Faculty of Business

MSc in Project Management

The Work Life Balance and Job Satisfaction in Oil and Gas organisations in the UAE context

Prepared by:

Rashed Saad Al Sumaiti

70060

Abstract:

Work life balance (WLB) is an important topic of human resource management and has become a top priority for workers everywhere. Some organisations trying to attract and retain their valued employees by implementing and managing WLB programs and policies.

The purpose of this study is to examine the factors related to work life balance and job satisfaction. It will explore the impact of open office environment, telework and work life balance on job satisfaction in the Oil and Gas organisation in the United Arab Emirates. The main objectives of this study are: to investigate the influence of the open office environment on employees' satisfaction, to examine the relationship between telecommuting and job satisfaction, to identify good work flexibility arrangements that can lead to job satisfaction, to examine the relationship between Work Life Balance and job satisfaction and lastly to provide a list of recommendations that could help the organisations and employees to achieve a better work life balance and job satisfaction.

A self-administered questionnaire was distributed randomly to a sample of 195 full-time employees used in this study and data collected accordingly.

The findings show that Work Life Balance (WLB) is significantly and positively correlated with job satisfaction. In addition, telework and an open office environment have a positive correlation with job satisfaction.

The importance of providing good WLB arrangements within an organisation is highlighted in the recommendations to improve employees' satisfaction, enhance their performance, and collaboration and hence increase productivity.

ملخص البحث:

التوازن بين العمل والحياة (WLB) هو موضوع مهم لإدارة الموارد البشرية ، وأصبح له أولوية قصوى بالنسبة للموظفين في كل مكان .بعض المنظمات تحاول اجتذاب واستبقاء العاملين القيمين لديها عن طريق تنفيذ وإدارة البرامج والسياسات الخاصه بالتوازن بين العمل والحياة.(WLB)

تهدف هذه الدراسة الى اختبار العوامل المتصلة بالتوازن بين العمل والحياة والرضا الوظيفي .وسوف يستكشف أثر بيئة المكاتب المفتوحة ، العمل عن بعد والتوازن بين العمل والحياة على الرضا الوظيفي في منظمة النفط والغاز في دولة الإمارات العربية المتحدة .

الأهداف الرئيسية لهذه الدراسة هي : دراسة تأثير بيئة المكاتب المفتوحة على رضا الموظفين ، دراسة العلاقة بين الرضا الوظيفي والعمل من بعد ، تحديد ترتيبات عمل مرنه وجيدة التي يمكن أن تؤدي إلى الرضا الوظيفي ، النظر في العلاقة بين التوازن بين العمل والحياة والرضا الوظيفي ، وأخيرا تقديم قائمة من التوصيات التي يمكن أن تساعد المنظمات والعاملين لتحقيق حياة أفضل في التوازن بين العمل والحياة والرضا الوظيفي .

ووزعت الاستبيانات ذاتيا بشكل عشوائي على عينة من 195 موظف بدوام كامل والتي استخدمت في هذه الدراسة وجمعت البيانات وفقا لذلك .

نتائج هذه الدراسه تظهر ان التوازن بين العمل والحياة (WLB) مرتبطة ايجابيا مع الرضا الوظيفي. بالإضافة إلى ذلك ،العمل عن بعد وبيئة المكاتب المفتوحة لها علاقة إيجابية مع الرضا الوظيفي .

وسلط الضوء على أهمية توفير ترتيبات جيدة في عمل التوازن بين العمل واليحاة داخل المنظمة في توصيات لتحسين رضا الموظفين ، وتحسين أدائهم ، والتعاون ، وبالتالي زيادة الإنتاجية .

Acknowledgment

I would like to sincerely and gratefully thank my supervisor, Dr. Abubakr Suliman for his enormous support, guidance, friendship during my research from the preliminary to the concluding level. He has provided me with necessary assistance and contributed enormously to my thesis. I really appreciate this and owe him an enormous debt.

I owe my deepest gratitude to my parents and family members for their encouragement throughout this process. It is a pleasure to thank also my friends and colleagues who made this thesis possible and helped me with their comments and advice.

Dedication

To my beloved parents, family members, to most loves of my life, I dedicated this study as a small recompense.

Table of Contents

Abstract

Acknowledgment
Dedication

List of figures

List of tables

Chapter 1: Introduction

Chapter 1: Introduction

1.1 Introduction:

The work life balance varies from country to country. In all countries, some people have their own business and have no requirement to go to a work organisation and obey company policy. This does not mean that they have a balanced life between their work and family. For example, a business owner may have a company and spend a lot of time managing and working within it. The majority of the day may be spent on the business, impacting negatively on relationships with family. People like to have their own life balanced with their work. They want to find time for life outside of work to have more time to spend with their family and on other social life activities.

Dual career couples have increased rapidly in recent years because of the growth of market demand and the increased participation of women in the workforce. This can be seen too in the UAE as the government supports women by providing them with high-level education and encouragement to become involved in the work place. This effort from the government aims to provide women with the choice to work and potentially help their family with financial support. As a result, dual career couples not only work to help each other financially, but are also interested in their careers and what they are doing. This situation may lead men to share more of the home related tasks, such as care of the elderly and childcare, which can lead to work life conflict. In many cases, they find it a very difficult challenge to balance their work and life, and especially so for couples who have young children. Problems within families are reflected in the behavior

of its members. For instance, a family who suffers from a parent's inability to achieve a balance between work and family life could lose the ability to manage and deal with family matters. As an example, if a father spends most of the day away from home, his children would not be able to sit with him as they need. Children in certain age group need a stable home environment, whether from the father or mother, and often they need strong participation in their raising by both parents. A lack of contact affects the feelings of children towards their parents when they feel that they are less important than their parent's work.

Some families hire a housemaid to take care of their children as they are busy with work. This alternative solution can lead to many other problems in raising children. For example, most of the housemaids in the UAE are from Asian countries where they have different culture and language, so they are not talking with children in their mother tongue which can have a negative effect on children's language skills. In addition, housemaids have different behavior and habits which may impact on kids negatively.

Organisations should play a vital role to support their employees by providing them high level services to care for children such as a childcare center in or close to the organisation. Some companies are trying to attract employees by implementing programs or policies designed to help the needs of their employees such as flexi-time, childcare, sport center, job sharing and care of the elderly. Managing people in the organisation should be an easy task for a Human Resource Department, but the many changes in the workplaces and employees lives have created a challenge in balancing

work life and personal life. This also leads to a complicated relationship between organisations and its employees. Organisations are looking for better performance and productivity, whereas people are looking for enjoyment, pay, promotion and job satisfaction while maintaining their personal lives. In order to have better performance and productive employees, the organisation should apply work life balance policies to achieve good results from their employees.

Employees view the issues of WLB from a different perspective. Recently, people come to work not only to build, achieve and contribute, but also to gain benefits, which allow them to enjoy life outside work. Different people have different needs from work life balance, depending on his/her life. For example, a good work life balance for someone who is single with no children is different than a couple with children. In addition, work life balance is changes over time for everyone as their lives get busy and have more responsibilities. As a result, some organisations try to create the best work life balance for their employees, these do not fit some of the staff as they must ultimately create and find the balance for themselves. Increases in work duties and technology have also meant that people work longer hours.

Some studies have found that people working full time have increased their average working hours from 43 hours to 47 hours per week. These long working hours could cause many problems not only to the personal life of employees, but also to his/her health resulting in stress, absenteeism and lack of job satisfaction. Sometimes people feel very stressed at work because of workload and meeting projects deadlines. This stress can lead to minor health problems, which can also impact on employee's

performance and their attendance. For example, if an employee feels very stressed and has health issues, he/she will start taking days off from work which can add more costs to their employers. Moreover, having ineffective WLB and working for a long time could lead to work stress. This stress can create problems within family. For instance, an employee who is overloaded with work and facing stress at work will take out his/her stress and anger on their kids when they reach home. Sometimes they also reach home very tired and fall asleep on the couch while watching Television. What is more, stress not only affects employees' families, but also it affects his/her focuses and health. For example, an employee may be driving his/her car back home and is not focusing and concentrating on the road, which is very dangerous and could lead to a car accident. Moreover, employees who have long working hours and stress at work could end up being late or absent from work the next day because of overtiredness. In addition, Edwards, et al. (2009) found that dissatisfaction with jobs, careers and working conditions created particularly high stress for employees with higher education. Higher qualified employees may be given greater responsibilities and workload which could add more stresses to their daily life.

Some married employees would like to have a flexible time policy in order to handle family matters. For instance, sometimes employees would like to take few hours before arriving to work because his/her child is sick and he/she needs to take him/her to the hospital or doctor. Also in some cases, employee were absent for an entire day because of an illness situation within the family In addition, a 2003 study by the Families and Work Institute found that working fewer hours a week can make people happier and more productive than those who worked longer hours. Moreover, some studies found

that people who fear losing their job work longer hours and only take short vacations. In addition, better organisations provide ample freedom to employees as far as the flexibility of work is concerned. For example, if an employee needs leave on a particular day, such organisations may be ready to provide it by asking the employee to compensate by working at other times. Such flexibility might not be given by organisations that are poorly managed.

"Part time work, job sharing and pay averaging for purchasing additional annual leave may assist mature- employees to reduce their working time" (Work, family and lifestyle, p.77)

As the number of organisations grow and the number of employees increases in the United Arab Emirates (UAE), HR management should come up with an efficient and effective WLB policy to satisfy all employees which should lead to a better performance and job satisfaction. Some organisations implement flexible work arrangements such as on-site childcare and telecommuting or allowing employees to work from home (Ferries, & Weitzman, 2001). Additionally, these implementations would support the needs of employees to have more time with their families and their personal life.

1.2 The purpose of this study:

The purpose of this study is to investigate the current status of Work-Life-Balance policies in Oil and Gas organisations in the UAE and to provide a list of recommendations that should help achieve a better work life balance and higher job satisfaction.

This study will provide the Oil and Gas organisation in the UAE with a new way of working flexibly, which will lead to job satisfaction and better work life balance. This study is important because no previous study has been undertaken in the area of work life balance (WLB) and job satisfaction in the Oil and Gas organisations in Abu Dhabi, so this study will fill the gap. The findings of this study will not only help the organisation to implement good work flexibility arrangements, but will also help to implement them in an effective way. In addition, the results of implementation of the recommendations of this study will help employees have a better life balance and higher job satisfaction. People will have more time with their families and other non-work related activities and achieve greater job satisfaction. Moreover, this study could provide useful results which can be used for business and government leaders when they make policy decisions regarding the implementation of WLB programs. It can also help human resource professionals to design a better WLB program and policy to help organisations and their employees have a better balance between work and personal life

1.3 Aim and objectives:

The aim of the research is to explore the relationships between work life balance, open office, telework and job satisfaction in the Oil and Gas Organisation in the UAE and to develop associated theories.

Objectives:

- To investigate the influence of the open office environment on employees' satisfaction

- To examine the relationship between telecommuting and job satisfaction.

- To identify good work flexibility arrangements that can lead to job satisfaction.

- To examine the relationship between Work Life Balance and job satisfaction.

- To provide a list of recommendations that could help the organisation and employees to achieve a better work life balance and job satisfaction.

1.5 Problem Statement:

When people are dissatisfied with their workplace and job, it leads to a negative impact on their work outcomes and personal life. Some employees have real problems managing their time with work duties and family responsibilities which leads them to feel dissatisfied with work arrangements in the workplace. What is more, stress and anxiety are increased due to work overload. Another problem is that some employees in open office environments are dissatisfied because of lack privacy and its distraction. The open office environment may be an obstacle in reaching a good work life balance. In addition, some employees can not finish their tasks at the workplace because of workload and other work conflicts and sometimes they stay longer hours.

Organisations need to provide their employees with arrangements that help them to finish their tasks at home such as telework technology. Furthermore, some employees who work longer hours find that it is difficult for them to be involved with their family activities and feel that work impact on their full participation with their family which impacts negatively on their work life balance.

Chapter 2: Literature Review

Chapter 2: Literature Review:

2.1 Introduction:

Many changes in the industries and workplaces have changed and affected the work and personal lives. These changes have risen in recent years as a result of large numbers of working people and the entry of more women in the labor force.

