

PalArch's Journal of Archaeology of Egypt / Egyptology

WORK LIFE BALANCE AND ITS EFFECT ON THE WORK PERFORMANCE OF FEMALE WORKFORCE

Safa Alofi¹, Muhammad Khan²

^{1,2}College of Business, Effat University, Qasr Khuzam Jeddah Saudi Arabia,

E.mail: ¹salofi@effatuniversity.edu.sa

²mkhan@effatuniversity.edu.sa

Safa Alofi, Muhammad Khan. Work Life Balance And Its Effect On The Work Performance Of Female Workforce-- Palarch's Journal Of Archaeology Of Egypt/Egyptology 18(14), 197-208. ISSN 1567-214x

Additional Keywords And Phrases: Female Workforce, Work-Life Balance, Work Performance

ABSTRACT

This study determines the relationship between work-life balance programs and the job performance of female workers in the educational industry of Saudi Arabia, it provides further knowledge on the cultural support for female workers and further knowledge about the special needs in the work-life balance program for the female workforce. A qualitative and quantitative method through surveys is used to collect the primary data. There are 126 female employees in educational institutions from Jeddah and Al-Madinah Al-Munawarah participates in this study. The finding of this study reflects that female workers suffer through their work life to balance between their career and their life outside of work. The obtained result indicates lack of work-life balance effect negatively on their job satisfaction which affects their job performance. The findings show major gaps in the work-life balance programs provided by educational institutions for the female workforce. Lastly, female workforce need special work-life balance programs, society have little support for the female workforce, and families show support for working mothers.

CCS CONCEPTS • Insert your first CCS term here • Insert your second CCS term here • Insert your third CCS term here

ACM Reference Format:

First Author's Name, Initials, and Last Name, Second Author's Name, Initials, and Last Name, and Third Author's Name, Initials, and Last Name. 2018. The Title of the Paper:

ACM Conference Proceedings Manuscript Submission Template: This is the subtitle of the paper, this document both explains and embodies the submission format for authors using Word. In Woodstock '18: ACM Symposium on Neural Gaze Detection, June 03–05, 2018, Woodstock, NY. ACM, New York, NY, USA, 10 pages. NOTE: This block will be automatically generated when manuscripts are processed after acceptance.

INTRODUCTION

Work-life balance programs are considered a major problem contributing to the level of satisfaction represented by the employees [1]. The term work-life balance has different definitions that started accruing twenty years back [1]. It is, however, clarified as its reference to its aspects; such as flexible work schedules, child care centres, transportation, and different multiple leaves [2]. It is basically what the organizations offer as support to the employees for the purpose of easing their lives outside of work in a way that positively affects their work productivity. Even though the problem with balancing work and life have been around even before World War II, however, after the war women have taken on more jobs and the market for American female labour have significantly increased. That led to the emerging and extending of work-life balance problem for the female workforce [1]. Expectations for female workers to balance between their role as employees and their role as family members, mothers or daughters, were very high [3].

In the Kingdom of Saudi Arabia, the case is different in regards of the timing, the female labour market only started to grow in the past ten years [4]. The primary role for women in Saudi Arabia was viewed by the society as home-wives. They were expected to manage their homes and kids [5]. Some worked as teachers in schools and universities, and some worked as nurses, but that was the far extend of jobs for women in Saudi Arabia [5]. However, times changed and Saudi women began to take on various important positions in both the private and public sectors of the country. The labour market for Saudi females is expected to grow even more [4]. As the change is still at its beginning, challenges are meant to occur. The challenges faced by Saudi Arabian females differ slightly than those faced by the American female workforce. In America women face the challenge of long work scheduling hours [1]. However, in Saudi Arabia the major challenge would be the shortage of empowerment, as stated by Saudi leader women, along with the shortage of resources [4].

