and due to the bad economic situation that is experienced by every territory in the West Bank, Gaza and Jerusalem which have a major influence on the productivity of the Palestinian Organizations, the researcher found it crucial to assume that introducing Work Life Balance (WLB) Programs to the Palestinian Organizations and especially the Private Sector will provide these organizations and companies with an excellent management tool in which they can survive in such unbearable circumstances.

Work Life Balance is defined as a state of equilibrium in which the demands of both a person's job and personal life are equal (Tomlins, 1999). Work Life Balance programs are vital elements in the process of developing and improving the mental and emotional environments in the Palestinian Organizations, as well in obtaining a real e-work environment in Palestine. The study in hand is a basic/fundamental study. This type of research is intended to

a descriptive study; it describes, and identifies the critical work and personal life issues among workers at JAWWAL Company. The researcher used various methods to collect the data, such as the review of the available and published literatures, which cover WLB genesis, origins, elements, features and benefits, as well as, the questionnaire which is the main instrument used to elicit data and information for analysis and to come up with the solutions, recommendations, and conclusions of the study. Informal interviews and discussions with employees at various managerial levels within the selected organization were also another source of data gathering in this study. The data that was collected through the survey instrument produced quantitative data.

The purpose of this study is to identify the critical work and personal life issues among workers in the Palestine Cellular Communication Ltd. (JAWWAL). The study also aims to provide managerial tools that would help any organization, employer or employee in the implementation processes of any Work/life Balance concept or program.

The data gathered is based on a sample of 205 employees at the selected organization (JAWWAL). The results of the study proved that the majority of the JAWWAL employees covered within the population are satisfied with their current job conditions and only few of them look for a change in their work schedules in order to balance their lives at both work and home. The study also



illustrated the fact that most of the employees experience difficulties in a way or another due to the political situation. It was obvious that the majority of responses bear in a way a conflict among the answers of the same respondent. Nevertheless, this study will provide the launching track or tool to seek a real implementation of WLB in the Palestinian organizations, which will lead to reimbursement to the Palestinian economic environment.

## ملخص

مفتاح الكلمات: الموازنة بين الحياة والعمل، العمل / العائلة، العمل / صراع العائلة، الموازنة بين الحياة والعمل: وجهة نظر الموظف، الموازنة بين الحياة والعمل: وجهة نظر رب العمل، برامج عائلية ودية، بيئة العمل/العائلة، برامج عمل مرنة.

نظرا للوضع السياسي والاقتصادي الراهن الذي يواجهه كل إنسان، عائلة و مجتمع في فلسطين، على امتداد الضفة الغربية، قطاع غزة، و القدس و الذي له التأثير المباشر على إنتاج المؤسسات الفلسطينية، وجدت الباحثة أنه من الضروري طرح موضوع تطبيق برامج الموازنة بين مسؤوليات الحياة و العمل في المؤسسات الفلسطينية وخاصة القطاع الخاص سيؤدي إلى منح تلك المؤسسات و الشركات أداة إدارية فعالة تمكنها من الاستمرار بالوجود في مثل هذه الظروف الصعبة غير المحتملة.

تعتبر الموازنة بين مسؤوليات العمل والحياة حالة من التوازن التي فيها تتساوى متطلبات الوظيفة ومتطلبات الحياة معا. إن برامج الموازنة بين الحياة والعمل هي عبارة عن أداة حيوية في عملية تطوير وتحسين المحيط الذهني والفكري، ويساعد على الحصول على أجواء عمل مثالي في المؤسسات الفلسطينية. إن الدراسة قيد البحث هي دراسة أساسية لا محال، إنها تصف وتبحث وتعرف المواضيع الحرجة المتعلقة بالحياة العملية لدى موظفي شركة " جوال ". لقد قامت الباحثة

باستخدام وسائل مختلفة لجمع المعلومات من مراجعة المنشورات الصادرة، وهذه المنشورات تغطي نظرية الموازنة بين الحياة والعمل وأسس النظرية قيد البحث. كما أن الاستمارة الموجهة من قبل الباحثة للعاملين في الشركة تعتبر الوسيلة الرئيسية لجمع المعلومات التي قامت بتحليلها، والتي بموجبها وصلت إلى الحلول والتوصي والاستنتاجات لهذه الدراسة. كما وتعتبر المقابلات غير الرسمية التي قامت بها الباحثة مع بعض موظفي الشركة على مستويات إدارية مختلفة وسيلة أخرى لجمع المعلومات. الهدف الرئيسي من هذه الدراسة هو تعريف موظفي شركة " جوال " ببرامج الموازنة بين مسؤوليات العمل والحياة و معرفة مدى حاجة موظفي "جوال" إلى هذه البرامج.

يعتمد جمع المعلومات على عينة مكونة من 205 موظف من شركة " جوال "، وقد دلت نتائج هذه الدراسة إلى أن موظفي الشركة راضون بظروف وظيفتهم الحالية، وأن القليل منهم يسعى إلى تغيير في برامج العمل للحصول على موازنة بين مسؤوليات الحياة الشخصية والعمل. وأثبتت الدراسة أن الوضع السياسي الراهن يؤثر مباشرة على الصعوبات التي يواجهها الموظفون في الموازنة بين الحياة والعمل. و من الواضح أن أغلبية الإجابات تظهر بطريقة أو أخرى تضارب بين الآراء في بعض الأمور فقط على نفس مستوى الاستمارة الواحدة.

رغم كل ما تقدم فإن هذه الدراسة سوف تزود المؤسسات الفلسطينية بالأدوات والوسائل للبحث وتطبيق برامج الموازنة بين الحياة والعمل، والذي بدوره سيؤدي إلى تطوير المحيط الاقتصادي الفلسطيني.



## CHAPTER ONE

### 1.1 Introduction

This study aims to examine how the new emerging Work Life Balance Concept might influence work patterns and career developments at the Private Palestinian Organizations, particularly in the West Bank. This chapter introduces the key concepts of the study, and presents a general definition of what is Work/life Balance. In addition it includes the purpose of the study, its importance, objectives, and basic assumptions about Work Life Balance.

### 1.2 Work Life Balance

## Chapter One

To truly enjoy life and one's work it is very important to find balance between one's work life and personal life. Work-life Balance (WLB) is a self-defined, self-determined state of well being that a person can reach or set as a goal that allows him/her to manage effectively multiple responsibilities at work, at home, and in the community. The concept of WLB supports physical, emotional, family, and economic health, and does so without grief, stress or negative impact on one's life (Marcolino, F. & Evans, A. L., 1990). Work-life balance is about selecting working patterns, regardless of age, race or gender, effectively that is meant to help him/her combine work with his/her other responsibilities and aspirations. All workers should have a right to practice

## **CHAPTER ONE**

### **1.1 Introduction**

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### **1.2 Work Life Balance: Term Definitions**

To truly enjoy life and one's work it is very important to find balance between ones work life and personal life. Work-life Balance (WLB) is a self-defined, self-determined state of well being that a person can reach or set as a goal that allows him/her to manage effectively multiple responsibilities at work, at home, and in the community. The concept of WLB supports physical, emotional, family, and community health, and does so without grief, stress or negative impact on ones life (Bartolome', F. & Evans, A. L., 1980). Work-life balance is about adjusting working patterns; regardless of age, race or gender, everyone can find a rhythm to help him/her combine work with his/her other responsibilities or aspirations. All workers should have a right to practice

careers that do not affect their freedom to pursue activities and responsibilities outside the workplace. That means making work more sensitive, arranging work more effectively, and organizing it more intelligently. (Bartolome' & Evans, 1980).

The "Work Life Balance" is a newly emerging concept. Increasingly, employers are developing a wide range of work-life balance options, covering flexible working arrangements and flexible benefit packages. Here are just a few:

- flexi-time
- staggered hours
- time off in lieu
- compressed working hours
- shift swapping
- self-roistering
- annualized hours
- job-sharing
- term-time working
- working from home
- tele-working
- breaks from work
- flexible and cafeteria benefits

(Tomlins, J. 1999; Cooper, C. 2000)



In the most simplistic terms, work-life balance is achieving a happy and manageable balance between work life and home life that best suits ones own life. Whether working in the public or private sector or undertake unpaid work, people have to juggle many different and important responsibilities every day — family, health and general wellbeing and, of course, work (Bartolome', 1983).

### **1.3 Work Life Balance Effect and Awareness**

Those who have balance with their work and home lives are able to fulfil their multiple responsibilities at home, work and in the community without guilt or regret. They are healthy physically, emotionally, and socially, they have a sense of control over their life, and feel that the decisions they make are informed choices as opposed to forced sacrifices. In general they are satisfied in their lives. Many people don't even recognize that they are in a state of imbalance and that they should look to balance their wok/life schedules. There are many symptoms that lead any person to recognize his/her current work/life status. One can know that he/she got imbalance when he/she are constantly tired, feeling like he/she are running uphill all the time and getting nowhere, when he/she feel like they have no choices, no control; where life seems to be happening to him/her instead of feeling that he/she is managing his/her lives; when one can think of more things that aren't getting done than are getting

done; when people see more negative in their lives than positive (Barker, 1995).

Where as Work-life is a broader, more holistic term that includes the ability to balance or integrate work into the overall life, including ones responsibilities, community, and many priorities, which may or may not have to do with family. Work-family balance more specifically refers to the management of ones family responsibilities towards children, aging parents, a disabled family member, or a partner/spouse. Not everybody has family responsibilities, so work-family balance can be less relevant to them. People can have work-family balance—where the kids are taken care of, parents are taken care of, and everything is under control - but they have nothing left for themselves, nothing left for their community, nothing left for their own personal growth and development, rest and relaxation. So it is possible to have work-family balance and still need to achieve work-life balance (Cooper, C. 2000). Maintaining Work/life Balance is not the responsibility of only organization or employees or employers. Work/life balance is a shared responsibility by all the three parties on all levels and positions. Each employer and employee has a role in the success of adapting and implementing any work/life balance program. No single party can succeed without the help and cooperation of the other two sides of the equation (Apgar, 1998).



Unless we can achieve a better work-life balance across all organizations and sectors of employment in Palestine, women are likely to be held back and be unable to realize their full potential, employers will be unable to use their staff in the most effective ways, and fathers will be unable to develop the close relationship they want with their children. The same applies to careers. This is why the work-life balance is a priority for each and every Palestinian Organization.

#### **1.4 Rationale and Purpose of the Study**

The purpose of the study is to identify the critical work and personal life issues among workers in the Palestine Cellular Communication Ltd. The study also aims to provide managerial tools that would help any organization, employer or employee in the implementation processes of any Work/life Balance concept or program.

The specific objectives of the study are:

- To identify the employer supports which are most important to employees.
- To measure employee satisfaction with employer supports and programs.
- To assess employee perceptions of the work environment

Generally speaking the main target of the study is to prove for the Palestinian Organizations that Work/life Balance is very important to the continuous success of their organizations, making it clear that most of them lack work life



balance and that there is no way out of this unbalanced work/life unless they adopt Work/life Balance programs and issues.

### **1.5 Research Objectives & Questions:**

In details, this study will seek the answers of several issues concerning the introduction of the Work Life Balance Concept in the strategic plans of the Private Palestinian Organizations in the West Bank, the case of the Palestine Cellular Communications, Ltd. (JAWWAL). Therefore several questions are built up forming basis for the research, these questions are the following:

- 1) Does the Palestinian employee at JAWWAL face the dilemma between satisfying his/her personal responsibilities with the responsibilities of work?
- 2) Do the Palestinian employees at JAWWAL care about getting employee assistance programs and support groups?
- 3) Under the current occupation, how many employees were obliged to move their houses to places near their work places?
- 4) Are the flexible work arrangements an important issue for the JAWWAL employee?
- 5) Caring about the family, is it an issue of concern for all employees at JAWWAL?

- 6) What is the level of satisfaction currently experienced by the employees at JAWWAL?
- 7) Are the employees comfortable with their employers' work/life support in JAWWAL?

## 1.6 Assumptions of the study

The study has the following assumptions on introducing the concept of Work Life Balance to the Palestine Cellular Communications Ltd. (JAWWAL):

- The awareness of both the employers and the employees concerning the balancing of their work lives and career improvements is very little.
- Neither the employers nor the Palestinian employees are aware of what is beneath adopting the WLB concept or even the programs underlie the concept.
- The JAWWAL Co. does not adopt the Work Life Balance and even if it would in the future, a minimum of 2-3 years would be required to seriously bring the subject into action. They lack the required resources needed for the implementation process to take place, especially the financial ones.
- The majority of both the managers and the employees are not open to change and prefer to stay as is. They are not interested in gaining better job conditions.

- Employers may refuse to think of the Work Life Balance, since they fear of the extra work loads and responsibilities.

### 1.7 Significance of the Study

#### **Why do we need Work Life Balance in the Private Palestinian Organizations?**

There is a list of reasons that enable us to view and ensure the desperate need of the Work Life Balance concept to be adopted by each and every organization in Palestine (West Bank).

The most important facts behind that need are:

- **The Global Changing Environment:** the changing working environment, the increasing pressure on workers, both in and outside of work, the escalating expectations of employers and the expanding demands on public services oblige us to follow the demands to adopt WLB policies. Globalization left us no place for arguing whether the work conditions are to be enhanced or just keep the tracks as is. The changing working environment means that adopting work-life balance policies bring benefits for both employees and employers. Working patterns have changed drastically as workers in service industries such as banks, insurance companies and supermarkets increasingly have to be available to offer 24-hour services to the customer. Similarly public



sector workers are increasingly expected to provide services beyond the traditional 9am to 5pm day.

- **The Benefits Recognized from Adopting WLB Programs:** It is obvious that both employers and employees benefit from adopting the concept of WLB at work. Work/Life Balance Baseline Survey (2000) has shown that adopting Work Life Balance increases the savings and profits for the organizations. It also shows that the quality of people's work improves for those who have work-life balance. Work Life Balance policies deliver us with more Worker Friendly Flexibility. During the 1980s and '90s flexibility was usually used as a tool by employers for longer hours, greater job insecurity and less rights (Friedman, S.D., Christensen, P. & Degroot, J., 1998). However in more recent times flexibility has become more workers focused. WLB programs are committed to improve the working lives, they include a range of policies and practices in place that enable staff to manage a healthy balance between work and their commitments outside work each with response to their type of work and work circumstances. According to Degroot (1998) Some of the Work/life Balance policies benefits are:

- ✓ Higher morale, loyalty to work places, positive attitudes.
- ✓ Retain the staff through their life cycle helps to prevent discrimination because of roles outside work.

- ✓ It allows the empowerment of the staff.
  - ✓ It allows skilled workers the opportunity to return early to work while balancing social and domestic needs.
  - ✓ Increase the control over working time and patterns
- **The Current Political Situation:** Due to what the Palestinian territories are facing under the current Israeli occupation, there is a desperate need to adopt WLB programs to be able to satisfy both personal lives and work obligations and responsibilities. The road blocks that separate the Palestinian cities and villages away from each other and the intensive checkpoints placed at every exit and entrance of any particular city is another good reason behind the need for WLB adoption. People need to travel further to get to work, and journeys' time for more than 90% of the population has increased significantly. Some staff is obliged to leave home at 5am in order to attend work at 8am. Others are determined on leaving their homes and move to new houses near their work places. Flexi-time schedules, compressed working hours, Tele-working and working from home programs are needed, in-order to live with the closures imposed by the Israeli occupation.
  - **The Economic Situation:** The current economic situation loads both the Palestinian employees and employers with stress. They need to adopt stress management programs and break programs from work.

- **The Changing Role of Parenthood and the Increased Number of Working Women:** The days, when all women gave up work to look after the home and family while men were the family breadwinners have long gone. Seventy percent of women in Europe are in paid work, and two thirds of women who were employed during pregnancy return to work after maternity leave. In a majority of couples with dependant children both partners work. Moreover, due to the bad economic situation facing almost every Palestinian family; married women encounter the reality of their need to work outside their homes in-order to satisfy their family's financial needs. The same applies to the young ladies who are suddenly obliged to bear the responsibility of their mothers, small sisters and brothers as a result of their supporters being lost or jailed during the uprising. Another factor is the increasing fade in the importance of educating females and teaching them on how to compete in the professional life along with men, and be an active party in the workforce. At the same time increasing numbers of women with young children are in work. Back to European Countries and according to a national survey of parents by the Joseph Rowntree Foundation Journal (1999), two-thirds of families both parents now work outside the home, up from under a half in the 1980s. A growing number of parents now work "a typical" hours, with 14% of mothers and 17% of fathers working after 8.30pm several times a week. It also found



that 38% of mothers and 54% of fathers worked at least one Saturday a month. Not forgetting to mention that having children has a big effect upon employment. Mothers are more likely to reduce their working hours or to take a break from work. Fathers tend to work longer hours than men without dependant children. Increasingly, working patterns are adapting to the different demands on employees after children are born. But more is needed to ease the problems for parents who want to combine family responsibilities with paid work.

- **The Elderly Population:** Parenting is not the only reason for developing a better work-life balance. For example in Britain one out of eight adults looks after or provides some regular care to a sick or elderly person. The case is not the same in Palestine; the elderly population contributes only 3.0% of the whole population (Palestinian Central Bureau of Statistics, 2004). But that does not exclude the Palestinian society from the need to provide its elder population the required assistance.
- **The Changing Shape of the Workplace:** For example, there is now a wealth of evidence that establishes Britain as having the longest working hours in Europe, and some of the longest in the developed world. Despite the introduction of European Union Working Time Regulations, employers and many workers simply accept the 'long hours' culture. Yet working longer hours affects peoples' social lives disproportionately without any

discernable economic benefit. Some statistics concerning the British society: 1 out of 3 men work 50+ hours a week, on average fathers work 47 hours per week, over 50% of EU residents working more than 48 hours a week are found in Britain, 58% of women in full time employment do unpaid overtime, one or both parents regularly work in the evening in a quarter of households in Britain (British Journal of Industrial Relations, 2003:41). Nevertheless, the case in Palestine is almost the same, according to the Palestinian Central Bureau of Statistics (2004), most organizations in the public sector work 48 hours per week and most private sectors organizations work 40 hours per week.

- **The Changing Demands of Workers:** Growing evidence now suggests that the changing work environment is contributing to different expectations from workers. For younger age groups, work-life balance is a key issue determining both their career choice and their performance at work. On the whole, workers are more aware and less prepared to accept the detrimental impact work can have on family life. According to the British Journal of Industrial Relations (2003):

- More than half of mothers believe that balancing work and family is the most important issue facing women today
- Two thirds of permanent employees feel their working hours undermine their family life

- 80% workers have no type of flexible work arrangements, but only 20% want to work a traditional 9 to 5 day
  - Nearly a third of workers would sacrifice a pay increase for more leisure time or shorter working hours
  - 30% of workers agree or strongly agree that 'my health is suffering because of my work'; 51% feel that they 'don't have enough time to build relationships outside work'; and 37% of women and 46% of men want 'a job that gives their life meaning'
  - 80% of mothers and 88% of fathers want 'more time with their families'
  - 41% of managers believe that the quality of their working life has deteriorated over the past three years, and 40% of senior managers plan to look for new work due to the long-hours culture.
- **Aspirations are Changing Too:** Those without parenting or caring responsibilities, particularly younger people, may want leave from work or to work shorter hours for a variety of reasons. For example, students living on their own and have no near parents to offer them help, need plenty of time to satisfy their own life obligations.
  - **Students Needs:** Balancing the work life helps students balance their working hours with exams and study periods, especially when the need for the young Palestinian students to work while studying is increasing due to the bad economic situations facing all the Palestinian cities and villages.



### 1.8 Limitations of the Study

Here is a set of obstacles and limitations that influenced the quality of the study. Some of the major limitations are:

- Closures and roadblocks: The current political situation and the separation of the Palestinian territories was a barrier to the researcher which in return put limits on the ability to reach the entire targeted sample in the West Bank.
- The exclusion of the Gaza Strip from the survey due to the difficulty and impossibility of reaching it because of the closures imposed by the Israeli authorities.
- The difficulty in setting meetings with the employers of the selected organization (JAWWAL). As well, the low response rates on certain questions in the questionnaire.
- The lack of full cooperation of employees at the surveyed organization, employees fear to express their dissatisfaction at the workplace, thinking about the possibility that if their employers know that they are not happy at work they might lose their jobs.
- Due to the current political circumstances that embedded inaccessible check points, the researcher limited her population to four geographical areas in the West bank; these are Ramallah, Al-Bireh, Al-Ram, and Birzeit territories.

## 1.9 Research Methodology

A descriptive study is undertaken in order to ascertain and to be able to describe the characteristics of variables in a situation and understand the characteristics of organizations that follow certain practices. (Sekaran, 2000; Black, 1999). In conducting this research, the researcher is collecting the needed data from both primary and secondary data sources. Secondary data is collected from the review of the previous literatures, where as the primary data is conducted through the development and analysis of the questionnaire; the main study instrument. More over, informal interviews are carried out. The unit of analysis in this study is the employees at the Palestine Cellular Communication Ltd. Each response collected from the employees is treated as a separate data source. Therefore, the study in hand is a basic or fundamental study, since it has more general objective of generating knowledge and understanding of phenomena and problems that occur in an organizational settings (Keller, & Warrack, 2000; Gage, 1994). In this study the quantitative method was adopted, using the descriptive research design. Hence, the goal is to describe relevant aspects of the phenomena of interest from an individual and organizational perspective (Carter & Douglas, 1972). The survey method was used in conducting the study. The questionnaire was developed; the sampling process and the analysis method for the collected data were adopted.