Women used to take care of their families and children and men used to work. However, nowadays most women work and share their duties with men in different organisations and at different job levels. For example, a working woman needs to both fulfill her duties as a wife, a mother and a daughter in the family, and also take care of her duties and responsibilities at her workplace. The UAE government encourages women to work in different sectors and areas. Also, many women have graduated from different universities and are holding degrees which also help them to find a job and work in different organisations. In some cases working, especially for women who are married and have young children, could impact negatively on children's care as the mother is unable to be with her kids all the time. Also the impact of a nanny or housemaid with different language and manner could influence children negatively. The government and organisations should find and support work life balance programs and policies that could help employees achieve better and flexible work arrangements. Some researchers have studied different aspects of Work-Life-Balance (WLB). For example, Grove and Crooker, (1995) have mentioned that flexible work hour and childcare polices could increase employees satisfaction and commitment to the organisation. However, Manfredi and Holliday (2004) discussed the relationship between paid work, personal life and full life. They argue that the idea of work-life

balance is based on the fact that personal life and work should be seen separately (p.5). The needs of the employees as well as the employer have to be fulfilled, and for that a balance between the employee needs and the employer demands must be reached. It is a fact that both the employee and the employer have specific needs. These needs are often contradictory. The employer is concerned with workplace needs, whereas the employee is working to fulfill his/her personal needs. So an employee has to consider family needs even if he/she is a committed employee.

Good WLB is a vital reason for the organisation's success because it leads to higher productivity (Bloom et al. 2006). Organisations always look for higher productivity from their employees, whereas employees always look for deriving satisfaction from their work and family life. The interests of both the employee and the employer may conflict quite often, which results in dissatisfaction both among employees and for the employer. Organisations may believe that they need to exploit all the abilities of a worker and they will normally turn a blind eye towards the personal needs of the employee.

Bloom et al. (2006) also mentioned recent policy debates on European and American ideas about WLB. In the below quote, former French president Jacques Chirac has attributed the economic success of America and Britain compared to the largest Continental European countries (France, Germany and Italy):

"*This is due to the unleashing of market forces that has toughened up competition in product markets through privatization, trade liberalization, the removal of state subsidies for national champions, etc". (Bloom et al 2006, p.6).*

Globalization has opened the doors widely for the business community and most of the multinational corporate companies are at present trying hard to exploit the current

situation offered by globalization, privatization and liberalization policies. Such strong competition among the corporate companies has resulted in employees having to work hard and stay back for long working hours or overtime. Such long working hours are actually causing problems in such employees' families and social life.

It is not necessary that family and social commitments associated with the workers are all the same. In other words, no two workers are alike as far as their social and family commitments are concerned. For example, the family and society commitments of a single person may be less compared to a married person. So it may not be possible for a married person to extend his/her working hours like a bachelor and still be able to achieve WLB.

Well managed firms have realized the importance of WLB in increasing the productivity of an employee. They have realized that only an employee with a peaceful mind will be able to concentrate on his/her work and to increase his/her productivity. If an employee was worried about family commitments while working, they might not be able to give full attention to duties and subsequently productivity would decrease. In other words, there is no point in asking an employee to work for overtime if they are not willing to do so due to other commitments.

Several studies have found that the implementation of good work life balance policy leads to increased affective commitment to the organisation. (Thompson et al., 1999). These policies could include childcare, flexible working hour and financial assistance which not only increase affective commitment to the organisation, but also decrease turnover among all employees. (Grover and Crooker, 1995). On the other hand, Almidani (2008) has pointed out that

"work life balance is not only about families and childcare, but also about working less. It is about working "smart" (Almidani, 2008. p.13).

With regard to Casper and Harris (2008) they found that a positive relationship with the organisation leads to commitment for both men and women when they perceive high support from the organisation. What is more, Pocock et al. (2009) mentioned that about

> *"one third of full-time employees in 2009 are of the opinion that their work frequently restricts time with family and friends. This is a more common perception for full-time women than men"* (Pocock et al. 2009, p.25).

As per role theory, employees have multiple roles in their home, society and workplace. Traditional full time employment always creates some barriers to the family and social needs of the employee. The roles of men and women are different in the family and the society and full time employment affects men and women differently. For example, a woman with an infant should concentrate more on the well being of the infant and lengthy working hours would not help her in fulfilling her commitments to her infant. What is more, Asadullah and Fernandez (2008) examined the role of work-life balance practices and jobs satisfaction in Gender Gap in the UK and they found that WLB practice has a positive relationship with job satisfaction as the females reported higher level of job satisfaction than men. Also, their results prove that having good WLB practice increase job satisfaction.

2.2 Job satisfaction:

Job satisfaction is defined as the employee's attitudes, feelings and behavior towards his/her organisation (Chen, 2008). Over a decade several researchers in different countries have studied and examined job satisfaction in some way. Also, they linked it with different factors. For example, Elton Mayo of Harvard Business School found strong evidence that people work for purposes other than pay. However, Maslow's hierarchy of need's theory linked motivation to job satisfaction. His theory explains the main five needs of people's lives needs to be satisfied which are physiological, safety, social, self-esteem and self-actualization. With regard to Edwin. of Affat Theory (1976) he found that people are different in their job satisfaction. What makes an employee very satisfied? Maybe he/she is less satisfied than another employee, it depends on their interest and position. In this particular study, the discussion will be mainly in the following five factors which influence job satisfaction: pay, promotion, supervisor style, co-workers and tasks. Differently, Frederick Herzberg described two main factors related to job satisfaction: motivation and hygiene. He also mentioned that Hygiene factors include pay, supervisory practices, aspects of company policy, and work conditions.

When employees are unclear about the tasks given to them and do not receive enough input on the job they become unhappy and dissatisfied with their work. As a result, this situation leads to a low level of job satisfaction. Furthermore, the relationship between the subordinate and their supervisor is a vital aspect in the work place. The employees can be happy and satisfied if their supervisor has a good relationship with them. Also, a very friendly, helpful and willing to communicate supervisor has high job

satisfaction themselves in addition to his/her subordinate. In addition, employees will feel more satisfied when they feel that their supervisor is taking into consideration their opinion and suggestion about work. Whereas other employees feel dissatisfied because their supervisor is not willing to communicate with them and is not listening to their suggestions.

In some cases, implementing a WLB program does not mean that all employees will have a good and satisfactory work and job, because the program might be not covering the full employees' needs, and their responsibilities towards family and work are different from others. Additionally, Todd (2004) has found that unsupportive managers, heavy workloads and corporate cultures that promote long hours of work are all contributors to the prevalence of work-life conflict (Todd, p.11). Most managers follow autocratic approaches in the workplace which prevent employees from enjoying their work life. These managers and the working conditions are mostly aimed at the wellbeing of the organisation alone. The basic needs of the employees are quite often overlooked because of the needs of the organisation. As a result, the employees feel that they are not well supported by their managers which can affect an employee's attitudes. In contrast, Allen. (2001) explained how the components of a family supportive work environment can impact employee job behaviors and attitudes.

Job satisfaction has different factors and one of the key factors is job promotion. Promotion is the progress of moving an employee from his/her current position to another higher position in the organisation hierarchy level. Employees get promoted not only because of their experience, but also because of their skills and performance. By contrast, bad attendance, exceeding vacation balance, absenteeism and poor

performance are the main limiters against promoting employees. For example, an employee who is absent most of the time and does not finish his/her tasks on time will not be promoted by their supervisors. When the employees move to a new position as they get promoted they will have new responsibilities. In some cases, the organisation sends employees to training to obtain the new skills needed for new position. In addition, promotion varies from one organisation to another with regards to benefits and privileges. For example, in some organisations a promotion is only an increase the salary and a change in the job title, whereas in other organisations it has many benefits such as car loan, house loan, flight tickets and bonus pay.

Moreover, the work tasks and responsibilities carried with promotion are different from one organisation to another. For instance, in some organisations the promoted employees will maintain the same job and responsibilities, whilst in other organisations new responsibilities and new tasks will be involved with promotion. Furthermore, in UAE organisations some of UAE nationals prefer promotion to a managerial position more than getting a salary increment, whereas expatriates tend to prefer to get promotion benefits while working in technical positions. In addition, promotion procedures and requirements are different from one organisation to another. For example, in some organisations people need to go through an interview, a technical appraisal, take an exam and find a free slot within the organisation structure. By contrast, other organisations promote employees without going through many procedures. If the employees complete a specific number of years of service in certain positions with good performance they will be promoted to the next level. As a result, job promotion will lead

to job satisfaction and when employees are satisfied about their new position, they will be more proactive and have a higher performance.

An empirical study that discussed job satisfaction and emotions (Weiss and Cropanzanos, 1996) found that a good mood is related to overall job satisfaction. In addition, positive and negative emotion was found to be related to overall job satisfaction. Similarly, Brief and Roberson (1989) found that people's mood at work was significantly related to job satisfaction.

The frame of mind of employees has an important role in controlling their performances. For instance, an employee could have had a bad night because his/her son had a car accident. As a result, this would impact on the employee's mind and keep his/her mind busy thinking of his son. On the next working day, he/she may go to work in a bad mood which could impact performance negatively. Another example of having a bad mood is when an employee has a very tough supervisor who is always shouting at them, so the employee feels insecure which causes them to perform unsatisfactorily and thus be in a bad mood. As the employee is a human with feelings and emotions, whatever the feelings or emotions he/she develops from the family or the society will be carried to the workplace as well. For example, if a husband has some problems with his wife, he will carry the negative consequences of such conflicts to the workplace as well and he may not be able to concentrate on his work properly.

> *"Workers in poorer quality jobs (with poor job security, work overloads, low levels of time and task autonomy, low flexibility and low job satisfaction) have worse work-life interference than those in better quality jobs"* (Pocock et al, 2009, p.7).

Fisher (2000) studied several hypothesized relationships between standard measures of job satisfaction and real time effect while working. She found that there are significant correlations between affect measure and job satisfaction. Additionally, she suggests that the organisation should try to improve the emotions and moods of their employees at work which may pay off in better job attitudes.

2.3 Open Office:

Nowadays, many organisations in the UAE have changed their office design and layout to increase employees' communication and improve team work between employees by having open office environment. However, there are some negative impacts of open office such as lack of privacy, noise and distractions. ome researches report some negative impacts of open office such as low privacy and low level of confidentiality of conversation (Marquradt et al. 2002 ; Sundstrom et al. 1982). These problems lead employees to feel that they have lost privacy in their telephone communication with their family which results in a poor balance between the work and family. Disturbance is the primary cause of the lack of focus which impacts negatively on productivity. Additionally, loud conversations on the telephone, conference calls and ringing phones would disturb employees from their tasks which impacts on their performance (Smith and Klein. 2008).

In addition, the number of employee involved in office work has increased. Therefore, organisations should pay more attention to the working environment and try to provide their employees with good working conditions. In addition, the number of employee involved in office work has increases organisations should pay more attention to the working environment and try to provide their employees with good working conditions. Changing the work environment to an open office environment can help in accommodating a large number of employees and offering more space. For instance, the same square footage used for one employee in a closed office, can be occupied by

four employees with office partitions. This change can create at times an unsatisfactory working environment therefore become an obstacle in achieving a work life balance.

On the other hand, open office environment makes employees to have very easy communication within the workstations and departments which accordingly assists in knowledge sharing and team work. This also will shorten the wasted time of distributing information as everyone is in the same area. For example, when an employee wants to tell his/her colleagues about very useful information to helps finishing tasks more easily, he/she just can standup and tell him/her instead of booking a conference room or going to the colleagues' office. Furthermore, managers and supervisors find it very easy to be in constant contact with employees and to track them as everyone is in a visible area. This helps in solving problems much faster as employees feel that they are able to reach their supervisor or manager quickly without having to make an appointment, enabling them to deal with problems effectively which leads to more productivity and high performance. In addition, employees gain a better understanding and involvement with the managers' work as they can get   information directly by overhearing conversations, which leads to improve overall departmental targets.

Furthermore, open office plans have economical benefits to an organisation as it saves through the square footage, real estate costs and in   energy to have one centralized area to be lit, cooled or heated. In addition, it is cost effective in furniture costs as it requires fewer furnishings, such as a chair, a desk and filing cabinet.

What is more, an open office environment helps employees to be more creative as they can easily bounce ideas off each other and brain storming. Once a new idea is

brought up by an employee other colleagues will develop it, until it has been produced and put into practice.