Furthermore, the source of the problem with the work-life balance programs is linked to its availability and its efficiency for the female workforce. Women have more difficulties balancing their work with what's expected from them outside of work than men. Women take on more time off work, and complain more about how their jobs take over most of their time, which leaves them unsatisfied [3]. Lacking the support from the society in Saudi Arabia is another source of the problem with the work-life balance program [6]. Therefore, this study determines the relationship between work-life balance programs and the job performance of female workers in the educational industry of Saudi Arabia.

METHODOLOGY

This study examines the relationship between work-life balance programs and the job performance of the female workforce in the educational industry of the Kingdom of Saudi Arabia.

Approach

This study used both quantitative and qualitative approach. The quantitative approach involves use of primary data to draw up statistics about the female workers' demographics, the number of work-life balance aspects provided, support provided, and percentage of women relating work-life balance with the quality of job performance. While, the qualitative approach offers an opportunity for opinions to be heard by the participants in the survey and also data collection through the literature review which provides descriptive findings about reasons for job dissatisfaction among female employees.

Data Sources

The scientific methods used in the data collection are literature reviews as a secondary source and survey questionnaire as primary source. The primary data were collected through the distribution of survey questionnaire among female workers in the educational industry in the Kingdom of Saudi Arabia. The survey have been carefully structured to provide specific knowledge on the participants, their work, the work-life balance programs provided by the organization, the support of family and the society, and the overall role of work-life balance program on their job performance and job satisfaction. It also provided in two languages, Arabic and English to ensure participants understanding as some might only understand Arabic as anticipated. The survey allowed participants to provide their opinions and suggestions to help analyse the different aspects and to better understand the participants views. The secondary sources are drawn from literature review collected through previous studies about the work-life balance effect on gender, and studies about the linkage between work-life balance programs and the overall organization performance. The literature provides evidence of employee commitment behaviour towards the organization they work for due to the role of work-life balance programs which maximizes the overall organization performance. It also provides evidence of the major role played by the organization's work-life balance programs on the turnover rates of the organization.

Questionnaire construction

The survey contained four sections in which each provided specific information. First the Basic Information section, it contained a definition about what work-life balance means to eliminate the chance of participants misunderstanding the concept which would put the whole study at risk of being invalid. The questions in the first section provided the study with the knowledge about the participants in which needed when analysing the findings, like the marital status, motherhood, and how many family members

living at home. The second section in the survey contributed information on the participant's type of work, current status and whether the participants' spouses have jobs, type of job, and the status of the job. This section provides understanding of the nature of work and experience the participants hold so the job performance variable affected by the answers would be better examined. The third section provided a deeper understanding about the life variable examined in this study, it examines whether work is effecting their life aspects like cooking and raising children, or whether their life aspects effect performing their jobs. It also examines the organization role on supporting their life aspects. The fourth and last section of the survey provided knowledge on the special needs of female workers to be provided in the work-life balance program, their suggestion and whether they think females can in fact have a successful career and a full life outside of work.

Procedure and Sample

Criteria for choosing the sample was based on gender and place of work, participants must be females, as this study investigates the work-life balance through the female point of view, participants must also work in educational institutions, as this study investigates work-life balance through the longest industry to employ women since decades ago. The target of the study aimed to include one hundred participants at least. Participant's geographical background included both Jeddah and Al-Madinah Al-Munawarah, from various jobs in different educational institutions. Managerial and teaching positions have been targeted through the distribution of the surveys, without constrains over age, educational degree or marital status. Schools like King Abdul-Aziz in Al-Madinah Al-Munawarah, and universities like Effat, Dar-Alhekma and King Abdul-Aziz in Jeddah have been targeted as randomly and participants showed major cooperation. The surveys were distributed using both E-mails and social media as channels, using SurveyMonkey website. The survey reached participants in convenient time. The distribution of survey also ensured that the random sample met the criteria for it to be of females working in educational institutions.

