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Work Life Balance: Evaluating the relationship towards Employees Performance and Workplace Behavior.

A Case Study of IT Companies in the Sultanate of Oman

Author:
Badriya Khodabkhsh Al Balushi
PG17F1821

Supervisor:
Dr. Blossom Christina

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Abstract

Now five decades since it first appeared in the USA and the UK, the concept "work-life balance" has been an ever rich area of research open to development and new insights. According to Delecta (2011), "work life balance refers to a balance that an individual needs between times allocated for work and other aspects of life". Work–life can include some areas such as personal interests, relatives/family activates and social or leisure activities (Delecta, 2011). During the recent decade's organizations, employers and policy makers started to approach work life balance as a significant area of human resources management that they can invest in. Today, "work life balance" is commonly adopted as a basic concept in human resources management in organizations operating in different countries of the world including Oman where work-life balance is now key HR issue for many organizations and employers. Organizations maintaining a good work life balance for their employees are increasingly regarded as model organizations to be followed as a model for those organizations that are committed to the welfare of the employees.

There are a dozen of Information technology (IT) companies operating in the Sultanate of Oman; they consist in both local as well as foreign companies. Examples include WDS Middle East, United Systems Oman, Global Computers Services and Wisdom IT technologies…etc. Those companies perform a wide range of jobs such as data centers, IT infrastructure and data security. One of the key factors that determine the success of those companies is their human resources. Generally speaking, both the behavior and the performance of the human resources are influenced by the HR management (Kim, 2014). Work-life balance in particular might have influential outcomes on the behavior and performance of the employees in any company including IT companies.

Numerous studies have confirmed the existence of a strong relation between work life balance and employee behavior and performance. In fact it is assumed that better "Work life balance" of the workers leads to increase their performance whereas work life imbalance can affect the behavior and performance of the employees quantitatively and qualitatively. Some researchers such as Allen (2009) have already studied the effects of "work life balance" on workplace behavior and performance of the workers. However, taking the findings of other studies that have dealt with this same topic for granted and applying them on the Omani case is unreliable and useless because the parameters governing one study are not the same for another

one. As an explanation,   factors such as work culture, organizational culture and local regulations which are tightly linked to work life balance do not mean the same thing across different settings and countries. Therefore, it would be unpractical to take the findings of already available research to judge the situation work life balance in Omani IT companies. Hence, this study is meant to focus exclusively on work life balance in relation to IT companies operating in Oman.

Identifying the effects of work life balance on the behavior and performance of the employees in IT companies in Oman can help the HR management departments in these companies devise and implement more effective HRM practices and plans that would lead to more developed workplace behavior and an improved performance of their employees. In order to attain this objective, this project is going first to reflects on the key theoretical findings of prominent figures in this area of study through reviewing the literature. At a second level, the project will practically examine how "work life balance" and personal life are balanced and how its affect employees behavior and work performance. This will be done by conducting an empirical research meant to measure, analyze and interpret the key findings.

Declaration of Originality

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List of Abbreviations:

The abbreviations below were applied in chapter four: Data analysis.

WLB	Work Life Balance
WFA	Exploratory Factor analysis
PCA	Principal Components Analysis
VR	Variamax Rotation
FAT	Factor Analysis Technique
KMO	Kaiser-Meyer-Olkin
FA	Factor Analysis
LRC	Laten root criterion
CC	Correlation Coefficients
BTS	Bartlett's Test of sphericity

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Chapter 1: Research Introduction

1. Introduction

The human resources play a significant role in achieving organizational objectives in most organizations. That is why, the human capital is considered as the most important asset in an organization (Fulmer & Ployhart, 2013). Effective management of the human resources is a basic requirement for ensuring increased performance and productivity in the workplace. Effective human resources management is not limited to attracting the best talents and training them, but it is also about providing the utmost resilient conditions for the employees in the workplace through shaking a balance between their work obligations and their personal life dimensions (Lero et al, 2009). This is exactly what work life balance is expected to serve. The term work life has its origins in the post Industrial revolution era in the UK, but it was until the 1970s and the 1980s that work life balance appeared as a distinct term in the UK and the USA suggesting that people should have a kind of balance between their professional and personal lives (Wilkinson et al, 2018). Thereafter, work life balance had attracted much research in various areas including sociology (Allan et al, 2007), psychology (Greenhaus, 2008) and gender studies (Sullivan & Smithson, 2007) in addition to Business Management. Most of these researchers aimed at investigation the significance of work life balance on the employees and on organizations as a whole. A big number of researchers have been concerned with unveiling the liaison between work life balance from one part and the workplace performance and productivity from another one. Historically speaking, the workplace has had negative connotation with hazards, health issue, degradation, exploitation and stress since the early days of the Industrial Revolution. Work, therefore was perceived as a source of disaffection and alienation for the workers which had highly affected their life quality. The early 19th century movements defending the workers' rights such as Chartism and Unionism in Britain aimed at condemning the appalling conditions in the workplace and their effects on the personal life of the workers. Gradually, the move towards preserving the rights of the workers have gone wider steps towards denouncing issues such as child labor, unequal payment, gender issue, discrimination , long working hours, abuse and exploitation in the workplace. Smith-Taylor (2015) indicates that social movements such as The Women's Liberation Movement of the 1980s, the evolution of legal frameworks, the growth of labor organizations and syndicates and the pressure of NGOs have contributed to establishing clear guidelines for preserving the workers' rights. Not only have organizations become legally compelled by law to take into

consideration the welfare of the employees but they have also been voluntarily committed to ensuring equilibrium between work and life as a way to generating organizational benefits. The commitment to promoting work life balance among organizations is reflected through their HR policies and practices. Work life balance has consequently emerged as an important issue especially in the developed countries.

The Sultanate of Oman, like most GCC states, has during the recent two decades been committed to diversifying its economy through energizing economic sectors other than gas and oil. One of such economic sectors which received much governmental support and investment is that of Information technology. Today, IT industry is an essential element in achieving the Sultanate's objectives of building a diversified economy, as a catalyst for growth within a range of sectors, and as a driver of GDP growth. IT has also become an essential element at various levels in the Sultanate of Oman, from the public sector to the private sector. Exceptional progress has been made in the business environment and the regulatory environment in particular, as well as in the area of employment where the innovation capabilities of companies have improved markedly. According to the Omani Information Technology Authority, the Sultanate's IT market achieved a compound annual growth of 8.31% reaching US$ 750 million as per the first quarter of 2019.

The progressive growth of the IT industry in the sultanate of Oman, the growing numbers of people working in this industry and the stiff competition among key IT players represent focal stimulus for IT companies to consider the role of work life balance practices in ensuring their own growth and that of the entire IT industry in this country. This study will be dealing with five leading IT companies in Oman which are namely WDS Middle East, 4 Trust, Advanced IT, 3rd Dimension and Imtac. Most of these companies are located in Muscat capital city while having branches in other regions of the country. These companies offer a wide range of IT related services such as security solutions, electrical infrastructure solutions, lighting systems, bus bar systems, switchgears, electrical wiring and structured cabling...etc. These IT companies employ respectable numbers of employees belonging to different ranks, departments and positions including engineers, technicians and field workers…etc. Managing work life balance in these IT companies is the responsibility of the human resources management departments which implement distinct strategies and procedures for this purpose. Identifying the characteristics of the relationship between work life balance and employees' performance and workplace behavior in these companies would help IT companies in Oman implement efficient work life balance strategies and practices in the future. Consequently more

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development could be reached by IT companies operating in Oman and more growth of the IT industry would be made possible.

1.2. Background of the Study

There is a widespread concern that the quality of home, family and community life is getting depreciated due to work-related variables. Stress caused by work is a common issue in today's workplace. Stress is even constantly intensifying in some organizations which focus on increasing employee's performance with little attention being paid to his/her welfare.. As a human being, any worker can be influenced by events and incidents taking place in his own life such as personal and family life events. The Omani workplace has since the Renaissance witnessed massive changes that the issue of workplace balance has surfaced up as something worth questioning. Organizations in Omani are now investing in their human resources as a key element towards improved performance and productivity. Therefore, it has been an imperative for Omani-based organizations to provide due consideration to focus on the personal life of their employees and measure its implications on their performance at work. IT companies in Oman particularly are growing in number and scope of operations in Oman. This has intensified competition among them. It is extremely important now for them to implement all tools and initiatives that can help them ensure increased performance and behavior in the workplace. One way of doing so is through identifying how work life balance can interfere with employee performance and workplace behavior which is the concern of this research.

1.3. The Research Problem Statement

The nature of the IT jobs requires the employees in the IT companies to sacrifice much of their personal and family life obligations. Employees in IT companies face various work-related challenges. Examples are limitless; some of them have heavy workloads working more than 8 hours per day, some employees work double shifts and a third group work night shifts. Even when they are off job, employees might be called at any time to join the workplace to perform urgent jobs. Likewise, some might even be charged of conducting projects in other regions in Oman which are distant from their families in Muscat. As for field employees, their work schedules are even more demanding that they might be required to work on weekends, holidays and days off. Added to that, female employees might be required to stay up late in the workplace to complete certain undelay able tasks and projects which is strictly against the culture of the Omani society where women are supposed to return home early and spend much time with their families. Taking into consideration all these facts faced by IT employees, there

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is a need to investigate the role of work life balance practices and initiatives in relation to employee performance and workplace behavior in these companies.

1.4. Objectives of the Study

- To analyze the nature of the relationship between work-life balance and employees' performance in Oman-based IT companies.
- To focus on the relationship between work life balance and workplace behaviour in Oman-based IT companies.
- To outline the factors impacting the quality of work life balance in organizations.
- To propose useful ideas that can be used by IT companies in Oman to reinforce efficient work life balance schemes for their employees.
- To suggest practical solutions that can be used by HR in IT companies.

1.5. Research Questions

- Is there any relationship between work life balance and workplace behavior?
- Is there any relationship between work life balance and the employees' performance?
- How can work life balance promote a positive workplace behavior and an improved employee performance?
- What practices and initiatives can be taken by IT companies to promote positive workplace behavior and an improved employee performance through investing in workplace balance?
- Any role for organizations, HR departments and policy makers to sustain work life balance?

1.6. Hypotheses

Hypothesis 1: There is a direct cause/effect relationship between work life balance practices and both employee performance and workplace behavior.

Hypothesis 2: Work life balance practices do not influence employee performance and workplace behavior in any way.

1.7. Expected outcomes

This research is expected to clarify if there is any rapport between work life balance and employee performance in IT companies in Oman. Also, identifying the relationship between work life balance and workplace behavior is another projected outcome of the research. Added to that, the research is expected to demonstrate how IT companies in Oman can invest in worksite balance to ensure better performance and workplace behavior among their employees. Practically speaking, the research is accepted to offer IT companies in Oman efficient strategies and practices that they can implement to ensure better employee performance and workplace behavior. Likewise, the research is expected to offer practical solutions that can be used by IT organizations in particular and other Omani-based organizations in general for how to approach work life balance in the Omani workplace. Policy makers and governmental agencies such as the Omani Manpower ministry can also take advantage of the findings of this research.

1.8. Scope and limitations of the study

The current study acknowledges some limitations. First, the employees investigated belong to only three IT companies in Oman. Then, the research's findings are applicable to the Omani context since the studied samples consist in Oman-based IT companies and employees. The researcher is keen on emphasizing that the research is not only about Omani organizations and employees, it is rather about Omani-based organizations and employees. Such organizations could be local or foreign investments and the same thing with the employees who are both Omani nationals and expatriates. What matters for this research is the overall Omani business context.

1.9. Significance of the study

This research contributes a distinguished novelty and originality to the issue of work life balance in relation to business organizations in Oman. Of exceptional interest to this research is its commitment to dealing with work life balance in IT companies in Oman. So far, a few local studies have approached work life balance in the Omani business environment but none of them have focused on the topic of work life balance in relation to IT companies in this

country. Therefore, offers valuable support for HR departments in Oman-based IT companies in particular and other organizations operating in other industries in this country as well.

1.10.   Structure of the research

The entire research is made up of five chapters. The first chapter, Research Introduction, presents the main issue to be examined in this paper which is work life balance in IT companies in Oman. The research objectives and expected outcomes are also cast clear in this chapter. As for the second chapter, literature review, it is meant to identify the main theories on work life balance as advocated by prominent figures in this area of research. The following research methodology chapter attempts to outline the research methods and strategies used by the researcher for data collection and interpretation. As for the fourth chapter, data analysis, it presents the results of analyzing the data collected and processed. Finally, the concluding chapter is Summary of Findings, Conclusions and Recommendations in which important findings and concluding statements are made. Likewise, a set of recommendations will be devised according to the findings of the study.

Chapter 2: Literature Review

2.1. Definition of concepts:

<u>Work life balance</u>

The concept work life balance has become present in academic and research circles for almost four decades since its emergence in the 1980s. Since then, various definitions of the term have been coined by different scholars and practitioners that the literature offers a surplus of definitions of the term work life balance. As for Swami (2007), he presented work life balance as a practice that offers scope of shaking equilibrium between work duties and everyday interests. One recent definition is presented by Delecta (2011) stating that "Work life balance is an individual ability to meet their work commitments as well as other non-work and family commitment." Most definitions of the concept emphasize the rapport between work from one part and life from the other one (Thornthwaite, 2004). Similarly, most scholars have attempted to define this concept in terms of the level of work-life conflict (Carlson et al., 2009).