Maher and Hippel, (2005) found that communication and team work between employees increased as an indication of positive outcome of office change. Likewise, the open office plan has a positive impact on employees' satisfaction which is supported by (Brill et .al, 2001; Wineman, 1986). Moreover, employees have great coordination and sharing knowledge which has positive effects on productivity.(Reagans and Zuckerman, 2001; Rulke and Galaskiewicz, 2000;). What is more, O'Nill (2007) examined human resource, finance and procurement and found that workspace design could help to promote team work, which has a positive impact on business process cost and time. He also found a 5.5% decrease in business process time and cost for employees who moved from an enclosed office environment into an open plan office environment. This could be because relations between team members and social communication were increased, and they felt they could talk and communicate to anyone very easily resulting in a shorter business process. Additionally, open office helps in solving problems faster as people get together for brain storming and think of effective solutions.

In addition, the design itself of the open office workstation partition may have an impact on employee's satisfaction. For example, Yildirim, et al. (2007) found that office design and layout could impact on employees' satisfaction. They reported that employees who have higher panel workstations were more satisfied than who have lower panels. As a result, employees who were more satisfied with their jobs were also more satisfied with their office environment. (Vietch et al. 2007)

2.4 Telework /Telecommuting:

Technology has changed work life and it has so many features that can make our lives easier. Telecommuting or telework is a work arrangement that uses technology to provide people with the flexibility to work anywhere and at anytime as long as you have a computer and internet connection Asadullah and Fernández, (2008) say that flexibility in timing and being allowed to work from home has large correlations with satisfaction. Part time work, freelance work and work at home are job concepts which are rapidly establishing their importance in many societies in order to achieve better WLB. Such work systems provide immense freedom and flexibility to workers. For example, a software professional can opt for the work at home option if he/she needs more flexibility with WLB. In the current world of advanced technology, it is easy for software professionals to take work from America and complete, it staying at his home in India or China.

Implementation of telecommuting in an organisation has many advantages not only to the employees, but also the employer. For example, lower absenteeism, better moral, less stress and more schedule flexibility for the employees. On the employer side, this implementation can be attractive to many employees and lead to more productive and better employee retention. Additionally, telecommuting can save travel time and cost for meetings and conference. For example, with the high cost of gas people not only will save costs by not driving back and forth to a job every day, but also save the frustration of sitting in traffic jams.

On the other hand, telecommuting has some disadvantages. For instance, isolation of telecommuters can keep them away from the daily activities of the company

and not fully aware of the things happening in the company. In addition, employees fear that being off-site and out-of-sight will limit opportunities for organisational rewards and promotions. Also, they will lack social communication with other colleagues and friends in the company (Copper and Kurland, 2002). What is more, some home based distractions affect telecommuters when they are sitting at home with their family, like kids playing, guests visiting and other activities of the family. Furthermore, employers can see telecommuting as a negative to the company because managers find it difficult to monitor the work done by employees when they are working from home. Management recognizes that monitoring the level of work done by employees is much easier when they are in the office.

There are some companies in the world that have implemented teleworking programs to take the advantage of technology in remote locations. For example, Cisco Systems is the world's largest provider of network systems for the internet. The company believes that teleworking improves the quality of life for its workers. Hill et al. (2003) examined the influence of work venue on aspects of work and personal/family life. They found that telework enhanced business performance and enabled employees to better balance work and family life. Kossek et al. (2006) examined the use of telecommuting, job control and boundary management. They found that employees who perceived greater job control had lower turnover intentions, family-work conflict and depression.

Some researchers found that telework has positive effects on both job satisfaction and satisfaction with the work schedule. Gajendran and Harrison (2007) found that telework was connected with increased job satisfaction. In addition, Hill et al.

(1998) studied and measured the productivity of employees using telework and found a positive association between telework and performance among employees. Similarly, Kossek et al. (2006) found in their review of telework programs that supervisors' ratings of performance had improved. In addition, telework not only increased performance, but also reduced turnover. (Dex et al. 2001; Mcdonald et al. 2005). Telework is also increasing profits of companies because it encourages employees to work longer hours and achieve good results. (Meyer et al. 2001). For example, the recent Volcano chaos impacted airlines and cost millions of US Dollars because of the shutdown of the airports and cancellation of flights. However, on other hand, it has created huge profits for the video conferencing market and teleworking. People could not travel to attend meetings overseas and handle their work in person, but they could do it by using telework technology solutions. Many organisations are studying the implementation of video conferencing equipment and allowing employees to telework so that they can use the technology any time and whenever there is unpredicted future chaos.

2.5 Concluding Remark:

There are several things that could impact on the employees' satisfaction either from work or from his/her personal life. For example, good flexible working arrangements such as telecommute, flextime and job benefits can enable employees to enjoy the work and his/her personal life. What is more, females are reported to prefer to work in an organisation or workplace where they are offered work life balance benefits and when provided these benefits report a higher level of job satisfaction (Asadullah and Fernandez, 2008). As it was discussed in the literature review, job satisfaction can be influenced by many things such as open offices, telecommuting and work life balance policies. In addition, some studies have found that telecommuting increased job satisfaction (Golden and Veiga, 2005; Gajendran and Harrison, 2007).

Furthermore, people with a private office arrangement that allows them to have privacy show higher job satisfaction. Additionally, pay, promotion, supervisor style, co-workers and the job itself have a significant impact on employees' satisfaction towards their organisation. Finally, flexible time, childcare, financial support, work from home and employees retreat can not only improve and provide a better work life balance, but also increase employees commitment to the organisation.

Chapter 3: The Study Methodology

Chapter 3: The Study Methodology:

3.1 Introduction:

This chapter explains the different research options that were used in this study such as the design of the research, sample characteristics, the variables of hypotheses which will be tested, data collection and analysis. In addition this study intends to investigate the relationship between work life balance (WLB) and job satisfaction (pay, promotion, supervisor style, co-worker, job itself). Telecommuting and open office environment will be studied in regard to WLB and will be considered in term of their relationship with job satisfaction (pay, promotion, supervisor style, co-worker, job itself). Also, this study will research the relationship between different demographic and career variables. Furthermore, the study intends to examine the potential impact of the WLB, telecommuting and open office environment on job satisfaction. Job satisfaction will be considered as a dependent variable because it depends on multiple factors such as employee's salary, promotion, supervisor style, co-workers and tasks. On the other hand, WLB, telecommuting and open office will be considered as independent variables. Regression and Correlation Analysis techniques will be used to examine the relationship between the independent and dependent variables. Therefore, the questionnaires method was considered to be one appropriate method for this study in order to scan the following:-

- The employees' knowledge and thoughts about the issue
- The employees' general view of the subject
- How strongly the employees hold their views
- Degree of influence of certain factors/ elements that related to this question.

3.2 Study Sample:

Meeting, discussions and a survey were used as the main methods to collect information and analyze the problem. The data was collected from full time employees in the Oil and Gas Company based in Abu Dhabi, capital of the United Arab Emirates (U.A.E). A total number of 300 employees – from middle and bottom management – in different departments were randomly selected using emails and self-administered questionnaires. The questionnaire was attached with a letter explaining the purpose, anonymity and the confidentiality of all the information filled, and stated that the results would be strictly used for the study purposes. The participating employees were instructed to indicate the level to which they agreed with each of the statement in the survey. Nonetheless, only 65 per cent of the participants' responded, which is 195 employees and the study was based on those. The survey items were adapted from Suliman (2002) with a minor revision. The 195 collected questionnaires proceeded to the data analysis stage and were analyzed using the SPSS (Statistical Package for the Social Sciences) program. The study was focused on essential points related to work life balance and job satisfaction.

3.3 Description of the study sample

a) Demographic Characteristics:

The total sample size of 195 employees from three managerial levels (top, middle and bottom) was 118 (60.5%) males and 77(39.5%) females. A total number of 108 (55.4%) of the sample were UAE nationals, while the rest 85(43.6%) were non-nationals. The sample comprises 137(70.3%) married and 58(29.7%) unmarried. (Refer to Table (1) and figure (1)).

Table 1: Gender, Marital Status and Nationality of the sample

Demographic Characteristics		Count	Percent (%)	Total
Gender	Male	118	60.5	
	Female	77	39.5	195
Marital Status	Married	137	70.3	
	Unmarried	58	29.7	195
Nationality	UAE National	108	55.4	
	Non UAE National	87	44.6	195

Figure 1: Gender, Marital Status and Nationality of the sample
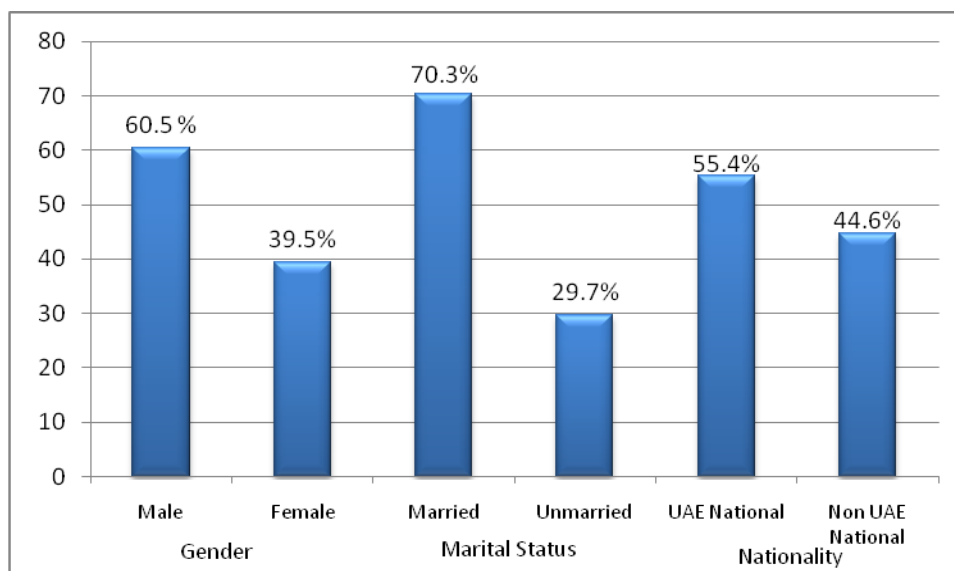
Table 2 followed by figure 2 shows the academic background for the 195 participants in the sample. The distribution of the participants' academic degrees shows almost a normal distribution with a majority 82 (42.1%) having a graduate degree followed by master or above holders (22.1%).

Table 2: Educational background of the sample

Education	Count	Percent (%)
High School	4	2.10
College Degree	39	20.0
Graduate Degree	82	42.1
High Diploma	27	13.8
Masters or Above	43	22.1
Total	195	100

Figure 2: Educational background of the sample
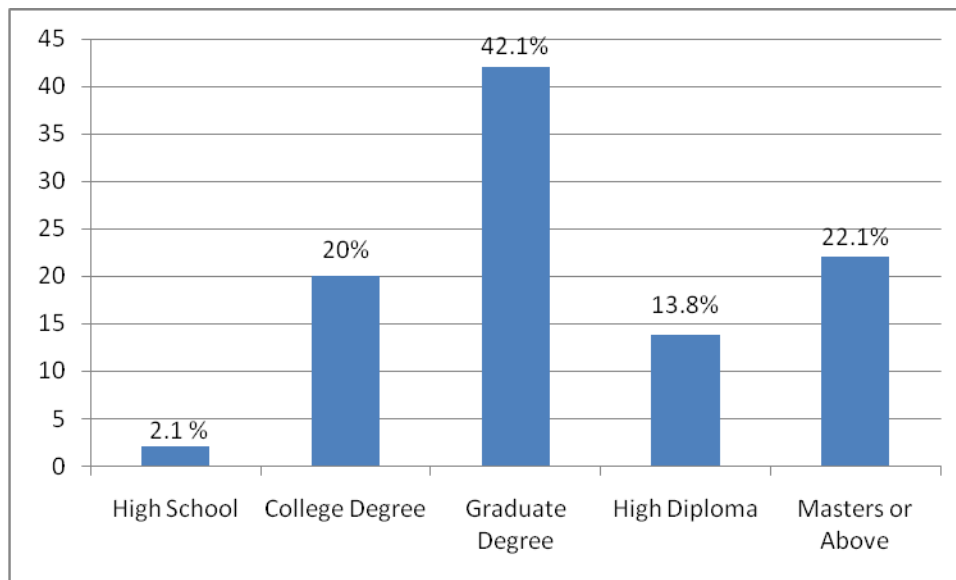
Table 3 presents the age distribution of the sample which shows that the majority of the employees in the sample are in the age of 25 – 35 years who represent 59.5% of the total respondents.