Result And Discussion

There are 126 participants involved in this study through electronic surveys such as E-mails and social media links. Stratified sampling method is sued and all the participants are females. Fig. 1 shows the age group of the participants. The age of the participants varied from 19 to 65. Most participants are between 35 and 54 with 46.83% of the study's population. The level of education to provide an understanding of the relationship between the level of education and the work life balance demands

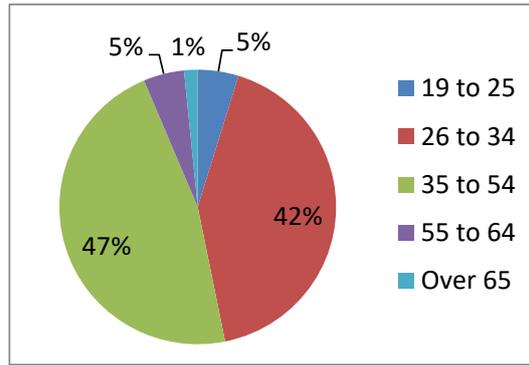


Figure 1: Participant’s Age

Furthermore the level of education participants’ spouses hold to better understand the needs of work life balance programs. Fig. 2 shows that 71.43% of the population have spouses and the rest are single, divorced or widowed..

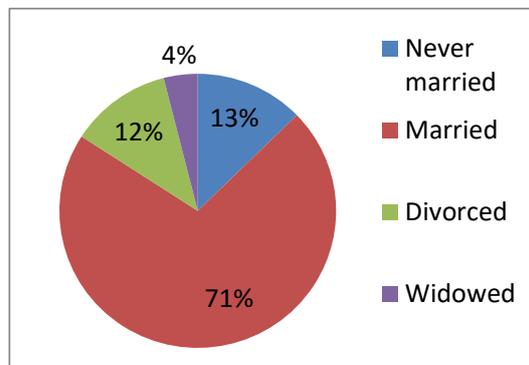


Figure 2: Participant’s marital status

Fig. 3 shows that about 57.94% of the participants hold bachelor’s degrees and the 71.43% that are married reported that 59.38% of their spouses hold bachelor’s degree as shown in Fig. 4.

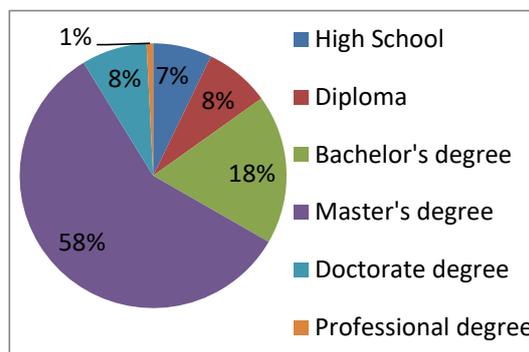


Figure 3: Education level of participants

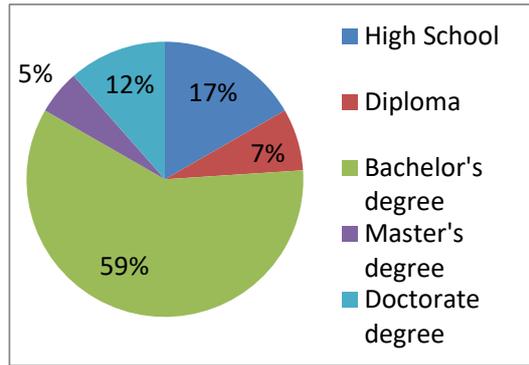


Figure 4: Education level of participant’s spouse

Another important element is the nature of job held by the population and their spouse which showed that the vast majority of the participants 80.16% and their spouses 77.78% hold full time jobs which shown in Fig. 5 and Fig. 6, leading to an important factor affecting the need for life-balance programs for the female workforce.