The recent decades have witnessed an unprecedented interest among scholars and researchers in the topic of work life balance and its interface in the human resource management literature. Scholars and theorists have approached this topic from different perspectives. During the 1980s, Greenhaus et al. (1989) focused on work life balance in relation to family through the study of the background of conflict between family and work. During the 1990s another wave of researchers including Goodstein (1994) and Ingram and Simons (1995) focused on institutional perspectives on organizations 'responses to work-family issues. While other scholars examined work life balances through its relationship to social institutions such as family and marriage (Foley & Powell, 1997). Burke (2010) states that the term work is perceived similarly among both men and women, however when it comes to their perception of life, male and female employees vary in their own perception of what this term stand for. The author explains that, for women, life stands for allocating time to family as for men it refers to having more time that can be spent for personal interests.

Emslie & Hunt (2009) argues that that historically speaking, work life balance issues where considered as personal issues that the employers catered for the needs of their employees through offering benefits like childcare services, maternity leaves and sick leaves. Gradually and with Business environmental changes and employees' pressure and value upgrade,

employers were compelled to become more responsive to the needs of their employees through work life balance initiatives (Thornthwaite, 2004). The concept work life balance had been perceived as an inclusive expression highlighting a combination of policies and practices which were previously seen as family-friendly but which have now been expanded beyond the limits of the family. Work life balance is about flexible working arrangements which create conditions favorable for both parents are non-parents employees to shake a balance between their work duties and responsibilities and their personal lives. (Redmond and Drew, 2006). Mismatch between work requirements and family obligations are experienced by the majority of workers/employees. The mismatch between these two spheres, work and life, most often results in conflicts and hardships. Hence, work life balance practices and initiatives are meant to decrease the level of conflict between these two spheres and at the same time to tackle their antecedents such as heavy workloads and extra job demands (Lero and Bordoel, 2007).

Employee performance

Employee performance refers to those actions and behavior exhibited by an employee in the workplace while accomplishing a job task (Fletcher,2001). According to Viswesvaran and Ones (2000), job performance refers to those behavior and outcomes undertaken by employees which have direct contribution to the organizational objectives. Performance also highlights that efficiency of personal behavior which determine the goals and objectives of an organization and which involves both task performance and contextual performance (Motowidlo, 2003). As for Sarmiento and Beale (2007), they believe that job performance is the outcome of two distinct elements which are first the skills an employee has and second the motivation level of using these skills in the workplace to perform his job.

The concept employee performance highlights the achievement exerted by an employee in the workplace (karakas, 2010). Some organization show better performance levels than others and some are even enlisted as the most preferred employer among job seekers. The human resources in any organization play a significant role in ensuring higher performance levels. This is done through designing and implementing effective HR strategies (Gupta and Shaw, 2014). The role and significance of motivation in stirring high performance in the workplace is emphasized by various scholars. Many scholars have studied the factors generating employee motivation and therefore better performance in the workplace. When reviewing the literature on motivation and performance, the researcher can reaslise that much work is devoted to studying this topic (Achim, 2013). Several researchers including Shaheen &

Farooqi (2014) believe that employee motivation does not only result in better performance but also employee commitment engagement and job satisfaction. The concern that arises in this regard is to identify the factors that most determine employee performance? Are financial incentives sufficient enough to make employees perform better in the workplace or are there other factors that are more relevant?

By application of Maslow hierarchy of needs (1943), motivation is the result of meeting both intrinsic and extrinsic needs of the employee. Through his two-factor Herzberg (1959) also explains that employee motivation is the outcome of two types of factors: satisfiers and this satisfies which can include both intrinsic and extrinsic incentives. On the other hand, various studies including Bonner et al (2001) and Gupta and Shaw (2014) show those financial incentives have varying impacts on employee performance .Obviously then, the literature emphasize that employee motivation, which is a prerequisite for high employee performance is determined, but not restricted to financial incentives. This implies that employee performance is the outcome of various variables. Thus, the other human resources management areas including work life balance should be investigated and so should its contribution to employee performance.

Several researches have introduced various methods and tools that can be used to evaluate employee performance among which performance appraisals, productivity tests, 360-degree feedback and management by objectives (Wong & Wong 2007; Prajogo 2007).

Workplace behavior:

In the workplace, people of different personal attributes and background exhibit different behavior and attitudes which can have varying effects on other employees and on the organization as a whole (Rosenstiel , 2011). Ideally, most workplace behaviors should not go outside of the norms of the organization. However, due to certain motives, employees might show certain behaviors which deviate from the organizational norms and principles. The talk here is of deviant behavior which, as a significant HRM, has been dealt by large number of scholars under different appellations among which workplace deviance (Bennett and Robinson, 2003), counterproductive behavior (Mangione and Quinn, 1975), and antisocial behavior (Giacolone and Greenberg, 1997).

Deviance behavior, as the term indicates, defines those negative behavior where the employees show certain behaviors which are against the organizational corporate ethics, culture and norms (Appelbaum and Shapiro, 2006). According to Appelbaum et al (2007)

deviant behavior is an intolerant behavior disrupting the norms and standards of organizations and impends its stability on three distinct levels which are the financial, the economic and the psychological one. Deviant behavior can further be split down into two types: positive deviance which according to Spreitzer & Sonenshein (2003) consists in an intentional behavior that deviates from the established norms in an unusual way. As for negative deviance, it defines behaviors such as absenteeism, withdrawal and withholding efforts...etc. Employees who experience better job satisfaction levels tend to show less deviant behavior in the workplace. Common behaviors which are frequently present in the workplace include absenteeism, turnover, organizational citizenship behavior, job satisfaction, work engagement, and workplace misbehavior....etc. (Wang and Walumbwa, 2007).

2.2. Relationship between Work life balance and employee performance

A number of researchers, including Clark (2000), Beauregard (2009), Mendis (2014), Aliza (2014) and others, have investigated the relationship between work life balance and employee performance in an attempt to identify the characteristics and parameters of this relationship. The influence of work life balance on the performance of the employees is acknowledged by a large number of those researchers. Clark (2000) pinpointed that work life balance has a significant impact on employees' performance and its role is highly important since it is associated with quenching the psychological needs of the employee, his well-being and his general sense of satisfaction and harmony in his life.

Dawley et al (2010) point out to the existence of a great deal of studies which demonstrate that the relationship between and employees and the management. The scholars explain that employee turnover is likely to go up when a mismatch exists between these two parties (the employees and the management) due to the absence of efficient work life balance practices. This means that an employee can't enjoy performing his job in the case he finds himself working under inflexible conditions and with inflexible management (Muhammed Sajjad et al, 2013). Work life balance then is useful in optimizing employee flexibility and job flexibility and consequently reducing turnover.

Curson and Skidmore (2010) explain that most organizations depend on their human resources to achieve their objectives. In addition to being the most important asset in an organization, the human resources represent the source of a strong competitive advantage for most business (Mayo, 2016). Basically, there is a constant and stiff competition among

organizations to attract and retain most talented and competent employees. Implementing effective human resources management practices including work life balance help organizations retain their competent workforce and consequently ensure that their human competitive advantage is maintained (Mayo, 2016). Organization with good reputation in work life balance has higher potentials to attract the best talents in the market than those who have limited work life balance policies and low remuneration packages (Greenblatt, 2002).

Bloom and Reenen (2006) reveal that in highly competitive markets organizations invest in developing their human resources through effective management practices which could unsure better productivity in the workplace. Ratzon et al (2011) emphasize a direct link between work life balance and productivity explaining that work life balance policies are effective in cutting down production costs which is done through optimizing employee retention levels, illuminating spillovers and establishing flexible work timing which altogether contribute to boosting employee productivity. Bloom et al (2007) give the example of large companies whose high productivity levels are referred to different factors among which their work life balance policies which are well designated and implemented in a way that contributes to enhancing the overall business productivity and performance.

According to Fan & Smith (2017), work life balance promotes the well-being of the employees as well as their family satisfaction. On the contrary, poor performance is a natural outcome of the absence of work life balance. Work life balance is not only to the advantage of the employees but also to that of the employers and companies as well. Those later generate many benefits from shaking a balance between work and family spheres of their employees who tend to show better performance levels in the workplace (Greenhaus and Powell, 2006).

Carlson et al (2009) argue that despite the shared agreement among different practitioners and scholars on the positive effects of work life balance on both work place performance and family life (Harrington and Ladge , 2009) , only a few studies have stroke a link between work life balance and their outcomes on these two areas in a detailed way.

2.3 The relationship between Work life balance and workplace behavior

The effects of work life balance practices on job satisfaction are frequently tackled in academic research. Borah (2012) saw job satisfaction as the employee's pleasurable or positive emotional feeling. As for Gupta and Sethi (2012), they argue that job satisfaction is about the reaction of an employee to his/her job. Despite variations among the different scholars, there is

a shared symmetry between them in that job satisfaction highlights an emotional reaction related to the job (Green, 2010). According to Borah (2012) the link between work life balance and job satisfaction is very strong. He suggests that shaking a balance between job and family life requirements can improve the employee's physical as well as mental state leading ultimately to better workplace behavior .

Aquinas (2007) believes that some organizations interfere to eradicate conditions favorable for tension, conflicts and anxiety through focusing on creating some kinds of balance between their employees' work obligations and their family/personal life. Removing such obstacles is best done through effective work life balance policies which lead to improved job satisfaction, trust and positive behavior. That is why Green (2010) emphasizes the need to establish a work environment where the employees can experience and show better job satisfaction levels.

Konrad and Mangel (2000) believe that job satisfaction can be improved by implementing work-life balance policies through reducing conflict between work and family. That is to say, job satisfaction can generate other positive behaviors such as trust, loyalty, collaboration, communication and can ultimately positively alter the employees' output.

There is also a salient association between work life balance and work-related stress. According to Aziz and Cunningham (2008) work life and work-holism represent two major sources of work stress which is applicable to both male and female employees. Mohan and Ashok (2011) argue that in most workplaces, stress is often experienced by the employees regardless of their age, gender or other backgrounds. The authors explain that stress can be referred to a variety of factors such as, personal factors, family factors and job related factors. Organizations which take into consideration the different facets of the lives of their employees have wider potentials to decrease the level of stress and tension and can even completely remove them from the workplace (Mohan and Ashok, 2011). Stress-free workplaces are more favorable for positive workplace behavior to take place (Aziz and Cunningha, 2008).

A research by Eby et al (2005) emphasize that that work-life balance has direct association with employees' behaviors, attitudes, well-being, and organizational effectiveness. Whittington, et al., (2011) argues that any imbalance between work duties and private life could result in negative behaviors such as dissatisfaction and absenteeism.

The relationship between work life balance and workplace behavior is also understood in terms of employee engagement, motivation and enthusiasm (Bakker et al, 2012; Schaufeli, 2013). Ineffective work life balance practices could lead to negative workplace behavior and deviant behavior (Lutgen-Sandvik 2003; Pearson et al, 2001) which consist in harmful

workplace behavior between employers and employees or between employees and managers. Such negative behavior could take different forms such as tension and bullying as highlighted by Einarsenet al (2003).

While a quite good number of scholars and practitioners recognize the role of effective management of work life balance on the behavior and attitudes of the employees/workers, other scholars including Casper and Buffardi (2004) are preserved about adopting this opinion. For them, the relationship between work life balance and workplace behavior is still not clear enough. Those scholars call for deep-insight research that could clearly demonstrate the link between work life balance and workplace behavior.

2.4 Theories of work life balance

According to (Pitt-Catsouphes et al, 2006), no one theoretical structure of work life balance is universally adopted despite the existence of a number of theories and perspective. The following part presents a number of the most influential work life balance so far.

- Structural Functionalism Theory:

This is one of the earliest theories that date back to the post Industrial Revolution although its actual emergence was after the Second World War. This theory which has its origins in sociology appeared as a reaction to the changes of the role of men and women brought about by the Industrial Revolution regarding work and life. The Structural Functionalism suggests that life of every person is concerned mostly with two distinct scopes. First, the productive life which highlights the fact of producing a product or a service and second, emotional life which defines the person's personal life including his family, spouse, children, health and entertainment…etc. this theory emphasizes the existence of fundamental parting between work and family (Mac Diarmid, 2005).

- Spill-over Theory :

Spill-over is an influential work life balance theory that was introduced by Guest (2002). It stipulates that experiences in different roles are interconnected in that one experience in a given ole affects the experience in another role resulting in resembling roles. Through applying this theory, researcher has attempted to examine a variety of elements among which the mood spill over. Morris and Madsen (2007) indicated that spill over can result in positive or negative spill over experiences. Spillover has been interpreted in two different ways. First as advocated by Edwards and Rothbard (2000) spill over as a positive link between life and work

satisfaction from one part and life and work values from another one. Second, Spill over is also interpreted as devolution in the totality of skills and behaviors between domains. As an illustration, an employee might suffer prolonged fatigue at home which is caused by work .

- Enrichment theory:

Under the enrichment theory framework, experiences in a given role improve life quality in another one. This theory attempts to clarify the positive rapport between work and family circles. Likewise, this theory examines how the quality of other domains such as life can be improved by experiences from instrumental or/and affective sources (Morris and Madsen, 2005).