In this research the stratified sampling procedure has been used, in order to improve the sampling efficiency and increase the accuracy (Sekaran, 2000).

### **1.10 Organization of the Study**

The following chapter includes a comprehensive literature review about Work/Life Balance and study of the published books and publications that have addressed the issue. It also addresses why Work Life Balance became the topic of the century? Why do organizations need to adopt the Work Life Balance concept? Why precisely do the Palestinian Organizations need to Balance their Work Life? In addition, successful stories of adapting Work Life Balance at worldwide organizations are shortly presented.

Chapter three summarizes the research methodology. It presents the research process and design emphasizing the design of the questionnaire and direct informal interviews with randomly selected employees. The proportionate stratified random sampling is applied while distributing the questionnaire. The chapter ends with a description of the data analysis process using the SPSS software.

The fourth chapter presents the findings after coding the questions and answers, and filling them into the computer, in addition to the analysis and discussion resulted from the interviews. Frequency tables and/or pie charts and/or histograms will be used through the analysis procedure. The final



chapter summarizes the main conclusion and recommendations based on the information obtained from the fourth chapter.

## *Chapter Two*

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter presents a review of literature related to the theme of the study. It consists of a review of the concept of Work Life Balance (WLB) and why there is a tremendous need for flexible working patterns to be adopted by the Palestinian Private Organizations, especially under the present economic and political circumstances. This review of literature starts with defining the concept of WLB and its challenging importance to business organizations. Then this chapter presents an overview of the hidden needs and the emerging work-life changes that create the need for WLB and how these work-life changes ask for flexible working patterns to be adopted. In addition, this review of literature presents some options in maintaining WLB programs and exhibits the effects of not adopting such a concept. Finally, this chapter connects the need for WLB with the technological developments and especially the e-working.

## Chapter Two

According to Yerkes (1977), work is a search for daily meaning as well as daily reward, for recognition as well as cash, for advancement rather than corporatism, for a sort of life rather than a hierarchy of order and control. It is "this sort of dying" that organizations must seek to avoid. In the quest for a flexible, motivated, committed and willing workforce, success factors must be placed

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According to Terkel (1977), work is a search for daily meaning as well as daily bread, for recognition as well as cash, for astonishment rather than torpor, in short, for a sort of life rather than a Monday to Friday sort of dying. It is "this sort of dying" that organizations must seek to avoid. In the quest for a flexible, motivated, committed and willing workforce, success factors must be placed



upon good people, management practices and positive psychological contracts, which may then result in the desired productivity, profitability and agility (Institute of Personnel and Development (IPD), 1994). And since life is continuously changing; organizations must respond to the dynamic changes thrust upon them in order to ensure a mean of survival and continuity.

The last century attested many changes in work itself as well as the practice of work. The trend continues into this century, where it is almost impossible to visualize how one will be working and in which fields. Yet one needs to have a vision of the future organization and the future worker in order to begin managing the necessary structural, technological and psychological changes involved.

## **2.2 The Genesis of Work/life Balance**

**2.2.1 Defining Work/life Balance:** WLB is a state of equilibrium in which the demands of both a person's job and personal life are equal (Tomlins, 1999). The term "Work/life Balance" was coined in 1986, although its usage in everyday language was sporadic for a number of years. Moreover, work/life programs existed as early as the 1930s (Reynolds, 1999). In the 1980s and 1990s, companies began to offer work/life programs. While the first wave of these programs was primarily to support women with children (Kanter, 1977), today, work/life programs are less gender-specific and recognize other commitments as well as those of the family. Nevertheless, some people believe

that Work/life balance initiatives are only a U.S. phenomenon. But if people just search deeply into the needs of the employees in the global world, they will clearly recognize that each and every employee in the world seeks flexibility and control over his/her work and personal life (Parus, 2002).

### **2.2.2 Work/life Balance**

Life is a balancing act, nowadays employees and employers all over the world seek work/life balance. But what exactly is work/life balance? Among men and women alike, the frustrating search for work/life balance is a frequent topic of conversation, usually translated into not enough time and/or support to do, to handle, and to manage the work commitments and personal responsibilities (Kanter, 1977). The competing demands of work and life are tiring if not even stressful and bring lower productivity, sickness, and absenteeism; so work/life balance is an issue for all employees and all organizations (Swift, 2002).

After this short but sufficient definition of what WLB means, various issues are on top of mentioning. WLB means different things to different groups, and the meaning often depends on the context of the conversation and the speaker's viewpoint (Gemini Consulting, 1998). The following are working definitions of terms used regarding work/life balance; some definitions overlap and some are continuing to evolve (Gemini Consulting, 1998; Guzzo, & Noonan, 1994; Guest, 1987):

- **Work/family:** a term more frequently used in the past than today. The current trend is to use titles that include the phrase work/life, giving a broader work/life connotation or labeling referring to specific areas of support (e.g., quality of life, flexible work options, life balance, etc.)
- **Work/family conflict:** the push and pull between work and family responsibilities.
- **Work/life balance from the employee viewpoint:** the dilemma of managing work obligations and personal/family responsibilities.
- **Work/life balance from the employer viewpoint:** the challenge of creating a supportive company culture where employees can focus on their jobs while at work.
- **Family-friendly benefits:** that offer employees the latitude to address their personal and family commitments, while at the same time not compromising their work responsibilities.
- **Work/life programs:** programs (often financial or time-related) established by an employer that offer employees options to address work and personal responsibilities.
- **Work/life initiatives:** policies and procedures established by an organization with the goal to enable employees to get their jobs done and at the same time provide flexibility to handle personal/family concerns.



- **Work/family culture:** the extent to which an organization's culture acknowledges and respects the family responsibilities and obligations of its employees and encourages management and employees to work together to meet their personal and work needs.

## 2.3 Importance of Work/life Balance

In a world filled with conflicting responsibilities and commitments, work/life balance has become a predominant issue in the workplace. Three major factors contribute to the interest in, and the importance of, serious considerations of work/life balance (Strachan & Burgess, 1998):

- 1) Global competition.
- 2) Renewed interest in personal lives/ family values.
- 3) An aging workforce.

Organizations, large and small, cannot afford ignoring the importance work-life balance; it brings real benefits both for the organizations and for the individuals. Work-Life Balance attempts to resolve working practices that can have an adverse impact on the private lives of workers. Therefore, in reality WLB is an umbrella term for expectations, events, practices, structures, or rules that stop people from getting the most out of work and the rest of their lives. Issues such as working hours, and leave entitlements, workplace stress, workplace discrimination, employees terms and conditions, health and safety

concerns, the two-tier workforce, pay levels and the living wage all have an impact on people's 'work/life balance' (Herriot, 1992).

Maintaining Work/life Balance programs allow all organizations' members to obtain a better balance, and that enables:

- Parents and careers to support their dependants better.
- More disabled people to access work.
- More people to return to education or study.
- More people to take up interests outside work.
- People to be more active in their community, while keeping their jobs but working different patterns.

(Emmott, & Hutchinson, 1998)

Both employers and employees are becoming aware of the extreme importance of Work Life Balance and how much mental and physical benefits it is adding to their careers. Therefore, from the employer point of view, Work Life Balance allows maintaining a more motivated, productive and less stressed workforce, as well as:

- Maximizing available labor
- Making employees feel valued
- A loyal and motivated workforce in a less stressful environment

According to Dex & Scherhi (2001)

- Attracting a wider range of candidates, such as older part-time workers and careers
- Increasing productivity
- Reducing absenteeism
- The reputation of being an employer of choice
- Retaining valued employees

According to Work Life Balance Baseline Survey (2000):

- *Business can save up to £250,000:* Research has shown how small businesses can benefit from working arrangements that enable employees to balance their work and home lives. A report by The Institute for Employment Studies shows some small businesses save up to £250,000 on their budget, simply by adopting family-friendly work policies.
- *Profits up by 37%:* One company claimed profitability was up by 37% - and another estimated savings of nearly £250,000 by reducing staff turnover. These are facts that businesses cannot ignore. The result is, literally, money in the bank for businesses: reduced casual absence, better staff retention, easier recruitment and improvements in morale, commitment and productivity.

According to Dex & Scheibl (2001):



- *Employers save £50 million a year through childcare referral services:*

Employers who provide childcare referral services for their employees save an estimated £2 for every £1 they spend on the service and reduce costs - possibly by £50 million in the course of a year, because of reduced sickness absences.

Where as from the employee point of view, he or she are benefiting from being happier at work and at home, as well as:

- Greater responsibility and a sense of ownership
- Better relations with the management
- Improved self-esteem, health, concentration and confidence
- Loyalty and commitment
- Not bringing problems at home to work, and vice versa
- Time to focus more on life outside work
- Greater control of their working lives

According to Work-Life Balance Baseline survey (2000):

- *Happier staff:* 43% of workplaces reported that the main advantage of work-life balance is having happier staff.
- *Personal relations suffer for those who work a 48-hour week:* One in three partners of people who work more than 48 hours in a typical week say that the time the 'long hours' worker spends at work has an entirely negative

effect on their personal relationship. (70%) of partners report that the 'long hours' worker is sometimes too tired to hold a conversation. (43%) agree that they get fed up with having to shoulder most of the domestic burden.

More than a quarter (29%) of partners with children of school age or younger say that the time the 'long hours' worker spends at work has either a quite or a very negative effect on his/her relationship with their children.

More than a third report that the children have complained that they do not see enough of the parent who works more than 48 hours a week (36%).

- *56% of 'long hours' workers say that they have dedicated too much of their life to work:* Most 'long hours' workers themselves feel that they have struck the wrong work/life balance, with (56%) saying that they have dedicated too much of their life to work. Two-fifths of those working more than 48 hours per week surveyed report that working long hours has resulted in arguments with their spouse or partner in the last year and the same proportion feel guilty that they are failing to pull their weight on the domestic front.

## 2.4 Work Life Balance Trends

There are four work/life balance trends. Awareness of these trends will place the worldwide human resource professionals in a position to be better educate management and work closely with employees. According to the Chartered

Institute of Personnel and Development (2002) these trends are identified and discussed as follows:

### 1) New Research

The topic of work/life balance is getting a great deal of attention in the academic and corporate worlds, new researches are continually being conducted. The Growing Field of Work/life Balance (2003) study came up with the conclusion that employees are often preoccupied with work when not working, and when in the company of family and loved ones. Employees experience an inability to be meaningfully engaged in no work spheres.

### 2) Eldercare

One of the most significant trends in work/life balance is the increasing focus on eldercare. Researchers point out that work/life professionals anticipate that eldercare will become a major issue in the coming years. According to census data conducted by the Society for Human Resource Management (2002), 13% of Americans are aged 65 or older, and by 2030, 20% of Americans (about 70 million) will be over age 65. The population age 85 and older is the fastest-growing segment of the older population, growing by 274% over the past 25 years. In addition, the Labor Project for Working Families states that 40% of people caring for elders also have childcare responsibilities. (Friedman, Christensen, & Degroot, 1998; [www.elderfocus.com](http://www.elderfocus.com)). Employee Assistance



Programs (EAP) can play an important role in an organization's eldercare program. Some of the lesser-known benefits of an EAP are referrals to community programs and contacts regarding eldercare issues.

### 3) Work/Life Balance in the Relief World

In the "relief world," organizations with employees and volunteers that provide service and care to communities are in need locally and worldwide. The demands of an aging population in the coming decade are increasing the current strong competition for qualified individuals upon which relief organizations depend. There will be fewer young, keen and free-to-travel individuals who will want to be convinced that agencies care about them, since more skills and experiences will be possessed by older staff likely to have families and other commitments and thus different priorities for their work/life balance (Kimmel, 1993).

### 4) Total Life Planning

Total life planning is a new and innovative approach to work/life benefits. It helps employees to examine important aspects of their professional and personal lives and understand how they relate. The goal is to encourage employees to look at their lives as a whole, assess relationships, emotional and physical wellbeing, careers, spirituality, and personal financial situation (Levinson, 1983). Through total life planning, employees can assess their

available choices to improve balance in their lives and develop an individualized life sequence (Legge, 1995).

## **2.5 Changes in Life Patterns**

### **2.5.1 Personal Lives and Family Values to the Forefront**

Recently personal and family lives have become of immeasurable values that people are less willing to put on hold, put aside, or ignore, for the sake of work. Over time, the global workforce has begun to change course from being willing to spend every hour working to learning to manage the complexities of modern living. Consequently, people are looking for options that allow for both a personal and family life, and many seek ways to have it all (Huws et al., 1996). In a 2001 survey conducted by the Radcliff Public Policy Center, 82% of men and 85% of women ages 20 to 39 placed family time at the top of their work/life priorities. In a 2001 study by Rutgers University and the University of Connecticut, 90% of working adults said they are worried that they do not spend enough time with their families (Legge, 1995).

### **2.5.2 Organizational Culture's and Life Cycles:**

Lewis (1997) explained the reason behind the unused benefits of work/life. It is the organizational cultures. Before establishing work/life initiatives, it is important to know if the organization's culture is open and ready to support work/life programs. The way to determining culture readiness may be as

formal as using an employee survey assessment or as simple as a thoughtful judgment made by the organization. As with most change initiatives, work/life programs require support from senior management. In addition, for the work environment to be ready for work/life benefits, it is helpful to have a corporate culture that encourages employees to look at business in an entirely different way, supports and accepts employees as individuals with priorities beyond the workplace (Parus, 2000). Another consideration is life cycles. People need different things at different times of their lives. Employers realize that work should be intrinsically interesting and satisfying to employees, they are the minds that produce the best work (Lewis, 1997). Another aspect of judging organizational readiness for work/life programs is the employees' view of perceived support of the organization. The 1999 study by Thompson, Beauvais, and Lyness at the City University of New York and University of Rhode Island considered the links between an organization's work/family culture, the extent to which employees used work/life benefits, the extent of work/family conflict, and the employees' intention to stay with their company. The study revealed that more work/family benefits will be translated to greater commitment, less work/family conflict, and less intention to leave the work place. Interestingly, the study results confirmed amusing evidence; a supportive work/family culture is closely related to work attitudes and



perceived managerial support linked with less intention to leave the organization. (Thompson, Beauvais & Lyness, 1999).

### **2.5.3 The Changing Face of Families**

From the employer and employee viewpoint, the changing nature of what constitutes family is one of the complications of today's society. To handle work/life balance, Friedman & Greenhaus (2000) emphasize that working adults learn to build networks of support at home, at work, and in the community. Conflict between work and family has real consequences and significantly affects quality of family life and career attainment of both men and women. The consequences for women may include serious constraints on career choices, limited opportunity for career advancement and success in their work role, and the need to choose between two apparent opposites; an active and satisfying career or marriage and children (Schwartz, 1989). Moreover, many men have to trade off personal and career values while they search for ways to make dual-career families work, they often require to embrace family roles that are far different, and more egalitarian, than those they learned as children. (Friedman & Greenhaus, 2000).

## **2.6 Flexibility & Work/life Balance**

### **2.6.1 The Search for Flexibility**

Ulrich (1998) debates that in the new economy; winning will spring from capabilities such as speed, responsiveness, agility, learning capacity and

employee competence. In order to capitalize upon these core competences, organizations need to ensure their skills in handling things by ensuring work continues, even away from the traditional places of work, and that is through establishing trust and quality communications; focusing on product instead of process and the careful negotiation of objectives and workable agreements (Nilles, 1998). Hanami (2000) stated that globalization of product markets and technological changes go hand in hand. They result in ultimate attempts to achieve flexibility through downsizing, extensive use of contract labor and lean management systems. A survey of 2,500 students in 11 different countries found that 57 per cent considered achieving a “balanced lifestyle” as their top priority (Cooper, 2000). The negative side of not adapting flexible work is “burnout”, emotional exhaustion and higher absentee rates (Deery, 2000; Levinson, 1996). Flexibility developments have led to significant changes in the way production is organized and managed and how work is viewed not just as a mean to receiving pay and rewards but that the work organization exists as a place, which offers a degree of social value on both high and low human capitals. Thus it is concluded that the flexibility of labor arrangements represents a paradigm shift in working life (Friedman et al. 1998; Stredwick, & Ellis, 1998). In 1984, John Atkinson at the University of Sussex (UK) argued that as a result of these shifts, a new model of the firm was emerging which he called the “flexible firm” (Atkinson, 1984). Plenty of people are happy to work

to non-standard work times, which are determined by their employer – especially if they have some choice about which shifts or days to work. (Kimmel, 1993; Bureau of National Affairs, 1987).

2.6.2 Work Flexibly: Definition

Definition of flexible working relates to when, where, how and what work is done:

Table no. 2.1 Definition of Flexible Working Terms	
Flexible time:	Work is performed at times that better suit the employer and/or employee
Flexible place:	Work is carried out wherever is most appropriate and effective for the employer and/or employee.
Flexible contract:	Workers are employed and/or rewarded in non-standard ways.
Flexible tasks:	Multi-skilled workers are able to undertake a variety of tasks according to need.

(Bartolome', 1983; Society for Human Resource Management, 2002)



### 2.6.2.a Flexibility: its Hidden Meaning

To understand the meaning of flexible working, there is a desperate need to outline how to take people gently and positively up the learning curve of new ways of working, outlining some of the hurdles and the pitfalls on the way and how to overcome them. There is a need to clarify what is meant by flexibility.

Does it mean primarily (Parus, 2000):

that the employee can “flex” their hours to fit in with their other life commitments,

or

- that the employer can manage better the peaks and troughs in demand by flexible shift patterns, and by having “just-in-time” labor on tap?

Hence, it is extremely important not to fall into the trap of seeing one as necessarily “better” than another.

### 2.6.2.b Issues of Flexibility

The key issues of flexibility revolve around:

- Trust and supervision.
- Communication between staff who work at varying times, and who may meet less frequently.
- Optimizing use of the buildings (and car parks).

- Integrating non-core staff (e.g. those on all with zero-hours contracts).
- Achieving fairness in benefits for all staff.

(Bureau of National Affairs, 1987)

### 2.6.3 Beneficiaries from Flexible Working

The beneficiaries of flexible working include:

Employers, who are able to match resources to work needs and attract and retain staff, whilst reducing fixed costs, boosting productivity and improving customer service.

Employees, who can gain access to employment, explore new career opportunities, raise their incomes, reduce their living costs and balance more effectively the demands of work and home.

Families, communities and the environment also gain. When the employers and the employees reach a state of flexibly balanced life this will automatically be reflected on their families, their communities and the whole environment).

(Society for Human Resource Management, 2003; Bartolome' & Evans, 1980)

### 2.6.4 Benefits of Flexibility

For the employee, the major benefits can be:

- Better work-life balance

- Ability to avoid stressful commute times for journeys to work
- Ability to have more control over time off (e.g. in compressed working week, term-time working, part-time working and job-share)

(Stredwick, & Ellis, 1998)

For the employer, benefits include:

- Ability to meet fluctuations in demand
- Ability to provide round-the-clock cover
- Ability to retain valued staff when other demands on their time may be high
- Ability to make more efficient use of facilities.

(Friedman et al., 1998)

For the organizations, benefits include:

- Improved recruitment and retention
- Reducing absenteeism
- Reducing costs, particularly property, travel and overtime costs
- Extending hours of operation
- Improving customer service
- Responding more effectively to changing market conditions.

(Friedman et al., 1998)



## 2.6.5 Selection and Recruitment for Flexible Working

Not every single job can adopt flexible working programs and not any program can just be adopted for the sake of joining the flexible working life (Gottlieb, Kelloway, & Barham, 1998). It depends on several issues including the interactivity, the autonomy, the dependence of the other factors and many others. It is important to understand how roles differ and, as a consequence, how different types of flexibility apply (Society for Human Resource Management, 2002).

### 2.6.5.a Factors in Selection

Recruitment, selection for new tasks and promotion often involve some kind of assessment of personality (Seitel, 2002). According to the UK Department for Education and Employment flexible (1980), workers should be:

- Mature
- Trustworthy
- Self-sufficient
- Self-disciplined
- Good time managers
- Good communicators

(Stredwick, & Ellis, 1998)

### 2.6.6 Using Flexible Work to Achieve a Better Work/Life Balance

According to Fahlbeck (1998), there are several particular arrangements that need be put in place to ensure achieving a better work/life balance. These arrangements are:

- The continuity of work
- Adequate monitoring and supervision
- Good communications with staff operating flexibly
- Equitable arrangements for all staff (i.e. not implementing flexible arrangements only for those with families)
- Protection of existing rights and benefits.

#### 2.6.6.a A Foundation for Flexible Working

In order to benefit fully from flexible working, the culture of the organisation and the style and skills of managers need to be prepared for it. There is a range of flexible employment practices which can be used to achieve a better work life balance. According to Reynolds (1999), a Flexibility Checklist which offers a menu of solutions is illustrated:

- *Flexible hours*
- *Part-time work*
- *Job-share*
- *Term-time working*

- *Home-based working*
- *Tele-center working*
- *Parental leave*
- *Annualized hours*
- *Compressed work weeks*

(Bartolome' et al., 1980; Schwartz, 1989)

## **2.7 Maintaining Work/Life Balance**

To maintain Work/life Balance issues in the daily lives of the organizations, several roles should be matched to several parties in-order to ensure safe and correct implementation of this new emerging concept.