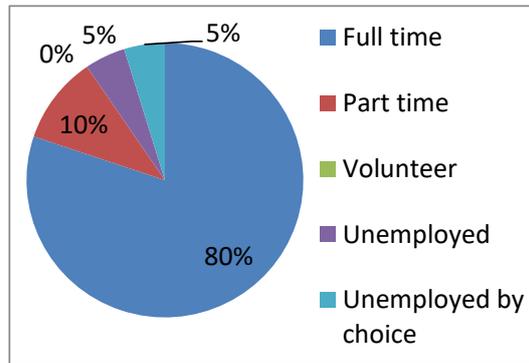


Figure 5: Participant’s employment status

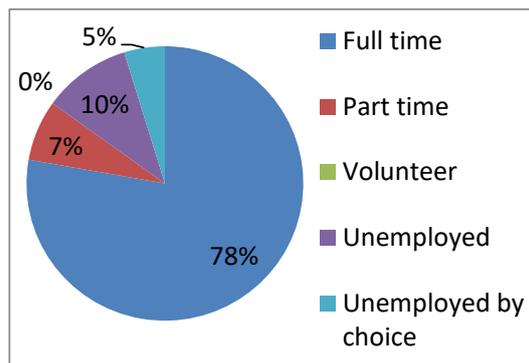


Figure 6: Employment status of participant’s spouse

Marital statuses, number of children, and number of family members living at home with the participants are important information to further add weight to this study. Fig.s 7 shows the participants who are married and divorced have highest number of children contribute by 71.43% with 88.98% respectively.

Besides that, the widowed categories also marks about 60% of them have children.

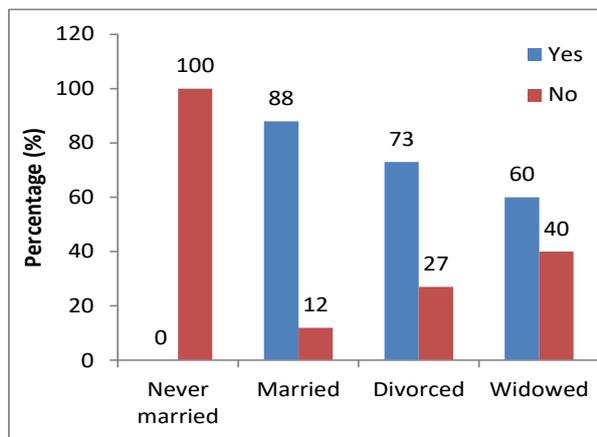


Figure 7: Children number of participants

Fig. 8 shows the number of family members with participant’s marital status. Among all participants, 1-3 family members living at home are about 52.38% of the population. The married categories marks the highest about 34.13% and 26.19% for 1to 3 and 4 to 6family members respectively. Furthermore, participants who are not married also reported they have family members living with them at home about 12.70%. This highlights the need of life aspect of the work-life balance program.

About 11.67% of the participants have worked for their organization for over than 20 years, but most participants reported 1-5 years of service. Fig. 9 show the reasons of the participants taking leave in the past 12months. About 12.96% of them didn’t take any days off. The rest of them took days off for the following reasons, Personal illness, Child or dependent was unwell, Partner was unwell, Stress related issues, Holiday or trip, Study and exams and Professional causes. The reason of Holiday trip and Personal illness mark the highest about 62 cases and 43cases respectively. Moreover, 6 participants reported taking maternity leaves.