- The work/life border

The work/life border theory which was coined by Clark (2000) suggests that that the role of each person occurs in one among many definite domains of life, which are dispersed by a variety of border which might be physical, temporal or emotional. The theory states that there are some crossing borders between domains of life such as home and work. In practice, Clark (2000) argues that switching boundaries between work and family lives of people impact the degree of integration and govern the flexibility of transitions among both spheres, as well as the degree of conflict across these domains which are tightly related. Flexible boundaries tend to facilitate work /home integration.

Other work life balance theories include Segmentation Theorywhich views both work and life as separate entities that do not cross lines in any way (Edwards and Rothband, 2000). The Resource Drain Theory stipulates that people transferresources such as time, money and efforts from one domain to another in search of a balance between work and life (Edwards and Rothbard, 2000). Added to the Overall Appraisal Theory and the Integration Theory which holds that flexible margins between life and work ease interaction between work life domain from one side and community life domain on the other (Clark, 2000).

2.5 Factors affecting Work life balance and employee performance

Work life balance is one of the main determinants of employee performance which is why many organizations help their employees align their family life with their professional ones as

a basic requirement for generating better employee's contribution to achieve organizational objectives.

A number of studies have demonstrated that the factors affecting work life balance are of three main categories: individual, organizational and societal (Chirta and Sheela, 2012; Poulose and Sudarsan, 2014 and Shobitha and Sudrashan 2014). An empirical study by Shobitha and Sudrashan (2014) investigated the factors affecting work life balance and female employees` work performance in Sri Lanka, they found out that the factors affecting work life balance and EP can be split down into four main categories namely individual, organizational, societal and other factors. Individual factors as the researchers argue highlight factors such as personality and emotional intelligence. Organizational factors are those factors which are deeply imbedded in the organization's setting including work arrangement, work life balance practices, top management support, team collaboration and job stress. Societal factors involve factors like childcare arrangement, inter-spouses support, family members and interpersonal support. Finally the other factors include a wide range of factors such as gender, age and marital status.

Das and Kushwaha (2013) conducted a study with the aim of identifying the factors determining work life balance and employee performance in Indian Insurance companies. Their study revealed that work life balance and employee performance are affected by four main categories of factors namely work facilitator, societal commitment, working situation and workplace support. The four categories comprise sixteen sub items affecting work life balance and employee performance.

Saravan and Dharani (2014) made use of T-tests to analyze the factors affecting work life balance and employee performance in private educational institutions. The researchers reported that factors affecting work life balance different between male and female employees.

As for Maiya and Bagoli (2014), their study on work life balance among working mothers identifying various factors which affect work life balance and employee performance namely personal factors, balancing factors, organizational, motivational factors, career advancement and psychological factors. Maiya and Bagoli (2014) explain that the age factor is very decisive in determining how each factor affects employee performance.

The literature shows that there is some shared agreement among various scholars and practitioners on the existence of a number of common factors determining work life balance and employee performance namely personal, organizational and societal factors. However, the relevance and applicability of each of these factors is more determined by the nature of the job done, the context and the operating industry.

2.6. Summary

Work life balance is thought of to play an influential role in impacting both employee performance and workplace behavior. The literature suggests that effective management of work life balance can impact employee performance and workplace behavior remarkably. That is why, various scholars call for integrating work life balance as a basic component of any human resources management strategy. Areas which can be impacted by work life balance include but are not limited to productivity, turnover, retention, career advancement, absenteeism rates, stress, motivation, engagement, job satisfaction…etc. on an opposite side, the literature presents other theories which suggest that the role of link between work life balance and employee performance and workplace behavior is unclear.

Chapter 3: Research Methodology

3.1 Introduction

The term research is derived from the word search. In research paradigm, it is a search and pursuit of knowledge and wisdom. It is a journey from the unknown to the known, from ignorance to knowledge and from darkness to light. In simple terms, a research suggest a process that devise effective solutions to a given issue after conducting a systematic study where data and situational factors are processed and interpreted carefully. A researcher can't conduct a systematic research thataims at solving a given problem without being equipped with the proper tools and strategies. To ensure reliability and validity of the research's findings, a researcher has to comply with some guiding rules adopted in conducting research which is commonly referred to as research methodology. Research methodology is essential because it facilitates the smooth flow of various research processes.

3.2 Research method

A research method is a detailed step by step strategy adopted for the data collection and interpretation (Saunders &Thornhill, 2009). It is of central importance to the quality and content of the research. This stage of data collection was a challenging process since it required the researcher to devote much efforts, time and resources. The survey is the main research method used in this paper to collect qualitative and quantitative data.one type of survey methods was used: online questionnaire by Google form. Concerning the questionnaire, there were two questionnaires. Both questionnaires were designed by the researcher to focus on work life balance and employee performance and workplace behavior. As for the Google form, it was designed on the Google form website and published via mails and links via mobiles. The Google forms were meant to collect data in order to ensure more value and significance of the research, the researcher made sure to use both qualitative and quantitative data for her research. These two types of data were used in a combined way to ensure reliability of the results obtained. Quantitative data, as the name indicates, defines that data which is presented in figures. Examples include numbers, statistics, percentages and rates which were meant to offer countable facts. The quantitative data is relevant to identify rankings, norms and sizes as well as benchmarking facts and phenomena across the parties involved in the study. Quantitative data is also a primary outcome of the research. That is, the data gathered is examined and presented in numbers and figures in statistical forms allowing the reader to compare, contrast and interpret facts.

As for qualitative data, it defines an investigation which based on searching for answers to given questions. It doesn't focus on figures and numbers like the wayquantitative data does. It rather preaches the collection of evidence to questions aiming at uncovering the what, who, why, when, where and how. Qualitative data has to do with producing findings which arenot determined in an anticipatory way. The focus of qualitative data is at reaching results which are valid to context other than the one specific to the study. Qualitative research is of high relevance in reaching culture rooted data on entities such as values, customs, trends, behaviors of a given social population.

3.3 The Justification for the Selected Research Method

The survey is adopted as the primary research method for the following reasons. First, a survey can be conducted in an easy and flexible way than other forms. In terms of cost, surveys are Surveys are inexpensive. Likewise, surveys allow the researcher to reach the target respondents either face to face, through the phone or through online means. Surveys also ensure more dependability of the findings since the anonymity feature of surveys enable respondents to answer it in a free and candid way. The primary data obtained through the survey can give comprehensive and reliable outcomes. Likewise, the survey allows for both quantitative and qualitative data to be collected. Surveys are also known for their usability in describing common attributes of large population segments. Compared to other research methods, survey is the most efficient in providing such a broad descriptive capability that ensures a more precise sample and outcomes and make important decisions accordingly.

3.4 The Research Design

A research design is a basic component which sets the broader strategy adopted by the researcher to integrated the dissimilar parts of a research in an eloquent, reasonable and unfailing way (Gorard, 2013). A research design facilitates the researcher's task of investigating the topic under study. There is a tight association between aresearch design, a research problem and the research questions. The literature suggests different research designs including descriptive analysis, empirical analysis and analytical analysis. The research is primarily based on the qualitative research design. This latter, is a formal, objective, systematic process for obtaining information about the world. Of particular interest to this research, the qualitative research is more relevant to describe and test relationships between work life balance and employee performance and workplace behavior. Likewise, this design is useful to examining cause and effect relationships. At the same time the qualitative research design is also adopted to gain deeper

insight; explore the depth, richness, and complexity inherent in the issue of work life balance in the IT companies. Equally important, this research is based on the descriptive research design which consists in a scientific method based on observing phenomena and behaviors in an objective way without interference to influence it in either way. As its name indicates, a descriptive design observes and describes the thing/phenomenon being observed as it is happening (Feeney &Heit, 2007). Business management studies frequently make use of descriptive research design in addition to other related fields such as social science studies and psychology studies.

3.5 The Population of the Study

The population studied is 400 employees from five IT companies in Oman-based namely:

- WDS Middle East which have 100 employees.
- 4 Trust have 50 employees.
- Advanced IT have 50 employees.
- 3rd Dimensions have 50 employees.
- Imtac have 150 employees.

The population includes both male and female employees, belonging to different ages, gender, social backgrounds, regions and educational backgrounds. The target populations were addressed by the researcher through online platforms (emails and Google forms website). The researcher also addressed the target population in their workplaces.

3.6 The Sampling Technique and Sampling Size

- **The sampling size**

Since the population size is 400 employees, the total number of samples is 197 samples in this research. However, due to lack of employees' availability during summer season holidays and annual leaves, the responses received were 170 which conceder as 86% of the total requested samples. The level of confidence is 95%, margin of error is 5%. The samples studied are employees of different ranks and levels working in the five IT companies understudy.

- **The sampling technique**

A sampling technique justifies the rationale behind the selection of the respondents. The sampling technique demonstrates the choice of five IT companies studied and the respondents answering the survey. First, each of the IT companies studied in this research is selected for some reason. The first company, WSD Middle East is the actual workplace of the researcher. As for the

other companies, they are among the largest and leading IT companies in Oman. That is why; the researcher believes that focusing on these key companies could give more reliable outcomes.

As for the respondents' selection, the systematic sampling technique is the one adopted. The researcher cannot deal with the entire number of the employees in the five companies studied (around 400 employees). Thus, the researcher needed a given sample size (x) from the entire population size *(y)*. Therefore, the researcher selected every *y/x*the individual for the sample. Systematic sampling consider more convenient than random sampling, and it is easy to administer.

3.7 The Data Collection Method and Research Instruments

The survey is the main method used to collect primary data. Two questionnaires through Google forms are designed for this purpose. Secondary data is both a prerequisite and a support for the researcher because it shows the trends and orientation of the existent research concerning the issue being investigated (Chourton& Brown, 2010). Secondary data is the type of data already published by other people and which is used as reference by other researchers. In this research, secondary data's obtained differently. The sources of primary data were varied for the aim of ensuring diversity and variation of theories and perspectives. Journal articles constituted the largest portion of primary data in this research. The researcher used article from Strategic Management Journal, Journal of Family Issues, Journal of Management, Emerald Insights journals, Academia.edu, Elsevier, SAGE journals, Journal of Family Issues, Journal of Occupational and Organizational Psychology …etc. Much of the journal articles are accessed through online means while some others are available in published formats. Resources available in the learning resources in Middle East College were also useful. In fact, there are 155000 e-books available in MEC library. The researcher also accessed other primary resources via Coventry e-library. e- Books also constituted a main source of primary data in this research. The researcher made used of a variety of books with the latest publication data goes back to the 1990 while the most recent books were published in 2018. Conference papers were also another source of data. The researcher also made use of report published by the companies under study

3.8 The Validity and the Reliability of the Research Instruments.

The validity of an instrument is governed by its effectiveness in ensuring plausible and reliable outcomes. A research instrument is valid if it is acknowledged in the theory and implemented in a scientific way. Online Google forms survey the most extensively used tools to collect data in

social science research. This instrument is marked with high level consistency and accuracy which is why data collected through using them is reliable and dependable.

3.9 Data Analysis.

Data Analysis consists in a process of scientifically and analytically implementing statistical techniques for accurate data processing, description, illustration, evaluation, and fitting analysis of the findings reached is considered as a crucial element that confirm data integrity. In this research, the collected data is analyzed by means of statistical tools namely SPSS in addition to Microsoft Excel which is used as a secondary statistical tool. SPSS is a software program used for logical batched and non-batched statistical analysis. This software consider as one of the most useful statistical tools which can perform very well with complex data manipulation and analysis with simple instructions. This statistical tool is commonly used in business management studies. It allows researchers to build great charts and to unlock the potential of data use. Besides, by help of supporting techniques available in it, this software able to handle and operate data. These techniques are used in analyzing, transforming, and producing a characteristic pattern between different data variables.

Moreover, the output can be displayed through graphical representation which help the user to understand the results easily. SPSS is also useful to deal with correlation data analysis where the relationship between variables is presented clearly. With SPSS the correlation coefficient is easily calculated which is in the range of -1 to 1.

3.10 Legal, Ethical and Social issues.

The increase in research pace and scope of focus has given way to the rise of legal, ethical and social issues (Johnstone, 2009). Legally speaking, the researcher made sure to get a written permission from the five IT companies studied so that there will be no violation of the corporate rights. Participants consented to take part in the survey freely, willingly and under no obligation or pressure. None of the respondents is under the legal age. They were informed in advance about the use and purpose of the research. They were also informed that the data they provide is kept confidential and shall not in any way be circuited to any third party. The respondents were also informed about their right to withdraw from the survey at any point in time with not need to justify the withdrawal decision. The research also conforms to a primary ethical standard which is that of no harm to third parties including individuals and social groups.

One more ethical requirement which is considered by the researcher is to preserve the anonymity of the survey participants so that those latter won't be facing any issues with their

employing company. Preserving the image and reputation of the studied IT companies is also a main ethical concern for the researcher who was committed to avoid influencing the corporate image of each of these companies in any way. Focusing on the researcher's workplace- WDS Middle East Company- this research is supposed to further contribute to developing the HR management in this company.