### **2.7.1 Organizations & Employers Role in Maintaining Work/Life Balance**

Organizations often have a fear that if they introduce any kind of flexibility, what in fact they're doing is losing control over their employees. Moreover, when employers feel that they're losing control, they become less supportive for flexibility. There is also a fear that if organizations allow flexibility for one person, everybody's going to want flexibility and they're going to create a state of chaos. (Parasuraman & Greenhaus, 2002; Beatson, 1995).

For organizations to start supporting work life balance they need to start with the employees needs, and start modestly and carefully. A failed experiment can



be much more damaging in the long run than inaction. First they need to ensure that all stakeholders are involved. Then they need to assess the needs of the employees, develop policies to reflect those needs, pilot the changes with a trial, and evaluate it, both formally and informally, between the employee, the employer, the co-workers, the customers, the suppliers, whoever needs to be involved to see if it is working, and if it isn't working, how to solve the problems and adjust the program (Friedman et al., 1998; Beatson, 1995; Bartolome' & Evans, 1980;). It is crucial that the process is consistently and fairly applied, clearly and well documented (Carnoy, Castells, & Benner, 1997). Another important aspect to be considered is about managers. Managers need to take work-life balance seriously. The more overworked and overloaded, the higher the demands or the expectations on the department or the work unit, the more that they have to rely on their employees to produce at the highest possible level of efficiency, effectiveness, and quality (Landauer, 1997,). If the employees are out of balance or stressed or sick then they will be less committed to the outcomes, they will be less committed to the organization, they will be less committed to the client, the customer, the products or goods or service that they are producing (Burke, 2000; Chiu & Han, 2000). Employers need to be aware of the struggle that they might face whenever adopting flexible work patterns. Employee and co-worker backlashes are to be expected (Beatson, 1995). Organizations can mitigate it or

eliminate it entirely by planning and preventing it in the first place. Organizations can also prevent backlash by making sure that processes are in place that allow all people to apply easily for flexible work arrangements or have access to the benefits. Management should take care that all departments and units implementing flexibility at the same level. If there's success in some areas and not in others it may be that there is incongruence between the policy and the need and demand for that policy (Burke, 2000).

### **2.7.2 Employees' Role in Maintaining Work/Life Balance**

Many workers don't know how to get the support of their employers. Employees should be really clear on what it is that they need and want stated as career goals, and they've got to know what they need in terms of those goals. They need to know what exists in terms of programs, policies, and benefits within their organizations. Employees need to know what practices exist and if these practices have worked or not for individuals in terms of workplace flexibility (Cooper, 2000). The more out of balance and out of control life is, the longer hours of work should be given up, and the more intense the work experience, the greater the likelihood is that the employee pays a physical and emotional price. (Deery, 2000; Levinson, 1996).

### 2.7.3 Phases to Go Through in Order to Maintain Work/Life Balance

On the journey to achieving the work life, family life, and personal life, there are five phases that people should go through (Burke, 2000):

- The first one is a **struggle** stage, where people might not even know and understand what it is that they are missing, they just know that they feel out of control.
- The second stage is the **juggle** stage, where people begin to understand what's missing and try to develop tricks and techniques that allow them to create a sense of control in their lives.
- The third stage is work-life **balance** where people actually begin to fulfil their multiple responsibilities, where they have a sense of equilibrium, a sense of control, but they focus all their energies on today and getting through the day-to-day, and they really don't have enough energy, resources or time to look at in the future.
- The fourth stage is work-life **integration**, where people not only able to fulfil all their work responsibilities but they also have energy and resources that they can put towards career planning, career development, personal growth and development. People have a sense of where they are going as well as where they currently are.



- The fifth and final stage is work-life **harmony**, where people got a sense of control of all aspects of their lives. They are managing their physical well-being, their careers, their households, their finances, their relationships. As well, they have the energy and resources to harmonize their communities' involvement, their senses of spirituality, and their senses of well-being, at home and in the communities at large.

## **2.8 Communicating the Work Life**

### **2.8.1 Communication: a Key towards Work/Life Balance**

Communication about work/life programs is essential. Although an organization may offer a rich menu of work/life benefits, the desired effect; yielding positive business results, is unlikely to occur if employees do not know about the programs or understand them. According to Landauer (1997) there are four critical questions that should be considered by any organization wishing to balance its work life:

- 1) Does the company culture truly support work/life benefits?
- 2) Does the management philosophy, starting with senior management, sincerely endorse work/life benefits?
- 3) Do managers and supervisors understand the impact work/life balance has on their workforce?

#### 4) Are employees aware of and do they understand the company's work/life programs?

If a company already offers work/life benefits, the next step may be to repackage and re-communicate them so employees see how these benefits offer ways to manage work/family conflict (Landauer, 1997). In addition, developing a human resource strategy that is clearly integrated with the company's mission will demonstrate how committed the organization is to employee needs. The following are steps to promote work/life programs (Chartered Institute of Personnel and Development, 2001):

- **Sharing the Vision**

Many difficulties in staff relations arise simply because of poor communications. Even if there are bad news, sharing the difficulties with the workforce at an early stage helps ensure reasonable cooperation when the time comes for change (Apgar; 1998; Hiltrop, 1996).

- **Raising Awareness**

The worlds of technology and business management are alien to each other. When raising awareness about WLB, it is always important to recognize that technology is too important, and it shouldn't be left to the IT managers (Hewitt, 1993). Awareness raising forms are the first stage in staff

consultation, establishing a dialogue with senior managers and so come up with a better understanding of the current situation.

- **Consulting and Involving Staff**

Staff consultation needs to be genuine (Hewitt, 1993). This is not only to ensure staff feel involved in a change program, but it is also because those at the "front-line" (sometime called the bottom of the organization) may have the best ideas as well as being the leaders of the future (Holton, & Wilson, 2002).

### **2.8.2 Suggestions about how these steps can be put in action:**

- Review the human resources strategy to see if it supports the company's mission.
- Through questionnaires or focus groups, find out what employees feel about work/life balance.
- Align work/life initiatives with HR strategy (e.g., employer of choice).
- Create a work/life award program using non-cash incentives aligned with business objectives.

## **2.9 Work/Life Balance Initiatives and Perspectives**

Building a strategic business case for work/life initiatives requires hard data, documenting positive results on the balance sheet (Withers, 2001). Toward this end, there have been a number of studies dedicated to the financial impact of



work/life programs in the last decade. One such study was conducted by WFD, 1997 (formerly Work/Family Directions) with research focused on work/life programs with a number of clients (e.g., DuPont, Johnson & Johnson, Hoechst Celanese, IBM, and others). At DuPont, for example, employees who used the company's work/life programs were 45% more likely to agree strongly that they least likely to feel overwhelmed or burned out (Landauer, 1997). Data from Hoechst Celanese documented that 60% of those surveyed, reported that the ability to balance work with personal and family responsibilities was extremely important in their decision to remain with the company (Bartolome', & Evans, 1980). Being not in a state of burnout or dissatisfaction with work and not considering searching for another job that is more work/life balanced, positively returns with less costs and more productivity which both are translated into money in the long run.

### **2.9.1 The Employers' Perspective: Return on investment (ROI)**

- An employer's commitment to work/life initiatives is influenced by the perception of whether or not such initiatives have a positive return on investment. In recent years, employers increasingly realize that the quality of an employee's personal and family life impacts work quality and that there are concrete business reasons to promote work and family integration.

For many organizations, however, quantifying the data presents the greatest challenge. The best place to start is to consider five key areas, In reference to the Society for Human Resource Management (2003) these include:

- 1) Employee time saved
- 2) Employee retention
- 3) Increased motivation and productivity
- 4) Absenteeism
- 5) Decreased health care costs and stress-related illnesses

#### 1) Employee Time Saved

One of the most direct and measurable financial benefits of work/life initiatives is the amount of time saved by employees by using assistance, such as an EAP, to address and solve personal problems (International Labour Review, 1997, Vol. 136). According to the study made by the Society for Human Resource Management (2003), clients across industries with 300 employees, documented that an average of 17 hours per year were saved when employees used a consulting service that provided counseling, referrals, and research in areas such as parenting, education, childcare, adoption, and eldercare. According to this research, a minimum of 80% of this saved time would have involved employees working on their personal problems during the day, since most assistance organizations are only open during regular business hours.

## 2) Employee Retention

The cost of employee turnover and accompanying loss of valuable company knowledge can be significant. Work/life programs offer a solution to retention sorrows. A prime example is IBM'S Workforce Survey (1992), this survey stated that the highest performers, in a decision to stay with their companies, are the most likely to consider their ability to balance work and personal responsibilities. Employees overall rated work-balance issues as sixth of 16 factors that keep them with the company (Landauer, 1997).

## 3) Increased Motivation and Productivity

Company commitment to work/life initiatives is closely aligned with employee motivation and productivity. A study focusing on work, well-being and stress illustrates this link, finding that 45% of men and 50% of women would turn down a promotion if the new position would leave them with less time for their personal or family life. (Gottlieb, Kelloway, & Barham, 1998)

## 4) Absenteeism

Work/life Balance programs can reduce absenteeism. Johnson & Johnson (2000) found that there was a 50% decline in absenteeism among employees who used family leave policies and flexible work options (Bureau of National Affairs, 1987).



### 5) Decreased Health Care Costs and Stress-Related illnesses

With increasing company focus on the high cost of health care, work/life programs are becoming an intelligent choice to help lower the number of health care claims (Levinson, 1996). According to the American Institute on Stress, 1 million workers are absent due to stress-related complaints, and American firms lose more than 5 million workdays annually due to illness, more than half stress-related. A 1992 study by Northwestern National Life Insurance Co. found that 72% of all workers surveyed experienced three or more stress-related illnesses very often.

The entire story regarding work/life programs, however, cannot be told strictly by quantitative measurements. It is difficult to present a solid argument for work/life policies and programs for it is almost hard-to-measure factors of work/life initiatives as corporate reputation, public relations, improved community relations, increased employee loyalty, and enhanced recruitment, but still they should also be considered. (Bartolome', & Evans, 1980).

## 2.10 Stress and Work/Life Balance

Stress, the 21st century illness, affects most people at one time or another in their lives - and for some it has become a permanent feature of their working landscape. In fact work-related stress is the main cause of job absence in the

UK, and is estimated to cost business over £5 billion a year (Office for National Statistics, 1996).

Some indicators of an unsatisfactory and stressed work-life include:

- ill-health
- low morale
- lack of commitment
- poor quality work
- absenteeism
- high staff turnover

(Bartolome', &, Evans, 1980).

### **2.10.1 The Causes of Workplace Stress**

It's important to recognize the common causes of stress at work so that managers can take steps to reduce stress levels where possible. According to Decarlo & Gruenfeld (1989) typical Stress Indicators include:

- High workload, with unrealistic deadlines, makes people feel rushed and overwhelmed.
- Low workload makes people feel that their skills are being underused.
- A lack of control over work activities.

- A lack of interpersonal support or poor working relationships lead to a sense of isolation.
- People being asked to do a job for which they have insufficient experience or training.
- Problems settling into a new promotion, both in terms of meeting the new role's requirements and adapting to possible changes in relationships with colleagues.
- Bullying or harassment.
- A blame culture within the organization where people are afraid to get things wrong.
- Weak or ineffective management leaves employees with feeling that they don't have a sense of direction.
- Employees having to report to more than one manager, with each asking for their work to be prioritized.
- Failure to keep employees informed about significant changes to the business, causing them uncertainty about their future.
- A poor physical working environment - perhaps caused by excessive heat, cold or noise.

### **2.10.2 The Price of Employee Stress**

Some of the most serious consequences of employee stress are the following:

- Absenteeism



- Turnover
- Workers Compensation Claims
- Grievances
- Accidents
- Errors of Judgment and Action
- Violence
- Customer Service Problems
- Resistance to Change
- No Time to Do It Right

## **2.11 Employability and Access to Work**

Many people are excluded from work on account of their domestic circumstances or physical problems they face in traveling to a place of work. The new information and communications technologies (ICT) can overcome many of these constraints by bringing work to the worker - as long as companies and organizations are aware of the possibilities and are prepared to break out of traditional ways of thinking and adopt new "location independent" ways of working. The ICT can be used to promote equal opportunities and allow employers to tap in to the skills of many workers currently disadvantaged in the labor market (Stredwick, J. & Ellis, S. 1998).

- **Going to work:** Many of the difficulties faced by individuals who are disadvantaged in the workplace are linked to the imperative to "go to work". Especially when going to work equals traveling long distances and using overloaded and mass transit systems (Shamir, 1992).
- **Restricted mobility:** Generally, people accept the routine of travelling to work since they expect economic benefits in return. But there are many groups in society whose mobility is restricted, typically through:
  - Temporary illness or disablement
  - Permanent disability, or long-term illness
  - Childcare responsibility
  - Caring for sick/disabled relatives
  - Not owning a vehicle/not being able to drive in an area where there is a "public transport vacuum".

(Apgar, 1998; Shamir, 1992; Levinson, 1983)

- **Overcoming geographical barriers to work:** The access-to-work difficulties relate to constraints that make travel to work difficult (Shamir, 1992). The assumption is, however, that a journey from home to work is in principle possible - for example when the children are at school, or when are older, or for someone without the limiting illness or disability, or for countries free of occupations.

## 2.12 Managing & Working 'Remotely'

The need for working differently in style and in progress imposes the managements to adopt new ways of working, in order to be hand in hand with WLB programs. A high degree of trust is needed between the manager and the employee, and where this is lacking, it is likely that working outside the office is going to be problematic on both sides (Apgar, 1998). Some aspects of management taken for granted in the conventional office environment need to be treated more explicitly in a remote working situation. According to Sullivan, & Lewis (2001), particular staffs need:

- Clear performance targets and short-term goals
- Regular feedback on performance and positive reinforcement
- Regular communication and team meetings
- Phone calls (with supervisors and colleagues) to include personal/social content, and not purely business.

Electronic communication methods should be user friendly and accessible: ranging from adequate remote access to shared folders and the intranet, to the ability to send and retrieve e-mails without undue hassle. (Sullivan, & Lewis, 2001)



## 2.13 The Alternative Workplace

A growing number of people are choosing to abandon the routine inflexible office jobs in exchange for self-employment in the comfort of their own homes, all this in order to regain control over and flexibility in directing the course of their careers (Apgar, 1998; Stredwick, J. & Ellis, S. 1998). This type of decision will bring the employee extra freedom. However, with freedom comes a certain lack of stability and structure. It's important to understand the challenges involved in working independently, and how much it really takes to be successful doing so. Here are some things to be considered (Shamir, 1992):

1. Check Self-Discipline
2. Create Stability in the Face of Uncertainty
3. Market Oneself
4. Pay Attention to Business Regulations and Requirements:
5. Build Momentum:

A portable computer and mobile phone enable mobile staff to be more productive, spending more time with customers, clients or suppliers and proportionally less time in the office (Shamir, 1992). In fact many people, even those in conventionally non-mobile roles, are recognizing the benefits of true location-independence. As technology improves, especially with the forthcoming broadband wireless networks, many more staff will want to work

in this way. In fact many of these people will start to work more from home (Sparrow, 2000),

## **2.14 Top Work-At-Home Job Options**

Businesses set up at home are the strike of the future: Nearly 40 % of all U.S. households have someone working from home, and this figure continues to climb. In terms of the most practical type of home-based business, careers that offer professional expertise in the form of a service prove to be the best fit, mostly due to the physical limitations of home offices (Sparrow, 2000). There are five career areas that work well as home-based businesses, and that are currently in demand:

1. Consulting Services
2. Financial Services
3. Employment Services
4. Design Services
5. Writing/Editing Services

(Strachan, & Burgess, 1998).

## **2.15 Training for E-Work**

Success in developing "Information Age" flexible work - otherwise known as e-work - is put at risk if staff and managers are not properly prepared (Seitel,

2002). Changes in the way the organization works, and changes in the culture of work, need to be accompanied by a flexible but systematic approach to upgrading skills across the e-working workforce (Friedman, Christensen, & Degroot, 1998). Thus it is crucial and clear that there is a need for technology-related training.

## 2.16 A Strategic Approach for Adopting WLB

While adopting WLB programs several steps should be taken into consideration:

- **Collect information and consult**

A good starting point is to collect information on how facilities are currently used and how staff would prefer to work (Murphy, & Jackson, 1999; Friedman et al., 1998).

- **Respond flexibly**

The hard data collected needs to be complemented by the views of the people that work in the facilities. This can be carried out through a combination of interview and survey methods. It is important for facility managers to be open in term of the types of solution they would recommend for implementation. Flexible working can only thrive in flexible facilities. (Parasuraman & Greenhaus, 2002; Friedman et al., 1998).



- **Learn from best practice**

It is often only when other implementations are seen and their users are consulted, that the potential of new working environments and practices can be recognized. (Murphy, & Jackson, 1999).

- **Piloting**

In contrast to traditional property strategies that involve specifying, designing, acquiring, fitting out and moving into a building, most of the new approaches to providing working facilities can be demonstrated and piloted before large-scale implementation. Pilots need to be carefully set up, managed and monitored so as to learn the lessons and quantify the benefits prior to full roll-out. (Bartolome', 1983)

- **Involve the users**

It is vital that staff are consulted and involved at all stages. People can be highly supportive and even give of radical ideas about changes to their working environments, as long as they feel part of the process. By contrast, change imposed without adequate consultation will generally be resisted by staff. (Parasuraman, & Greenhaus, 2002; Friedman et al., 1998; Kimmel, 1993)

## 2.17 Conclusion

Thus far, the researcher has tried to present a comprehensive overview about the introduction of the Work Life Balance to the business organizations. The researcher chose this topic on purpose to test, examine, and prove the tremendous need of WLB issue to each and every Palestinian Private Organization, focusing on the telecommunication sector since they might be the most ready to adopt such a concept based on having the appropriate technology required for the implementation of the concept. Work/life Balance exhibits a state of equilibrium between the needs and responsibilities of life and the needs and responsibilities of work. It talks about fairness, equality and justice in the workplace; it is about people fulfilling their potential and being members of the community rather than slaves to work. It is a debate about the health and safety of all workers. Work/life balance creates positive employer branding, fosters organizational citizenship, promotes being an employee of choice, and supports diversity initiatives.

Adopting Work/life Balance is becoming a huge part of human resource management responsibility in all organizations worldwide, no matter their sizes are, and the issue is increasingly recognized. Employers are required to work harder to attract potential staff of good skills and good education and work experience. It became obvious in the 21<sup>st</sup> century that pure salary is not enough to satisfy any ambitious employee. In today's global marketplace, as

companies aim to reduce costs, it falls to the human resource professionals to understand the critical issues of work/life balance and champion work/life programs. Work/life Balance programs have the potential to significantly improve employee morale, reduce absenteeism, and retain organizational knowledge, particularly during difficult economic and political times, like the ones encounter the researchers' own home land.

Furthermore, in this chapter the researcher presents the important role the Work/life Balance plays in maintaining a balanced life and explains how life changes' ask for a balancing act to round them if life is to be satisfying and meaningful. Work/life Balance might be the answer for many left behind questions; the reason behind the continuous increase of stressed out employees, absenteeism, homicides, low moral and many others.

Nevertheless, making a balance between ones life and ones work is number one priority nowadays, organizations cannot overlook the issue of adopting the technological advances side by side with the Work/life Balance concept. This is because people need these advances to assure the success of the implementation process of the new concept in their real lives. Work life balance programs can be adopted by any type of occupation but there are some occupations that might be easier to go along with this concept, careers that offer professional expertise in the form of a service prove to be the best potential adopters. This is another reason behind choosing the researcher to



study the telecommunication sector and the Palestine Cellular Communications Co. in particular.

Finally, being employees whose family members and/or friends are called to serve their country, single mothers who are trying to raise their children and make a living, Generation X and Y employees who value their personal time, couples struggling to manage dual-career marriages, or companies losing critical knowledge when employees leave for other opportunities... leads to the tremendous need to adopt Work/life Balance in all its aspects. Work/life Balance concept offers a win-win situation for employers, employees and organizations and this is the reason behind the success of all organizations adopting WLB programs.

The researchers' main target is to introduce this concept to the organizations in her country, aiming to improve the work/ life conditions the Palestinian employees experience under the current political and economic situations. Under Occupation like the one experienced in Palestine, people need new ways of working patterns to freely set their minds and come up with the productivity their organizations is expecting from them. If the researcher can succeed in enhancing the employee's voice through making him and her aware about their current work/life status, asking and demanding a little balance, and through

making the employers positively think about the concept; she concludes her study to be a success.

Still, there are some issues that did not have the enough attention and seem to be ignored by the previous studies. Such as, all studies concerning this issue are made in countries that are well developed in all means and overlooking the issue that there are many undeveloped countries that need such studies to be implemented in their unique contents. Developed countries are aware of their work life issue, and what they need is just to work on making the concept succeed, whereas undeveloped countries need the researchers' help to make them notice that they experience unbalanced work/life and so push them on the right track to improve their work/life conditions. Moreover, many studies need to be explored under bad political and economic situations to check for more reasons behind unbalanced work/life and to see if there are any new programs, different from the ones mentioned, that might be good for people under such conditions. These issues and concerns need to be seriously taken into consideration because the researcher believes that they will positively add to the over all body of knowledge relating to Work Life Balance Studies.