Table 3: Age Distribution of the sample

Age	Count	Percent (%)
Less Than 25	11	5.6
25 - 35	116	59.5
36 - 46	40	20.5
47 - 57	21	10.8
58 or Above	7	3.6
Total	195	100.0

Figure 3: Age Distribution of the sample
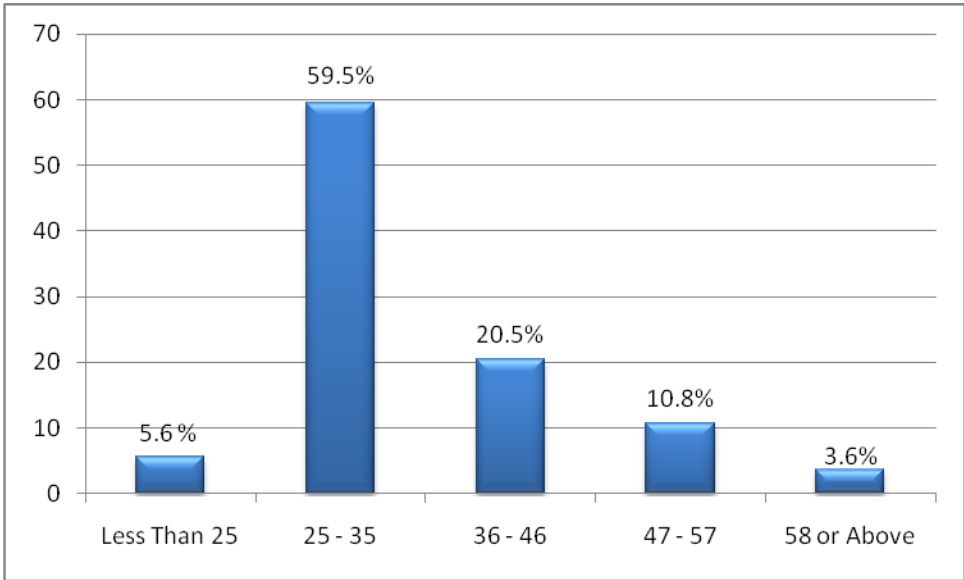
b) Career Characteristics:

As shown in Table (4), the three levels of the job status are distributed as First Level 20 (10.3%), Middle Level 140 (71.8%) and the Lower Level 35 (17.9%). Figure 4 below illustrates that the Middle level represent the majority of the sample

Table 4: Job Status of the sample

Job Status of Respondent	Count	Percent (%)
First Level	20	10.3
Middle Level	140	71.8
Lower Level	35	17.9
Total	195	100.0

Figure 4: Job Status of the sample
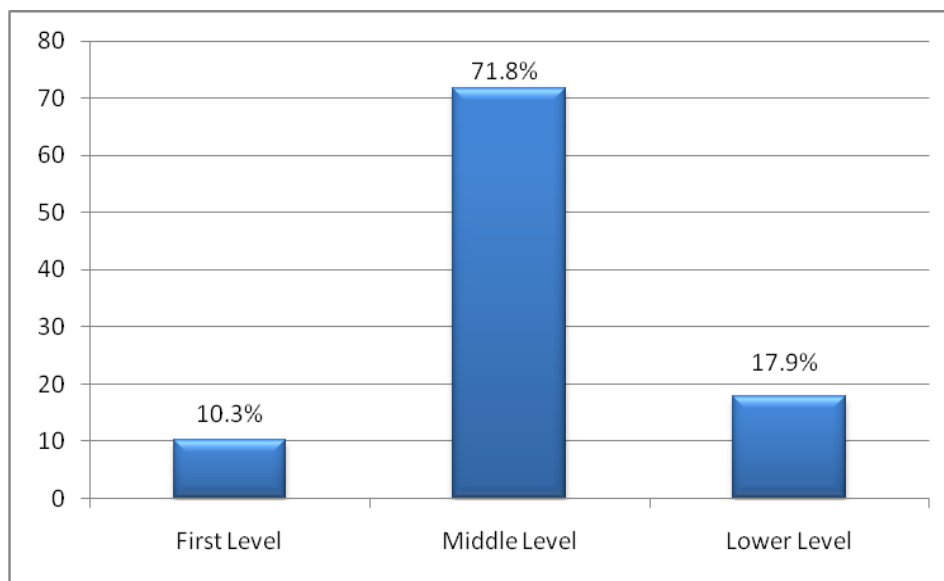
Table 5 shows the distributions of years worked in the organisation and in the current position. The table represents that the majority of the respondents (45.1%) have been working in the current organisation for 2 – 7 years while 48.7% have been working in the same position for the same time interval.

Table 5: Distributions of years worked in the organisation and in the current position

	Years Worked in Current Organisation		Years in the Same Position	
	Count	Percent (%)	Count	Percent (%)
One Year or Less	52	26.7	47	24.1
2 - 7	88	45.1	95	48.7
8 - 13	29	14.9	24	12.3
14 - 19	14	7.2	13	6.7
20 years of Above	12	6.2	16	8.2
Total	195	100.0	195	100.0

Figure 5: Distributions of years worked in the organisation and in the current position
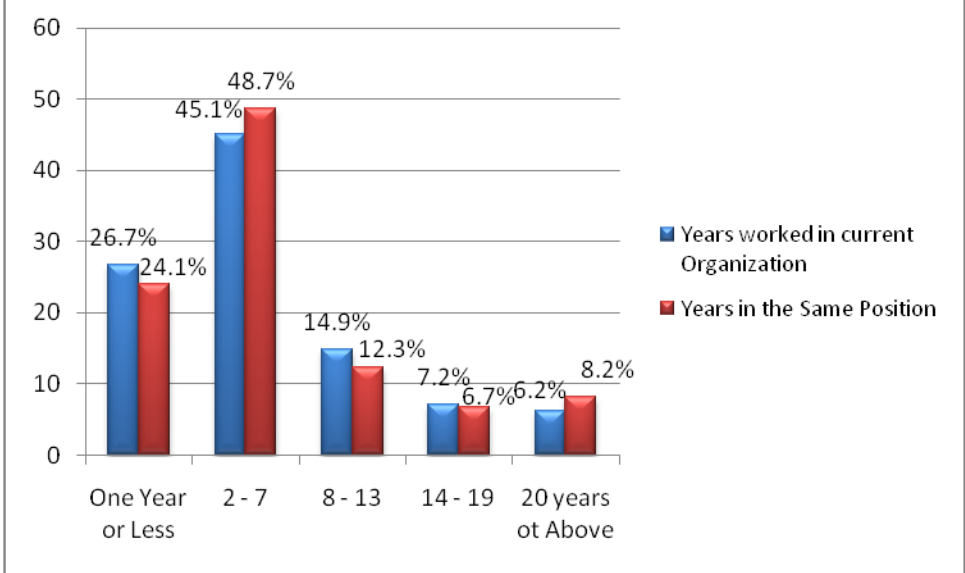
3.4 Study Variables:

The study model as presented in figure 6, assumes the following:

- The Work Life Balance (WLB), Telework/Telecommuting, Open Office Environment and Job Satisfaction are linearly correlated.
- The three independent (explanatory) variables; Work Life Balance (WLB), Telework/Telecommuting and Open Office Environment have a significant impact on job Satisfaction as a dependent variable.

Figure 6: Dependent and Independent Variables
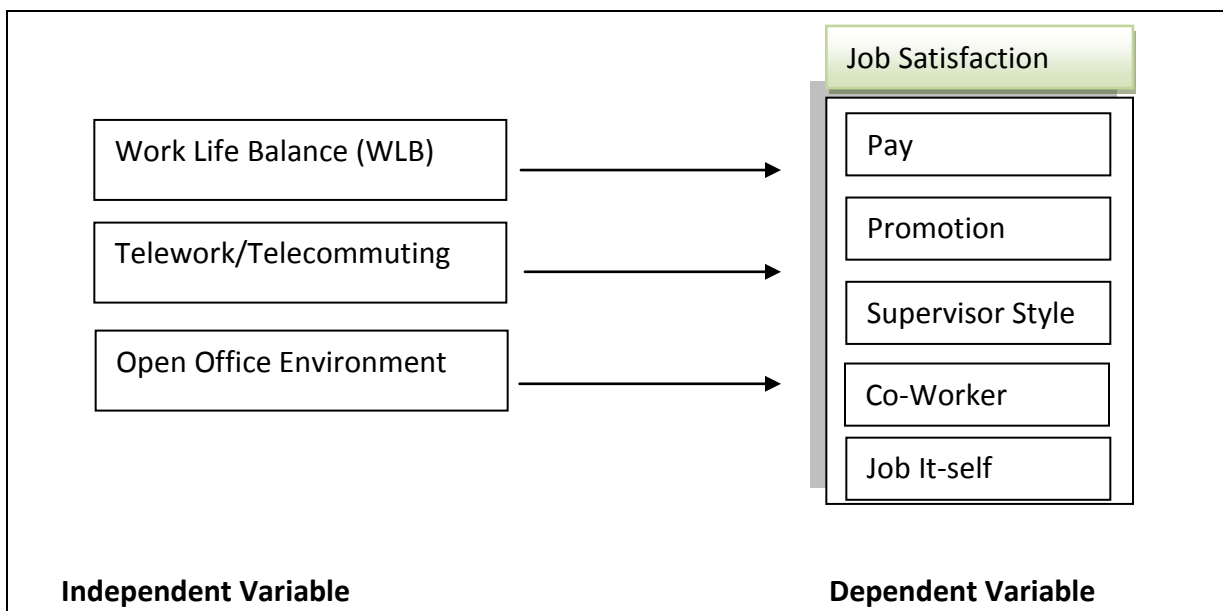
3.5 Study Measures:

The questionnaire used in this study includes 44 items which measure the four main variables included in this study. The scale using Liker's five point format. The highest scale is 5 which represent "strongly agrees" and the lowest is 1 which represents "strongly disagree". The followings represent the main variables:

Demographic and career variables: eight different scales were used to measure Gender, marital status, education, age, organisational tenure, job tenure, job status and nationality. These scales were developed by the researcher and ranged between two-point (e.g. Gender) to five-point (e.g. organisational tenure)

Work Life Balance (WLB) is how to manage your time to have enough time for your personal life and work life. This variable was measured using 11 items scale using Liker's five point format. The scale included items of work life balance.

Telework/Telecommuting is a way of communication through a computer network which can help people to work from home. This variable was measured through 5 items scale developed by the researcher and using Liker's five point format.

Open offices Environment This is a workplace arrangement to have a shared place to work with partitions that divided the place to small offices. Some of the survey items were adapted from the Longitudinal Field Study, Brennan et al. (2002) with a minor revision. It was measured using a scale of 7 items using Liker's five point format.

Job Satisfaction: This variable was measured using 21 items scale developed by Suliman (2002) using Liker's five point format. The scale included items of job satisfaction and was sub-scaled into five formats as the following:

> ❖ Pay (e.g. "chances for salary increases")
>
> ❖ Promotion (e.g. "chances for promotion")
>
> ❖ Supervisory style (e.g. " My supervisor is unfair to me")

- ❖ Co-worker (e.g. "I like the people I work with")

- ❖ Job itself (e.g. "I like doing the things I do at work")

3.6 Study Hypotheses:

This study aims to explore the relationship between work life balance, telework, open office and job satisfaction. As a result and in order to reach this aim, a variety of hypotheses have been developed. These hypotheses have been set to investigate the negative and positive relationship between work life balance and job satisfaction. The followings show the lists of the hypotheses:

H1: There is a positive relationship between work life balance and job satisfaction
H2: There is a significant relationship between telework and job satisfaction
H3: Open office environment has a positive impact on job satisfaction
H4: Open office environment significantly influences promotion.
H5: Work life balance positively correlates with telework

3.7 Study limitation:

While the current study makes important contributions to the WLB and job satisfaction

findings should also be considered with regard to limitation. First, the number of

participations was only 195, which represent the organisation as a whole. This small

sample is not preferred when running analyses such as the one used in this study which

may reduces the power of statistical analyses. The reason for the few participants'

responses to the questionnaires, could be because most of the employees were busy

with career performance appraisal and many work projects. The participants would

have been more if the management supported this study and had sent an email to staff

informing them of the study and encouraging voluntary participation.