3.11 The Research Limitation

Researches vary in quality and degree of excellence but they share a common feature which is that of limitation. Every research lends itself to certain limitations. It is critically important for the researcher to acknowledge the limitations of his study by himself. The following are the limitations of this research. First, some primary resources including books and journal articles were not available in Oman. The researcher was unable to afford to buy some of these primary resources. So the research could have been much richer has the researcher accessed more primary resources. Second, the number of IT companies studied (5 companies) is low and it could have been expanded more to give more reliable result. The number of the respondents who took part in the questionnaire (170) is also relatively low and could have been doubled. Besides, some parts and sub-chapters of the research were compressed due to time constraints. Last, the available literature presents a large amount of secondary data which require more time and efforts to be reviewed carefully in order to identify linkage between the different theories, schools of thoughts and scholars in the field of work life balance.

3.12 Summary of the Chapter.

The theoretical and philosophical assumptions underlying the research methodology have been have been reviewed. Equally, different methodological concepts such as research method and design were explained. The chapter also clarifies the instruments which will be used by the researcher for data collection; analysis and representation were thoroughly outlined in this chapter. Likewise, the chapter provides a systematic explanation of different elements associated with the research such as limitations, population and samples.

Chapter 4: Presentation and Analysis of Data

4.1 Introduction

This chapter of the study will be on a detailed description of the method and the procedures and results related to the field side of the current study terms of the description of this phase, and its community and sample and its tool used and to determine the statistical processing methods for the study. Accordingly, this chapter will include the following:

4.2 Data and Research Methodology

In light of the nature of the study and the goals that it seeks to achieve them, it will use the descriptive analytical method which is based on the study of phenomena as it is. It will describe it precisely and expresses it qualitatively in specific way by clarifying its characteristics and expresses it in quantified way as it a number that illustrates the size and degree of its association with other phenomena. This approach does not aim to describe reality as it is, but it extends it to reach conclusions contribute to the understanding of the reality and its development.

4.3 Population of the Study

The actual community of this study is the employees of (5) IT companies in Muscat. The survey questionnaire was online, a total of 170 responses were received within the defined time frame, which is considered a very good response rate within the field of the research.

4.4 Demographic background of the respondents

A- The Age:

Table and figure (1)		
Age		
Category	Frequency	percent
Below 30 Years	22	12.9%
31 - 40 Years	111	65.3%
41 – 50 Years	33	19.4%
More than 50 Years	2	1.2%
Total	168	98.8%
Missing Data	2	1.2%
Total	170	100%
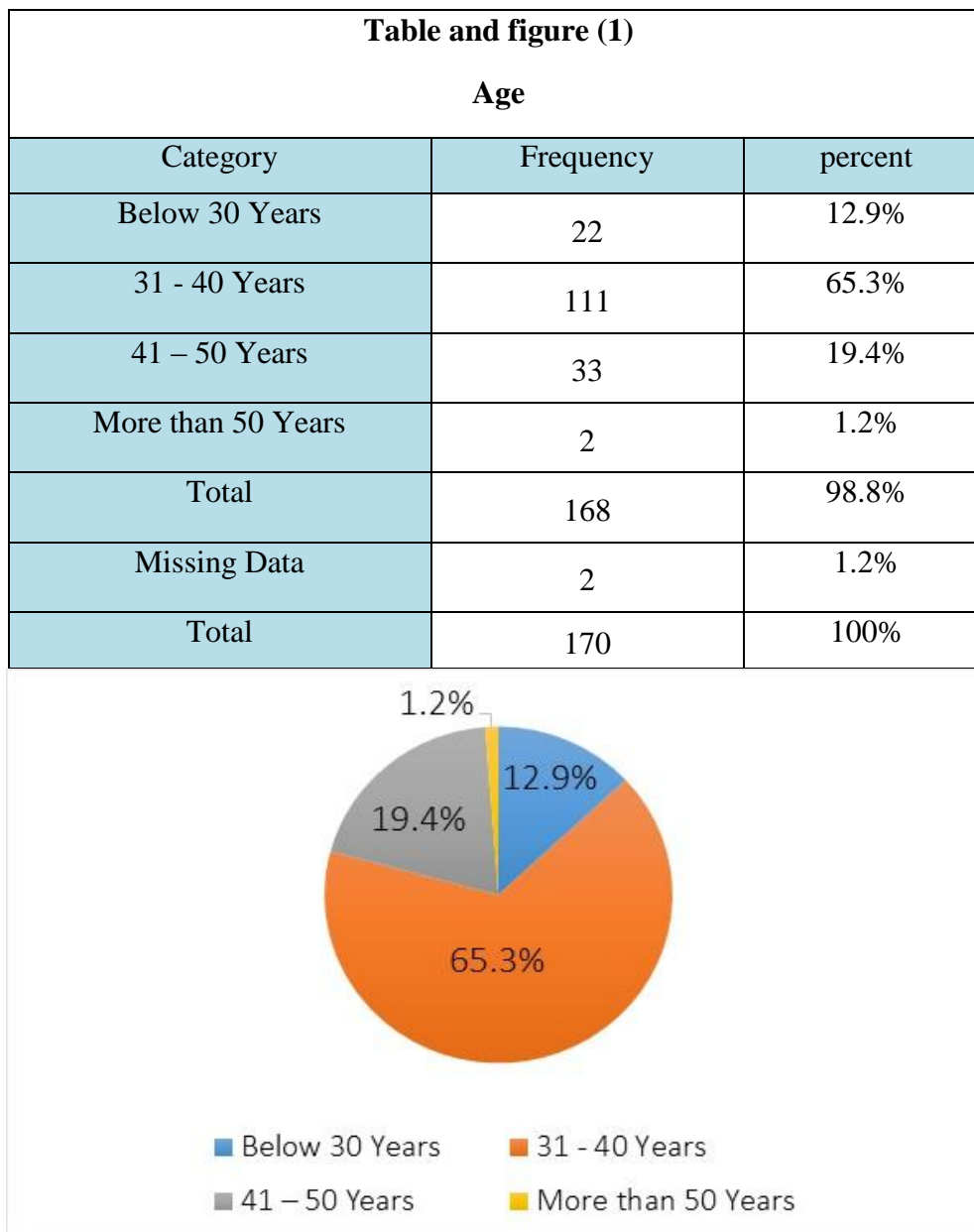
Refer to (Table and figure 1) the result of descriptive analysis of the respondents' age, It is clear that the category (31 - 40 Years) contains the majority of the total respondents with a percentage of (19.4%), followed by the category (41 – 50 Years) with a percentage of (25.2%), the age category (Below 30 Years) consisted of (12.9%) of the respondents, while the age category

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(More than 50 Years) consisted of (1.2%) of the total respondents, there is (2) missing data which represented by (1.2%) of the total respondents.

B. The Gender:

Table and figure (2)		
Gender		
Category	Frequency	Percent
Male	96	56.5%
Female	67	39.4%
Total	163	95.9%
Missing Data	7	4.1%
Total	170	100%
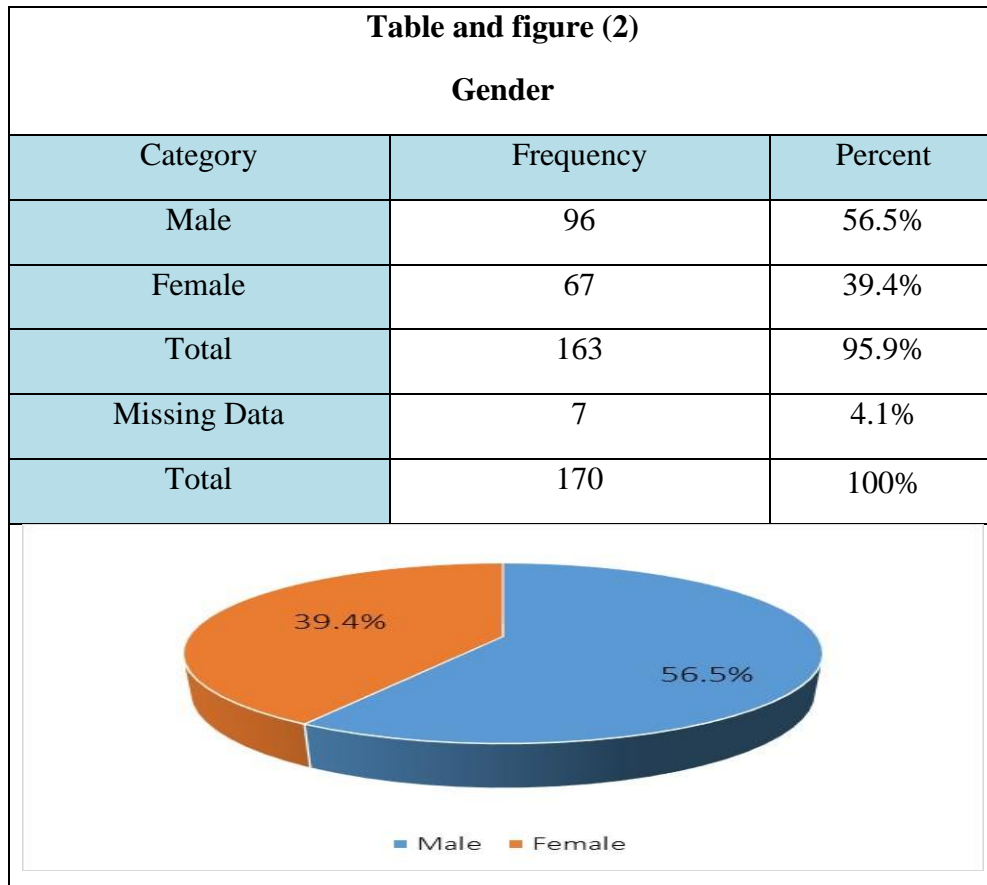
(Table and figure 2) reports the result of descriptive analysis of the respondents' gender, it is clear that (56.5%) of the study sample is males, while (39.4%) of them are females. There is (7) missing data which represented by (4.1%) of the total respondents

B- The Experience:

Table and figure (3)		
The Experience		
Category	Frequency	percent
Less than 1 year	1	0.6%
2 – 5 years	64	37.6%
6 – 15 years	81	47.6%
More than 16 years	20	11.8%
Total	166	97.6%
Missing values	4	2.4%
Total	170	100%
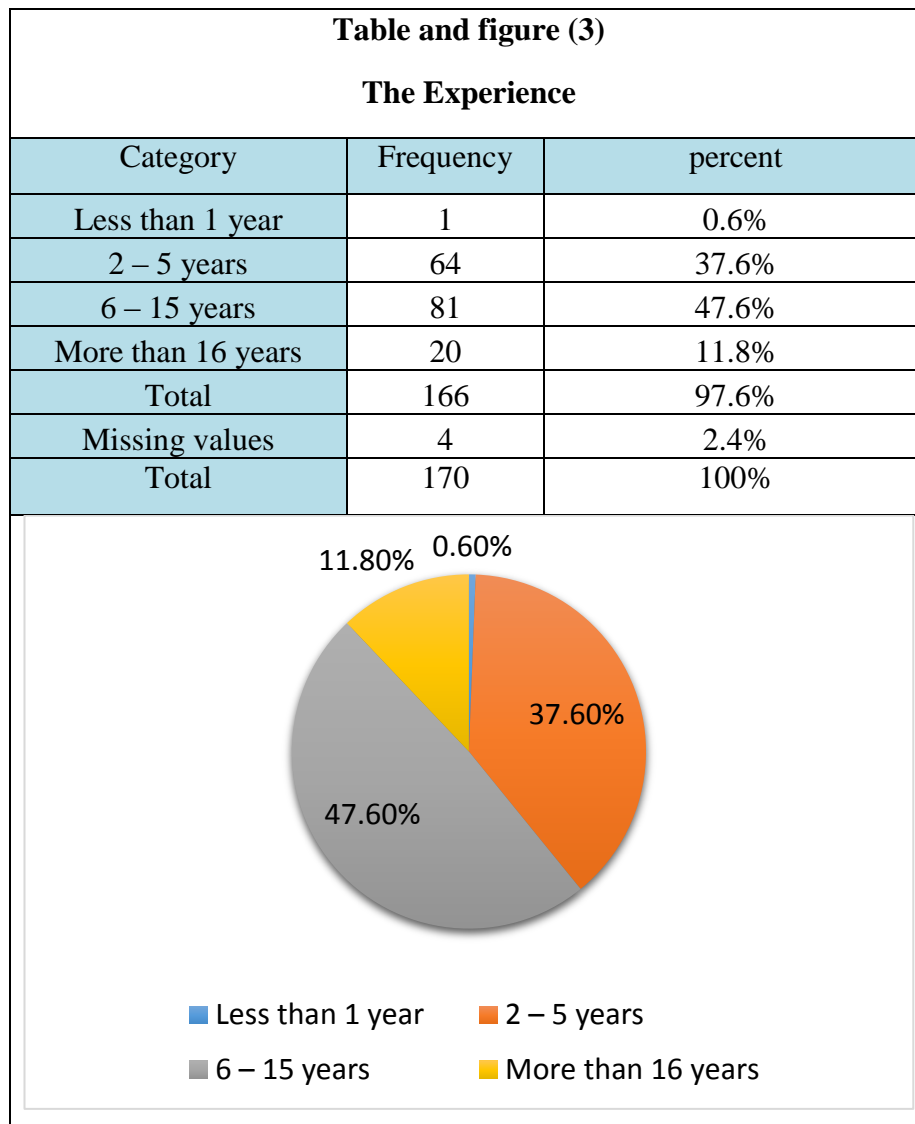
(Table and figure 3) reports the result of descriptive analysis of the respondents' experience, It is clear that the category (6 – 15 years) contains the majority of the total respondents with a percentage of (47.6%), followed by the category (2 – 5 years) with a percentage of (37.6%), the experience category (More than 16 years) consisted of (11.8%) of the respondents, while the experience category (Less than 1 year) consisted of (0.6%) of the total respondents, there is (4) missing data which represented by (2.4%) of the total respondents.