## CHAPTER THREE RESEARCH DESIGN & METHODOLOGY

### 3.1 Introduction

The purpose of this study is to identify the current work and personal life issues among workers in the Palestine Cellular Communications Ltd. and to initially introduce the concept of Work Life Balance to the Palestinian Private Organizations in the Private Sector. This study investigates the current situation at JAWWAL and seeks for realistic and organized solutions to problems faced by the employees and employers. Thus it is very important to identify the present problems that need to be solved, and state the questions that need to be answered. Then the next step starts with collecting the information, analyzing the data collected, determining the factors involved, finding the answers for the required questions and so coming up with systematic solutions to the problems at hand.

## Chapter Three

The research methodology chapter addresses several parts. This chapter provides a background about the research process, the data collection tools, and the validity of the instrument used in the research. Several steps are followed while conducting the field work. Starting by the explanation of the research data, the research procedure and the results of the pilot study, follows



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a discussion of the survey design, the sampling process, the survey implementation and responses, and presents the method used for analyzing the data collected from respondents. Finally, this chapter will end by citing the difficulties emerged while conducting the research work and the reasons behind these limitations.

## **3.2 Research Background**

### **3.2.1 Definitions**

Sekaran (2000, p.4) defines research as “an organized, systematic, data-based, critical, objective, scientific inquiry or investigation into a specific problem, undertaken with the purpose of finding answers or solutions to it”. Furthermore, according to Waltz and Bausell (1981), research is a systematic, formal, and precise process employed to gain answers and solutions to problems and to discover new facts and relationships. Research consists of several steps that aim at finding solutions to issues of concern. The research starts by conducting the areas of problem and so defining the problem. Then the work begins; the data should be collected, and then analyzed. This way the factors associated with the problem will be drawn and the problem will finally find its way to the solution. Research provides the information that enables managers to make decisions to rectify the problems. Every decision poses unique needs for information gathered through conducting research (Aaker, Kumar & Day, 1998).

In business, research is usually primarily conducted to resolve problematic issues in, or interrelated among, the areas of accounting, finance, management, and marketing. The issues within each sub area are related to many factors within that particular system, but they have to be investigated in the context of the external environment facing the business (Sekaran, 2000).

Research is an original investigation undertaken in order to gain knowledge and understanding. It typically involves the enquiry of an experiment or critical nature driven by hypotheses or intellectual positions capable of rigorous assessment. It's an independent, creative, cumulative and often long-term activity conducted by people with specialist knowledge about the theories, methods and information concerning their fields of inquiry (Black, 1999).

### **3.2.2 Research Types & Designs**

There are three types of research; the *Pure Basic Research*: Which is an experimental and theoretical research undertaken to acquire new knowledge without looking for long-term benefits but for advancement of knowledge, the *Strategic Basic Research*: Which is an experimental and theoretical work undertaken to acquire new knowledge into specific areas that would lead to useful discoveries. It is purely used for knowledge enhancement and problems solution, the third and last type of research is the *Applied Research*: which is primarily undertaken in-order to acquire new knowledge with a specific



application in mind. The results of this type of research are used to solve specific problems currently experienced. (Sekaran, 2000; Kerlinger, 1973; Carter, & Douglas, 1972). Each type of research has its own characteristics and rules of use. The applied research is usually conducted when there is a need to solve a currently existing problem. Whereas the basic or the fundamental research is used when there is a need to contribute or add to the general body of knowledge in a particular area of interest to the researcher (Sekaran, 2000) and that is the case in this research.

Furthermore the research has also several designs; these designs can be listed as follows (Sekaran, 2000; Black, 1999):

1. The Descriptive Design
2. The Evaluative Design
3. The Explanatory Design
4. The Explorative Design
5. The Predictive Design
6. The Control Design

### **3.3 The Research Process**

The research process consists of several steps; these steps are identified as follows: The first step is identifying the broad problem area through the process of observing and focusing on the actual problem. The second step

should be preliminary data collection. The nature of the information needed by the researcher for the purpose of reaching the desired result could be classified broadly. Certain types of information can be obtained from available published records; *secondary data*. Where as other types of information may be best obtained through talking to individuals, observing events, people, and objects, or by administering questionnaire to individuals; *primary data*. The next step for the researcher is to tabulate the various types of information; this step aids the literature survey in the process of conduction. The literature survey which is the next step in the research process is one way of summarizing data. It's the documentation of a comprehensive review of the published and unpublished work from secondary sources of data (Sekaran, 2000). Its purpose is to ensure that no important variable is ignored and might have an impact on the problem in hands. The result from the literature review is a good identification of the problem that needs investigation. Now the researcher should be heading on developing a theoretical framework, through this step the researcher can theorize the relationships among the several factors that have been identified as important to the problem. The theoretical framework is the foundation on which the entire research project is based (Sekaran, 2000; Black, 1999). Depending on the type of research, the researcher has the option to develop hypotheses. The last but not least step is analyzing the data collected. The researcher should determine the analysis process, since through this step the

researcher can determine what is important and how the findings relate to the problem defined. Finally the researcher should present the data, interpret the results to draw conclusions about the problem and share the findings (Kerlinger, 1973).

### **3.4 Research Approaches**

There are three approaches of research work; the quantitative approach, the qualitative approach, and the triangulation approach. The quantitative research is “a formal objective, systematic process in which numerical data are utilized to obtain information about the world” (Gage, 1994, p.371). Whereas qualitative research is defined as “any kind of research that produces findings not arrived at by the means of statistical procedures or other means of qualification” (Roland et.al, 1995, p.17). Both approaches, quantitative and qualitative are said to be systematic. Broadly speaking, quantitative research is thought to be objective whereas qualitative research often involves a subjective element.

Quantitative research is inclined to be deductive. In other words it tests theory. This is in contrast to most qualitative research which tends to be inductive. In other words it generates theory. Quantitative designs of research tend to produce results that can be generalized. However, qualitative studies tend to produce results that are less easy to generalize. Lastly, the most obvious difference between quantitative research and qualitative research is that



quantitative research uses data that are structured in the form of numbers or that can be immediately transported into numbers. If the data can not be structured in the form of numbers, they are considered qualitative. (Creswell 2003; Sekaran, 2000).

The third and final approach is the Triangulation Methodology. Triangulation is a combination of two or more methods and/or data types to measure the same phenomena. Triangulation has been around for many years and was originally used in naval circles and is often used in medical research (Black, 1999). Stake (1995) states that the triangulation methodology is used to ensure accuracy and alternative explanations, it arises from ethical need to confirm the validity of the processes. Sekaran (2000) emphasizes that the need to use several methods in conducting a research adds value to the research results since almost all methods have biases associated with them. Therefore, using triangulation methodology gives the research a higher degree of confidence in the results of the study conducted.

### **3.5 Methodology Employed in the Thesis**

In choosing the methodology of any study several issues should be taken into consideration; the purpose of the study, the research approach and type, the research design, and the data analysis process. In this study the researcher chooses the quantitative method, using the descriptive research design. Hence, the goal is to describe relevant aspects of the phenomena of interest from an

individual and organizational perspective (Carter & Douglas, 1972). Survey method was used in conducting the study. The questionnaire was developed; the sampling process and the analysis method for the collected data were adopted. The researcher chooses the stratified sampling procedure, in order to improve the sampling efficiency and increase the accuracy (Sekaran, 2000). The study is conducted at the Palestine Cellular Communications, Ltd. (JAWWAL). The researcher was a previous employee at JAWWAL and she was of full awareness of the internal work life issues, she is positively sure that the results of study will add tremendous progress to the work life status of the organization if correctly adopted. As well secondary data sources were intensively searched for in the literature review chapter.

### **3.6 Survey Design, the Questionnaire & the validity of the Instrument.**

Survey is the only way to learn many types of information (Sekaran, 2000). Surveys, if properly prepared and correctly targeted, can provide invaluable information on all sorts of organizational elements; the people, the product, the market trends and customers' attitudes (Gage, 1994). Surveys are considered to be useful and powerful, but they can do more harm than good if not correctly targeted (Sekaran, 2000).

The researcher has adopted the research instrument from the World Wide Web, after an intensive and comprehensive search of literature had been undertaken.

The Hartford Area Child Care Collaborative (HACCC) (1999) conducted a study to identify the employee support services and programs that are most important to workers in the Hartford area using the questionnaire which the researcher has adopted in this study. The survey of MetroHartford employees was being conducted during the month of March, 1998. ([http://www.hartnet.org/haccc/wplb\\_survey.htm](http://www.hartnet.org/haccc/wplb_survey.htm))

The researcher studied the original version of the questionnaire; which was designed in English, modified some questions and expelled others in order to make the questionnaire more appropriate to the culture and society under study. Then the researcher has translated the questionnaire into Arabic. The translation was revised multiple times by professional people in the field of study, so that any language biases were totally removed. Each questionnaire is offered with a cover letter, explaining the reason behind this study, defining the Work/Life Balance concept, and requesting the employee to participate in the study while ensuring him/her that their responses will be dealt with high confidentiality. The questionnaire consists of four major parts. The first part consists of five close-ended questions that ask about the employees' experience with work and personal life balance. In this section the respondent is asked to choose his/her answer from a stated list of answers. The second part consists of four close-ended questions; each question is constructed in a table shape. In this section, respondents are asked to indicate the relative level of



importance on some issues, their agreement or disagreement on other issues, and their opinions about certain situations. The answers of these questions are listed on a Likert scale of five degrees ranging from 1 = extreme negative response and 5 = extreme positive response. Part three of the questionnaire consists of sixteen questions. Some are close-ended with a list of answers to choose from and open-ended questions that leave the respondent the chance to answer without being obliged to choose from a list. This section asks about the employees' current work/life situation. The final part discusses nine demographic questions; some are open-ended and others are close-ended. The researcher kept the demographic questions for the last on purpose. Even though such type of questions can be asked either at the beginning or at the end of the questionnaire, still the information of a very private and personal nature should be asked at the end. Shifting such questions to the end would help reduce respondent bias in case the respondent gets irritated by the personal nature of the question (Sekaran, 2000). Close-ended questions were used in the questionnaire in order to make it easier for the respondent to answer. Where as some open-ended questions were illustrated in order to cover the whole range of possible answers. As soon as the draft version of the questionnaire was ready, it was tested by several people in the field of the study to ensure the reliability of the instrument. Regarding the pilot study, the researcher has distributed 10 questionnaires to ten employees occupying different managerial

levels at the PLAZA Shopping Centre. The employees were asked to fill the questionnaire without any help from the researcher. The respondents have been asked about any problems they might have faced while filling the questionnaire in-order to enhance the instrument validity and reduce ambiguity. According to the notes given, the researcher added some questions, modified others and enhanced the structure in some parts of the final version of the questionnaire.

### **3.7 Research Reliability**

Reliability; refers to the extent that a measure of a concept, whether it is a product attribute or a concept, would deliver the exact same results no matter how many times it is applied to random members of the same target group (Carter & Douglas, 1972); it means consistency. Applied to educational settings, this means that if a test or other data collection process was used to evaluate a person's performance with regard to a research variable, the evaluation of that person's performance should be the same on different occasions - unless, of course, something happened between the occasions which would cause the evaluation to be different on the second occasion (Black, 1999). A data collection process lacks reliability to the extent that performance on it is influenced by irrelevant factors which are likely to occur only during unique administrations of the data collection process (Sekaran, 2000).

In the academic setting, reliability estimates of a question or set of questions that together are posited to be a measure of a certain concept can take several forms including test-retest and split-half reliability testing (Carter & Douglas, 1972). One famous reliability test is the Alpha Cron-Bach Test; this test measures how much the questions in the research instrument are internally reliable. In this study two highly important questions were selected and tested for the Alpha Cron-Bach reliability test. The first question checks for the relative importance of employers' support to help balance the work and personal life responsibilities (question number six), where as the second question checks for the employees opinion about his/her level of agreement with several statements concerning employers' support. Both questions are connected in several ways. So in order for this questionnaire to be reliable; the respondents should reply to both questions in the same direction and manner. Otherwise, the questionnaire would not be included as a measure that would deliver the exact same results no matter how many times it was applied to random members of the same target group. Applied to this research, the Alpha test presents a value of 90.68% and that is a very high value for a reliability test to show that the instrument was reliable enough to deliver same results regardless of number of times applied.

A key question in any research is the reliability of results. The principle is that another research party should be able to reproduce the methodology exactly. If



the research was reliable (given that attitudes have not changed) the results should be substantively similar. The statistical procedures for estimating reliability are merely tools for estimating how successfully a researcher has followed the guidelines and eliminated the extraneous factors. All the statistical procedures can do is helping ascertain the success of the strategies for eliminating inconsistency (Black, 1999).

### 3.8 Sampling Process

According to Sekaran (2000), sampling is a process of selecting sufficient number of elements from the population, so that by examining the sample and understanding the characteristics of the sample subjects, it would be possible to generalize the properties to the population elements. To take a sample from a population, two elements should be taken into consideration: the sample should be representative to ensure external validity and generalization of results, the second is that it should prevent the introduction of new extraneous confounding variables (Black, 1999). There are two types of sampling: the *probability sampling* and the *non-probability sampling*. Each type has several techniques to be implemented through. The probability sampling might take the face of simple random sampling, systematic sampling, stratified random sampling, and cluster sampling. Where as, the non-probability sampling could be one of the following: Convenience Sampling, Purposive Sampling, and Snowball sampling (Sekaran, 2000; Black, 1999). Each type of these has it

own characteristics and properties that should be strictly implemented in-order to assure validity and reliability of the study. The population frame of the study, which is the listing of all the elements of the population (Creswell, 2003; Sekaran, 2000) was taken from the Human Resource (HR) Department at Palestine Cellular Communications, Ltd. According to the records at the HR departments at JAWWAL; the total population is 495 employees including all the West Bank and Gaza Strip territories, but the researcher decided that the population under study will be limited to 341 employees including the Ramallah area, the Al-Bireh area, the Birzeit area and Al-ram area only. The exclusion of the other territories in the West Bank and Gaza is based on the following reasons:

1. The political constraints from, Israeli barriers, checkpoints, and road blocks.
2. Contacting the whole population is very costly and unnecessary

The researcher adopted the stratified random sampling strategy (one type of probability sampling); Calculations were done in order to make the sampling process proportional between each and every stratum. Stratified random sampling, as its name implies, involves a process of stratification or segregation, followed by random selection of subjects from each stratum. Stratification is an efficient research sampling design; it provides more information with a given sample size (Sekaran, 2000). The probability

sampling procedure was adopted since it provides a chance to identify bias and to ensure that the proportion of the subjects represented in the sample from each stratum is the same as it is in the population (Keller & Warrack, 2000). In the proportionate stratified sampling the elements are represented in the sample according to their population incidence, and that ensures the sample representativeness by reducing the sample error. (Creswell, 2003; Sekaran, 2000; Black, 1999). The researcher implemented the whole process on JAWWAL; where as each directorate at the organization was treated as a separate stratum. Then a proportion of 60% elements were drawn randomly from each stratum. Through this process the researcher proves an effective and efficient representation of each segment in the population and obtains more valuable and differentiated information with respect to each stratum (Creswell, 2003; Sekaran, 2000; Black, 1999). The calculation process will be represented below.

After a thorough reading from research books, the researcher found that for a population of 341 employees, a sample size of 181 employees is thought to be sufficient. But in order to increase the response rate and because there will be non-returned questionnaires, the sample size was determined to be 205.

Below is a table that represents the directorates with the departments composing each directorate, with the number of employees in each directorate and department.



<b>Table 3.1</b>		
Different Departments with the No. of Employees in each Directorate		
<b>Directorate Name</b>	<b>Departments composing each directorate</b>	<b>Number of employees</b>
<b>JAWWAL Organization</b>		
<b>Human Resource Directorate</b>		3
	Human Resource Dep.	5
	Admin Affairs Dep.	27
	Training & Development Dep.	3
<b>TOTAL</b>		<b>38</b>
<b>Finance Directorate</b>		2
	Accounting Dep.	15
	Budget & Financial analysis Dep.	2
	Procurement & Warehouse Dep.	10
	Due Collections Dep.	5
	Corporate Relations Dep.	6
<b>TOTAL</b>		<b>40</b>
<b>Marketing Directorate</b>		2
	Marcom Dep.	9
	Product & Business Development Dep.	10
<b>TOTAL</b>		<b>21</b>
<b>Sales Directorate</b>		0
	Showrooms Sales Dep.	34
	Corporate Sales Dep.	10
	Dealers Sales Dep.	5
<b>TOTAL</b>		<b>49</b>
<b>Engineering Directorate</b>		1
	Switching Dep.	8
	Planning & Optimization Dep.	7
	Technical Services & Technical Works Dep.	11
	Operations & Support Group Dep.	12
	Deployments & Maintenance Group Dep.	7
<b>TOTAL</b>		<b>46</b>
<b>Information Technology Directorate</b>		2
	Systems Development dep.	16
	Computer Services Dep.	19
<b>TOTAL</b>		<b>37</b>
<b>Customer Service Directorate</b>		1
	Customer Relations Dep.	16
	Customer Service Dep.	70
	Revenues Assurance Dep.	12
	Handsets Maintenance Dep.	11
<b>TOTAL</b>		<b>110</b>
<b>GRAND TOTAL</b>		<b>341</b>

With reference to the discussion in the previous pages the researcher made the needed calculations in order to make the distribution process of the

questionnaire proportionate, hand in hand with the strategy followed. The following table shows the number of questionnaires distributed to each directorate and the table next to it exhibits the number of questionnaires distributed within each department in each and every directorate at JAWWAL.

<b>Table no. 3.2</b>		
Total No. of Respondents at each of the Directorates/ Departments		
<b>Directorate/ Department Name</b>	<b>Number of Elements</b>	<b>Proportionate Sampling (60% of the elements)</b>
<b>JAWWAL Organization</b>		
Human Resource Directorate	38	23
Finance Directorate	40	24
Marketing Directorate	21	13
Customer Service Directorate	110	66
Information Technology Directorate	37	22
Engineering Directorate	46	28
Sales Directorate	49	29
<b>Total</b>	<b>341</b>	<b>205</b>

**Table no. 3.3**  
Selection of the Employees among each Directorate (60% of the elements)

<b>JAWWAL Organization</b>		
<b>HR Directorate</b>		
HR Directorate	3	2
HR Department	5	3
Admin Affairs Dep.	27	16
Training & Development Dep.	3	2
	<b>38</b>	<b>23</b>
<b>Finance Directorate</b>		
Finance Directorate	2	1
Accounting Dep.	15	9
Budget and Financial Analysis Dep.	2	1
Procurement and Warehouses Dep.	10	6
Due Collections Dep.	5	3
Corporate Relations Dep.	6	4
	<b>40</b>	<b>24</b>
<b>Marketing Directorate</b>		
Marketing Directorate	2	2
Marcum Dep.	9	5
Product and Business Development	10	6
	<b>21</b>	<b>13</b>
<b>Customer Care Directorate</b>		
Customer Care Directorate	1	1
Customer Relations Dep.	16	9
Customer Service Dep.	70	42
Revenues Assurance department	12	7
Handsets Maintenance Dep.	11	7
	<b>110</b>	<b>66</b>
<b>Information Technology Directorate</b>		
Information Technology Directorate	2	1
Systems Development Dep.	16	10
Computer Services dep.	19	11
	<b>37</b>	<b>22</b>
<b>Engineering Directorate</b>		
Engineering Directorate	1	1
Switching Dep.	8	5
Planning and Optimization Dep.	7	4
Technical Services & Technical Works Dep.	11	7
Operations and Support Group	12	7
Deployments and Maintenance Group	7	4
	<b>46</b>	<b>28</b>
<b>Sales Directorate</b>		
Sales Directorate	0	0
Showrooms Sales dep.	34	20
Corporate Sales Dep.	10	6
Dealers Sales Dep.	5	3
	<b>49</b>	<b>29</b>
<b>Grand Total</b>	<b>341</b>	<b>205</b>



The following table clarifies how the Showrooms Sales Dep. questionnaires were distributed among the four different territories (Al-Ram, Ramallah, Al-Bireh, Birzeit)

<b>Table No. 3.4</b> Distribution of Questionnaires among the different Showrooms Sales Dept.		
Ramallah (JAWWAL main building)	16	9
Ramallah Showrooms(Plaza Mole)	3	2
Birzeit Showrooms	3	2
Al-Ram Showrooms	5	3
Al-Bireh	7	4
<b>Total</b>	<b>34</b>	<b>20</b>

### 3.9 Survey Implementation & Responses

#### 3.9.1 Responses

As mentioned in the previous pages, the researcher used the questionnaire as her data collection instrument. The process of administering the questionnaire and collecting the data was accomplished through the following three stages to maximize the likelihood of achieving a high response rate:

*The first Stage:* two weeks before the date of distribution, the researcher had contact with the HR Directorate at JAWWAL and asked him for an appointment to visit the company on February the 1<sup>st</sup>, 2005 and start distributing the questionnaire. On that appointed date the researcher personally with the help of an employee from the Training and Development department distributed the questionnaires except for the showrooms in the four distinct

territories. The next day the researcher made a complete round on the showrooms and distributed the rest of the questionnaires. The researcher followed the table no. 3.7.3 and 3.7.4 while distributing the questionnaires, and that was by sticking to the number each department should be filling, ensuring that the selection of the employees from each stratum was randomly based. Each randomly selected employee received a copy of the questionnaire with a cover letter entreating him or her to participate in the study and respond to the survey instrument within the next 5 days of receiving it. After 5 days the researcher received 19% response rate of the distributed quantity. The collection of the filled questionnaires was done through the same employee who assisted in the distribution process.