This study included different employees from different departments; some employees who work in the Information Technology (IT) have the ability to telework while other does not. IT employees are working full time job and using telework to deal with troubleshooting calls after working hours, so it was not very accurate picture about how people want to telework.

The other limitation of this study is that it does not include employees who work in the oil off shore fields and the results might vary as their work has to be done physically in the field. As a result they will not be able to have the same work arrangements as those at Headquarter and they will have more difficulty in reaching better WLB.

The third limitation of this study could be the collection of data by using the questionnaire method. Some employees will have their own opinions and suggestions about Work Life Balance and this could be considered by using an interview method.

Chapter 4: Data analysis and results

Chapter 4: Data analysis and results

4.1 Introduction:

This chapter explains the results which were concluded from the survey using SPSS (Statistical Package for the Social Sciences). The survey is intended to help in gathering information about employees' feedback towards the organisation in terms of WLB, telecommuting, open office and job satisfaction. The results were used to examine and to provide analysis of the reliability, correlation and regressions of the collected data. Table 6 displays that some of the demographic variables have a significant relationship with the study variables.

4.2 Findings:

Data analysis was undertaken with SPSS to examine the construct validities of the scale items. Table (6) presents the characteristics of the study sample. As can be seen from this table, the majority of employees who participated in this study were males, married, educated to graduate degree and their age was from 25-35. The rate of this result represents (60.5%, 70.3%, 42.1%, and 59.5%) respectively. Furthermore, the majority of study participants had worked in the organisation for seven years or less, had two to five years' job tenure and were based in the middle level of management

Table 6: Study sample

	Gender	Marital Status	Education	Age	Organisation tenure	Job tenure	Job level	Nationality
Male	118							
Female	77							
Married		137						
Unmarried		58						
High School			4					
College Degree			39					
Graduate Degree			82					
High Diploma			27					
Masters or Above			43					
Less Than 25				11				
25 - 35				116				
36 - 46				40				
47 - 57				21				
58 or Above				7				
One Year or Less					52			
2 - 7					88			
8 - 13					29			
14 - 19					14			
20 years or Above					12			
One Year or Less						47		
2 - 7						95		
8 - 13						24		
14 - 19						13		
20 Years and Above						16		
First Level							20	
Middle Level							140	
Lower Level							35	
UAE National								110
Non UAE National								85
Total	**195**	**195**	**195**	**195**	**195**	**195**	**195**	**195**

In addition, the data was checked with reliability analysis .A reliability test was conducted in order to decide acceptable alpha values and these were estimated using Cronbach alpha coefficient. Table (7) presents the results of the reliability test and it show the alpha values for study measure which are ranged between 0.63 and 0.83. Some elements in factors which are not reliable were deleted and deselected in order to provide alpha values over .60. It can be seen from the Table (6) that the scales used in

this study are highly reliable. In addition, the Cronbach's alpha was found to be work life balance 0.67, telecommute 0.86, open office .063 , promotion factor 0.63, supervisor style factor 0.76, co-workers factor 0.71 and job factor 0.83

The final result was 9 on the item work-life-balance scale, 5 telework, 6 open office, 8 job satisfaction.

Table 7. Result of reliability test.

Reliability	Work.life.balance	Telecommute	Open.office	Promotion	SStyle	CoWorkers	Job
Cronbach's alpha	.67	.86	.63	.63	.76	.71	.83

4.3 Data Analysis:

A detailed analysis of the outcomes of the regression and correlation analysis yielded from SPSS will be discussed below. Table (8) shows the correlation coefficient between the main study variables. As can be seen, the relationship between the Work Life Balance (WLB) and Job Satisfaction was found to be (r=0.161) which means they are positively correlated. However, the most significant relationship is the one that indicates work life balance has influence on job satisfaction. The relationship between work life balance and job satisfaction was also examined using multiple regression as can be seen from Table (9).

Regression analysis has been used in order to make statistical decisions regarding the study hypothesis. The SPSS outcome includes F test that measures the overall significance of the regression model and the coefficient of determination (R^2) that measures the suitability of the model. The change in R^2 is to isolate the impact of each independent variable in the analysis and the regression coefficients. As it can be seen in Table 9 the r-value is 0.161 and it can be seen that t-Value for work life balance is 2.273 which is very significant. Given these findings from correlation and multiple regression it can be suggested that employees have high job satisfaction when they have good work life balance and thus it can be concluded that the Hypothesis 1 is accepted.

Table8: correlation coefficient between all variables

		JOBSATISFACTION	Promotion	Open.Office	Telework	Work.Life. Balance
Work.Life.Balance	Pearson Correlation	.161*	.162*	.107	.295**	1
	Sig. (2-tailed)	.024	.024	.138	.000	
	N	195	195	195	195	195
Telework	Pearson Correlation	.157*	.025	.045	1	.295**
	Sig. (2-tailed)	.028	.732	.532		.000
	N	195	195	195	195	195
Open.Office	Pearson Correlation	.206**	.322**	1	.045	.107
	Sig. (2-tailed)	.004	.000		.532	.138
	N	195	195	195	195	195
Promotion	Pearson Correlation	.680**	1	.322**	.025	.162*
	Sig. (2-tailed)	.000		.000	.732	.024
	N	195	195	195	195	195
JOBSATISFACTION	Pearson Correlation	1	.680**	.206**	.157*	.161*
	Sig. (2-tailed)		.000	.004	.028	.024
	N	195	195	195	195	195

Table 9: Regression Analysis between Job Satisfaction and Work Life Balance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.161[a]	.026	.021	7.87644

a. Predictors: (Constant), Work.Life.Balance

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	320.582	1	320.582	5.167	.024[a]
	Residual	11973.397	193	62.038		
	Total	12293.979	194			

a. Predictors: (Constant), Work.Life.Balance

b. Dependent Variable: JOBSATISFACTION

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	58.451	4.388		13.320	.000
	Work.Life.Balance	.288	.127	.161	2.273	.024

a. Dependent Variable: JOBSATISFACTION

In addition, Table (8) shows the relationship between telework and job satisfaction. This relationship was examined using correlation and multi regression. It can be seen from the Table the correlation r-Value is 0.157, meaning that the relationship is positive. It can be assumed that the more positive the perception of telework the stronger the perception of job satisfaction. This relationship was also examined using multiple regression as seen in the Table (10) the r-value is 0.157 and adjusted R2 is .020. Given

the findings for the multiple regression and correlation it can be concluded that the relationships between telework and job satisfaction is positively established.

Table 10: Regression Analysis between Telework and Job Satisfaction.

				Model Summary	
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.157[a]	.025	.020	7.88234	
a. Predictors: (Constant), Telework					

		ANOVA[b]				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	302.648	1	302.648	4.871	.028[a]
	Residual	11991.331	193	62.131		
	Total	12293.979	194			
a. Predictors: (Constant), Telework						
b. Dependent Variable: JOBSATISFACTION						

		Coefficients[a]				
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	64.440	1.857		34.706	.000
	Telework	.241	.109	.157	2.207	.028
a. Dependent Variable: JOBSATISFACTION						

In order to test the hypothesis that the open office environment has a significant influence on job satisfaction it was regressed against job satisfaction and the results are

presented in Table (11). The coefficient shows that open office explained 43 percent of all variation existing in the job satisfaction. The regression coefficient of open office is 0.373 with a standard error of 0.127 and p–value of 0.004 which reflects that this variable has an impact on job satisfaction and is highly significant (p-value < 0001). Given these results, it can be concluded that open office environment influences job satisfaction and have a positive relationship which supports Hypothesis 3.

Table 11 Regression Analysis between Open Office and Job Satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.206[a]	.043	.038	7.80936

a. Predictors: (Constant), Open.Office

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	523.670	1	523.670	8.587	.004[a]
	Residual	11770.310	193	60.986		
	Total	12293.979	194			

a. Predictors: (Constant), Open.Office

b. Dependent Variable: JOBSATISFACTION

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	59.850	2.952		20.274	.000
	Open.Office	.373	.127	.206	2.930	.004

a. Dependent Variable: JOBSATISFACTION

In order to examine the potential impact of open office on promotion, the formal variable was regressed against the promotion. The summary of regression results is showed in Table (12). The R^2 value shows a10.4% of variation in promotion. The significant (p-value= .000) indicates that promotion is significantly influenced by the open office environment. In addition, the Analysis of variance (ANOVA) results showed that the regression model with open office and promotion were significant with F-value = 0.000. The amount of change in the value of R^2 (.099) indicates that an open office has an influence on the promotion. Considering this results, it can be proposed that Hypothesis 4 is supported.

Table 12 Regression Analysis between Open Office and Job Promotion

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.322[a]	.104	.099	2.96253

a. Predictors: (Constant), Open.Office

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	196.035	1	196.035	22.336	.000[a]
	Residual	1693.883	193	8.777		
	Total	1889.918	194			

a. Predictors: (Constant), Open.Office

b. Dependent Variable: Promotion

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	6.516	1.120		5.818	.000
	Open.Office	.228	.048	.322	4.726	.000

a. Dependent Variable: Promotion

Furthermore, the relationship between telework and work life balance was examined using correlation and multi regression. It can be seen from Table (8) the correlation r-value is .295 which is significant at 0.05. Given this it is established that the relationship is positive. It can be assumed therefore that the more positive a perception of telework the more positive a perception of Work life balance. This relationship was also examined using multiple regression as can be seen in the Table (13). The F test

showed a significant model (p-value <0.001) and the coefficient of R2 is .087. This finding indicates that there is a significant influence by telework on work life balance. The conclusion is that employees have a better work life balance when they use telework. This results support the Hypothesis 5.

Table 13: Regression Analysis between Telework and Work Life Balance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.295[a]	.087	.082	4.27563
a. Predictors: (Constant), Telework				

ANOVA[b]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	335.748	1	335.748	18.366	.000[a]
Residual	3528.232	193	18.281		
Total	3863.979	194			
a. Predictors: (Constant), Telework					
b. Dependent Variable: Work.Life.Balance					

Coefficients[a]		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	30.232	1.007		30.017	.000
	Telework	.253	.059	.295	4.286	.000
a. Dependent Variable: Work.Life.Balance						

Chapter 5: Discussion of the findings

Chapter 5: Discussion of the findings:

5.1 Introduction:

The aim of the research is to explore the relationships between work life balance, open office, telework and job satisfaction in the Oil and Gas Organisation in the UAE and to develop associated theories. As can be seen in Table (8) the figures show the overall correlation of job satisfaction with work life balance, telework, open office and promotion for the complete sample. It is clear from the results that there is a significant correlation between the main variables. This shows that the more work life balance arrangements are instituted the more productive employees are the more they are able to achieve job satisfaction. Findings support the study's hypothesis 1 *"There is a positive relationship between work life balance and job satisfaction"*. The organisation should have work arrangements that help employees have flexible in timing and the ability to spend more time with their families. As a result, these arrangements lead to higher level of job satisfaction. For example, a WLB policy could include flexible time, childcare, care of the elderly and the ability to work from home. These arrangements have a significant positive relationship with job satisfaction. The more flexibility employees have, the more satisfied they are. Men and women seek for jobs that offer better WLB policies which make them happier and they report high job satisfaction (Pezzini, 2005; Bender et al. 2005). Similarly, Booth and Van Ours (2008) found that WLB practices such as part time jobs for those with family responsibilities make employees happier and satisfied as they can handle family matters as well as their working life. Moreover, shorter working hours are preferred by employees as associated

with good work life balance. On the other hand, most people in different organisations are working longer than they prefer and this is associated with poorer work life interface. As a result, this could have a negative impact on job satisfaction. People want flexibility for a variety of reasons. For example, women may want to stay with their child while they are in the office, so have needs for childcare arrangements.

What is more, Siemens one of the largest engineering companies in Europe found that when employees have good WLB arrangements, they are encouraged to perform better which in turn increases the company's profits. Siemens provide their staff with services that support them to have time with their families such as flexi-time, healthcare, a sports canter and entertainment center for kids that makes them feel at home. This WLB program is not only in Europe, but also in Siemens's offices around the world.

On the other hand, employees in the UAE are seeking for different kind of flexibility, while part time work is more commonly sought in other foreign countries. Sometimes people think of their family when they are at work and this keeps their mind busy which could impact on their performance. This can be seen more for married employees and those who have children. In some organisations they implement childcare programs where kids are in a place close to the organisation and when the employees wants to see them they can reach them very easily. This implementation of WLB policy provides employees with high levels of job satisfaction and leads to high performance.