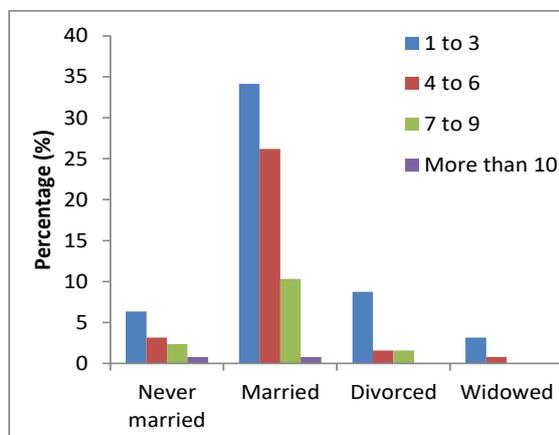


Figure 8: Family members of participants

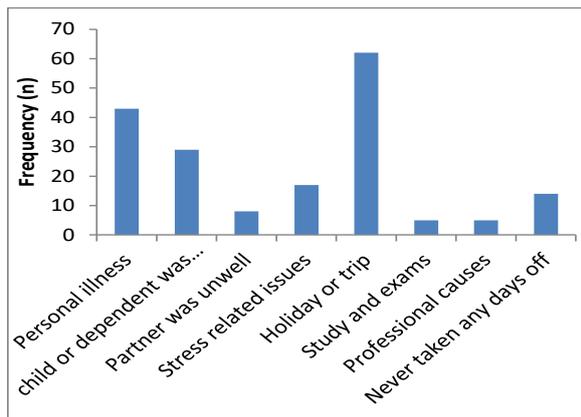


Figure 9: Reason of taking leave in past 12 months

About 85.19% have taken leaves and are not thinking about leaving their organization, which may indicate the level of satisfaction when they take leaves. Fig. 10 shows the reasons reported by participants for thinking about leaving their work are varied, however most reasons go under work-life balance category. About 56.10% consider for career development, 21.95% wanted to leave to take care of their children and 2.44% wanted to take care of an ill family member. About 9.76% for both reasons of personal illness and transportation problem respectively. These reasons indicate that participants find it hard to balance between their needs outside of work and the work itself, which indicate of the poor work-life balance.

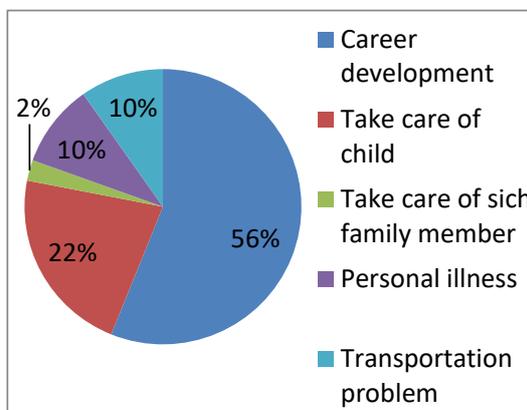


Figure 10: Reason of leaving the organisation

A forward question in the survey represents the work-life balance programs’ services provided by the organizations participants work at. Participants asked which of the work-life balance programs’ systems were applied by their organizations. Fig. 11 shows majority system applied by organizations is the childcare centres with 28.85%, and second most applied is the parental leaves with 19.87%. Besides that, Transportation about 10.90%, Part time working system about 7.69%, Flexi time system about 5.77% and Working from home /Telecommuting system about 1.28%. About 25.64% reported that none of suggested programs are provided by the organization.

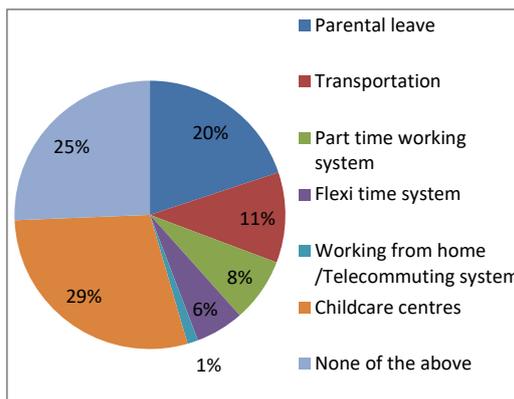


Figure 11: The policies or system in an organisation

Participants were asked if their organization supports them in balancing between their job and their life outside of work. Fig. 12 shows about 26.09% refused to agree or disagree if their organization supports them or not. Total of 43.48% disagree and strongly disagree and total of 30.43% agree and strongly agree.

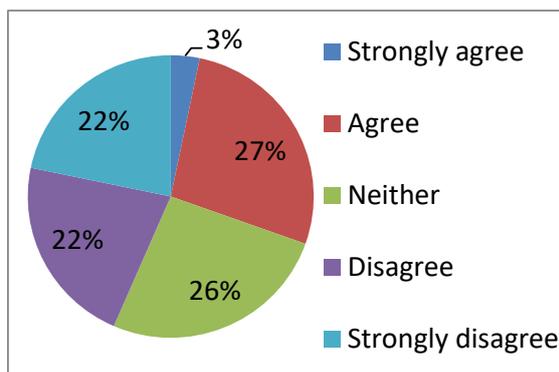


Figure 12: Support of organisation for female employee commits their work and family

Fig. 13 indicates the participants with children reported that 19.09% didn't work while raising their children, 27.27% have been supported from family and relatives, 27.27% hired professional help and 4.55% had their spouses take leaves or switch to part time jobs. Only 21.82% have been supported by their organization to switch to part time jobs or take leaves.