*The Second Stage:* After eight days from the distribution date, a follow-up reminder via the phone was made to the HR assistant employee to check for any additional responses. Another 21% response rate was achieved.

*The Final Stage:* A third follow-up reminder was made via the phone with the same assisting employee. A further 10% response rate was achieved. The contact person assured the researcher that this is the maximum rate that can be achieved. The reasons behind non-responses will be shown hereafter. And thus a total of 50% response rate was achieved within 20 days from the date of the distribution process.

### 3.9.2 Reasons behind Non-response

After receiving the 50% response rate, the researcher contacted the assisting employee at the HR department and tried to check for the reasons behind the non-responses. Many excuses were made by non-respondents to justify their unwillingness to participate in the study. Some major reasons were:

1. They have no spare time to spend on filling the questionnaire; they have full working days with multi obligations.
2. The lack of interest in filling such questionnaire. The employees are convinced that their management would never improve despite any study covering their aspects of work and life.
3. Some employees have fear of filling such questionnaire, especially ones that deal with their levels of satisfaction at work. They prefer to stay out of such critical issues. In addition the researcher noticed something that is of great importance and worth mentioning; she found that 18% of respondents either did not answer question no. 20 which asked about the employee's occupation or they just mentioned their level of management but not their occupation.
4. Some personality factors such as lack of cooperativeness, reading habits and laziness.



### 3.10 The Utilized Procedures of Data Analysis

#### 3.10.1 Preparing Data for Analysis

The type of data analysis should be unique to each study; however almost all studies involving data analysis require editing and coding of data, the use of one or more data analysis techniques, and presenting the results effectively. The data obtained from the questionnaire should undergo preliminary preparation before they can be analyzed using statistical techniques. The quality of the results obtained from the statistical techniques and their subsequent interpretation depends to a great degree on how well the data were prepared and converted into a form suitable for analysis (Aaker, Kumar & Day, 1998).

The major data preparation techniques include:

1. **Data Editing:** Through this step all the received responses are checked for any omissions, ambiguities, and errors.
2. **Coding:** coding the close-ended questions is straightforward. In this section the process of entering the responses is exactly specified. Each question is described briefly in a separate column, and the range of permissible values provides the key information of the value to be entered for the particular type of response. Once the response values are entered into the computer file, a statistical software program can be employed to generate diagnostic information. So far the SPSS software is used as the statistical program in

the analysis of this study. However, before the analysis process starts, the data entered should be checked for any errors that might have occurred during the process of data entry. Where as the coding for the open-ended questions is a much more complicated; usually a list of possible responses is generated and then each response is placed into one of the list items. (Sekaran, 2000; Black, 1999; Aaker, Kumar & Day, 1998)

### **3.10.2 Strategy for Data Analysis**

Usually the first step in data analysis, after data preparation, is to analyze each question or measure by itself (Black, 1999). This is done by tabulating the data. Tabulation consists simply of counting the number of the cases that fall into various categories in the questionnaire (Aaker, Kumar & Day, 1998). The primary use of tabulation is in determining the empirical distribution (frequency distribution), of the variables in the questions, then calculating the descriptive (summary) statistics, the means or the percentages (Kerlinger, 1973). Next the data are subject to cross-tabulation to asses if any association is present between any two variables in the questionnaire. Since the researcher's study is a descriptive one, she adopted the descriptive statistics (frequency and cross tabulation) in the analysis procedure.

### *Tabulation: Frequency Distribution*

Frequency tabulation simply reports the number of responses each question had received. This process organizes the data into classes, or groups of values, and shows the number of observations that fall into each of the classes.

### *Tabulation: Descriptive Statistics*

Descriptive Statistics are statistics normally associated with frequency distribution that helps summarize the data generated by the frequency tables. These include measures of central tendency (mean, median, and mode), measures of dispersion (range, standard deviation, and coefficient of variation), and measures of shape (skewness and kurtosis).

### *Cross Tabulation*

Cross tabulation or might be called cross-tabs, cross-classification or contingency table analysis, is a statistical analysis technique that studies the relationship between and among nominal variables. In this process of analysis the sample is divided into subgroups in order to check for the variation between the different subgroups.

(Sekaran, 2000; Black, 1999; Aaker, Kumar & Day, 1998; Carter & Douglas, 1972).



### **3.10.3 Factors Influencing the Choice of Statistical Technique**

The purpose behind analyzing the data is to produce information that will help the researcher address the problem in hand. There are several factors that influence the choice of the appropriate data analysis technique. These include:

1. Type of data
2. Research design
3. Assumptions underlying the test statistics and related considerations.

(Aaker, Kumar & Day, 1998)

### **3.10.4 Presenting the Results**

Eventually, the researcher must be able to develop some conclusions from the data analysis and so present the results of the study. The presentation of the results could be written, oral or both. The presentation of the results can be critical to the ultimate ability of the research to influence the decisions.

### **3.11 Limitations of the Study**

Through out the study period several obstacles faced the researcher, these resulted in many limitations that may affect the quality of the study. Some major limitations are:

1. Due to the current political circumstances that embedded inaccessible check points, roadblocks and closures, the researcher limited her

population to four geographical areas in the West bank (Ramallah, Al-Bireh, Al-Ram, and Birzeit).

2. The second reason behind the limited sample (other than the political situation) is the absence of cooperative spirit of the employees at the surveyed organization.
3. The fear and mistrust experienced by the employees from using their responses against them in-front of their managers, they have been reluctant and conservative and many of them preferred not to answer the questionnaire.
4. The difficulty in setting informal meetings with the employees at various managerial levels due to their unavailability at their offices.
5. The response rate was lower than that of the leaders' expectations; the employees felt uninterested in the subject of the study since they are fully convinced that no matter what is the subject of study constructed at their organization, there will never be added value to their work or personal lives.
6. The probability of having some wrong answers due to respondents' unwillingness to express their true work and life circumstances.

Limitations as the ones mentioned above represent inherent characteristics of this study. Nevertheless, they do not render the collected data to be inaccurate.

Such limitations present the need for further and broaden research to be applied in-order to make the finding more applicable.

## Chapter Four



## CHAPTER FOUR

### FINDINGS AND RESULTS OF THE STUDY

The purpose of this study is to explore the critical work and personal life issues among workers in the Palestine Cellular Communication Ltd. and to locally introduce the concept of Work Life Balance to the Palestinian Private Organizations in the Private Sector. Chapter Four provides the findings and the results of the research field work. This chapter presents in details the results of each and every question and topic that the questionnaire explored in. In addition it exhibits the results of cross tabulating some crucial questions that would support the overall findings of the study.

## Chapter Four

How are The Palestine Cellular Communication Ltd. workers balancing work and personal responsibilities? That was the primary question posed by the researcher of this study. A survey of JAWWAL workers was conducted in February 2005. The purpose of the study was to identify the critical work and personal life issues among workers in the JAWWAL Organization. The specific objectives of the study were:

- 1- To identify the employer supports, which are most important to employees.
- 2- To evaluate employee satisfaction with employer supports and programs.
- 3- To assess employee perceptions of the work environment.

## CHAPTER FOUR

### FINDINGS AND RESULTS OF THE STUDY

The purpose of this study is to identify the critical work and personal life issues among workers in the Palestine Cellular Communication Ltd. and to initially introduce the concept of Work Life Balance to the Palestinian Private Organizations in the Private Sector. Chapter Four provides the findings and the results of the research field work. This chapter presents in details the results of each and every question and topic that the questionnaire explored in. In addition it exhibits the results of cross tabulating some crucial questions that would support the overall findings of the study.

**How are The Palestine Cellular Communication Ltd. workers balancing work and personal responsibilities?** That was the primary question posed by the researcher of this study. A survey of JAWWAL workers was conducted in February 2005. The purpose of the study was to identify the critical work and personal life issues among workers in the JAWWAL Organization. The specific objectives of the study were:

- To identify the employer supports, which are most important to employees.
- To evaluate employee satisfaction with employer supports and programs.
- To assess employee perceptions of the work environment.

#### 4.1 Sample Description

One hundred and three employees from the JAWWAL organization participated in the survey. The JAWWAL organization represents the telecommunication service industry in the Private Sector in the West Bank. The analysis of the first section of the data gathered through the questionnaire revealed the following results in terms of age, gender, marital status, educational background, monthly household income, number of members under one household, number of adults contributing to the same household income, length of service at current position and the average working hours/week, the current employment status, and the effect of the political circumstances on the place of living. The following tables present these results:

**Tables 4.1**

##### **Demographic Profile of the Respondents**

<b>Categories</b>	<b>Percentage</b>
<b><u>Gender</u></b>	
Male	71.8
Female	28.2
<b><u>Age</u></b>	
Below 25 years	26.2
26 to 35 years	65
36 to 45 years	6.8
46 to 55 years	1.9
<b><u>Marital Status</u></b>	
Single	47.6
Married	44.7
Divorced	1
Other	6.8
<b><u>Educational Level</u></b>	
Tawjehi	2.9
Diploma	9.7
BA. Degree	84.5
MA. Degree and above	2.9



<u>Monthly Household Income</u>	
800 NIS - 1200 NIS	1
1201 NIS - 2000 NIS	9.8
2,001 NIS - 3,000 NIS	23.5
3,001 NIS - 4,000 NIS	19.6
4,001 NIS - 6,000 NIS	17.6
6,001 NIS - 8,000 NIS	10.8
8,001 NIS - 10,000 NIS	7.8
10,001 Or more	9.8
<u>Number of Residence under one roof</u>	
1	6.9
2	26.5
3	12.7
4	17.6
5	11.8
6	6.9
7	9.8
8	3.9

### Working Conditions of the Respondents

Categories	Percentage
<u>Number of Adults Contributing to Same Household</u>	
0	11.6
1	37.9
2	33.7
3	10.5
4	3.2
5	3.2
<u>Number of Years Working With Current Employer</u>	
0.5	8.9
1	13.9
1.5	7.9
2	15.8
2.5	3
3	12.9
3.5	8.9
4	7.9
4.5	1
5	8.9
5.5	2
6	7.9
8	1
<u>Current employment Status</u>	
Full-time	93.2
Part-time	3.9
Temporary employee	1
Other	1.9
<u>Obligation of Moving Home Near Work due to Political Circumstances</u>	
Yes	60.2
No	39.8

The previous listed two tables present the following characteristics of the responding employees at JAWWAL:

1. As to the age of the respondents, 65% are between the ages 26-35, 26.2% are below 25 years old, 6.8% are between the ages 36-45, and only 1.9% are between 46-55. The average age is 30 years; this means that the majority of the employees are young and just experiencing the beginning of both personal and occupational lives.
2. In terms of gender, 71.8% of respondents are males and 28.2% are females. These figures do almost match the books of the JAWWAL HR, since they actually have 76% males and 23.8% females.
3. As for the marital status, 47.6 % are single, 44.7 % are married, and 6.8 % are widowed. The previous high percentage of married employees emphasizes how important WLB will be for them.
4. In terms of the educational background of the respondents; 84.5 % carry a B.A. Degree, 9.7 % carry a Diploma, 2.9% carry a Master Degree or above, and 2.9% do not carry a Tawjehi. This shows that the majority of the employees at JAWWAL are of good educational background and that makes them more aware of the technological advances and the new tendency towards balancing ones own personal and work life patterns.
5. As for the approximate monthly income for each household; 23.5 % of employees earn a salary between NIS2,000-NIS3,000, 19.6% earn

between NIS3,000-NIS4,000, 17.6 % earn between 4,000-6,000, 10.8 % earn between 6,000-8,000, 9.8% of employees earn a salary between 1,200-2,000, 9.8% earn 10,000 and above, and 7.8% earn between 8,000-10,000. The mean income for all households surveyed is NIS5,500.

6. As for the number of people that reside at the same household; 26.5% have two persons under the same household, 17.6% have four people, 12.7% have three people, 11.8% have five people, 9.8% have seven people, 6.9% have one person, and 6.9% have six persons under the same household. This shows that the mean is 4.1 persons and that is connected with the high percentage of newly married employees and/or the high percentage of single employees how might live with a number of friends or colleagues under the same roof and share the household obligations.
7. Where as in terms of the number of adults that contribute to the same household income; 37.9% have only one adult contributing in the household income, 33.7% have two adults, and 10.5% have three adults. These results are clearly connected with the previous question. The average number of adults contributing to the same household income is 1.65 persons.
8. As for the length of service at the current employer; 15.8% work since 2 years at JAWWAL, 13.9% were employed a year ago, and 12.9% have been for three years. The average length of service is 2.86 years. These



results are accepted because JAWWAL is active since seven years. But we can notice that through the years, employees look to move to other companies for some reasons that will be identified later through the coming analysis. Where as the average working hours at JAWWAL is 42.66 hours/ week.

9. As for the current employment status; 93.2% of employees work on full-time basis and 3.9% work as part-timers. Only 1% of the surveyed employees are temporary employees. All of the full-time employees hold only one job. This issue clarifies that JAWWAL HR systems prefer to employ full-time employees.
10. In terms of the effect of the political circumstances on the place of living; 60.2% of current employees at JAWWAL were obliged to move from their original place of living to a place near their work and that is due to the current roadblocks and checkpoints. This issue is of major concern to the researcher since it assures her point of view about the need to balance work and life matters at JAWWAL.

#### **4.2 Balancing Work & Personal Responsibilities**

The second section of analysis deals with the aspect of balancing work and personal responsibilities. This section will deeply discuss the frequency in which the personal responsibilities impede job performance, the ways in which personal responsibilities may affect the job performance, the most likely

affecting responsibilities on job performance, whether the employees considered or are considering abandoning their current jobs because of personal responsibilities. Table 4.2 below presents these findings:

**Table 4.2**

**Balancing Work and Personal Responsibilities**

<b>Categories</b>	<b>Percentage</b>
<b><u>How Often do personal responsibilities Impede Job Performance?</u></b>	
Rarely	18.4
Occasionally	39.8
At least once a month	11.7
At least once a week	17.5
Nearly everyday	10.7
<b><u>Ways Personal Responsibilities Affect Job Performance</u></b>	
Unable to concentrate	42.2
Unable to work overtime	28.4
Unable to accept assignments	2
Unable to accept travel assignments	2
Arriving late to work more than once in a month	4.9
Absent more than once in a month	2
Co-workers need to cover my responsibilities	2
<b><u>Personal Life Responsibilities that most Likely Affect Job Performance</u></b>	
Child care	32.8
Personal care	9.2
Elder care	26.8
Financial concerns	5.8
Household maintenance	4.7
<b><u>Have you ever Left a Job because of Personal responsibilities</u></b>	
Yes	8.9
No	91.1
<b><u>Have you Ever Considered of or are you considering leaving your current job because of personal life responsibilities?</u></b>	
1. Yes ...If Yes, have you considered or are you considering..	15
Being self employed	2
Doing home-based work	12
Finding a more supportive employer	14
Finding a job with a more flexible work schedule	56
Find a job with higher wages	
2.No	

The previous table presents the effect of balancing ones personal and work responsibilities at JAWWAL:

1. Concerning the issue on how often personal life responsibilities impeded the job performance in JAWWAL; 39.8% of the respondents said their personal responsibilities occasionally impeded their job performance, and 18.4% said rarely, but 17.5% said at least once a week, 11.7% at least once a month, and 10.7% nearly everyday. These results were against the researchers' expectations, since she expected to find a high percentage of employees that complain from the case that their personal responsibilities impede their job performance.
2. The manner in which job performance is impeded varied between the various respondents: 42% are unable to concentrate, 28.4% are unable to work overtime, 4.9% arriving late to work more than once in a month.
3. As for the most likely personal responsibilities that may affect the employees' job performance are financial concerns, the second mostly important is household maintenance, the third mostly important factor is personal care, and the fourth mostly important is eldercare, where as the least important factor is childcare. These results are not astonishing; due to the young population at JAWWAL and due to the high percentage of employees who live away from their original houses and bear dual rent and household expenses.



4. Decreased productivity resulting from the need to balance work and personal life is costly for employers. Added to the loss of productivity is the fact that employees may leave their current positions to balance work and personal life responsibilities. 44% of the respondents indicated that they have considered or considering leaving their current job and 8.9% already left a job because of personal responsibilities. Thus, another major question of this study is how employers can provide support for personnel seeking to balance work and personal life. Nevertheless, there is gap between the 44% of employees that are considering leaving current job because of personal responsibilities and the 39.8% of employees that indicated that their work “occasionally” impedes their personal life. This issue may indicate the JAWWAL employees are not accurate in the responses they reported.

### **4.3 Managing Family Responsibilities**

The third section of analysis deals with the aspect of managing family responsibility. This section illustrates the existence or non existence of responsibility towards dependent children and/or dependent adults, how these dependents are dealt with in conjunction with the job responsibilities, the sacrifices offered in order to reach a balance between life and work, the satisfaction towards dependent children and dependent adults care providers

and the expectations towards having children and/or adults responsibility within the coming years.

Table 4.3

## Managing Family Responsibilities

Categories	Percentage
<b><u>Do you have primary responsibility for dependent children?</u></b>	
1. Yes ...If Yes, please indicate the number in each age group:	
Under 2 years	19.2
2 to 5 years	10.1
2.No	66.7
<b><u>Do any of your children have special needs?</u></b>	
Yes	30
No	70
<b><u>Do you plan to have children within the next five years?</u></b>	
Yes	65.7
No	34.3
<b><u>How are dependent CHILDREN cared for while you are at work?</u></b>	
Day care home	13.3
Day care centre	33.3
Care in my home	30
Relative care	23.3
<b><u>Do you have responsibility for dependent Adults?</u></b>	
Yes	26
No	74
<b><u>Do you Expect to have Responsibility for Elders within the next five years?</u></b>	
Yes	69.9
No	30.1
<b><u>How are dependent ADULTS cared for while you are at work?</u></b>	
Day care centre	4.2
Dependent stays at home	95.8
<b><u>For how many hours per week do you hire a dependent care provider?</u></b>	
Zero	62.5
5 Hours	12.5
6 Hours	12.5
24 Hours	12.5

<b><u>Approximately how much money do you spend per week for dependent care?</u></b>	
Zero	18.2
190	9.1
200	18.2
300	27.3
500	9.1
600	9.1
<b><u>How satisfied are you with your ADULT/ CHILD dependent care services?</u></b>	
Very satisfied	9.5
Somewhat satisfied	28.6
Neutral	38.1
Somewhat dissatisfied	19
Very dissatisfied	4.8

The table above represents the following:

1. As for the responsibility towards dependent children and dependent adults; two thirds of the respondents do not have responsibility towards dependent children and one third have dependent children of which 19.2% are below the age of two years and 10% are between 2-5 years old. In addition, 30% of those who have children have children of special needs. Furthermore 65.7% of respondents plan to have children and that shows that they will need to balance between raising up their children and work. This issue may raise up the idea at the management level at JAWWAL to build an onsite children day care center (a way of balancing work/life).
2. While parents are at work, children are looked after in various ways: 33.3% at day care center, 30.0% care at home, 23.3% relatives care, and 13.3% at day care home. Almost one third of JAWWAL population uses



the day care centers and so need to balance their working times with the working hour of such centers.

3. Only 26% have responsibility towards dependent adults, but the numbers are expected to increase since 69.9% of respondents expect to have adult's responsibility within the coming five years. Respondents indicated that the 26% of dependent adults represent only older ones but not disabled adults. Dependent adults are cared for in two ways: 95.8 % of cases dependents stay at home and only 4.2 % go to day care centers. The issue of dependent adults staying at home and not at day care centers is connected with the unaccepted East thought and mentality of sending adult dependents to care centers.
4. Respondents that use care services to care for their dependent adult/children reported an average of 4.37 hours/week of paid care per week at an average cost of NIS236.7/week.
5. In terms of the level of satisfaction obtained by those who have adult/children care services; 66.7% of respondents were fairly satisfied where as 19% are somewhat dissatisfied.

#### **4.4 Relative Importance of Employer Supports**

Respondents were asked to rate the importance of 33 different employer support programs in seven broad categories. Each of the 33 supports was rated on a 5- point scale from 'not at all important' to 'very important', where as 5 reports the status of an extremely important issue and 1 indicates the status of

an extremely not important issue. The following table presents the relative importance of the categories of supports.