Telework and job satisfaction:

Table 10 shows the regression analysis of telework against job satisfaction. The results indicate a positive and significant correlation between telework and job satisfaction, as the Hypothesis 2 predicted "*There is a significant relationship between Telework and job satisfaction*". When employees telecommute feel more satisfied with their job. This arrangement provides employees more flexibility with their time which impacts positively on job satisfaction. In addition, a low level of telework has a low level of satisfaction as well.

So employees prefer to use telework as a work arrangement provided by their organisation to let them have the freedom of working from home or anywhere else instead of being at the office all the time. People feel that using telework will give them more time with their family and other social activities. Furthermore, the use of telework will not only save their time on driving to the organisation, but also will save cost of fuel and transportation. For instance, an employee living 80 KM away from their organisation might take around 1 hour to reach work and sometimes longer because of traffic jams, which impacts on stress levels. Alternatively, by using telework this employee will save a lot of time and stress. In addition, research found that telework increases job satisfaction, because of reducing the wasted time (Hill et al. 1998; Bailey et al., 2002).

In addition, some studies support the premise that the more employees use telework or telecommute, the more satisfied they are (Pinsonneault and Boisverts, 2001; Virick et al. 2010). Differently, other research shows that telework has no significant relationship with job satisfaction (Kruat, 1989)

The use of telework/telecommute should not be a daily basis arrangement, or full-time solution because employees should also have to be at work where they can have face to face meetings and discussions about the work and projects. The telework flexibility arrangement could be very successful if implemented on a basis of a short week. For example, in each division and team the employees should discuss with their managers about agreeing one day a week in which to telework or they can arrange between them how many employees telecommute each week. By having a proper plan and work distribution between the employees, they will not only have a better WLB, but also a high level of job satisfaction.

Open office and job satisfaction:

Table 12 shows the regression analysis of open office against job satisfaction. The results indicate a positive and significant correlation between open office and job satisfaction, as the Hypothesis 3 predicted *"Open office environment has a positive impact on job satisfaction".* The data from this study shows that an open office environment leads to job satisfaction. The explanation of this might be because of the increases in collaboration and communication between the employees which helps them in achieving higher job satisfaction. This is also supported by (Allen and Gerstberger, 1973; Ives and Ferdinands , 1974). In addition, an open office environment helps reduce absenteeism which has an impact on production and performance. When employees are working in open office they feel that they are satisfied with their job and this lead them to have higher performance. By contrast, employees feel stressed because of the open office which could impact on their job satisfaction. This was

supported by Veitch et al. (2007) who wrote the stress of open office this leading to an unsatisfactory work place which affects on job satisfaction negatively. On the other hand Crouch and Nimran (1989) found that friendliness of senior managers with their subordinates is increased in the open office environment. This relationship between the senior managers and employees could have an effective influence on employees' satisfaction. Moreover, friendliness encourage gathering and meeting with employees which helps improve information exchange and knowledge sharing including task-related cases. This interaction could have direct influence on employees in a positive way and help them handle tasks more easily. As a result an open office leads to a friendly and more collaborative environment which positively impacts job satisfaction.

Open office and promotion:

The correlation and regression results from Tables (9) and (13) show a surprising and interesting relationship. This study explores the relation between open office and promotion. The results show that an open office environment leads employees to get promoted.   A possible explanation for this relationship could be because of the cooperation, collaboration and communication between all employees. Furthermore, the open offices encourage employees to have high drive, high enjoyment, be proactive and have high performance which more likely leads to get promotion. As a result, this makes a friendly environment in the organisation which helps people to have good co-workers sharing the place together and encourage team work. In addition, people exchange and share information about work. This could help them to understand others work and know what is going on cutting edge technology. For example, in the Information

Technology (IT) Department, an employee found very useful software that can do automatic deployment of any PC's application. This software helped him to do a multi and automat installation for each user in the organisation for different applications instead of doing it manually. He shared this software and information with other colleagues and through that adds value not only to the organisation, but also to everyone in his department. As a result, this solution saved time and money for the organisation and the employee may be promoted because of achieving a proactive task in a short time. Furthermore, in some departments the setup of the open space office is different, for example where they have different sections sharing the same floor. This setup helps employees to have a chance to know and learn about others jobs and may be some employees are more interested in others work than their work. This could lead them to ask for the job which they want. As a result, if someone is interested in other work and has good experience, he/she can ask for promotion to get that job and position. In addition, the open office environment helps managers and supervisors to see his/her subordinates sitting in the office and being visible. This could help employees who are most of the time visible and doing good work at their office be promoted. Moreover, an open office encourage the organisation to have transparency to keep up employees moral and help the organisation to present have a good image to other organisations. In addition, the open office environment encourages conversation about creative ideas and it becomes easy share ideas with each other. This helps employees to be creative and potentially introduce something new to the organisation and get promotion for that.

Telework and Work Life Balance (WLB):

This study shows that there is a positive influence on WLB by telework as shown in Table (13), but Hill et al. (2003) found that telework had a neutral influence on WLB. Similarly, Kuralnd and Bailey (1999) found that people who are telework have more difficulty in having work life balance than who do not telework.

The results of this study shows that employees would like to use telework and believe this has a positive impact on their work life balance. These results are consistent with those of other studies and supported by (Hill et al, 1998; Kurland and Bailey, 1999). What is more, the data from this study has shown that telework associated with greater WLB. This results also supported by Hill et al. (2003) as they found the same relationship. In addition, using telework as a work arrangement will provide more flexibility for the employees and to stay with their families. This helps them to reach greater work and personal/family life balance and enhance their home relationship. (Kossek, 2001; Sullivan and Lewis, 2001; Hill et al. 1996; Hill et al. 2003). One explanation may be because of saving time and money on transportation or traveling going and back from the work place. All this enables employees to do multiple different things at the same time for both home and work. The organisation will benefit from implementing telework policy and related technology because this arrangement could reduce expenses. In some instances, it will save the cost of hiring new employees which would require interviews, and add cost to the organisation during the period of the learning of the new employees (Apgar, 1998; Kossek, 2001). For example, one expatriate employee had an emergency matter that required her to travel back home with her husband and was away for six months. She was handling and working on a

critical project which required that she finish and achieve the target within five months. The organisation understood her situation and instead of hiring new employee or consultant which would have cost a lot and maybe risk the project not being handled. The organisation decided to give her a laptop with all configurations and let her work remotely as a telework arrangement from her home country.

5.2 Concluding Remarks

The results from this chapter clearly shows the relationship between the main study hypotheses that Work Life Balance is significantly and strongly correlated with telework, open office and job satisfaction. In addition, the results support all hypotheses with a minor different in demographic and career variables of the sample.

Chapter 6: Conclusions and Recommendations

Chapter 6: Conclusions and Recommendations

Many changes in the life and organisation have led to rapid increase in the work and responsibilities. Work Life Balance (WLB) has become one of the most important policies to employees and to organisations. It includes different arrangements that assist employees to have better life and help the organisations to be more competitive.

As discussed in this research along with the findings and the situation of the organisation environment, some conclusions and recommendations can be mentions as follows.

6.1 Conclusion:

The aim of the research is to explore the relationships between work life balance, open office, telework and job satisfaction in the Oil and Gas Organisation in the UAE and to develop associated theories. In order to achieve this aim different methods were used to gather the information and later on to analysis them and get results. The results of this study show that all main study variables were positively related to each other. As the results show the work life balance has many benefits for an organisation such as the fact that when employees are be more satisfied with their job, they will have more commitment and higher productivity. The more an organisation provides and supports their employees in having good WLB the more satisfied they are which leads the organisation to provide good services or products to the public. People will be able to deal effectively with commitments not only at work , but also at home, because implementing good WLB policy will lead them to have time to balance work and home matters effectively. In addition, employees should have the right to choose the work or

the job in which they are interested. This will lead and help them to achieve the organisation's goal as well as their own career path. The organisation could help their employees in finding their interest, skills and experience in the field which would allow the organisation to provide better services or products. This will help the employees to be more proactive, have high performance and job satisfaction. Furthermore, people should think positively and have good attitude to the working arrangements that lead them gain good balance.

In some cases, few employees feel that open office environment leads them to be unsatisfied about the working environment, because of the lack of privacy and distractions. Privacy should be considered in the open office environment as it has a bad influence on the employees and they feel unsatisfied about it. In addition, employees have a need for privacy when they are talking to their families by phone. Therefore, home life has a major influence on employees' work and performance. When the employees feel that the organisation does not offer them a place to have privacy in conversations with their families they will be unsatisfied and not concentrating at work. The study results will help other organisations to implement the open office environment and help employees to be more collaborative and effective when they exchange information which will in turn lead them to satisfy and get promotion. What is more, while people in other organisations may prefer to work in closed office as they feel that they have more privacy, this may be lead them to be isolated from other colleagues and not have a very friendly environment.

Moreover, in some organisation individuals quit their job because of the organisation WLB issues. Health care solutions and a sport center can help employees to be procreative and keep workplace healthier.

The implementation of new WLB polices or programs could add more initial costs to the organisation, but there will be financial benefits in the long term as the arrangements will increase productively and performance.

6.2 Recommendations:

Based on the findings and discussions, some recommendations could be mentioned here.

Organisations in the UAE should develop new kinds of WLB programs that involve the benefits for the employees and employer to have a more satisfying job and to help employees to reduce work-life conflict. The new programs or policies must be consistent with the business goal of the organisation to create high standard organisation in productivity and outcomes to be more competitive with other organisations. Other organisations should implement the open office and encourage communication and collaboration to create more proactive employees to encourage them to share knowledge, have high performance and be creative in solving the problems all of which help them to gain promotion. In addition, WLB policies should be known by all employees in the organisation and should be published somewhere that can be reached very easily. What is more, regular gatherings with employees and managers or going somewhere for the team building activities would help employees to have a very positive relationship with each other and this could lead to a friendly environment which will increase employees' commitment.

Furthermore, the organisation should have a family day gathering when all employees with their families share some activities together. What is more, organisation could consider giving employees a half working day on Thursday, so employees can leave to go home earlier to have more time if they want to go somewhere or travel with their families at the weekend.

In addition, telework would be a very useful arrangement as it shows in the results it has positive impact on WLB and job satisfaction. As a result, the organisation should offer their employees not only the IT staff, telework arrangement once a week. So if some employees have something urgent and important to do with their family, he/she can continue their work later from home using telework.

In addition, telework would be a very useful arrangement as it shows in the results it has positive impact on WLB and job satisfaction. As a result, the organisation should offer their employees not only the IT staff, telework arrangement once a week. So if some employees have something urgent and important to do with their family, he/she can continue their work later from home using telework. In addition, telework arrangement could be provided for those employees who are looking for part time job or who would like to work a broad from his/her country or those who are family committed and needs to work at home sometimes. By telework arrangement the organisation can achieve its goals and objectives and have economical benefits as it saves in office space. In addition, providing telework will not only raise productivity but also save fuel, decrease transportation pollution, reduce traffic jams and cut household expenses.

What is more, employees should know how to manage their time. They should find out how many hours they spend at work and at home with their children and family. In addition, they should outline their daily life activities from the morning till night so that they can track the time effectively. This exercise will help them to find out if they are working more than they should, or spending too little time with their families. Once employees come up with results, they should set goals in their daily life and try to be focused on that which needs to be done at wok before leave to home and therefore have a better relationship with the family. By achieving a better WLB, employees as well as organisations will benefit from this. As a result, it leads to have more value in life, increase performance, improve relationships with family and friends, increase productivity, improve morale, increase commitment and reduces stress. Furthermore, organisations should understand that employees' performance is likely to be influenced by their personal life and family life which in turn impacts on their productivity. Organisations need to understand the employees' needs in order to offer them valuable work arrangements that help them to reduce conflict and its negative influence on their work and life.

In some cases where employees have work and they are required to stay longer for overtime, the organisation should offer them lunch or takeout meals, or if they do not have car, the organisation should offer free transportation for them.

What is more, the organisation could launch an open kids' center where the employees' kids can go and play. Furthermore, the organisation could coordinate with different facilities that help employees to fulfill their normal life needs in the workplace such as bank, grocery store, training center and car wash. Additionally, the organisation could

delegate someone to take care of employees' requirements with other governmental responsibilities such as Traffic Department, Ministry of Labor and Workers and Immigration Department These facilities will help employees to finish their other responsibilities outside the workplace instead of going himself/herself to that place which could take a lot of time. In addition, a sports center for fitness to keep the employees healthy could be an important arrangement to keep them in a good shape. Moreover, the organisation could have a psychologist in the healthcare center who can help employees with family's issues, stress or anxiety to overcome these problems.