D- The Monthly Salary:

Table and figure (4) Monthly Salary		
Category	Frequency	Percent
Less than 500 OMR	8	4.7%
500 – 1000 OMR	96	56.5%
1100 – 2000 OMR	48	28.2%
More than 2000 OMR	15	8.8%
Total	167	98.2%
Missing values	3	1.8%
Total	170	100.0%
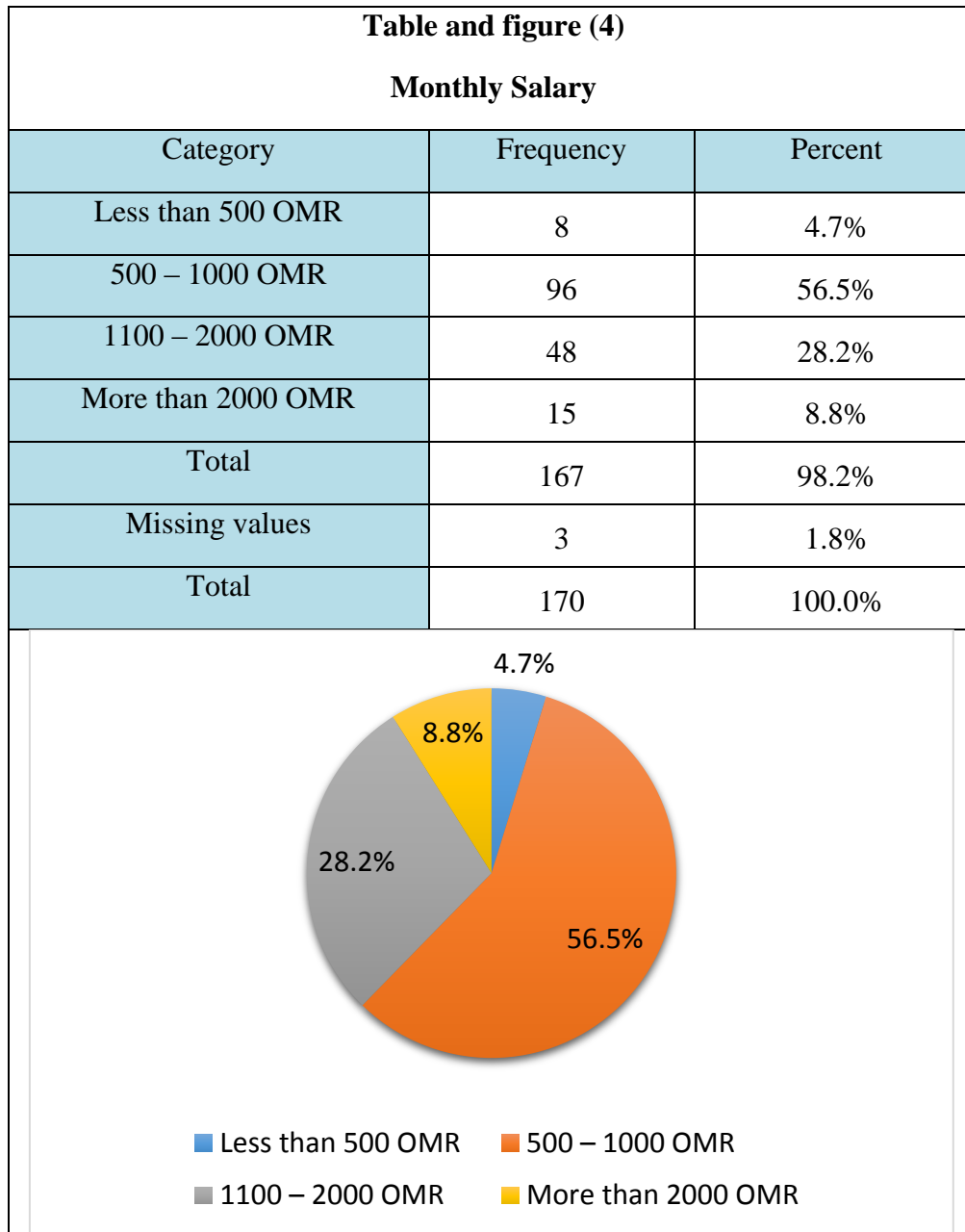
(Table and figure 4) showing the result of descriptive analysis of the respondents' monthly salary, It is clear that the majority of the respondents are of (500 – 1000 OMR) monthly salary with a percentage of (56.5%), followed by the respondents are of (1100 – 2000 OMR) monthly salary with a percentage of (28.2%), then comes the respondents are of (More than 2000 OMR) monthly salary with a percentage of (8.8%), while the respondents are of (Less than 500 OMR) monthly salary with a percentage of (4.7%), there is (3) missing data which represented by 1.8% of the total respondents.

E- Marital Status:

Table and figure (5) Marital status		
Category	Frequency	percent
single	29	17.1%
Married	138	81.2%
Total	167	98.2%
Missing values	3	1.8%
Total	170	100%
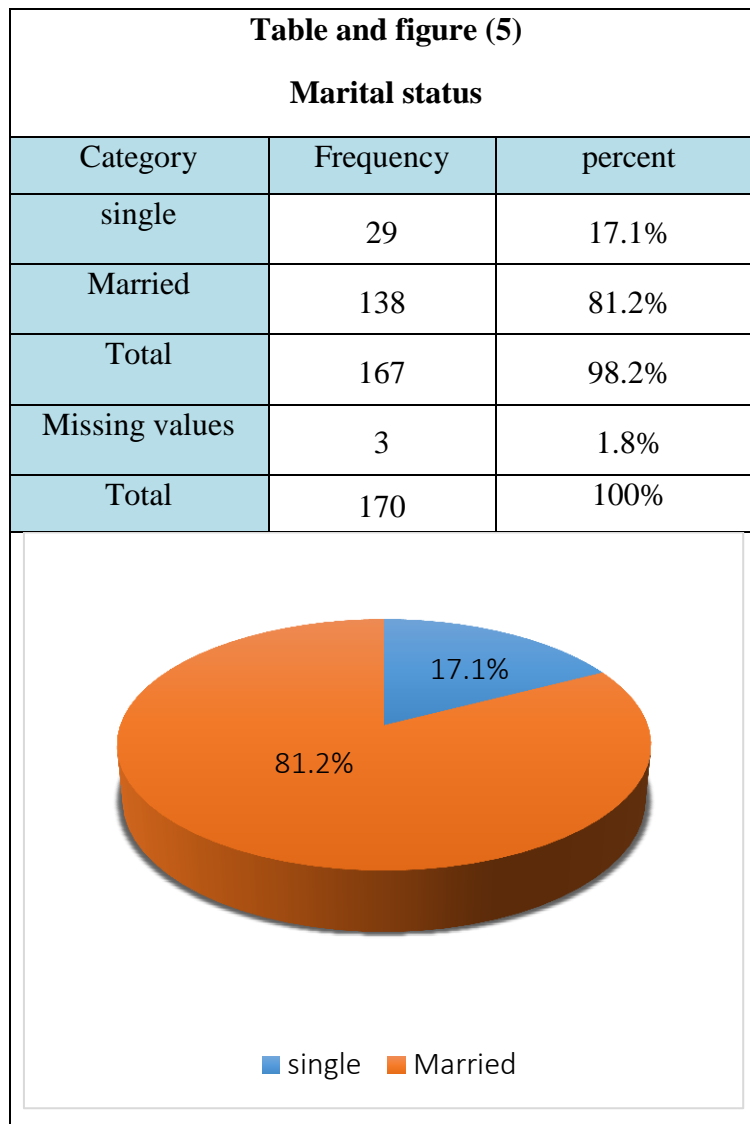
Refer to (Table and figure 5) the result of descriptive analysis of the respondents' marital status; it is clear that (81.2%) of the study samples are married, while (17.1%) of them are single. There is (3) missing data which represented by (1.8%) of the total respondents.

F- Number of children:

Table and figure (6) Number of children		
Category	Frequency	Percent
0 children's	39	22.9%
1 child	43	25.3%
2 children	45	26.5%
More than 2 children	40	23.5%
Total	167	98.2%
Missing Values	3	1.8%
Total	170	100%
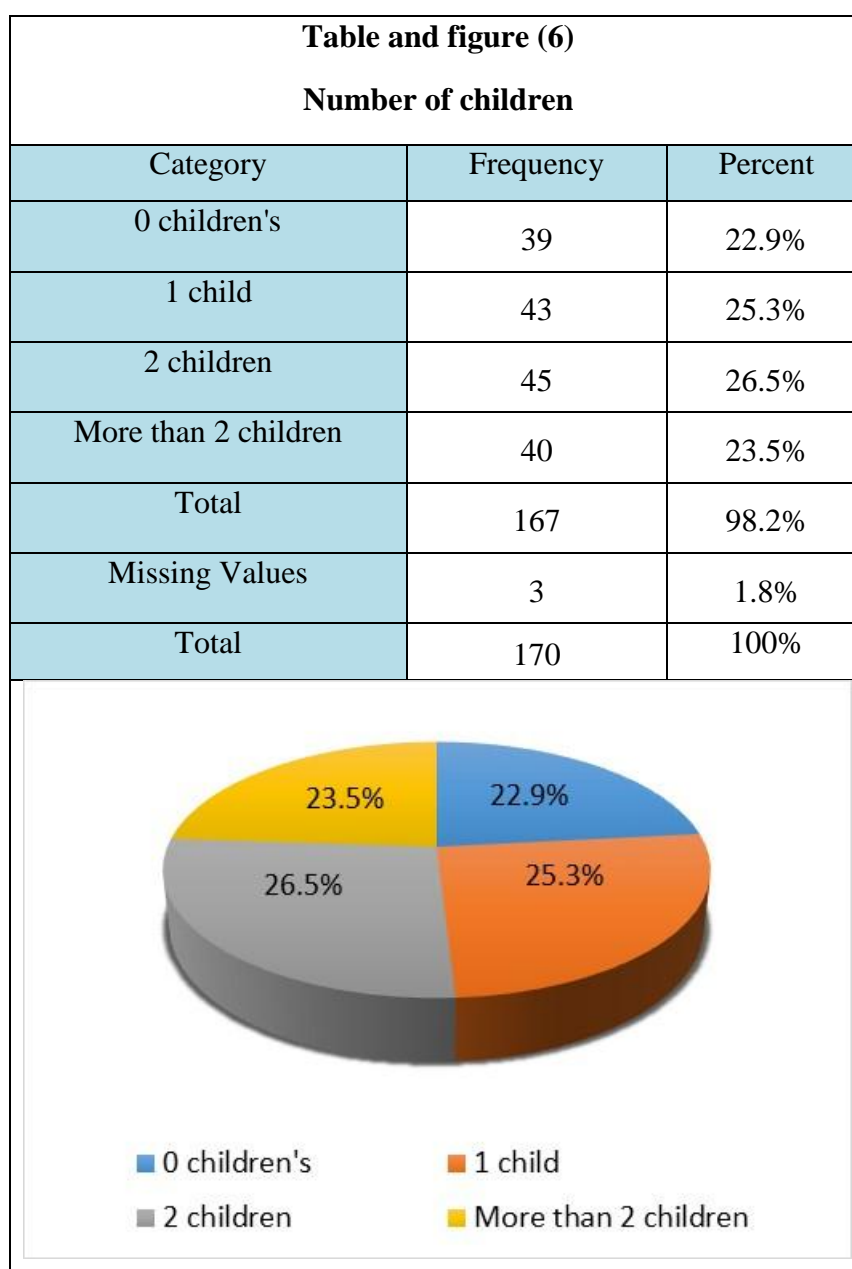
Refer to above (Table and figure 6) reports the result of descriptive analysis of the respondents' number of children, It is clear that the majority of the respondents having (2) children with a percentage of (26.5%), followed by the respondents who are having one child with a percentage of (25.3%), then comes the respondents who are having more than (2) children with a percentage of (23.5%), while the respondents doesn't have children comes with a percentage of (22.9%), there is (3) missing data which represented by (1.8%) of the total respondents.