**Table 4.4**

**Importance of Support Programs**

	<b>Mean</b>	<b>Std. Deviation</b>
<b>Employee Health &amp; Well-Being</b>	<b>4.03</b>	<b>0.87</b>
Wellness programs	4.40	0.94
Employee assistance program (EAP)	4.16	1.08
Support groups	3.98	1.11
Consultation and Referral	3.56	1.23
<b>Financial Assistance</b>	<b>4.01</b>	<b>0.88</b>
Medical health insurance	4.34	1.04
Educational assistance-employee	4.20	1.10
Educational assistance-dependent	4.03	1.16
College scholarships for children	3.89	1.25
Short-term financial loans	3.84	1.27
Financial management education	3.78	1.16
<b>Child Care</b>	<b>3.74</b>	<b>0.99</b>
Financial Assistance	3.90	1.11
Sick child care program	3.81	1.16
On-site child care centre	3.79	1.32
Back-up child care	3.63	1.19
Consultation and Referral	3.60	1.19
<b>Personal Needs</b>	<b>3.54</b>	<b>0.95</b>
Relocation services due to current political situation	3.55	1.30
Extended personal leave	3.53	1.32
Optional overtime	3.49	1.29
<b>Family Care</b>	<b>3.46</b>	<b>0.92</b>
Family leave	3.83	1.10
Paid maternity leave	3.58	1.47
Elder care	3.39	1.17
Paid paternity leave	3.32	1.43
Consultation and Referral	3.22	1.31
<b>Personal Convenience Services</b>	<b>3.30</b>	<b>1.16</b>
Convenience store	3.43	1.37
Casual dress policies	3.18	1.39
<b>Flexible Work Arrangements</b>	<b>2.78</b>	<b>0.70</b>
Phase back from leave of absence	3.18	1.27
Variable starting/ ending hours	3.06	1.46
Compressed work schedule	2.95	1.26
Reduced work week	2.81	1.26
Phase in to retirement	2.78	1.47
Job sharing	2.78	1.33
Telecommuting/Work at home	2.72	1.32
Part-time work week	2.34	1.13

The mean (average) ratings for the seven categories found that:

- Most important: *Employee Health & Well-being Programs*
- Second most important: *Financial Assistance Programs*
- Third most important: *Childcare Programs*
- Fourth most important: *Personal Needs Programs*
- Fifth most important: *Family Care Programs*
- Sixth most important: *Personal Convenience services*
- Least important: *Flexible Work Arrangements*

The category ratings are averaged over the individual programs in each category. Within each category, some supports were more important than others were.

#### **1) Employee Health & Well-being Programs:**

- Most important: *Wellness programs*
- Second most important: *Employee assistance programs*
- Third most important: *Support programs*
- Least important: *Consultation and referral programs*

#### **2) Financial Assistance Programs:**

- Most important: *Medical health insurance programs*
- Second most important: *Educational assistance-employee programs*



- Third most important: *Educational assistance-dependent programs*
- Fourth most important: *College scholarships for children programs*
- Fifth most important: *Short-term financial loans programs*
- Least important: *Financial management education programs*

### **3) Childcare Programs:**

- Most important: *Financial Assistance Programs*
- Second most important: *Sick child care assistance programs*
- Third most important: *On-site child care programs*
- Fourth most important: *Back-up child care programs*
- Least important: *Consultation and referral programs*

### **4) Personal Needs Programs:**

- Most important: *Relocation services due to current political situation programs*
- Second most important: *Extended personal leave programs*
- Least important: *Optional overtime programs*

### **5) Family Care Programs:**

- Most important: *Family leave programs*
- Second most important: *Paid maternity leave programs*
- Third most important: *Elder care programs*

- Fourth most important: *Paid paternity leave programs*
- Least important: *Consultation and referral programs*

#### **6) Personal Convenience services:**

- Most important: *Convenience store*
- Least important: *Casual dress policies*

#### **7) Flexible Work Arrangements:**

- Most important: *Phase back from leave of absence programs*
- Second most important: *variable starting/ending hours programs*
- Third most important: *Compressed work schedules programs*
- Fourth most important: *Reduced work week programs*
- Fifth most important: *Phase in to retirement programs*
- Sixth most important: *Job sharing programs*
- Seventh most important: *Telecommuting/Work at home*
- Least important: *Part-time work week programs*

The respondents were also asked to rate their overall satisfaction with the conditions of their employment. According to the table below 67.6% are fairly satisfied and 24.5% are somewhat dissatisfied. The same gap that was mentioned in the previous pages is pointed here as well, since 67.7% of respondents indicated that they are fairly satisfied at current job conditions

while at the same time 44% reported that they are considering leaving their current job and search for another one of higher wage and more flexible work schedules! The above indications show that being satisfied with current job conditions does not mean that the employees have no desire to leave. Again the researcher indicates that the employees at JAWWAL are somewhat biased and are afraid of freely expressing their true work/life experiences.

**Table 4.5**  
**Overall satisfaction with the Conditions of Employment**

Categories	Percentage
<b><u>How would you rate your overall satisfaction with the conditions of your employment?</u></b>	
Very satisfied	4.9
Somewhat satisfied	48
Neutral	19.6
Somewhat dissatisfied	24.5
Very dissatisfied	2.9

**4.5 Perceptions and Opinions on the Work Environment**

This section presents ten scaled questions that illustrate the employee status from being strongly agreeable to strongly disagreeable with the ten statements illustrated at the third section in the questionnaire. Six of the ten scaled questions check on how supportive the company and supervisor are and how comfortable employees are in using the employer supports. The last four questions, deal with stress issues at the work environment.



Table 4.6

## Supportiveness of Work Environment

		Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree
I am fully informed about my employer's work and personal life support.	Count	3	14	19	34	33
	Percent	2.9	13.6	18.4	33.0	32.0
The company I work for is supportive of my effort to balance my work and personal needs.	Count	12	25	31	24	11
	Percent	11.7	24.3	30.1	23.3	10.7
My supervisor is supportive of my effort to balance my work and personal needs.	Count	10	10	35	30	17
	Percent	9.8	9.8	34.3	29.4	16.7
My supervisor understands when I have an unexpected family or personal problem.	Count	6	8	24	30	34
	Percent	5.9	7.8	23.5	29.4	33.3
I am comfortable with my employer's work and personal life support.	Count	9	16	37	24	16
	Percent	8.8	15.7	36.3	23.5	15.7
I am comfortable discussing my personal life at work	Count	26	34	22	15	5
	Percent	25.5	33.3	21.6	14.7	4.9
The stress of balancing work and personal responsibilities is affecting my health	Count	13	21	28	30	10
	Percent	12.7	20.6	27.5	29.4	9.8
The stress of balancing work and personal responsibilities is affecting my work	Count	8	22	39	25	6
	Percent	8.0	22.0	39.0	25.0	6.0
The stress of balancing work and personal responsibilities is affecting my personal relations	Count	12	15	26	35	14
	Percent	11.8	14.7	25.5	34.3	13.7
Co-workers needs' to balance work and personal life increase my workload	Count	14	29	23	27	9
	Percent	13.7	28.4	22.5	26.5	8.8

The last four questions asked whether the stress of balancing work and personal life affected workers' productivity, personal relationships, or health.

The above table reveals that:

1. 65 % of respondents fairly agree that they are fully informed about their employers' work and personal life support, where as 16.5 % fairly disagree and 18.4 % did not have an opinion.
2. 34 % of respondents fairly agree that their company is supportive of their effort to balance their work and personal needs, where as 36 % fairly disagree and 30.1 % did not have an opinion.
3. 46.1 % of respondents fairly agree that their supervisor is supportive of their effort to balance their work and personal needs, where as 19.6 % fairly disagree and 34.3 % did not have an opinion.
4. 62.7 % of respondents fairly agree that their supervisor understands when they have an unexpected family or personal problem, where as 13.7 % fairly disagree and 23.5 % did not have an opinion.
5. 39.2 % of respondents fairly agree that they are comfortable with their employer's work and personal life support, where as 10.5 % fairly disagree and 36.3 % did not have an opinion.
6. 19.6 % of respondents fairly agree that they are comfortable discussing their personal lives at work, where as 58.8 % fairly disagree and 21.6 % did not have an opinion.

The left four questions asked whether the stress of balancing work and personal life affected workers productivity, personal relationships, or health

and whether coworker stress affected the respondents' workload. Table 4.6 shows the extent to which respondents agreed with the four statements.

1. 33.3% of respondents fairly disagree that the stress of balancing work and personal responsibilities is affecting their health , where as 39.2% fairly agree on this issue, and 27.5 % did not have an opinion
2. 30% of respondents fairly disagree that the stress of balancing work and personal responsibilities is affecting their work, where as 31% fairly agree and 39 % did not have an opinion
3. 26.5% of respondents fairly disagree that the stress of balancing work and personal responsibilities is affecting their personal relations, where as 48% fairly agree and 25.5 % did not have an opinion
4. 42.1% of respondents fairly disagree that co-workers needs' to balance work and personal life increase their workload, where as 35.3% fairly agree and 22.5% did not have an opinion.

The mean ratings for the ten statements found that most employees are informed about their employer's work and personal life support. The second most important in these statements is that supervisors at JAWWAL are understandable when an employee have an unexpected family or personal problem. The third rating is that the supervisors are supportive for the effort done by the employees in balancing their work and personal lives. Where as



the least rating in the ten statements is that employees are not comfortable discussing their personal life at work. This is another point at which the researcher still doubts the reported results, since the employees indicated previously that 44% of them are considering leaving their current job because of personal responsibilities but at the same time they admire their organizations' and supervisors' support for the effort of balancing work and life issues.

#### **4.6 The Most Important Assistance**

The final question was about the most important help needed to balance work and personal responsibilities. Almost two third of respondents did not answer this question. But for those who answered the overwhelming response was *flexibility*. In general, the responses varied a lot and the level of dispersion between the answers was high. The respondents did not stick to any specified flexible work arrangements; the majority wants enough flexibility to meet family and personal needs at the time they occur. They need flexibility to take care of children and other family members. Flexibility to attend to family health care was cited numerous times as was flexibility to participate in children's school and social development activities. Financial concerns, health and the need for flexibility were cited as the personal responsibilities most likely to affect job performance. Clearly, it is difficult for any JAWWAL

employee to meet all family and personal responsibilities and health emergencies between the hours of 6:00 p.m. and 7:00 a.m.

4.7 Questionnaire In-depth Analysis

After extracting the results from the frequency tables of almost all questionnaire questions and sections, the researcher looked for in-depth analysis and for integrating some questions in-order to reveal more valuable results and obtain more accurate analysis of the responses. The following will present some cross-tabulations between some questions; the results are shown as charts:

- 1. The researcher related the question on how often do personal responsibilities impede job performance to the gender of the respondents.

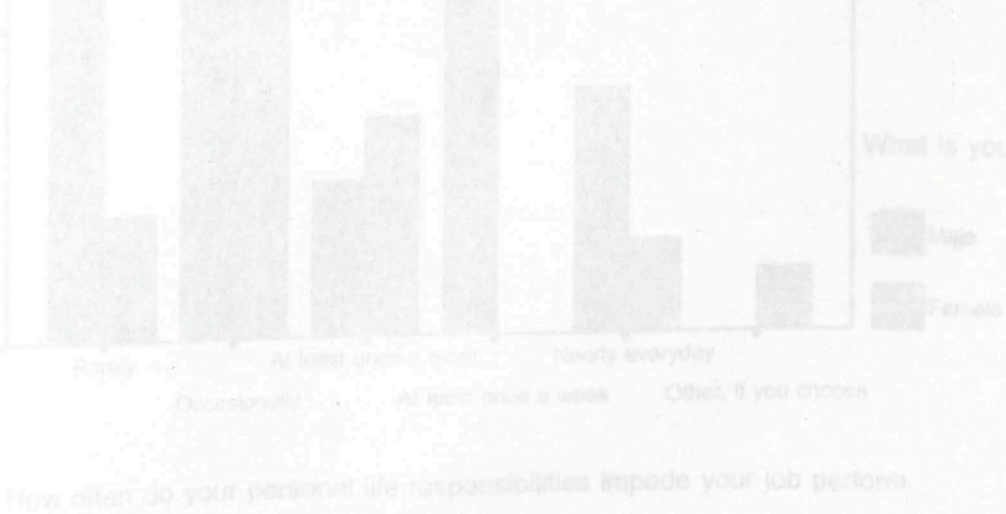
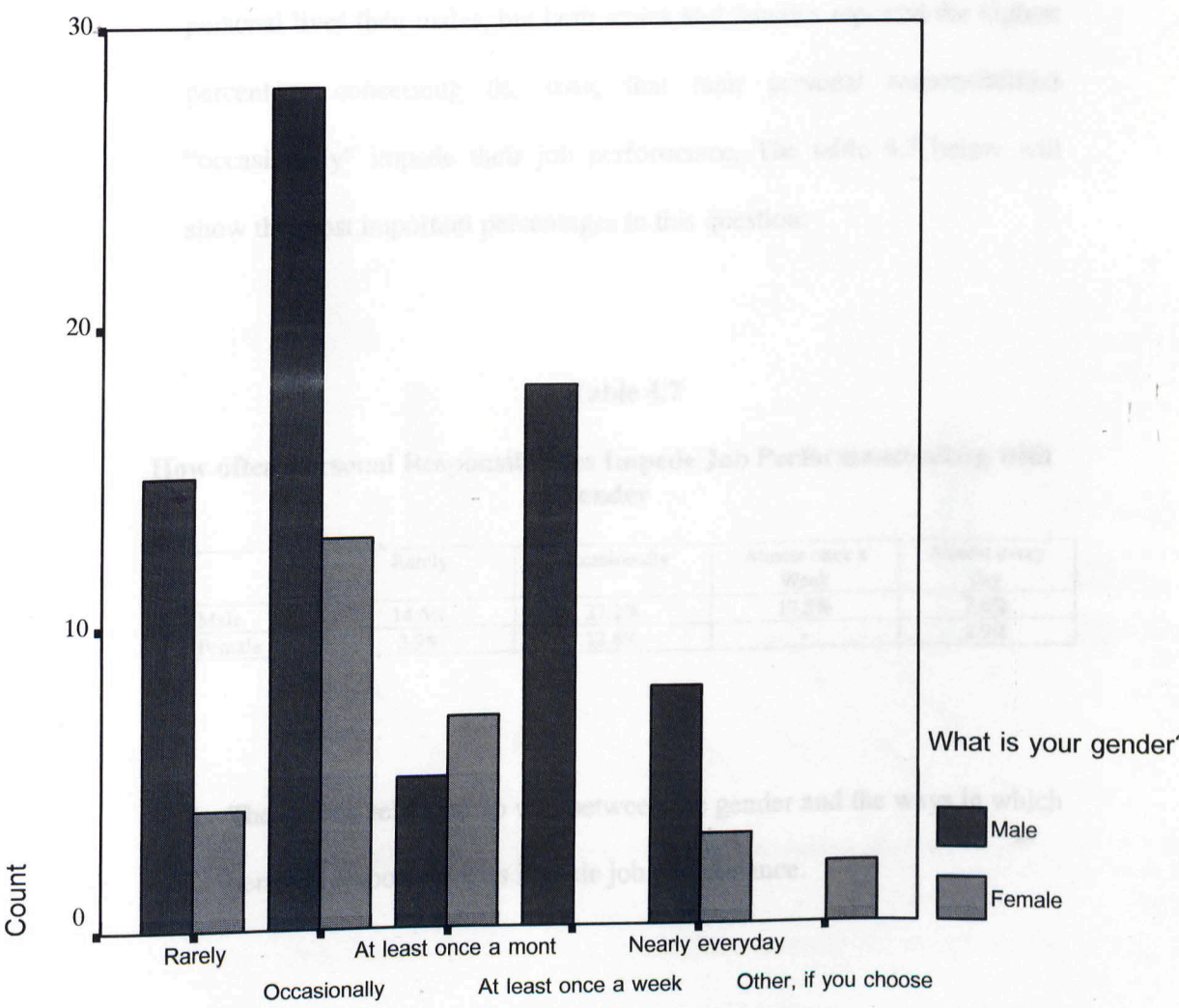


Figure No. 4.1

How often Personal Responsibilities Impede Job Performance along with Gender



How often do your personal life responsibilities impede your job perform



The upper chart shows that there is a difference between the responses of males and females on how often do their personal responsibilities impede their job performance. The female job performance is less affected by their personal lives than males, but both males and females reported the highest percentage concerning the issue that their personal responsibilities “occasionally” impede their job performance. The table 4.7 below will show the most important percentages in this question:

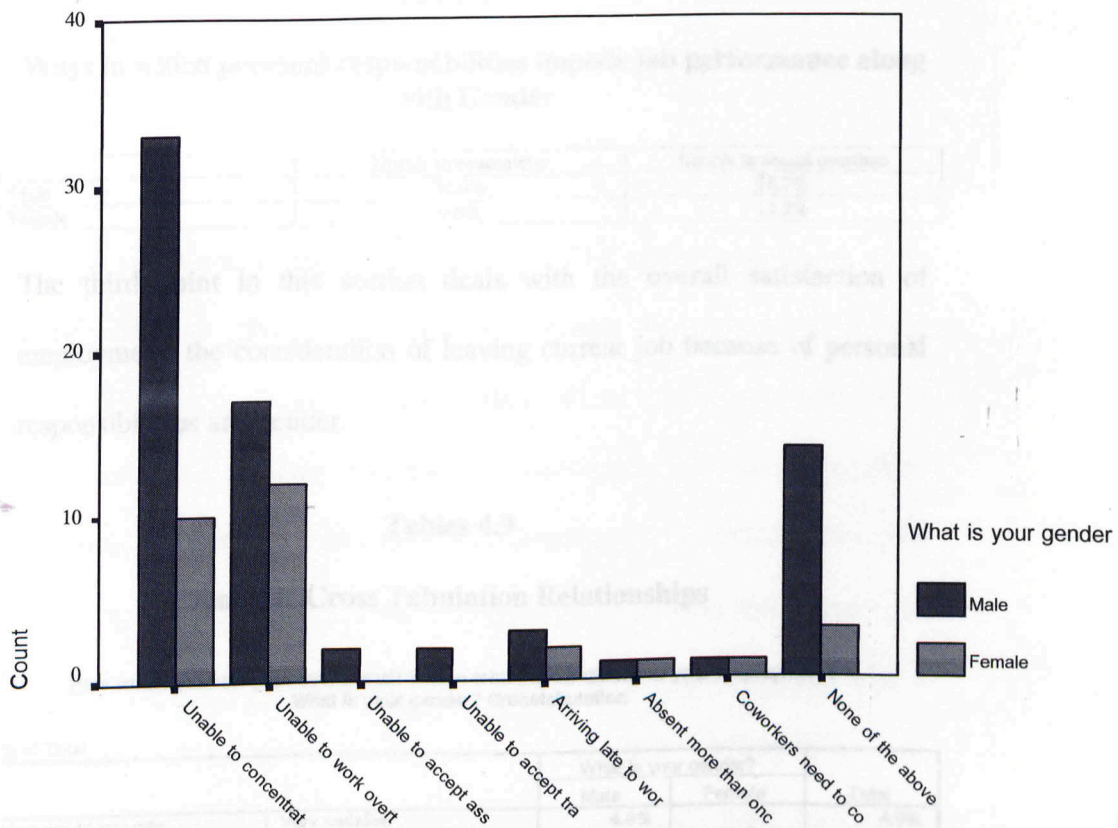
**Table 4.7**  
**How often Personal Responsibilities Impede Job Performance along with Gender**

	Rarely	Occasionally	Almost once a Week	Almost every day
Male	14.6%	27.2%	17.5%	7.8%
Female	3.9%	12.6%	-	2.9%

2. The second relationship was between the gender and the ways in which personal responsibilities impede job performance.

Figure no. 4.2

### Ways in which personal responsibilities impede job performance along with Gender



In which of the following ways have personal responsibilities affected y

The above chart shows that there is a consistency between the results of the previous point and this point; since the male to female ratio was 2.5:1 concerning the ways in which their life responsibility affect their job performance. The table below clearly shows the differences in percentage for

the most important variables in this question. Thus we can conclude that WLB conflicts affect male performance negatively more than female employees.

**Table 4.8**  
**Ways in which personal responsibilities impede job performance along with Gender**

	Unable to concentrate	Unable to accept overtime
Male	32.4%	16.7%
Female	9.8%	11.8%

3. The third point in this section deals with the overall satisfaction of employment, the consideration of leaving current job because of personal responsibilities and gender.

**Tables 4.9**  
**Multiple Cross Tabulation Relationships**

How would you rate your overall satisfaction with the conditions of your employment? \*  
What is your gender? Crosstabulation

% of Total		What is your gender?		Total
		Male	Female	
How would you rate your overall satisfaction with the conditions of your employment?	Very satisfied	4.9%		4.9%
	Somewhat satisfied	35.3%	12.7%	48.0%
	Neutral	19.6%		19.6%
	Somewhat dissatisfied	9.8%	14.7%	24.5%
	Very dissatisfied	2.9%		2.9%
Total		72.5%	27.5%	100.0%

4. The final point checks for the integration between how often do personal responsibilities impede job performance and the monthly household income. The figure below reveals that the most responses concerning how often



Have you ever considered or are you considering leaving your current job because of personal life responsibilities? Please check what applies. \* What is your gender?  
Crosstabulation

% of Total		What is your gender?		Total
		Male	Female	
Have you ever considered or are you considering leaving your current job because of personal life responsibilities? Please check what applies.	Being self employed	12.0%	3.0%	15.0%
	Doing home-based work	1.0%	1.0%	2.0%
	Leaving the work force entirely	1.0%		1.0%
	Finding a job with a more flexible work schedule	3.0%	9.0%	12.0%
	Find a job with higher wages	10.0%	4.0%	14.0%
	No	45.0%	11.0%	56.0%
Total		72.0%	28.0%	100.0%

The above tables reveal the following: almost 53% of respondents are fairly satisfied with their jobs, 33% of those respondents do not consider leaving their jobs because of personal responsibilities. Where as the rest considered or are considering leaving their current job. In addition, the previous tables show that males are almost three times more than females tempted to leave their jobs (72% males, 28% females). 10% of those considering leaving their current job would prefer to be self-employed where as 6% prefer to find a job with a higher wage. Further more, males were four times more willing to be self-employed than females, where as females were three times more than males willing to find a job with more flexible working schedules. This clearly shows that males are more interested in being independent but females prefer obtaining a balanced personal life.