6.3 Future Research:

This research will serve as a base for future research and throws up different questions in need of more investigation. This study examined and investigated the effects of Work Life Balance (WLB) on job satisfaction, as well as explored the relationship between the Telework, Open Office and job satisfaction.

Some suggestions could be done to explore and investigate interesting related topics. For example, further research could extend the findings from this study by examining more variables that could have influence on the relationship between work life balance and job satisfaction, such as trust and honest. What is more, continued the study about the impact of housemaids or nannies on child rearing and how it influence on family's life would be valuable. In addition, an interesting topic could be about the boundaries of WLB and where they could impact negatively on job satisfaction and how it influences with job satisfaction.

Additional research should study the influence of office economics on the employee satisfaction and how the new technology of computers can influence reaching better WLB. For instance, a new technology is to have virtualized working environments which help to make work more effective, easier and accurate.

In addition, research should examine and investigate employees' attitude and behavior with technology and telework. What is more, investigate the difficulties associated with implementing of telework technology. For example, sometimes management resists and prevents implementing such arrangements because they feel that they lose control over their employees. In addition, a new perspective is to study the cultural and environmental variables that could have influence on WLB such as the life-style and behaviors in different cultures and nationals. The results might be different towards WLB for the UAE nationals and Non-UAE nationals. This might be because for the most of the UAE nationals are living with their families and have many responsibilities towards them. Whereas for non-UAE nationals, many are sharing the living space with others and have left their families back in their home country. It would be interesting to assess the effects of different nationalities and how they relate with WLB.

Moreover, a research is needed to study the implementation of WLB policies and telework overtime. Also, compare the results before and after implementation towards job satisfaction. In addition, more research is needed to measure the performance of teleworkers/telecommuters and how to evaluate their work.

What is more, married women who are not working and who are currently staying at home with their children could be considered in the future research as it might have

influence on their spouses in reaching balance. A future study investigating the influence of WLB to recruitment and retention would be very interesting.

Reference:

Asadullah,N, & Fernandez, R. (2008). "Work-Life Balance Practices and the Gender Gap in Job Satisfaction in the UK: Evidence from Matched Employer-Employee Data." IZA Discussion Paper 3582. Bonn, Germany: Institute for the Study of Labor (IZA).

Apgar, M. (1998). The alternative workplace: Changing where and how people work. *Harvard Business Review, May-June,* 121-136.

Allen, T. & Peter G.. (1973). A Field Experiment to Improve communications in a Product Engineering Department: The Non-Territorial Office. Human Factors 15, no. 5:487-98.

Allen, D. (2001). Family-Supportive Work Environments: The Role of Organisational Perceptions. *Journal of Vocational Behavior 58,414-435*

Almidani, H. (2008). "Managing Work-Life Balance In a Syrian Context". MBA III Professional Thesis, The Higher Institute of Business Administration (HIBA)

Bender, K, Susan M.& John S. (2005). "Job satisfaction and gender segregation", *Oxford Economic Papers*, vol. 57(3), pp. 479-496.

Booth, L. & Jan O. (2008) "Job Satisfaction and Family Happiness: The Part-Time Work Puzzle" *The Economic Journal* 118 (526), F77–F99

Bailey, E. & Kurland, B. (2002) 'A review of telework research: findings, new directions, and lessons for the study of modern work', *Journal of Organisational Behavior*, Vol. 23, Jossey-Bass, A Registered Trademark of Wiley Periodicals, Inc., A Wiley Company, pp. 383-400.

Bloom, N, Krestschmer,T & Van, J. (2006). "Work-Life Balance, Management Practices and Productivity". Centre for economic performance. The London School of Economics and Political Science Houghton Street London WC2A 2AE.

Brennan, A., Chugh, S. & Kline, T. (2002). Traditional versus open office design: A longitudinal Field Study, *Journal of Environment andBehavior*,. 34, 3, 279-299,

Brief, P. & Roberson, 1. (1989). Job attitude organisation: An exploratory study. *Journal of Applied Social Psychology,* 19,717-727.

Brill, M.,Weidemann, S., Alard, L., Olson, J., & Keable, E. (2001) *Disproving widespread myths about workplace design*. Jasper, IN: Kimball International.

Crouch, A., & Nimran, U. (1989). Office Design and the Behavior of Senior Managers, Human Relations,; 42; 139-155.

Copper, D. & Kurland, B (2002). Telecommuting, professional isolation, and employee development in public and private organisations. *Journal of organisational behavior, 23, 511-532.*

Chen, H. (2008), "Job satisfaction among information system (IS) personel", Computers in Human Behavior, 24: 105-118.

Dex, S., Smith, C. & Winter, S. (2001). Effects of family-friendly policies on business performance (Working Paper No. 22). Cambridge: University of Cambridge, Judge Institute of Management.

Edwards, A, Laar, D. V. Easton, S & Kinman,G. (2009). The Work-related Quality of Life Scale for Higher Education Employees, *Quality in Higher Education, 15, 3,*

Fisher, D (2000). Mood and emotion while working: missing pieces of job satisfaction, *Journal of Organisational Behavior, 21, 185-202.*

Gajendran, S., & Harrison, A. (2007). The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. Journal of Applied Psychology, 92(6), 1524−1541.

Golden, Timothy D., & John, V. (2005). "The Impact of Extent of Telecommuting on Job Satisfaction: Resolving Inconsistent Findings." *Journal of Management* 13(2):301-318.

Greenhaus, H , Collines, M, & Shaw, D. (2003). The relation between work-family balance and quality of life. Journal of Vocational Behavior,63, 510-531

Grover, L., & Crooker, J. (1995). Who appreciates family-responsive human resource policies: The impact of family-friendly policies on the organisational attachment of parents and non-parents. Personnel Psychology, 48, 271−288.

Herzberg, F., Maunser, B., & Snyderman, B. (1959), *The Motivation to Work*, John Wiley and Sons Inc., New York, NY.,

Hill, J., Hawkins, J., Ferris, M., & Weitzman, M. (2001). Finding an extra day a week: The positive effect of job flexibility on work and family life balance. Family Relations, 50(1), 49−58.

Hill, J., Ferris, M. & Martinson, V. (2003) 'Does it matter where you work? a comparison of how three work venues (traditional office, virtual office, and home office) influence aspects of work and personal/family life', *Journal of Vocational Behavior*, Vol. 63, No. 2, pp. 220-241.

Ives, S. & Ferdinands, R. (1974). Working in a Landscaped Office. Personnel Practice Bulletin,no. 30: 126-41.

Kossek, E., Lautsch, A., & Eaton, C. (2006). Telecommuting, control, and boundary management: Correlates of policy use and practice, job control, and workfamily effectiveness. Journal of Vocational Behavior, 68(2), 347−367

Kraut R. (1989). Telecommuting: the trade-offs of home work. *Journal of Communication* 39: 19-47.

Locke, A. (1976), "The nature and causes of job satisfaction", in Dunnette, M.D. (Eds),*Handbook of Industrial and Organisational Psychology*, Rand McNally, Chicago, IL, pp.1297-349

Maher, A. & Hippel, C. (2005). Individual Differences in Employee Reactions to Open-Plan Offices, *Journal of Environmental Psychology*, 25, 5, 219-229,

Manfredi, S, & Holliday, M.(2004). "Work-Life Balance:An audit of staff experience at Oxford Brookes University". The Centre for Diversity Policy Research, Oxford Brookes University Wheatley Campus, Oxon. OX33 1HX

Marquradt, G, Veitch, A. & Charles, E (2002). Environmental Satisfaction with Open

plan Office Furniture Design and Layout. *Institute for Research in Construction, Internal Report*

No. IRC-RR-106

Mcdonald, P., Guthrie, D., Bradley, L., & Shakespeare-Finch, J. (2005). Investigating work-family policy aims and employee experiences. Employee Relations, 27(5), 478−494.

Meyer, S., Mukerjee, S., & Sestero, A. (2001). Work-life benefits: Which ones maximize profits? Journal of Managerial Issues, 13(1), 28−44.

O'Neill, M .(2007). Measuring Workplace Performance, 2nd Ed. Taylor and Francis, New York, NY

Pezzini, S.(2005) "The Effect of Women's Rights on Women's Welfare: Evidence from a Natural Experiment" The Economic Journal 115, C208-C227.

Pinsonneault, A., Boisvert, M. (2001), "The impacts of telecommuting on organisations and individuals", in Johnson, N. (Eds),*The Telecommuting and Virtual Offices: Issues and Opportunities*, Idea Group Publishing, Hershey, PA, .

Pocock, B, Natalie, S, & Reina , I. (2009). Work, Life, Workplace Flexibility. The Australian Work and Life Index 2009. University of South Australia

Reagans, R., & Zuckerman, W. (2001). Networks, diversity and productivity: The social capital of corporate R&D teams. *Organisational Science*, *12*(4), 502-517.

Rulke, L., & Galaskiewicz, J. (2000). Distribution of knowledge, group network structure and group performance. *Management Science*, *46*(5), 612-625.

Shipton, H, West, A, Parkes ,C & Dawson, F. (2004). "AGGREGATE JOB SATISFACTION, HRM AND ORGANISATIONAL INNOVATION". Aston Business School. Aston University. Birmingham B4 7ET, UK.

Smith-Jackson, T, & Klein, W. (2008). Open-plan offices: Task performance and mental workload. *Journal of environmental Psychology,* 29, 2, 279-289

Suliman, A (2002). The role of organisational climate in shaping organisational conflict, *working paper, British Academy of Management, Cardiff Business School*

Sundstrom E, Burt, E & Kamp, D (1980). Privacy at work: Architectural correlates of job satisfaction and job performance, *Academy of Management Journal,* 23 pp. 101–117

Sullivan, C., & Lewis, S. (2001). Home-based telework, gender, and the synchronization of work and family: Perspectives of teleworkers and their co-residents. *Gender, Work and Organisations,*

8(2). 123-145.

Thompson, A, Beauvais ,L, & Lyness, S. (1999). When work-life benefits are not enough: The influence of work-life culture on benefit utilization, organisational attachment, and work-life conflict. Journal of Vocational Behavior, 54, 392−415.

Todd, S. (2004). "Improving Work-Life Balance – What Are Other Countries Doing?". Labour Program Human Resources and Skills Development Canada

Veitch, J. Charles, K, Farley K. & Newsham, G. (2007). A model of satisfaction with open-plan office conditions: COPE field findings. *Journal of Environmental Psychology*, Vol. 27, No. 3, pages 177-189,.

Virick, M., Dasilva, N., & Arrington, K. (2010). *Moderators of the curvilinear relation between extent of telecommuting and job and life satisfaction: The role of performance outcome orientation and worker type. Human Relations, , 63 , 1,137-154*

Weiss, M., & Cropanzano, R. (1996). An affective events approach to job satisfaction. In Staw, B & Cummings, D (Eds.), *Research in organisational behavior* (Vol. 18, pp. 1-74). Greenwich, CT: JAI Press.

Wineman, D (1982). Office Design and Evaluation: An Overview. *Environment and Behavior, 14, 271–298.*

Wood, J., & de Menezes, L. (2008). Family-friendly management, organisational performance and social legitimacy. Mimeo, Sheffield: Institute of Work Psychology : University of Sheffield.