G- Age of children:

Table and figure (7)		
Age of Children		
Category	Frequency	Percent
0 – 2 Years	48	28.2%
3 – 10 Years	70	41.2%
11 – 15 Years	28	16.5%
More than 15 Years	5	2.9%
Total	151	88.8%
Missing values	19	11.2%
Total	170	100%
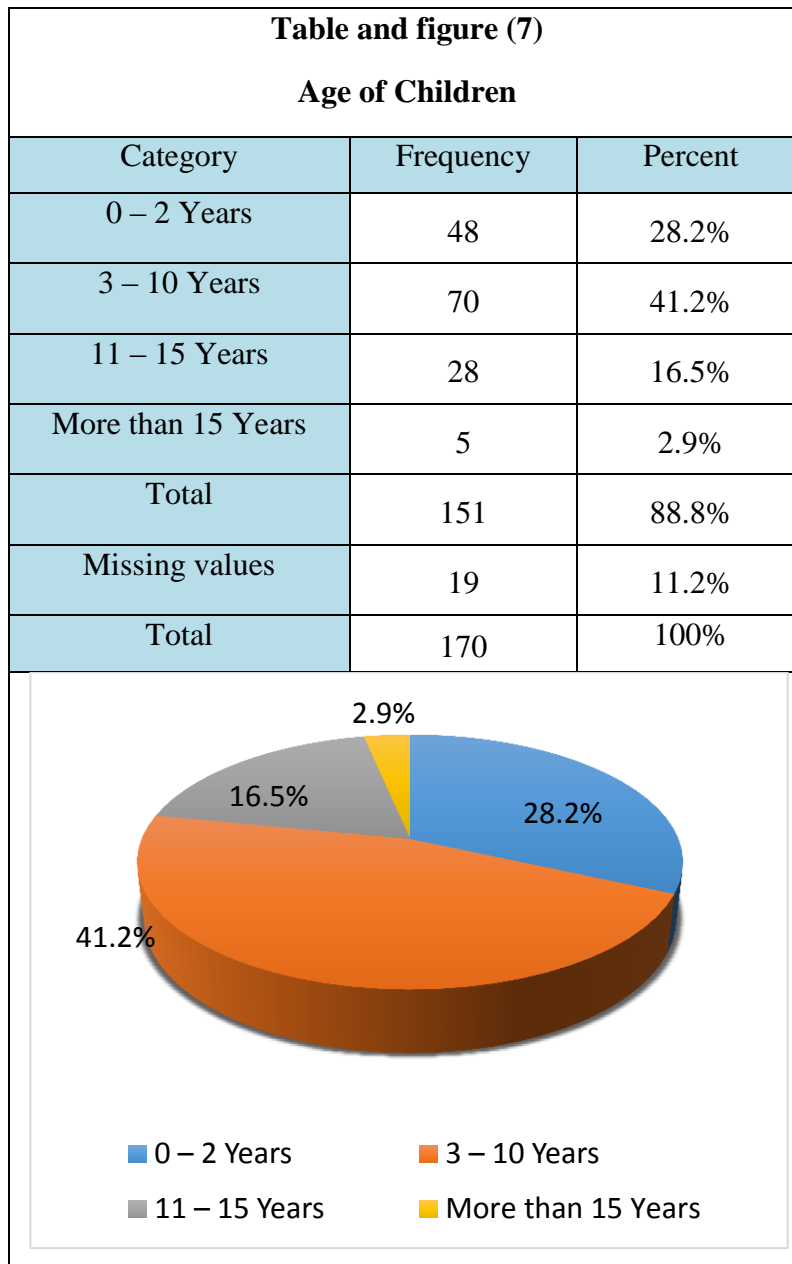
The (table and figure 7) shows that the (41.2%) of the respondents which are the majority their children's age between (3 – 10 years), (28.2%) of the respondents' children their age between (0 – 2 years), (16.5%) of the respondents' children their age between (11 – 15 years), while (2.9%) of the respondents' children their age is above (15 years), there (19) missing values which represented by (11.2%).

H- Partner Status:

<table>
<tr><td colspan="3">Table and figure (8)

Partner Status</td></tr>
<tr><td>Category</td><td>Frequency</td><td>Percent</td></tr>
<tr><td>Employed</td><td>70</td><td>41.2%</td></tr>
<tr><td>unemployed</td><td>85</td><td>50.0%</td></tr>
<tr><td>Total</td><td>155</td><td>91.2%</td></tr>
<tr><td>Missing value</td><td>15</td><td>8.8%</td></tr>
<tr><td>Total</td><td>170</td><td>100%</td></tr>
</table>
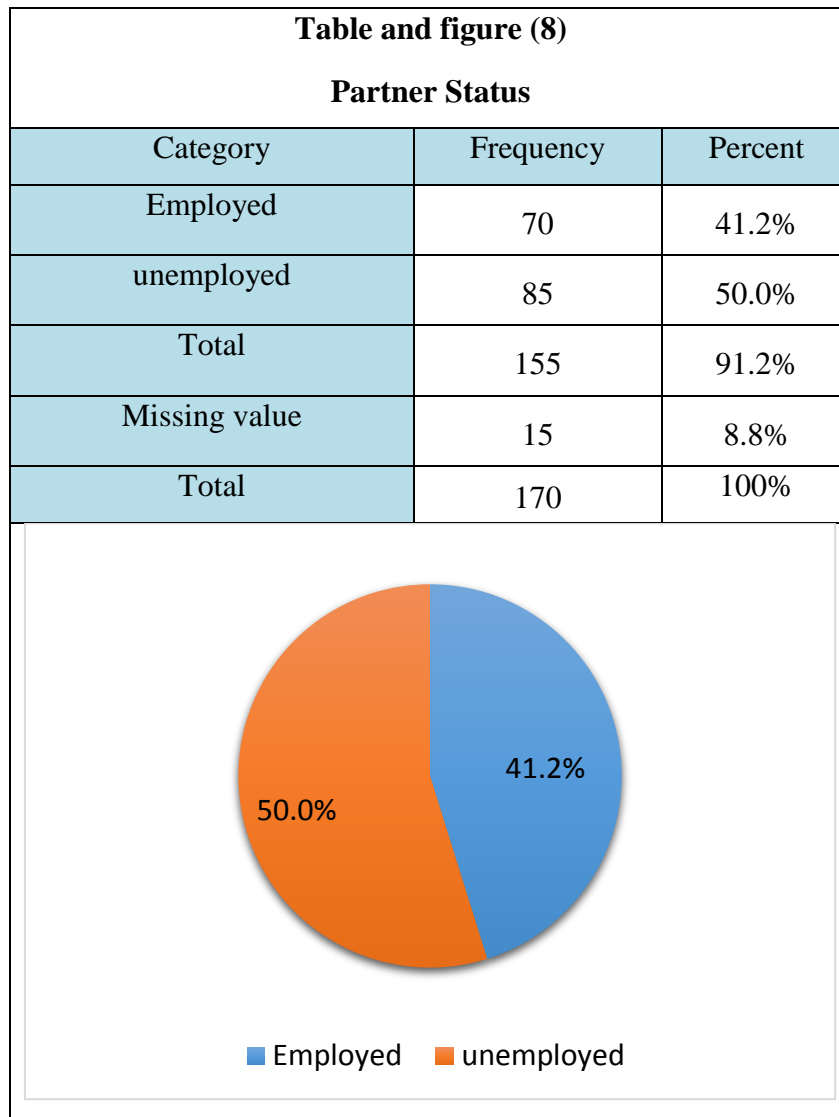
(Table and figure 8) shows the result of descriptive analysis of the respondents' partner status, it is clear that 50% of the respondents are employed, while 41.2% of them are unemployed, there is (15) missing data which represented by 8.8% of the total respondents

I- Designation:

Table and figure (9) Designation		
Category	Frequency	percent
Project coordinator	9	8.5%
Quality management	2	1.9%
Nurse Staff	8	7.5%
Project Manager	6	5.7%
Engineer	15	14.2%
Technician	23	21.7%
Finance Manager	2	1.9%
HR	6	5.7%
Draft Lady	8	7.5%
Draft Man	6	5.7%
Accountant	5	4.7%
administration clerk	1	0.9%
Acting C.E.O	1	0.9%
Employee	3	2.8%
Training Admin	1	0.9%
Teacher	1	0.9%
GNB	1	0.9%
Site Supervisor	1	0.9%
IT Programmer	1	0.9%
senior architecture	1	0.9%
Receptionist	3	2.8%
sales man	1	0.9%

Administrator	1	0.9%
Total	106	62.4%
Missing values	64	37.6%
Total	170	100%

The (table and figure 9) shows that the majority of the respondents are technicians with a percentage of (21.7%), followed by the engineers with a percentage of (14.2%), and then comes the nurse staff with a percentage of (7.5%). We can also have noticed that there are (64) missing values which is represented by (37.2%).

Crosstabs of Gender and Partner Status:

Figure (10) Gender and partner Status
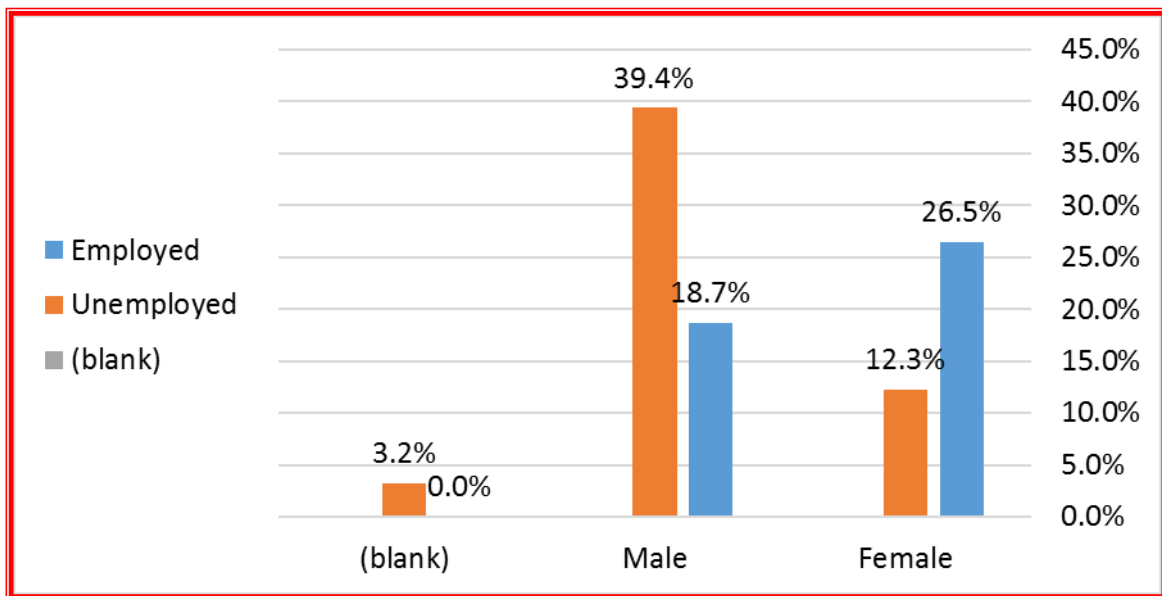
From the above (figure 10) we can notice that the majority of male participants are unemployed with a percentage of (39.4%), while the majority of the female participants are employed with a percentage of (26.5%).

Crosstabs of Monthly Salary and number of children:

Figure (11) Monthly Salary and number of children
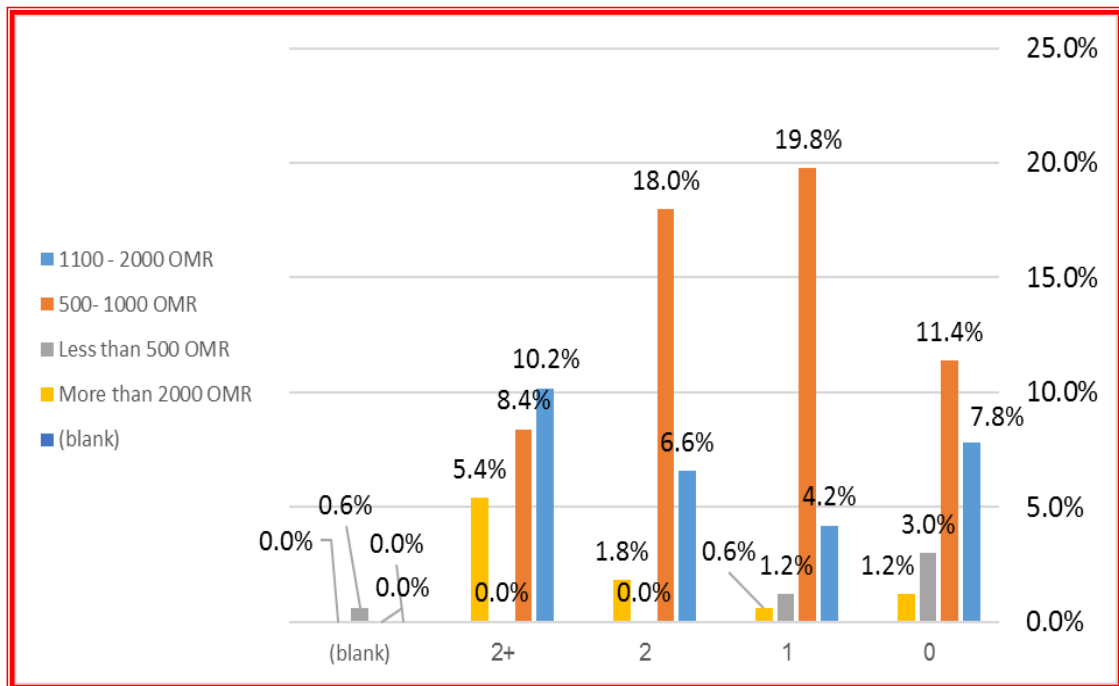
From the above (figure 11) we can notice that the majority of the participants who doesn't have children are getting monthly salary of (500 – 1000 OMR) with a percentage of (11.4%), and the majority of the participants who have one child are receiving monthly salary of (500 – 1000 OMR) with a percentage of (19.8%), and the majority of the participants who have two children are receiving monthly salary of (500 – 1000 OMR) with a percentage of (18%), while the majority of the participants who have more than two children are receiving monthly salary of (1100 – 2000 OMR) with a percentage of (8.4%).