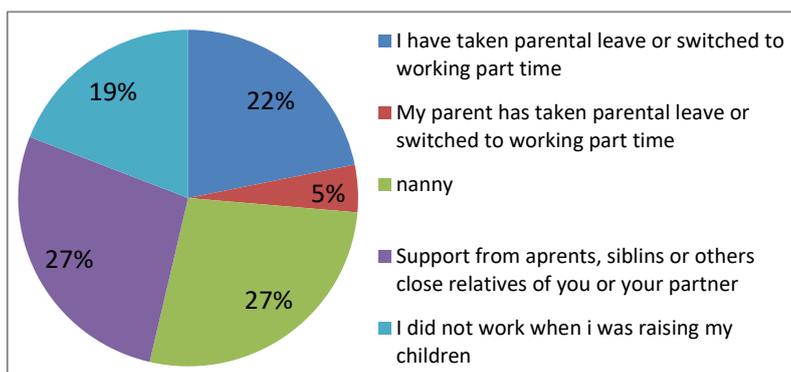


Figure 13: Participant’s choice in balance their work and child-rearing

To understand the society’s part in supporting the working females in Saudi Arabia, participants were asked how they found the Saudi society supportive. Fig. 14 shows that about 47.83% of the population see that there is no support from the society, 27.17% reported childcare support is provided by the society, 9.78% reported transportation is provided, and 15.22% reported moral support provided by the society.

Families support were another identification to be measured. Fig. 15 shows that 34.78% of the population doesn’t have any family support, 25% found support with child care, 14.13% is supported in the transportation and 26.09% were morally supported by their families.

Fig. 16 indicates the participants suggest that the most support is provided by the parents of the participants with 59.78%. The support from the society scored 1.09%, spouses 17.39%, and 14.13% reported that none have provided any support.

In addition, participants agree that the work-life balance programs effect the job satisfaction of female work force, 87.96% agreed that the lack of work-life balance programs have a negative effect on their job satisfaction.