Yildirim, K., Akalin-Baskaya, A. & Celebi, M.(2007). The effects of window proximity, partition height, and gender on perceptions of open-plan offices. *Journal of Environmental Psychology*, 27, 2, 154-165,

Bibliography:

Family and work institute: **http://familiesandwork.org/**

Job Satisfaction: http://en.wikipedia.org/wiki/Job_satisfaction

Duxbury Linda & Higgins Chris.2001. "Work-Life Balance in the New Millennium: Where

Are We? Where Do We Need to Go?". CPRN DISCUSSION PAPER

http://www.cprn.org

Work Life Balance – Siemens AG

http://www.siemens.com/sustainability/en/employees/work_life_integration.htm

Appendix A: The Questionnaire

QUESTIONNAIRE	اســتـبـيــان
Dear Sir/ Madam, This questionnaire gives you the opportunity to express your views on a wide range of issues related to the work conditions. Please note that there is no right or wrong answer. The questionnaire will be used to collect the primary data needed for a research study. Therefore, we seek your assistance to be as open, fair, honest as possible as you can in your responses. The researcher assures you that no individuals will be identified from their responses and there are no requests for confidential information included in the questionnaire. The results of the analysis will be strictly used by the researcher for study purposes **only.** The questionnaire comprises five parts: 1. General information 2. work-life-balance 3. Telecommuting 4. Open Offices Environment 5. Job Satisfaction Thank you **Researcher**	**سيدي/سيدتي** إن هذا الاستبيان يعطيك الفرصة لعرض وجهة نظرك لمجموعة من المواضيع تتعلق بأجواء العمل. الرجاء ملاحظة أنه ليس هناك إجابة خاطئة أو صحيحة. سيتم استخدام هذا الاستبيان لجمع البيانات الأولية لعمل دراسة بحثية. بناء عليه نطلب مساعدتكم في الإجابة على الأسئلة بكل وضوح وحرية وصدق وأمانة قدر المستطاع. يؤكد لكم الباحث بأنه لن يتم التعريف أو الإشارة إلى الأفراد من خلال الإجابات المقدمة ولن يكون هناك أية إجابات تستوجب السرية يتضمنها الاستبيان. سيتم استخدام نتائج التحليل من قبل الباحث لأغراض الدراسة فقط. يتكون الاستبيان من خمسة أقسام: 1. معلومات عامة 2. التوازن بين العمل والحياة 3. الاتصال من بعد 4. بيئة المكاتب المفتوحة 5. الرضا الوظيفي مع الشكر **الباحث**

PART ONE: GENERAL INFORMATION				الجزء الأول : معلومات عامة
Please tick one box for each question:				الرجاء وضع علامة لكل سؤال:
A. Sex				أ – الجنس:
(1) Male	( )	( )		(1) ذكر
(2) Female	( )	( )		(2) أنثى
B. Marital Status:				ب- الحالة الاجتماع
(1) Married	( )	( )		(1) متزوج/متزوجة
(2) Unmarried	( )	( )		(2) غير متزوج/غير متزوجة
C. Education:				جـ- المرحلة التعليمية:
(1) Less than high school	( )	( )		(1) أقل من الشهادة الثانوية
(2) High school	( )	( )		(2) الشهادة الثانوية
(3) College degree	( )	( )		(3) خريج/خريجة كلية
(4) Graduate degree	( )	( )		(4) متخرج/متخرجة
(5) High Diploma	( )	( )		(5) الدبلوم العالي
(6) Masters or above	( )	( )		(6) الماجستير أو أعلى
D. Age:				د- العمر
(1) Less than 25	( )	( )		(1) أقل من 25 عاماً
(2) 25 - 35	( )	( )		(2) 25 - 35
(3) 36 - 46	( )	( )		(3) 36 – 46
(4) 47 - 57	( )	( )		(4) 47 – 57
(5) 58 or above	( )	( )		(5) 58 وأكثر
E. No. of years worked in current organisation:				هـ - عدد السنوات التي قضيتها في منظمتك الحالية
(1) One year or less				(1) سنة أو أقل
(2) 2 - 7	( )	( )		(2) 2 – 7
(3) 8 - 13	( )	( )		(3) 8 – 13
(4) 14 - 19	( )	( )		(4) 14 – 19
(5) 20 years or above	( )	( )		(5) 20 سنة أو أكثر
	( )	( )		
F. No. of years worked in the position or job:				و - عدد سنوات الخدمة في نفس الوظيفة أو العمل:
(1) One year or less				(1) سنة أو أقل
(2) 2 - 7	( )	( )		(2) 2 – 7
(3) 8 - 13	( )	( )		(3) 8 -13
(4) 14 - 19	( )	( )		(4) 14 – 19
(5) 20 years or above	( )	( )		(5) 20 سنة أو أكثر
	( )	( )		
G. Job Status:				ز – المستوى الوظيفي:
(1) First level	( )	( )		(1) ادارة عليا.
(2) Middle level	( )	( )		(2) ادارة وسطى.
(3) Lower level	( )	( )		(3) ادارة دنيا.
H. Nationality:				ح – الجنسية
(1) UAE National	( )	( )		(1)مواطني دولة الإمارت العربية المتحدة
				(2) غير مواطني دولة الإمارات العربية

(2) Non UAE National	( )	( )	المتحدة

PART Three: work-life-balance *Please tick one box for each item:*											الجزء الثاني : التوازن بين العمل والحياة الرجاء وضع علامة(√) لكل سؤال :
SA-Strongly agree; A-Agree; N-Neither agree nor disagree; D-Disagree; SD-Strongly Disagree	SA	A	N	D	SD	لا أوافق بشده	لا أوافق	محايد	أوافق	أوافق بشده	
1. I always think of my family while I am working											1. أفكر في عائلتي دائماً وأنا أعمل
2. It is often difficult to tell where my work life ends and my family life begins.											2. غالبا ما يكون من الصعب أن أحدد من أين تنتهي حياتي العملية وأين تبدأ حياتي الأسرية
3. In my life, there is a clear boundary between work and family.											3. في حياتي، ثمة حد واضح فاصل بين العمل والأسرة.
4. My current job allows me to get involved in my family as I should be											4. وظيفتي الحالية تسمح لي بالانخراط مع عائلتي كما يجب علي أن أكون
5. I feel that making a balance between my work, my family and other social responsibilities is difficult											5. أشعر أن عمل التوازن بين عملي وأسرتي، والمسؤوليات الاجتماعية الأخرى هو أمرٌ صعب.
6. The time I spend in my job is negatively affecting my social responsibilities, e.g., visiting relatives and friends											6. الوقت الذي أقضيه في عملي يؤثر سلباً في مسؤولياتي الاجتماعية، ومنه مثلاً زيارة الأقارب والأصدقاء
7. My job is enabling me to spare a suitable time for my family											7. عملي يمكنني من توفير وقت

												مناسب لأسرتي
8. There are major differences in my work tasks												8. هناك اختلافات كبيرة في مهام عملي
9. Because of my current job I do not have a time to care for any thing else, e.g., co-operating with social clubs												9. بسبب عملي الحالي، ليس لدي الوقت للاهتمام بأي شيء آخر منه مثلاً، التعاون مع النوادي الاجتماعية.
10. There are differences in the roles I play in the work groups												10. هناك اختلافات في الأدوار التي العبها في مجموعات العمل.
11. I tend to integrate my work and family duties.												11 أميل إلى الدمج بين واجبات عملي وأسرتي.

PART Three: Telework/Telecommuting *Working flexibility from home* *Please tick one box for each item:*											الجزء الثالث :الاتصال من بعد *حرية العمل من المنزل* الرجاء وضع علامة(√) لكل سؤال :
SA-Strongly agree; A-Agree; N-Neither agree nor disagree; D-Disagree; SD-Strongly Disagree	SA	A	N	D	SD		لا أوافق بشده	لا أوافق	محايد	أوافق	أوافق بشده	
12. I like to have a remote access to my PC at work, so that I can work from home												12. أود أن يكون لدي الوصول عن بعد إلى جهاز الكمبيوتر في العمل, حتى أستطيع أن أعمل من المنزل
13.I like to work from home remotely after/before working hours												13. أود أن العمل من المنزل عن طريق العمل عن بعد , بعد\قبل ساعات العمل
14. I hope to have a flexitime policy so I can also work from home												14. آمل يكون لدي سياسة الوقت المرن بحيث يمكنني أيضا أن أعمل من المنزل
15. I like to have a smart phone (ex Blackberry) to keep me connected to work.												15. أود أن يكون لي هاتف ذكي (مثل: بلاك بيري) ليبقيني متصل مع العمل
16. Working from home will help me to establish a better work-life balance												16. العمل من المنزل سوف يساعدني على إقامة توازن أفضل بين العمل والحياة

PART FOUR: Open Offices Environment _Please tick one box for each item:_												الجزء الرابع : بيئة المكاتب المفتوحة الرجاء وضع علامة لكل سؤال :
SA-Strongly Agree; A-Agree; N-Neither agree nor disagree; D-Disagree; SD-Strongly Disagree	SA	A	N	D	SD		غير موافق أبدا	غير موافق	محايد	موافق	موافق جدا	العبارة
17.I am able to stay focused and "on task" at work.												17. أنا قادر على البقاء على التركيز في المهام الوظيفيه
18.There are places for me to go to have privacy.												18. هناك أماكن متوفره لي للعزله او السريه
19. I have easy access to information that I need to do my work.												19. لدي سهولة الوصول إلى المعلومات التي أحتاجها للقيام بعملي
20. I am easily distracted by others' conversations (reverse coded).												20. أنا أنزعج بسهوله من محادثات الآخرين (أو العكس)
21.I am located close to people I need to talk with in my job.												21. أنا في موقع قريب من الناس الذين أحتاج للحديث معهم في وظيفتي
22.I have enough storage space at my workspace.												22. لدي ما يكفي من مساحة التخزين في مكتبي
23.Confidential and/or sensitive information is handled well in the present office layout												23. السرية أو المعلومات الحساسة يتم الاحتفاظ بها بشكل جيد في التصميم الحالي للمكاتب

PART FIVE: JOB SATISFACTION *Please tick one box for each item:*												الجزء الخامس : الرضا الوظيفي الرجاء وضع علامة لكل سؤال :
VS-Very Satisfied; S-Satisfied; N-Neither satisfied nor dissatisfied; DS-Dissatisfied; VDS-Very Dissatisfied	VS	S	N	DS	VDS		غير راضي أبدا	غير راضي	محايد	راضي	راضي جداً	العبارة
24.I feel I am being paid a fair amount for the work I do												24. أشعر أنني أتقاضى أجراً عادلاً لما أقوم به من عمل
25.I am not satisfied with the benefits I receive.												25. لست راضي/راضية عن المنافع التي أتقاضاها
26.I am unappreciated by the organisation when I think about what they pay me												26. عندما أفكر فيما أتقاضاه أشعر بأن المؤسسة التي أعمل بها لا تقدر مجهودي
27. I feel satisfied with my chances for salary increases												27. أشعر بالرضا عن احتمالات زيادة راتبي
28.There are few rewards for those who work here												28. هناك عدد قليل من المكافآت لمن يعمل هنا
29.There is really too little chance for promotion on my job												29. حقيقة فرص الترقية في وظيفتى ضئيلة جداً
30.Those who do well on the job stand a fair chance of being promoted												30. من يؤدى عمله بصورة جيدة يحظى بفرصة عادلة للترقي
31.People get ahead as fast here as they do in other places												31. يتقدم الناس هنا بنفس السرعة كما في الأماكن الأخرى
32.I am satisfied with my chances for promotion												32. أنا راضي/راضية عن فرصي للترقية

PART FIVE: JOB SATISFACTION (contd.)											الجزء الخامس : الرضا الوظيفي
VS-Very Satisfied; S-Satisfied; N-Neither satisfied nor dissatisfied; DS-Dissatisfied; VDS-Very Dissatisfied	VS	S	N	DS	VDS		غير راضي أبداً	غير راضي	محايد	راضي	راضي جداً	العبارة
33.My supervisor is quite competent in doing his/her job												33. مشرفي في العمل على درجة من الكفاءة في عمله/عملها
34.My supervisor is unfair to me												34. مشرفي في العمل غير عادل معى
35.My supervisor shows too little interest in the feelings of subordinates												35. لا يهتم مشرفي في العمل بمشاعر مرؤوسيه
36.I like my supervisor												36. أحب مشرفي في العمل
37.I like the people I work with												37. أحب زملائي في العمل
38.I find I have to work harder at my job than I should because of the incompetence of people I work with												38. أشعر أنه علىَ العمل بجهد أكبر لعدم كفاءة الأشخاص الذين أعمل معهم
39.I enjoy my co-workers												39. أستمتع بالعمل مع زملاء العمل.
40.There is too much bickering and fighting at work												40. هناك الكثير من العداوة والشجار بالعمل
41.I sometimes feel my job is meaningless												41. أشعر أحياناً بأن عملى لا معنى له
42.I like doing the things I do at work												42. أحب ما أقوم به من عمل
43.I feel a sense of pride in doing my job												43. أشعر بالفخر لما أقوم به من عمل
44.My job is enjoyable												44. أشعر أن عملي ممتع