4. The final point checks for the integration between how often do personal responsibilities impede job performance and the monthly household income. The figure below reveals that the most responses concerning how often

personal responsibilities impede job performance were concentrated under the “Occasionally” choice. Nevertheless, it was clear that and those who have wages ranging between NIS801 – NIS2000 and NIS6000 – NIS10,001 and more indicate lower percentages on how often do their personal responsibilities impede their job performance from those who earn wages between NIS2001 – NIS6000. This information reveals that people who get very low or very high salaries feel more convenient at their jobs, since those who have lower salaries won’t bother much with work issues and those who earn very high salaries always are more satisfied because of their managerial position and income, but those in the middle levels always work more and get less than they believe they deserve

Table 4.10

Monthly Income along with Effect of Personal Responsibilities on Job Performance

ur approximate monthly household income? \* How often do your personal life responsibilities impede your job perf Crosstabulation

% of Total		ow often do your personal life responsibilities impede your job performance						Total
What is your approximate monthly household income?	801 NIS - 1,200 NIS	Rarely	Occasionally	At least once a month	At least once a week	Nearly everyday	Other, if you choose other please specify	
			1.0%					1.0%
	1,201 NIS - 2,000 N		4.9%	1.0%	2.0%	1.0%	1.0%	9.8%
	2,001 NIS - 3,000 N	2.9%	10.8%	2.0%	3.9%	2.9%	1.0%	23.5%
	3,001 NIS - 4,000 N	3.9%	6.9%	2.9%	2.9%	2.9%		19.6%
	4,001 NIS - 6,000 N	4.9%	5.9%	2.0%	4.9%			17.6%
	6,001 NIS - 8,000 N	4.9%	2.0%	2.0%	2.0%			10.8%
	8,001 NIS - 10,000	1.0%	2.9%	1.0%	1.0%	2.0%		7.8%
	10,001 Or more	1.0%	5.9%	1.0%	1.0%	1.0%		9.8%
Total		18.6%	40.2%	11.8%	17.6%	9.8%	2.0%	100.0%

## 4.8 Conclusion

The survey conducted by the researcher at the Palestine Cellular Telecommunications Co. included 103 employees from various directorates, departments, and managerial levels. The results revealed much information about the sample. The results are clearly presented in frequency tables and charts. The following shortly summarizes the results.

The sample demographic characteristics present:

- 71.8% male and 28.2% female
- 44.7% married, 47.6% single
- 26.2% below 25, 65% between ages 26-35, 6.8% between 36-45, and 1.9% between 46-55
- 25.2% have responsibility for dependent children
- 63.1 % plan to have children within the next five years
- 15% have responsibility for dependent adults
- 69.9 % expect to have elder responsibility within the next five years.

Respondents worked for their current employer for an average of 2.9 years, they worked an average of 42.6 hours per week for an average salary of NIS5,500. The average respondents resided in one household of four persons. The majority of households included 1.65 wage earners. Due to the current unbearable political circumstances; the roadblocks and checkpoints, 54.4 % of



respondents were obliged to move their houses to places near their work (Ramallah).

A high percentage of responses were from dual income households and the majority of the two income households have responsibility for children under the age of 5.

Loss of productivity due to workers' being unable to concentrate, unable to work overtime, arriving late or missing a day of work is costly to employers. Perhaps more costly is the potential loss of skilled workers. Nearly one third of those whose job performance is impeded because of personal responsibilities have considered leaving their current positions. The largest number said they would look for being self-employed or for a job of more flexible work schedules.

Employee health and well-being programs were rated as the most important employer supports. Health and well-being programs were important to all respondents. Financial assistance programs were second and childcare programs third. It was particularly interesting to note that flexible work arrangements were least in importance, but *flexibility* was mentioned most often, as the one-thing workers need. This seems to suggest that the flexibility needed by respondents is to be flexible at work in all aspects rather than the

adoption of a specific program such as 'compressed work week' or 'job sharing.

Comparing these results with the results of the same study done by the Hartford Area Child Care Collaboration (1999) the following was found:

The majority of the respondents to the survey were from dual income households and the majority of two income households had responsibility for children under the age of 18. Men and women with dependent children experienced more problems balancing work and personal responsibilities. Childcare was the reason mentioned most often as the source of the problem.

Nearly one third of those whose job performance is impeded because of personal responsibilities have considered leaving their current positions. The largest number said they would look for a more flexible work schedule or a more supportive employer.

Family care programs were rated as the most important employer supports. These were important to all respondents. Financial assistance programs were second and childcare programs third. Childcare, of little interest to those without children, was third. It was particularly interesting to note that flexible work arrangements were fourth in importance, but *flexibility* was mentioned most often, as the one-thing workers needed. This seems to suggest that

flexibility need to be flexible rather than a program such as 'compressed work week' or 'job sharing.

The results of the Hartford Area study revealed a gap between the employer supports that are most important and the supports that are highly rated. Family care programs, financial assistance programs, and childcare programs were the three important, but were rated lowest among the seven categories of support.

Furthermore, the results of the study on hand also revealed a gap between the responses. Although flexibility is demanded by the majority of the respondents still flexible work schedules was rated as the least important aspect for them. Another point of great consideration is the conflict between the high percentage of both satisfaction at work and the consideration of abandoning current job because of the lack of balance they experience between life and work responsibilities.

Although the results were a bit away from the researchers expectations, still WLB programs are needed to be adopted by all the managerial levels at JAWWAL but they need first to be oriented with the concept more frequently and know about its benefits in a much wider view.





## **CHAPTER FIVE**

### **CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Summary and Conclusion**

Work-life balance has become one of the top items on the agenda of many large organizations worldwide - and a top priority for workers everywhere. Governments around the world are beginning to recognize the negative impacts of work-life conflict on workers' physical and mental well-being, their ability to care for their children and others, and their ability to carry out other unpaid responsibilities and pursue personal interests outside the work. Governments are also recognizing that work-life conflict increases business costs for employers. These costs are associated with reduced productivity levels, higher absenteeism rates and increased expenditures related to sickness benefits and employee turnover. Furthermore, many workers are dissatisfied with their working hours, experience high levels of work intensity, and suffer health problems due to work demands. Many employees would prefer to work reduced hours and to work flexible hours to improve their work-life balance.

However, there is no "one size fits all" approach to improving work-life balance. Societal values and the degree of the government's involvement in policy settings influence the types of initiatives that are developed to improve

work-life balance. In this study the researcher presented a quick but comprehensive view about the introduction of the Work/life Balance concept to the Palestinian Private Sector; the study was conducted at the Palestine Cellular Communications, Ltd. (JAWWAL). The researcher chose the quantitative method, using the descriptive research design. The goal was to describe relevant aspects of the phenomena of interest from both individual and organizational perspectives. Survey method was used in conducting the study. The questionnaire was developed; the sampling process and the analysis method for the collected data were adopted. The researcher chose the proportionate stratified random sampling procedure, in order to improve the sampling efficiency and increase the accuracy (Sekaran, 2000). As well, secondary data sources were intensively searched for in the literature review chapter. Furthermore, several informal interviews were conducted with a number of employees at various managerial levels in JAWWAL, in order to be comprehensive, valid and reliable in the data collection process. The population frame of the study was taken from the HR Department at Palestine Cellular Communications, Ltd. The total population was 495 employees including all the West Bank and Gaza Strip territories, but the population under study was limited to 341 employees including the Ramallah area, the Al-Bireh area, the Birzeit area and Al-ram area only. The effective response rate was 50%, where 205 questionnaires were distributed. Only 103 questionnaires were



received back. These were analyzed using the SPSS statistics computer software.

- According to the findings presented in the previous chapter, the majority of the employees at JAWWAL are fairly satisfied at their current job conditions. Some employees especially the females seek to balance their family/work life situations, where as males seek higher wages, more flexible work schedules and self-employed job opportunities. Health and well-being programs, financial assistance programs and childcare programs were important to almost all respondents. Where as from a world wide point of view and according to the British Journal of Industrial Relations (2003) more than half of mothers believe that balancing work and family is the most important issue facing women today, and 80% of mothers and 88% of fathers want 'more time with their families'

## **5.2 Contributions to the Theoretical Knowledge**

The study of work life balance conducted at the Palestinian Private Sector was a first time research in Palestine. The concept is a newly emerging one and a few about it is known among the Palestinian employees, employers, and organizations. In this research the aim was to shed the lights, to introduce, and educate the Palestinian economy about the new emerging WLB concept and to build a framework for future adaptation and implementation of the concept.

### 5.3 Contributions to the Practical Knowledge

The main area of research to which the study has aimed at contributing is the research on WLB concept and its application in the Palestinian Private Sector. The main purpose of the study was to introduce the concept of Work/life Balance among the different sectors and managerial levels in Palestine, to explore the effect of balancing work and personal life on job performance, to identify the employer supports that are most important to employees, to measure employee satisfaction with employer supports and programs, and to assess employee perceptions of the work environment.

This study was the first study to approach the concept of WLB concept and issues in the Palestinian context. The following summarizes the contributions that this study has offered to the Palestinian community:

- ✓ The study revealed the literacy among the employees at JAWWAL concerning the WLB issue.
- ✓ The study found that employees (males and females) are satisfied with their efforts balancing work and life responsibilities but internally not aware what balancing truly means.
- ✓ The study shed the lights about the mentalities and personal characteristics of the Palestinian employees.

- ✓ Finally the study confirmed some of the research's expectations at the beginning of the study, since she expected that the Palestinian employees are unaware of the true meaning behind balancing ones personal and work life and what lies beneath this concept from benefits to them and to the Palestinian community as a whole.

Considering and enhancing all the above mentioned issues will provide an effective tool for improving the work life balance conditions at JAWWAL specifically, and at the Private Telecommunication Sector commonly. Furthermore, the study calls the attention for developing the employees' mentalities about the importance of balancing ones personal and work life.

#### **5.4 Recommendations of the Study**

There is no "one size fits all" solution to the issue of work-life balance. The data from this study show quite clearly that different policies, practices and strategies will be needed to accommodate employees at different stages of their careers and life cycles. That being said, the data indicate that there are a number of strategies and approaches that employers and governments can use to reduce work-life conflict and achieve a work-life balance. Recommendations are targeted at main categories:



#### 5.4.1 Recommendations to organizations (JAWWAL):

To reduce work-life conflict and improve overall quality of life, employers need to focus their efforts on four sets of initiatives:

- increasing the number of supportive managers within the organization;
- providing flexibility around work;
- increasing employees' sense of control; and
- focusing on creating a more supportive work environment

Specifically, the researcher recommends that:

1. Employers at JAWWAL should devote more of their efforts to improving "people management" practices within their organization. They can increase the number of supportive managers within the organization by giving managers at all levels *the skill, the tools, the time* they need to manage the "people", and *the* incentives to focus on the "people part" of their job.
2. Employers at JAWWAL need to provide their employees with more flexibility around when, where and how they work, e.g. Make them build their own work schedules, set them up several starting and ending working hours, give them the chance to maintain their days off (weekend) according

to their work and life needs. The criteria under which these flexible arrangements can be used should be mutually agreed upon and transparent.

3. It is very difficult (if not impossible) to implement flexible work arrangements in organizations where the focus is on hours rather than output and on presence rather than performance. This means that in order for JAWWAL to increase its employees' work-life balance new performance criteria that focus on objectives, results and output are needed to be adopted.
4. The Employers at JAWWAL need to create more supportive work environments. The JAWWAL management needs to work cooperatively with its employees to identify which types of support they would like (i.e. diagnose the situation) and which types could be accommodated within the organization, e.g. Train the employees on how to use their time most effectively and efficiently by giving them sessions on time management, the same could apply for stress at work management issues.
5. Develop and implement appropriate supportive policies at JAWWAL. Communicate to the employees the various policies that are available. Indicate how these policies can be accessed and any restrictions on their use. Encourage the employees to use the policies by having senior management model appropriate behaviour, conducting information

sessions on the policies and how they can be used, communicating how these policies are being used successfully at JAWWAL.

6. At JAWWAL the management should provide the employees with an agreed upon limited number of days of paid leave per year for childcare/eldercare as a supportive program for those who have children and elder care responsibility and for leisure time for those who do not.
7. Employers at JAWWAL need to make it accessible for employees to transfer from full-time to part-time work and vice versa depending on each employee case separately.
8. Employers need to examine workloads within JAWWAL. If they find that certain employees are consistently spending long hours at work, they should determine why this is occurring and how workloads can be made more reasonable.

#### **5.4.2 Recommendations at the Policy level (Palestinian National Authority):**

The researcher also recommends that policy makers take the following actions:

1. As one of the largest employers in Palestine, the Palestinian Authority should, itself, become a best practice and model employer in the area of



- work-life balance (i.e. introduces appropriate policies, enact forward-thinking legislation, change accountability frameworks).
2. The lack of availability of affordable, quality childcare services is, for many workers, a critical work and family issue. Governments should develop and implement a national childcare program that addresses the needs of children of all ages.
  3. Furthermore, in the context of a *worldwide* rapidly aging population and increasing life expectancy and the resulting greater need for working-age individuals to provide care for their parents or other elderly relatives, Governments in conjunction with the provinces, develop and implement a national eldercare program.

### 5.5 Generalizability of the Findings

This study was designed to examine only the telecommunication sector in Palestine. Therefore, the big question is regarding the ability to expand the study's results to the other organizations in the Private Sector, due to the fact that other organizations employ other employees of different work/life conditions, personalities, work environments, and mentalities. Nevertheless, there might be one issue that sums all the Palestinian organizations and put them in one basket of social awareness. Palestine (West Bank) region is

counted to be somehow small and no major political, economic and social differences could exist that might distinguish some people's work/life conditions from others. If this issue is to be taken into consideration there would be a high degree of validity in the generalizability of this research results. However, considering such an issue should not stop the researchers from investigating and exploring other aspects of the theme of study. More precisely, the findings of the study indicate the need for more in-depth researches and concerns for the Palestinian organizations (both private and public) and for the tremendous need for educating the Palestinian workforce about new emerging concepts and practices.

### **5.6 Recommendations for Future Research**

The study in hands concentrated on the idea of introducing the concept of WLB to the Palestinian private sector and precisely to the Palestine Communication Co. Ltd. (JAWWAL). However the data gathered could be expanded to include the Palestine Telecommunications Co. (PALTEL) and Palnet or any organization that will be active in the telecommunication sector in the coming future. Further research could also include the other Palestinian territories that were excluded from this research due to the current political situation, check points and road blocks. Taking into consideration other cities, villages and provisions will extremely add to the end result of the research

field work, since it will include a larger variety of employees from different communities, mentalities and work/life conditions. Additional research could also be conducted at the same organization under study but with larger sample population and on a longer period of time, to assure better response rates. Comparison between the existing telecommunication organizations in Palestine would also shed the lights on further aspects that did not show up during the current study. Finally further research is recommended for studying the efficiency of adopting the concept of WLB in the Palestinian public sector which in reality is of an urgent need to adopt WLB issues and practices. Furthermore, a comparison between both the private and public sectors concerning the adoption of WLB would supply information and results that go beyond the results obtained by the worldwide conducted researches.



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Confidential

Confidential 2004

Dear Participant

I am an MBA candidate at Eastern Kentucky University, conducting a research about introducing Work Life Balance (WLB) to the Palestinian Private Telecommunications Sector on the telecommunications sector (the case of the Palestinian Telecommunications, Ltd. (PALT) and the Palestinian Telecommunications Co. (PTCL)). My research is held on the supervision of Dr. George Khoury.

Work life balance means a state of equilibrium in which the demands of both a person's personal and professional life are met.

The purpose of this study is to check the degree of awareness to the Work Life Balance concept among employees and managers in the Palestinian Private Sector. As well as the willingness of the Palestinian Private Sector employees to adopt Work Life Balance programs. The study also aims to provide theoretical basis that would help any organization, employer or employee to implement the various processes of any WLB program.

## Appendix

This questionnaire is designed to study aspects of work life balance at work. The information you provide will help scientists understand the quality of our work life and to evaluate and develop the behavioral factors for the Palestinian Private Sector. Because you are the one who can give us a correct picture of how you experience your work life, I request you to respond to the questions frankly and honestly. Note that, your response will be kept strictly confidential and will be used for academic purposes only.

Thank you very much for your time and cooperation. I greatly appreciate your and your organization's help in furthering this research endeavor.

Respectfully,

Mona Rayrouk Khoury  
MBA Program



## Questionnaire

September, 2004

Dear Participant

I am an MBA candidate at Birzeit University conducting a research about Introducing Work Life Balance (WLB) to the Palestinian Private Sector; focusing on the telecommunication sector (the case of the Palestine Cellular Communications, Ltd. (JAWWAL) and the Palestine Telecommunication Co. (PALTEL)). My research is held under the intensive supervision of Dr. Grace Khoury.

Work life Balance means a state of equilibrium in which the demands of both a person's job and personal life are equal.

The purpose of this study is to check for the awareness to the Work Life Balance concept by both employees and employers of the Palestinian Private Sector. As well as the willingness of the Palestinian Private Organizations to adopt Work Life Balance programs. The study also aims to provide managerial tools that would help any organization, employer or employee in the implementation processes of any WLB program.

This questionnaire is designed to study aspects of work/life balance at work. The information you provide will help us better understand the quality of our work life and to improve and develop this important sector, the Palestinian Private Sector. Because you are the one who can give us a correct picture of how you experience your work life, I request you to respond to the questions frankly and honestly. Note that, your response will be kept strictly confidential and will be used for academic purposes only.

Thank you very much for your time and cooperation. I greatly appreciate your and your organization's help in furthering this research endeavor.

Regards,

**Muna Bayyoun Khoury**  
MBA Program

*The first set of questions asks about experiences with work and personal life balance issues. Please respond by checking the answers that best represent your perspective.*

1. How often do your personal life responsibilities impede your job performance?

- |                          |   |
|--------------------------|---|
| <input type="checkbox"/> | 1. Rarely   |
| <input type="checkbox"/> | 2. Occasionally                                     |
| <input type="checkbox"/> | 3. At least once a month                            |
| <input type="checkbox"/> | 4. At least once a week                             |
| <input type="checkbox"/> | 5. Nearly everyday                                  |
| <input type="checkbox"/> | 6. Other, if you choose other please specify ... .. |

2. In which of the following ways have personal responsibilities affected your job performance (Check all that apply).

- |                          |   |
|--------------------------|---|
| <input type="checkbox"/> | 1. Unable to concentrate                                  |
| <input type="checkbox"/> | 2. Unable to work overtime                                |
| <input type="checkbox"/> | 3. Unable to accept promotion                             |
| <input type="checkbox"/> | 4. Unable to accept assignments                           |
| <input type="checkbox"/> | 5. Unable to accept travel assignments                    |
| <input type="checkbox"/> | 6. Arriving late to work more than once in the last month |
| <input type="checkbox"/> | 7. Absent more than once in the last month                |
| <input type="checkbox"/> | 8. Coworkers need to cover my responsibilities            |
| <input type="checkbox"/> | 9. None of the above                                      |

3. What personal life responsibilities are most likely to affect your job performance? (Check all that apply).

- |                                     |   |
|-------------------------------------|---|
| <input type="checkbox"/>            | 1. Child care                                       |
| <input type="checkbox"/>            | 2. Personal care                                    |
| <input type="checkbox"/>            | 3. Elder care                                       |
| <input checked="" type="checkbox"/> | 4. Financial concerns                               |
| <input checked="" type="checkbox"/> | 5. Household maintenance                            |
| <input type="checkbox"/>            | 6. Other, if you choose other please specify ... .. |



4. Have you ever left a job because of personal responsibilities?

<input type="checkbox"/>	1. Yes
<input type="checkbox"/>	2. No

5. Have you ever considered or are you considering leaving your current job because of personal life responsibilities? Please check what applies.

1. Yes ... If Yes, have you considered or are you considering..	
<input type="checkbox"/>	1. Being self employed
<input type="checkbox"/>	2. Doing home-based work
<input type="checkbox"/>	3. Leaving the work force entirely
<input type="checkbox"/>	4. Finding a more supportive employer
<input type="checkbox"/>	5. Finding a job with a more flexible work schedule
<input type="checkbox"/>	6. Find a job with higher wages
2. No	

6. The next set of questions asks about the relative importance of employers’ support to help balance work and personal life responsibilities. Please respond by checking the response that represents your opinion of how important the programs are for YOU regardless of whether these supports are available TO YOU.

	Not At All Important				Extremely important
<b>Flexible Work Arrangements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Variable starting/ ending hours					
Compressed work schedule					
Reduced work week					
Part-time work week					
Job sharing					
Telecommuting/Work at home					
Phase back from leave of absence					
Phase in to retirement					
<b>Personal Needs</b>					
Extended personal leave					
Optional overtime					
Relocation services due to current political situation					
<b>Personal Convenience Services</b>					
Casual dress policies					
Convenience store					
<b>Employee Health &amp; Well-Being</b>					
Wellness programs					
Support groups					
Employee assistance program (EAP)					
Consultation and Referral					
<b>Family Care</b>					



Family leave					
Elder care					
Paid maternity leave					
Paid paternity leave					
Consultation and Referral					
<b>Financial Assistance</b>					
Educational assistance-employee					
Educational assistance-dependent					
Short-term financial loans					
College scholarships for children					
Medical health insurance					
Financial management education					
<b>Child Care</b>					
On-site child care center					
Back-up child care					
Sick child care program					
Financial Assistance					
Consultation and Referral					

7. How would you rate your overall satisfaction with the conditions of your employment?

<input type="checkbox"/>	1. Very satisfied
<input type="checkbox"/>	2. Somewhat satisfied
<input type="checkbox"/>	3. Neutral
<input type="checkbox"/>	4. Somewhat dissatisfied
<input type="checkbox"/>	5. Very dissatisfied

8. The next set of questions asks for your opinion about your situation. Please indicate your level of agreement with each of the following statements.