4.5 Instrument of the Study

The researcher built tow questionnaires consists of the following:

A. The general information of the responders (demographics).

B. The first questionnaire measures work life balance as an independent variable and employee's performance as dependent variable, which consists of (12) Items.

C. The second questionnaire measures work life balance as an independent variable and workplace behavior as dependent variable, which consists of (10) Items.

4.6 Cronbach Alpha reliability testing

The reliability analysis applied the level of Cronbach Alpha as the criteria of internal consistency of the questionnaire.

More specifically, the previse studies consider alpha as lower boundary for the true reliability of the survey. Reliability knows as the proportion of the variability to the responses to the survey and the result of differences in the respondents.

Also the difference here not mean the survey is confusing or ambiguous with multiple interpretations, but because there be a differ in the results of the survey because respondents do not have the same views and opinions., The reliability for the construct of the first questionnaire of work life balance and employee's performance was (.505), and for the questionnaire of work life balance and workplace behavior was (.610).

Table (1): Reliability of work life balance and employee's performance

Reliability Statistics	
Cronbach's Alpha	N of Items
.505	12

Table (2): Reliability of work life balance and workplace behavior

Reliability Statistics	
Cronbach's Alpha	N of Items
.610	10

4.7 Exploratory Factor Analysis (EFA):

As the objective of the research was to analyze the nature of the relationship WLB and employees' performance in Oman-based IT companies, as well as to analyze the relationship between WLB and workplace behavior, Factor analysis has been done by using PCA and VR was applied to the responses to extract the highly important factors.

FA is a statistical technique that helps to reduce and narrow the quantity of variables, to reach in the end to a manageable number.

Between a set of given variables, A factor explains the correlations FA examines the full set of interdependent relationship for data summarization, then, FAT was used to minimize the list of critical factors to become a lesser set of core factors.

4.7.1 Factorability of the Variables of work-life balance and employees' performance:

The adequacy of the data was confirmed by different well-recognized criteria before applying the Factor Analysis technique, as explained below:

4.7.1.1 Kaiser-Meyer-Olkin (KMO):

KMO measuring the sampling adequacy. It is an index applied to test the suitability of factor analysis.

KMO compares the scales of the observed CC to the scales of the partial CC. If the value above (0.5), that mean indicates that FA is suitable and appropriate (Malhotra and Dash, 2009). Refer to (Table 3); the computed value of KMO statistic is (0.754)

4.7.1.2 Bartlett's Test of sphericity (BTS):

BTS is a statistical test applied to observe the estimated chi-square statistic is (364) with (45) degrees of freedom, which consider as significant at (0.05) level (refer to table 10). This significant value rejects the null hypothesis that the CC matrix is an identity matrix.

Table (3) KMO and Bartlett's Test: work life balance and Employee Performance

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.754
Bartlett's Test of Sphericity	Approx. Chi-Square	364.044
	df	45
	Sig.	.000

4.7.1.3 Result of Factor Analysis:

After confirming the adequacy of the data for FA, the researcher found that the relation between WLB and employees' performance were explaining by set of (12) variables. These variables were subjected to FA. PCA was applied for extraction of factors. The number of factors to be taken was on the basis of LRC (eigenvalue criterion) and the Scree plot. All selected Factors were having eigenvalue more than (1.0).

The initial eigenvalues for all the components are displayed in (Table 4). It is shows that there were two components have eigenvalues greater than unity. The 1stfactor described (29.177%) of the variance, the 2ndfactor (19.255%) of the variance.

The two factor solution, which described (48.432%) of the variance, was chosen because of the 'leveling off' of eigenvalues on the scree plot refer to (figure 12).

Table (4) Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.918	29.177	29.177	2.918	29.177	29.177	2.530	25.305	25.305
2	1.926	19.255	48.432	1.926	19.255	48.432	2.313	23.127	48.432
3	.939	9.386	57.817						
4	.834	8.341	66.158						
5	.796	7.957	74.115						
6	.683	6.832	80.947						
7	.668	6.681	87.627						
8	.457	4.575	92.202						
9	.431	4.306	96.508						
10	.349	3.492	100.000						

Extraction Method: Principal Component Analysis.

Figure (12) Scree plot: WLB and Employees Performance
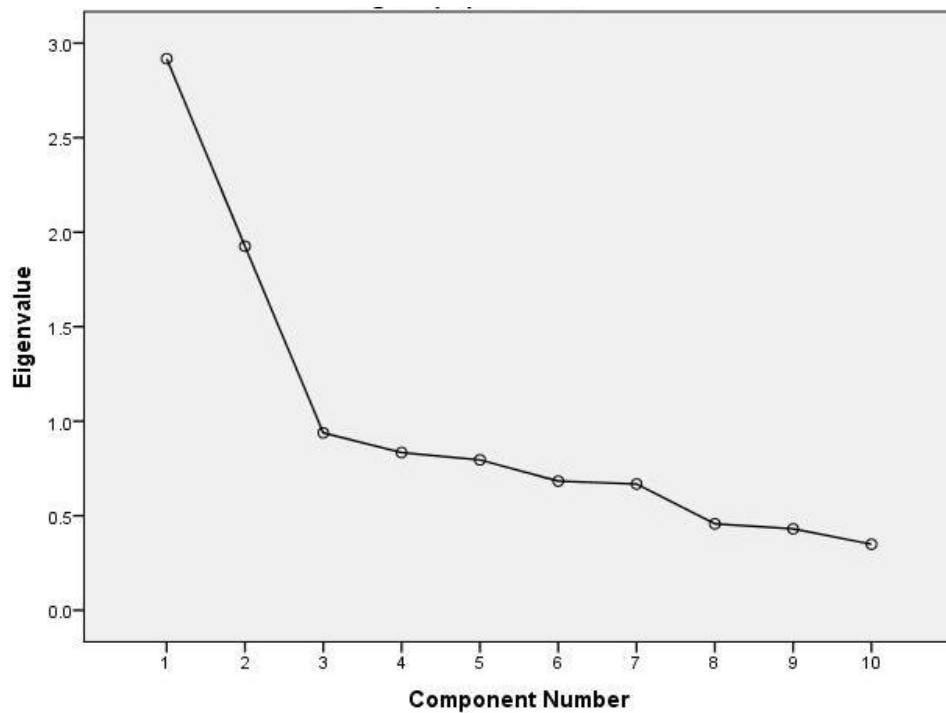
The orthogonal rotation was the suitable choice since the aim was to extract factors that have non-zero or significant, the loadings will be only for some of the variables. Each of those variable supposed to have non-zero or significant loadings with one factor.

After that, Principle Components factor analysis have been done for the (12) items, using VR procedure, was showed, with the two factors explaining (48.32%) of the variance. The VR delivered the best factor structure showing all items having primary loadings over (0.5);the factor loading matrix for this final solution is shows in below (Table 5).

Table (5) Factor Loadings and Communalities based on Principle Components analysis with Varimax Rotation (WLB & Employees performance)

variables	Component	
	1	2
A12	.813	
A2	.802	
A11	.769	
A4	.597	
A8		.665
A7		.662
A3		.609
A9		.605
A10		.560
A6		.516
Eigenvalue	2.918	1.926
Alpha	.763	.661

From the above (table 5) we can conclude that (2) factors has been extracted by the factor analysis, factor (1) represented by the items (12, 2, 11, 4) with the eigenvalue (2.918) and reliability of (.763), this factor shall represent *"the negative outcomes"*, while factor (2) represented by the items (8, 7, 3, 9, 10, 6) with the eigenvalue (1.926) and reliability of (.661), this factor shall represent *"the positive outcomes"*, we can also notice that items (1 & 5) has been excluded either due to loading blow (0.5) or loaded in the improper factor.

4.7.2 Factorability of the Variables of work-life balance and workplace behavior:

The adequacy of the data was confirmed by different well-recognized criteria before applying the Factor Analysis technique, as explained below:

4.7.2.1 Kaiser-Meyer-Olkin (KMO):

KMO: Measuring the sampling adequacy. It is an index applied to test the suitability of FA. As mentioned above (refer to sub-chapter 4.6.1.1), If the value above (0.5), that mean indicates that FA is suitable and appropriate. Refer to (table 6) the computed value of KMO statistic is (0.664).

4.7.2.2 Bartlett's Test of sphericity (BTS):

BTS is a statistical test applied to observe the estimated chi-square statistic is (176) with (45) degrees of freedom, which consider as significant at (0.05) level (refer to table 6). This significant value rejects the null hypothesis that the CC matrix is an identity matrix.

Table (6) Table KMO and Bartlett's Test for work life balance and Workplace behavior

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.664
Bartlett's Test of Sphericity	Approx. Chi-Square	176.630
	df	45
	Sig.	.000

4.7.2.3 Result of Factor Analysis:

After confirming the adequacy of the data for FA, the researcher found that the relation between WLB and workplace behavior were explaining by set of (10) variables. These variables were subjected to FA. PCA was applied for extraction of factors. The number of factors to be taken was on the basis of LRC (eigenvalue criterion) and the Scree plot. All selected Factors were having eigenvalue more than (1.0).

The initial eigenvalues for all the components are displayed in (Table 7). It is shows that there were two components have eigenvalues greater than unity. The 1st factor described (33.334%) of the variance, the 2nd factor (19.126%) of the variance.

The two factor solution, which described (52.460%) of the variance, was chosen because of the 'leveling off' of eigenvalues on the scree plot refer to (figure 13).

Table (7) Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.000	33.334	33.334	2.000	33.334	33.334	1.631	27.184	27.184
2	1.148	19.126	52.460	1.148	19.126	52.460	1.517	25.275	52.460
3	.869	14.479	66.938						
4	.776	12.934	79.872						
5	.614	10.233	90.105						
6	.594	9.895	100.000						

Extraction Method: Principal Component Analysis.

Figure (13) Scree plot

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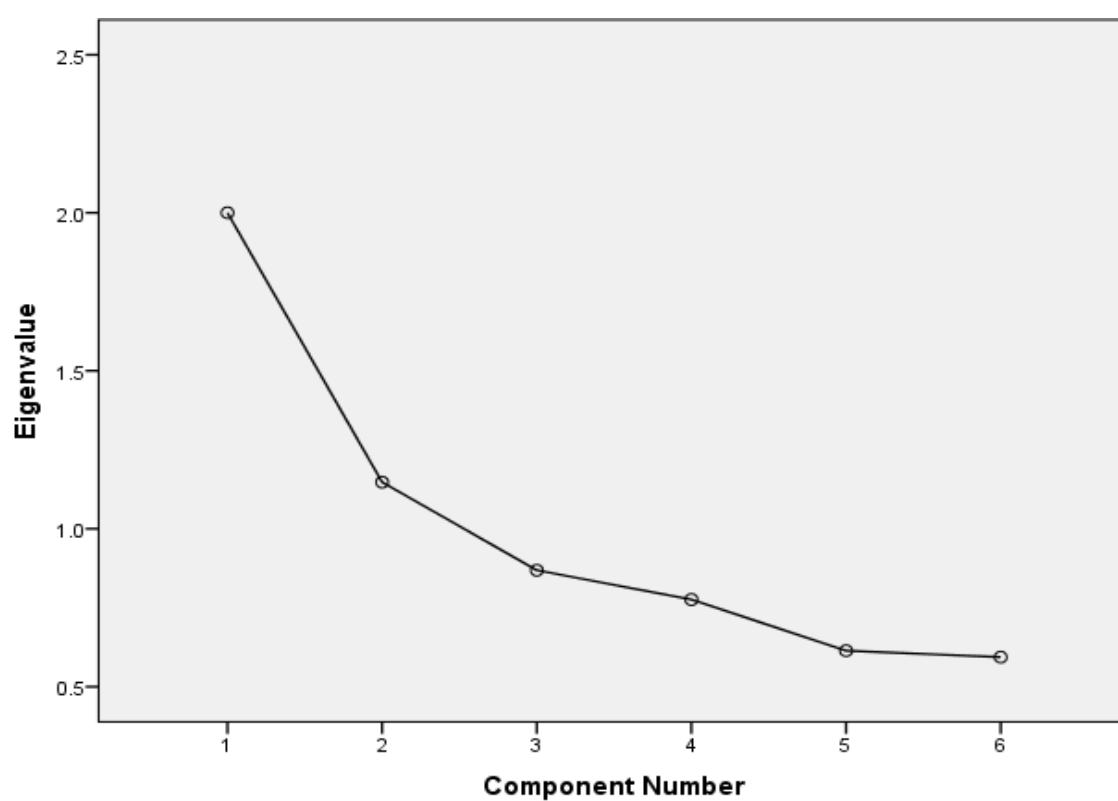
The orthogonal rotation was the suitable choice since aim was to extract factors that have non-zero or significant, the loadings will be only for some of the variables. Each of those variables supposed to have non-zero or significant loadings with one factor.

After that, PCA analysis have been done for the (10) items, using VR procedure, was showed, with the two factors explaining (52.46%) of the variance.

The VR delivered the best factor structure showing all items having primary loadings over (0.5); the factor loading matrix for this final solution is shows in (Table 8).