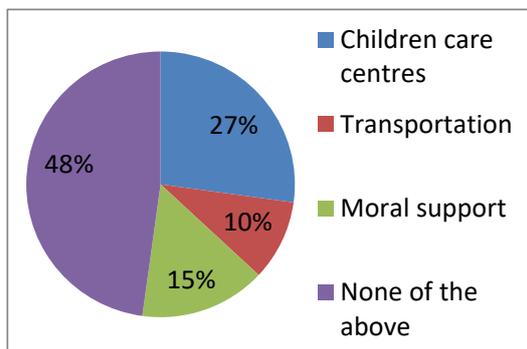


Figure 14: Aspects of society in KSA support working mother

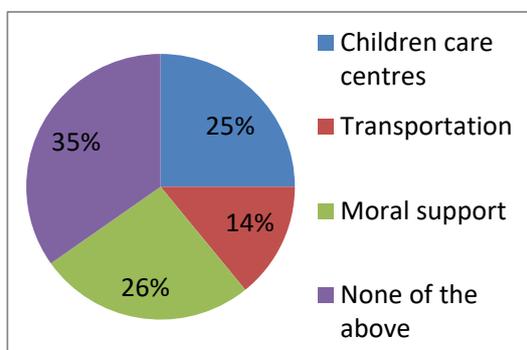


Figure 15: Aspects of families in KSA support working mother

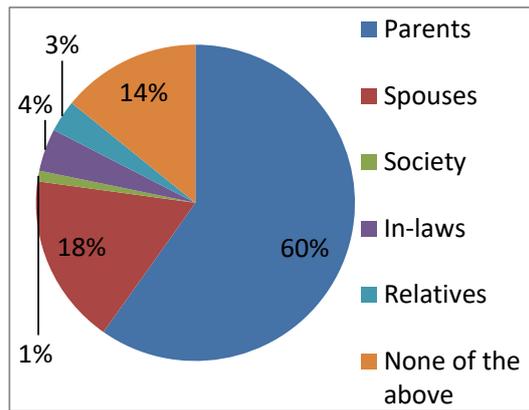


Figure 16: categories that provide most support for working mother in KSA

To measure which is affected by which, participants were asked to choose if their work interferes with their life or the other way around. Participants reported that neither their work life interferes with their responsibilities at home, nor their responsibilities at home interfere with their work. Fig. 17 shows about 40.22% reported that their job interferes with their responsibilities outside of work, like cooking, cleaning, child care etc. only 7.61% reported that their responsibilities affect their work. Participants agree by 87.91% that the female workforce need a special work-life balance programs. About 53.85% of the participants agree that they can have both a successful career and a full life outside of work.

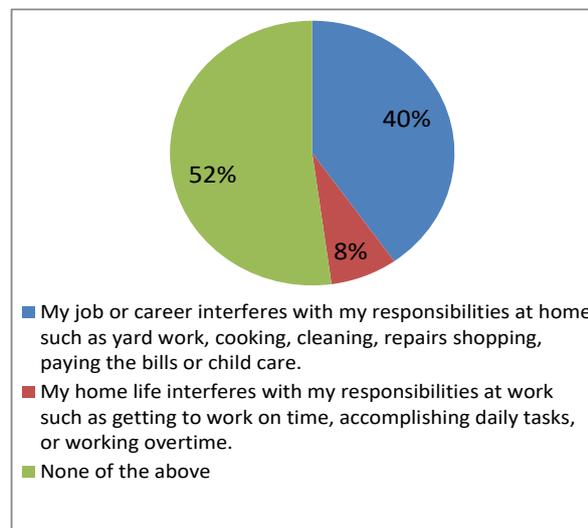


Figure 17: The interface between work and home life

Participant’s suggestions on the special needs for female workers were identified through their comments. Many reported transportation support is needed, flexible working schedule, providing safe and reliable childcare centers. Some reported the need for counting productive hours rather than hours worked, providing courses on time management, providing leaves that doesn’t account from their pay check, and providing health care counselling centers. Others reported the importance of the support work environment and

the moral support needed, also eliminating stress by providing the proper work-life balance system for the working mothers.

CONCLUSION

The findings suggest proof on the effect of work-life balance on female workforce, 126 female participants working in an educational institutions have participated in the study 87.91% of them agree on the need of special work-life balance programs for female workers. An effective work-life balance programs is required to sustain the Saudi Arabian working female's priorities family and demand support from their organizations of their special needs.

REFERENCES

- Roberts, K. (2007). Work-life balance – the sources of the contemporary problem and the probable outcomes: A review and interpretation of the evidence. *Employee Relations*, 334-351.
- Beauregard, T. A., & C. Henry, L. (2009). Making the link between work-life balance practices and organizational performance. *Human resource management review*, 9-22.
- Emsile, C., & Hunt, K. (2009, January). 'Live to Work' or 'Work to Live'? A Qualitative Study of Gender and Work-life Balance among Men and Women in Mid-life. *Gender, Work and Organization*, 16.
- Al-ahmadi, H. (2011). Challenges facing women leaders in Saudi Arabia. *Human Resource Development International*, 14(2), 149-166.
- Hutchings, K., Lirio, P., & Metcalfe, B. D. (2012). Gender, globalisation and development: a re-evaluation of the nature of women's global work. *The International Journal of Human Resource Management*, 23, 1763-1787.
- Rutledge, E., Shamsi, F., Bassioni, Y., & Al-Sheikh, H. (2011). Women, labour market nationalization policies and human resource development in the Arab Gulf states. *Human Resource Development International*, 14(2), 183-198.