	Strongly Disagree				Strongly Agree
	1	2	3	4	5
I am fully informed about my employer's work and personal life support.					
The company I work for is supportive of my effort to balance my work and personal needs.					
My supervisor is supportive of my effort to balance my work and personal needs.					
My supervisor understands when I have an unexpected family or personal problem.					

I am comfortable with my employer's work and personal life support.					
I am comfortable discussing my personal life at work					
The stress of balancing work and personal responsibilities is affecting my health					
The stress of balancing work and personal responsibilities is affecting my work					
The stress of balancing work and personal responsibilities is affecting my personal relations					
Co-workers needs' to balance work and personal life increase my workload					

*The next set of questions asks about you and your situation.*

9. Do you have primary responsibility for dependent children?

1. Yes ... If Yes, please indicate the number in each age group:	
<input type="checkbox"/>	Under 2 years
<input type="checkbox"/>	2 to 5 years
<input type="checkbox"/>	6 to 12 years
<input type="checkbox"/>	13 to 18 years
<input type="checkbox"/>	Over 18 years
2. No	

*If your response is NO to question 9 then directly, SKIP TO 12*

10. Do any of your children have special needs?

<input type="checkbox"/>	1. Yes
<input type="checkbox"/>	2. No

11. How are dependent CHILDREN cared for while you are at work?

<input type="checkbox"/>	1. Day care home
<input type="checkbox"/>	2. Day care center
<input type="checkbox"/>	3. Care in my home
<input type="checkbox"/>	4. Relative care
<input type="checkbox"/>	5. Other, if you choose other please specify .....

12. Do you have responsibility for dependent adults?

<input type="checkbox"/>	1. Yes ... If Yes, please indicate the number in each category:
<input type="checkbox"/>	Disabled adults
<input type="checkbox"/>	Older adults
<input type="checkbox"/>	2. No

If your response is NO to questions 12 then directly, SKIP TO 17

13. How are dependent ADULTS cared for while you are at work? (check all that apply)

<input type="checkbox"/>	1. In house services
<input type="checkbox"/>	2. Day care centers
<input type="checkbox"/>	3. Dependent stays at home
<input type="checkbox"/>	4. Residential facility
<input type="checkbox"/>	5. Other, if you choose other please specify ... ..

14. For how many hours per week do you hire a dependent care provider? ... ..

15. Approximately how much money do you spend per week for dependent care? ..... ..

16. How satisfied are you with your ADULT/ CHILD dependent care services?

<input type="checkbox"/>	1. Very satisfied
<input type="checkbox"/>	2. Somewhat satisfied
<input type="checkbox"/>	3. Neutral
<input type="checkbox"/>	4. Somewhat dissatisfied
<input type="checkbox"/>	5. Very dissatisfied

17. What is your current employment status? (Check all that apply).

<input type="checkbox"/>	1. Full-time
<input type="checkbox"/>	2. Part-time
<input type="checkbox"/>	3. Temporary employee
<input type="checkbox"/>	4. Consultant
<input type="checkbox"/>	5. Other, if you choose other please specify ... ..

18. Approximately how many hours per week do you work? ... ..

19. How many years have you worked for your current employer? ... ..

20. What is your occupation? ... ..



21. Where you obliged to move to a place near your work place because of the current political situation?

<input type="checkbox"/>
<input type="checkbox"/>

- 1. Yes
- 2. No

22. How many kilometers do you travel from your original place of living to work ... ..and from work back home ... .. ?

***The final set of questions asks about your household and demographic information:***

23. What is your age?

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

- 1. Below 25 years
- 2. 26 to 35 years
- 3. 36 to 45 years
- 4. 46 to 55 years
- 5. 56 to 65 years
- 6. 66 and above

24. What is your gender?

<input type="checkbox"/>
<input type="checkbox"/>

- 1. Male
- 2. Female

25. What is your marital status?

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

- 1. Single
- 2. Married
- 3. Divorced
- 4. Widowed
- 5. Other, if you choose other please specify ... ..

26. What is your educational level?

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

- 1. Below Tawjehi
- 2. Tawjehi
- 3. Diploma
- 4. BA. Degree
- 5. MA. Degree and above

27. Do you plan to have children within the next five years?

<input type="checkbox"/>
<input type="checkbox"/>

- 1. Yes
- 2. No

28. Do you expect to have responsibility for elders within the next five years?

<input type="checkbox"/>
<input type="checkbox"/>

- 1. Yes
- 2. No

29. How many people reside in your household? ... ..

30. How many adults contribute to your household income? ... ..

31. What is your approximate monthly household income?

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

- 1. Less than 800 NIS
- 2. 801 NIS – 1,200 NIS
- 3. 1,201 NIS – 2,000 NIS
- 4. 2,001 NIS – 3,000 NIS
- 5. 3,001 NIS – 4,000 NIS
- 6. 4,001 NIS – 6,000 NIS
- 7. 6,001 NIS – 8,000 NIS
- 8. 8,001 NIS – 10,000 NIS
- 9. 10,001 Or more

32. What is most important to help you balance work and personal responsibilities?

.....

.....

*I sincerely appreciate your time and cooperation. Please check to make sure that you have not skipped any questions before returning the questionnaire*

كانون الثاني 2005

جوال الموظفون الأعضاء في شركة

تحية واحتراما،

أنا الطالبة، منى بيوك خوري، ملتحنة حالياً ببرنامج الماجستير في إدارة الأعمال في جامعة بيرزيت، وأجري بحث حول إدخال برامج الموازنة بين العمل ومسؤوليات الحياة الشخصية إلى القطاع الخاص الفلسطيني، مع ذلك تركيز على قطاع الاتصالات، ( وموضوع دراسة الحالة هو شركة الاتصالات الخلوية الفلسطينية (جوال) تحت إشراف الدكتورة غريس خوري.

إن الموازنة بين العمل ومسؤوليات الحياة الشخصية تركز على التوصل إلى حالة من التوازن التي تتساوى فيها متطلبات العمل مع متطلبات الحياة الشخصية.

تهدف هذه الدراسة إلى فحص مدى الوعي بمفهوم توازنات الحياة العملية لدى كل من الموظفين وأرباب العمل في القطاع الخاص الفلسطيني جنباً إلى جنب مع مدى رغبة تلك الشركات في تبني برامج توازنات الحياة العملية. كما تسعى الدراسة إلى تزويد القطاع الخاص الفلسطيني بالأدوات الإدارية المناسبة لكل من الموظفين/ المدراء/ الشركات في تطبيق برامج الموازنة بين العمل ومسؤوليات الحياة الشخصية.

صممت هذه الاستمارة لدراسة مظاهر التوازن ما بين العمل و الحياة الشخصية. إن المعلومات التي سوف تدلي/ين بها ستكون بمثابة مرشد لنا لكي نكون أكثر وعياً و إدراكاً لنوعية و طبيعة حياتنا العملية. كما و ستساعدنا على تحسين وتطوير هذا القطاع الهام - القطاع الخاص الفلسطيني. و بما أنك أنت من يمكنه تزويدنا بالصورة الحقيقية عن تجربتك العملية في الحياة، أطلب منك أن تقوم بالإجابة عن الأسئلة التالية بكل صراحة و صدق.

يرجى ملاحظة أننا نتعهد لك أن تبقى إجابتك في غاية السرية وأن لا تصل إلى أحد داخل الشركة وأن تستخدم لأغراض أكاديمية حصراً.

نشكر لك تعاونك ومساهماتك في تعبئة هذه الاستمارة، و نحن نقدر لك مساعدتك و مساعدة شركتك في استكمال هذا البحث.

خوري منى بيوك  
برنامج الماجستير في إدارة الأعمال



الجزء الأول من الأسئلة يتناول تجربتك في أمور الموازنة بين العمل والحياة الشخصية. الرجاء وضع إشارة ✓ مقابل الإجابة التي تعبر عن موقفك على أفضل وجه.

1. ما مدى تأثير مسؤوليات حياتك الشخصية على أدائك الوظيفي؟

1. نادرا	<input type="checkbox"/>
2. أحيانا	<input type="checkbox"/>
3. على الأقل مرة في الشهر	<input type="checkbox"/>
4. على الأقل مرة في الأسبوع	<input type="checkbox"/>
5. كل يوم تقريبا	<input type="checkbox"/>
6. غير ذلك، الرجاء التحديد .....	<input type="checkbox"/>

2. أي من الحالات التالية كان لمسؤولياتك الشخصية اثرا على أدائك الوظيفي؟ (الرجاء وضع إشارة ✓ مقابل الإجابة التي تتطابق مع وضعك).

1. عدم القدرة على التركيز	<input type="checkbox"/>
2. عدم القدرة على العمل ساعات إضافية	<input type="checkbox"/>
3. عدم القدرة على قبول ترقية	<input type="checkbox"/>
4. عدم القدرة على قبول المهمات الوظيفية	<input type="checkbox"/>
5. عدم القدرة على قبول مهام تتطلب السفر	<input type="checkbox"/>
6. الوصول إلى العمل في ساعات تتعدى الدوام الرسمي أكثر من مرة خلال الشهر	<input type="checkbox"/>
7. التغيب عن العمل أكثر من مرة خلال الشهر	<input type="checkbox"/>
اضطرار الزملاء في العمل للقيام بواجباتي الوظيفية / 8. حاجة	<input type="checkbox"/>
9. لا شيء مما سبق	<input type="checkbox"/>

3. أي من مسؤوليات حياتك الشخصية تؤثر أكثر من غيرها على أدائك الوظيفي؟ (الرجاء ترتيبها من 1-6 حيث 1 تعني أكثر تأثيرا)

1. رعاية الطفل	<input type="checkbox"/>
2. الرعاية الذاتية	<input type="checkbox"/>
3. رعاية كبار السن	<input type="checkbox"/>
4. اعتبارات مالية	<input type="checkbox"/>
5. الحفاظ على الأسرة	<input type="checkbox"/>
6. غير ذلك، الرجاء التحديد .....	<input type="checkbox"/>

4. هل سبق وأن تركت وظيفتك لأسباب تتعلق بمسؤولياتك الشخصية؟

1. نعم	<input type="checkbox"/>
2. لا	<input type="checkbox"/>

5. هل سبق أن فكرت / تفكر حالياً في ترك وظيفتك بسبب مسؤوليات حياتك الشخصية؟ (الرجاء وضع إشارة ✓ مقابل الإجابة التي تتطابق مع وضعك).

ين في: 1. نعم... إن كان الجواب نعم، هل تفكر	
1. العمل لحسابك الخاص	
2. تقوم بعملك في البيت	
3. ترك القوى العاملة نهائياً	
4. البحث عن رب عمل أكثر دعماً	
5. إيجاد وظيفة ذات مرونة في ساعات الدوام الرسمية	
6. إيجاد وظيفة براتب أعلى من الحالي	
2. لا	

6. الجزء التالي من الأسئلة يتعلق بالأهمية النسبية لدعم الشركة لأموال الموازنة بين العمل ومسؤوليات الحياة الشخصية. الرجاء وضع إشارة ✓ مقابل الإجابة التي تعبر عن رأيك حول مدى أهمية البرامج التالية بالنسبة لك، بغض النظر عن تواجدها أو عدم تواجدها في بيئة عملك؟

غاية في الأهمية				غير هام على الإطلاق
5	4	3	2	1
ترتيبات عمل مرنة				
				ساعات عمل متغيرة من حيث بدء وانتهاء وقت العمل
				إمكانية برمجة ساعات عمل مكثفة
				أسبوع عمل مقلص
				أسبوع عمل جزئي
				المشاركة في الوظيفة (أكثر من شخص في نفس الوظيفة)
				العمل في البيت
				مرحلة التأقلم بعد العودة من إجازة
				مرحلة التهيؤ للتقاعد
احتياجات شخصية				
				إجازة خاصة مطولة
				ساعات عمل إضافي اختيارية
				تسهيلات خاصة بتغيير مكان الإقامة بسبب الوضع السياسي الراهن
خدمات للراحة الشخصية				
				سياسة لباس غير رسمي
				وجود متجر قريب
				صحة ورفاه الموظف
				برامج صحية
				مجموعات دعم
				برامج مساعدة الموظف

					مراكز استشارة وتوجيه
					رعاية العائلة
					إنن مغادرة عائلي
					الاهتمام بكبار السن
					إجازة أمومة مدفوعة
					إجازة مدفوعة للأب لرعاية الطفل
					مراكز استشارة وتوجيه
					المساعدة المالية
					مساعدة مالية دراسية - للموظف
					مساعدة مالية دراسية - لمن يعيلهم الموظف
					قروض قصيرة الأمد
					منح دراسية للأولاد
					تأمين صحي طويل الأمد
					تنقيب حول كيفية الإدارة المالية
					رعاية الطفل
					حضانة في مكان العمل
					برامج " الرعاية الداعمة للطفل"
					برامج للاعتناء بالأطفال المرضى
					مساعدة مالية
					مراكز استشارة وتوجيه

7. كيف تقيم مستوى رضاك بشكل عام عن ظروف عملك؟

- |                        |  |
|------------------------|--|
| 1. راض بشدة            |  |
| 2. راض                 |  |
| 3. لا يوجد تعليق       |  |
| 4. غير راض إلى حد ما   |  |
| 5. غير راض على الإطلاق |  |

8. يتناول الجزء التالي من الأسئلة رأيك عن وضعك الحالي. الرجاء تحديد مدى موافقتك على كل من العبارات التالية:

أوافق بشدة				لا أوافق بشدة	
5	4	3	2	1	
					لدي معرفة تامة حول متطلبات العمل ودعمه للأمور المتعلقة بالحياة الشخصية
					الشركة التي أعمل فيها تدعم جهدي في تحقيق توازن بين العمل والحياة الشخصية
					المشرف على عملي يدعم جهدي في تحقيق توازن بين العمل والحياة الشخصية
					المشرف على عملي يبدي تفهماً عند تعرضي إلى ظروف شخصية أو عائلية مفاجئة
					أنا مرتاح ضمن إطار دعم مديري في أمور الموازنة بين العمل و الحياة الشخصية



					أشعر بارتياح في بحث أموري الشخصية داخل العمل
					الضغط الناتج عن موازنة العمل مع الحياة الشخصية يؤثر على وضعي الصحي
					الضغط الناتج عن موازنة العمل مع الحياة الشخصية يؤثر على عملي
					الضغط الناتج عن موازنة العمل مع الحياة الشخصية يؤثر على علاقاتي الشخصية
					احتياجات زملائي للموازنة بين عملهم وحياتهم الشخصية تزيد من أعباء عملي

الجزء التالي من الأسئلة يبحث في وضعك الخاص:  
9. هل لديك مسؤولية أساسية لرعاية معالين من الأطفال؟

1. نعم... إذا كان الجواب نعم، الرجاء تحديد عدد الأطفال تبعاً للفئات العمرية التالية:	
1. أقل من سنتين	
2. 2-5 سنوات	
3. 6-12 سنة	
4. 13-18 سنة	
5. 18 سنة فأكثر	
2. لا	

إذا كان جوابك "لا" على سؤال رقم 9 الرجاء الانتقال إلى سؤال رقم 12

10. هل لدى أي من أطفالك احتياجات خاصة؟

1. نعم	
2. لا	

11. كيف يتم الاعتناء بالأطفال خلال تواجدك بالعمل؟

1. خدمات رعاية بيتية (مربية تستقبل الأطفال في بيتها)	
2. مركز لرعاية الأطفال	
3. رعاية في البيت	
4. رعاية من قبل الأقارب	
5. غير ذلك، الرجاء التحديد.....	

12. هل لديك أية مسؤولية تجاه أحد المعالين من الراشدين؟

1. نعم... إذا كان الجواب نعم، الرجاء تحديد العدد تبعاً للفئات التالية:	
معوقين/1. مقعدين	

2. غير ذلك من الكبار

2. لا

17. إذا كان جوابك "لا" على السؤال رقم 12 الرجاء الانتقال فوراً إلى سؤال رقم

13. كيف يتم الاعتناء بالمعالين من كبار السن أثناء تواجدك في العمل؟ (الرجاء وضع إشارة ✓ مقابل جميع الإجابات التي تتطابق مع وضعك).

1. خدمات رعاية مؤسسية (بيوت العجزة)

2. مركز للرعاية اليومية

3. يبقى المعال في البيت

4. مكان رعاية في نفس المنطقة السكنية

5. غير ذلك، الرجاء التحديد .....

14. كم ساعة أسبوعياً التي تستعين بها بشخص متخصص (بمربية) في خدمات رعاية المعالين؟ .....

15. كم تقريباً تنفق أسبوعياً على خدمات رعاية المعالين؟ .....

16. ما مدى رضاك عن مستوى الخدمات المقدمة لرعاية أي معال من كبار السن / الخدمات المقدمة لرعاية الأطفال ؟

1. راض بشدة

2. راض إلى حد ما

3. لا يوجد تعليق

4. غير راض إلى حد ما

5. غير راض على الإطلاق

17. ما هو وضعك الوظيفي الحالي، (الرجاء وضع إشارة ✓ مقابل جميع الإجابات التي تتطابق مع وضعك)؟

1. موظف بدوام كامل

2. موظف بدوام جزئي

3. موظف مؤقت

4. مستشار

5. غير ذلك، الرجاء التحديد .....

18. كم هو عدد ساعات عملك في الأسبوع تقريباً؟ .....

19. كم مضى على عملك لدى رب العمل الحالي بالسنوات؟ .....

المسمى الوظيفي ؟ ..... / 20. ما هي مهنتك

21. هل كنت مجبراً على نقل مكان سكناك إلى مكان قريب من مكان العمل بسبب الوضع السياسي الراهن؟

1. نعم ☐
2. لا ☐

22. ما هي المسافة بالكيلومتر بين مكان السكن الأصلي ومكان العمل ذهاباً..... وإياباً.....؟

الجزء التالي والأخير يبحث في أمور أسرتك و الصفات الديمغرافية لك

23. كم هو عمرك؟

1. أقل من 25 سنة ☐
2. 26 - 35 سنة ☐
3. ما بين 36 - 45 سنة ☐
4. ما بين 46 - 55 سنة ☐
5. 56 - 65 سنة ☐
6. 66 سنة فأكثر ☐

الجنس؟ 24. ما هو النوع الاجتماعي

1. ذكر ☐
2. أنثى ☐

25. ما هي الحالة الشخصية؟

1. أعزب/ عزباء ☐
2. متزوج/ة ☐
3. مطلق/ة ☐
4. أرمل/ة ☐
5. خاطب/ة ☐
6. منفصل/ة ☐

26. ما هو مستوى تحصيلك العلمي؟

1. ما دون التوجيهي ☐
2. توجيهي ☐
3. دبلوم ☐
4. بكالوريوس ☐
5. ماجستير فما فوق ☐



27. هل تخطط/ين لإنجاب أطفال خلال السنوات الخمس القادمة؟

1. نعم	<input type="checkbox"/>
2. لا	<input type="checkbox"/>

28. هل تتوقع/ين تحمل مسؤولية أحد كبار السن خلال السنوات الخمس القادمة؟

1. نعم	<input type="checkbox"/>
2. لا	<input type="checkbox"/>

29. كم عدد الأشخاص الذين يعيشون معك تحت سقف واحد؟ .....

30. كم عدد الأشخاص البالغين الذين يساهمون في دخل الأسرة؟ .....

31. ما هو معدل الدخل الشهري للأسرة؟

1. أقل من 800 شيقل	<input type="checkbox"/>
2. 801 شيقل - 1200 شيقل	<input type="checkbox"/>
3. ما بين 1201 شيقل - 2000 شيقل	<input type="checkbox"/>
4. ما بين 2001 شيقل - 3000 شيقل	<input type="checkbox"/>
5. ما بين 3001 شيقل - 4000 شيقل	<input type="checkbox"/>
6. ما بين 4001 شيقل - 6000 شيقل	<input type="checkbox"/>
7. ما بين 6001 شيقل - 8000 شيقل	<input type="checkbox"/>
8. 8001 شيقل - 10000 شيقل	<input type="checkbox"/>
9. 10000 شيقل أو أكثر	<input type="checkbox"/>

32. في رأيك، ما هو الشيء الأكثر أهمية لمساعدتك على تحقيق التوازن بين العمل ومسؤولياتك الشخصية؟

.....

.....

.....

أشكر لك وقتك و تعاونك، الرجاء التأكد من أنك لم تتخطى الإجابة عن أي سؤال قبل إعادة الاستمارة.





*FACULTY OF GRADUATE STUDIES*

**A STUDY OF INTRODUCING WORK LIFE BALANCE TO THE  
PALESTINIAN PRIVATE ORGANIZATIONS  
THE CASE OF JAWWAL**

التوازن بين العمل ومسؤوليات الحياة الشخصية في القطاع الخاص  
الفلسطيني  
شركة الاتصالات الخلوية الفلسطينية (جوال) كحالة عملية

**SUBMITTED BY: MUNA M. BAYYOUK**

**SUPERVISED BY DR. GRACE KHOURY**

**JUNE 2005**