Table (8) Factor Loadings and Communalities based on Principle Components analysis with Varimax Rotation (WLB & Workplace behavior)

variables	Component	
	1	2
A6	.774	
A3	.734	
A1	.555	
A8		.849
A10		.655
A2		.520
Eigenvalue	2.000	1.148
Alpha	.529	.482

From the above (Table 8) we can conclude that (2) factors has been extracted by the FA , factor (1) represented by the items (6, 3, 1) with the eigenvalue (2.000) and reliability of (.529), this factor shall represent *"the balancing"*, while factor (2) represented by the items (8, 10, 2) with the eigenvalue (1.148) and reliability of (.482), this factor shall represent *"the loyalty and motivation "*, we can also notice that items (4, 5, 7, 9) has been excluded either due to loading blow (0.5) or loaded in the improper factor.

4.8 Testing the hypotheses:

Hypothesis 1: There is a direct cause/effect relationship between WLB practices and employee performance.

To test the above hypothesis, the researcher used the Spearman correlation as shown in the following table:

Table (9) Correlations of work life balance and Employee Performance

Variables	Statistics	Employee's performance
Work Life Balance	Correlation Coefficient	-.227**
	Sig. (2-tailed)	003
	N	170

The above (Table 9) reports that there is a negative relationship between WLB in IT companies in Oman and employees' performance at significant level of (.003), this result indicates that WLB in IT company's influence the employee's performance negatively.

To know the effect of the WLB on employee's performance the researcher conducted the simple regression analysis as follow:

Table (10) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.198	.039	.033	.47745

The above (Table 10) shows that there is a significant relationship between WLB and employees' performance, as R= (.198), and R^2= (.039) which indicates that WLB explains (3.9%) of the variance of employees' performance.

Table (11) ANOVA : work life balance and Employee's Performance

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.563	1	1.563	6.854	.010
	Residual	38.297	168	.228		
	Total	39.860	169			

The above Anova (Table 11) shows that (f) value is (6.854) at significant level of (0.05), and this result indicates that there is a significant effect of WLB on employees' performance.

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Table (12) Coefficients of work life balance and employees Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.120	.178		17.520	.000
	Total_A	-.160	.061	-.198	-2.618	.010

The above (Table 12) shows that the coefficient (B) = (-.160), and (t) value is = (-2.618) at the significant level of (0.05), this result indicates that there is a significant effect of WLB on employees' performance at IT companies in Oman, and the effect size was (-19.8%).

Hypothesis 2: There is a direct cause/effect relationship between WLB practices and workplace behavior.

To test the above hypothesis, the researcher used the Spearman correlation as shown in the following table:

Table (13) Correlations of work life balance and workplace behavior

Variables	Statistics	Workplace behavior
Work Life Balance	Correlation Coefficient	.314**
	Sig. (2-tailed)	000
	N	170

The above (table 13) reports that there is a positive relationship between WLB in IT companies in Oman and workplace behavior at significant level of (.000), this result indicates that work life in IT company's influence the workplace behavior positively.

To know the effect of the WLB on workplace behavior the researcher conducted the simple regression analysis as follow:

Table (14) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.312	.097	.092	.34383

The above (Table 14) shows that there is a significant relationship between WLB and workplace behavior, as R= (.312), and R^2= (.097) which indicates that work life balance explains 9.7% of the variance of workplace behavior.

Table (15) ANOVA : work life balance and workplace behavior

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.112	1	2.112	17.862	.000
	Residual	19.624	166	.118		
	Total	21.735	167			

The above Anova (Table 15) shows that (f) value is (17.862) at significant level of (0.05), and this result indicates that there is a significant effect of WLB on workplace behavior.

Table (16) Coefficients of work life balance and workplace behavior

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.325	.197		11.784	.000
	Total_A	.275	.065	.312	4.226	.000

The above (table 16) shows that the coefficient (B) = (.275), and (t) value is = (4.226) at the significant level of (0.05), this result indicates that there is a significant effect of WLB on workplace behavior at IT companies in Oman, and the size of this effect is (31.2%).

4.9 Open – End Questions:

Q1: What are the main challenges to work life balance in your organization?

Table (17) the responses of the sample members

S.No	Responses	Frequency	Percentage
1	Time Management	11	17.5%
2	the work load	11	17.5%
3	Promotion	1	1.6%
4	Good management	1	1.6%
5	Stress work and responsibilities with external life pressure	1	1.6%
6	Maintaining holiday plans	1	1.6%
7	Employment	1	1.6%
8	work nature and the distance between home and work	1	1.6%
9	No job security	1	1.6%
10	Superiors	1	1.6%
11	There is no challenge i adjustment between those	1	1.6%
12	Colleagues	1	1.6%
13	Improvement	1	1.6%
14	Staff shortage and increase work load	1	1.6%
15	No challenges	1	1.6%
16	Shift duty with my experience years	1	1.6%
17	Negativism of people around me and the discrimination between each employee as they will give one everything and other nothing	1	1.6%
18	My work in ministry of health is forcing me to give more effort in work as I am dealing with human being ,	1	1.6%
19	More attenders to the patient	1	1.6%
20	Shifting/ on-call duties	1	1.6%
21	Old mind of the some senior who didn't want to improve the work	1	1.6%
22	Inflation and rising prices in the financial markets	1	1.6%

23	Handling of too many matters at a time.eg during medication calling for care and when we go for care call from department to shift the pt for procedure etc 2. Large number of visitors .	1	1.6%
24	Patients' lives and health	1	1.6%
25	Staff -patient ratio	1	1.6%
26	The nature of the organization	1	1.6%
27	To keep your knowledge and skills updated and maintain your ability to change and keep good health	1	1.6%
28	Management	1	1.6%
29	Staff number	1	1.6%
30	Not diving tasks properly	1	1.6%
31	Put right person in right place	1	1.6%
32	pressure on one person	1	1.6%
33	poor management	1	1.6%
34	management module	1	1.6%
35	poor communication	1	1.6%
36	management style	1	1.6%
37	not undertaking women culture in Oman	1	1.6%
38	work pressure	1	1.6%
39	Dividing tasks	1	1.6%
40	Management	1	1.6%
41	Staffing shortage. Lack of medical orderly to help nurses. On call during off days. Night able to complete night offs.	1	1.6%
42	There are not enough jobs	1	1.6%
43	no work flow management	1	1.6%

From the above table we can clarify that we have received only (63) Reponses for the above

question which represents (37.1%) from the total responses.

Most of the respondents clarify that time management and workload is the main challenges to

work life balance with a percentage of (17.5%) for each.

Q2: How can your organization improve its work life balance practices?

Table (18) the responses of the sample members

S.No	Responses	Frequency	Percentage
1	Applying employee training courses	3	8.3%
2	Divide task upon on employee capacity	3	8.3%
3	Motivation	1	1.7%
4	By giving the employees flexible timing of work, which means no matter login and logout time the employees must complete working time.	1	1.7%
5	management needs to change	1	1.7%
6	By having proper channel of managerial departments	1	1.7%
7	Stimulation and advantages for the employee with an appreciation of the role of the subject with the family	1	1.7%
8	Proper work load distribution	1	1.7%
9	By setting up a systematic work flow	1	1.7%
10	By using technology	1	1.7%
11	By providing all the employees' requirements, such as cafeteria, gym, break area. Also, by passing or provide a policy of not to exceed the working hours. In another word, to stick to the working time only.	1	1.7%
12	the flexible and good handling with staff	1	1.7%
13	improving business quality	1	1.7%
14	Secure Assigned Job and Appreciate Employees effort	1	1.7%
15	Introduce flexible hour	1	1.7%
16	I don't know but must be have some policy to take it	1	1.7%
17	By workshop	1	1.7%
18	Increase number of staff nurses and motivate the staff always	1	1.7%
19	More staff nurse and to split the work equally to all staff	1	1.7%

20	Reflecting in positive way that help employees to give good care and increase quality	1	1.7%
21	Straight polices and strong leader	1	1.7%
22	In Oman first family then work , so give more work to expatriates	1	1.7%
23	By controlling the attenders	1	1.7%
24	Please increase the number of productive and skilled staffs.	1	1.7%
25	More staffs and availability of supplies all the time	1	1.7%
26	By improving productivity daily bases	1	1.7%
27	Schedule	1	1.7%
28	Through the development of professional and training workshops to develop skills and raise the level of knowledge of employees and discuss all developments in the field of work	1	1.7%
29	Providing enough staff	1	1.7%
30	To take adequate study of all transactions within the institution	1	1.7%
31	Work as a team	1	1.7%
32	Discussion and promotion	1	1.7%
33	Helpful the group and except the diction anew diction to improve the work	1	1.7%
34	Proper guidance	1	1.7%
35	By providing the adequate staffs, weekly off / annual leave.	1	1.7%
36	By being more flexible	1	1.7%
37	By training and empowering, keep the work environment safe and encouraging the staff for their initiative and correcting their mistakes by council long rather than punishing	1	1.7%
38	Understanding staff needs	1	1.7%
39	Recruiting more people	1	1.7%
40	Communicate with staff more	1	1.7%
41	Speak up culture , open door environment, action trackers , monthly work balance review within the team	1	1.7%

42	making work environment more in family culture	1	1.7%
43	make relation more strong between company and staff	1	1.7%
44	improve relationship among staff and management	1	1.7%
45	listen to their staff problem	1	1.7%
46	understand the Omani culture and lifestyle	1	1.7%
47	I think there should fixed time for duty due to which a person can balance his personal life also	1	1.7%
48	Reschedule task	1	1.7%
49	By respect others & understood them	1	1.7%
50	To be more aware of the workload of each nurses and identify be openly discuss with the staffs what are the difficulties they are facing.	1	1.7%
51	Hire new employees	1	1.7%
52	put right schedule	1	1.7%
53	Establishments of a nursery at the workplace	1	1.7%
54	provide place and nannies to bring our kids	1	1.7%
55	Want place in work to keep our babies	1	1.7%

From the above table we can clarify that we have received only (60) Reponses for the above question which represents (35.3%) from the total responses.

The highest percentage was for Applying employee training courses and Divide task upon on employee capacity is the most practice to improve work life balance with a percentage of (8.3%) for each.

Chapter 5: Conclusion and Recommendations

5.1 Introduction

This chapter concludes this study. The chapter contains a summary presentation of findings that the study evaluates and discussed. Recommendations for further research have taken a place in this chapter. Student reflection ends the chapter.

5.2 Summary of findings

This chapter presented the findings obtained from the data analysis of the survey that was conducted to examine the relationship between work-life balance and employees' performance in Oman-based IT companies, as well as the relationship between work life balance and workplace behavior in Oman-based IT companies as follow:

- Findings from the exploratory factor analysis report that there is (2) factors have been extracted from each questionnaire.

- There is <u>a significant effect</u> of work life balance on employees' performance at IT companies in Oman, and the effect size was (-19.8%).

- There is <u>a negative significant</u> relationship between work life balance practices and employee performance.

- There is a <u>significant effect</u> of work life balance on workplace behavior at IT companies in Oman, and the size of this effect is (31.2%).

- There is <u>a positive significant</u> relationship between work life balance practices and workplace behavior.

5.3 Conclusion

Needless to say, a big deal of studies and business management trends emphasize the value and importance of work life balance in ensuring improved workplace performance and behavior which is why successful organizations have always show high commitment levels to supporting WLB. This study is one among a few attempts to study the theme of work life balance in the Omani business context. In fact, the idea of work life balance in Omani business context has been remarkably determined by the various demographic changes which have been taking place the recent decades in Oman. The old time traditional extended family has decreasing in number; and on the opposite side nuclear families have become a norm in the Omani society. Likewise, Omani women, whose traditional role consists in staying at home

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and looking after their children, have left home and started their own job career in either the public or the private sector. Thus, employees started to experience new challenges emanating from their personal and family life. Those challenges do have direct implications on their workplace performance and behavior. Therefore, in order to ensure a happier and satisfied workforce, organizations are now doomed to consider the personal and family life issues of their employees and address their needs. Equally, organizations now need to go beyond the mere financial rewards in order to ensure a good workplace performance and behavior among their employees. Work life balance in this regard has appeared as a best solution to be implemented.

The empirical investigation conducted in this research, shows that the relationship of work life balance towards employees' performance is so tight in a way that employees' performance is highly determined by the nature and type of work life balance offered by their organization. Most of the studied samples in the IT companies show higher performance and productivity degrees in the availability of good work life balance practices and initiatives. Contrariwise, their performance tends to be limited and even interrupted in the absence of strong work life balance practices in their workplaces. Similarly, there is also an influential and direct relationship of work life balance towards employees' behavior in the workplace. The research shows that strong work life balance can limit negative workplace behavior such as absenteeism, disobedience, anxiety, worry, tension and conflicts. At the same time, strong work life balance practices can ensure positive behavior such as job satisfaction, job engagement, motivation, creativity, physical and mental healthiness, trust, loyalty, collaboration and communication with workplace colleagues.

The management in most of the studied IT companies in Oman is aware of the value and relevance of implementing strong work life balance practices. However, in practice there are some limitations which are determined by a number of both internal (budget, lack of skills and people…etc) and external factors (business environment, culture and legal issues). Normally, the HR management in each of the studied IT companies is expected to play an important role in fostering work life balance practices. However, in the absence of due support from the top management the HR management can not alter the status quo. There is also less focus from the part of the leadership in the companies studied on the issue of work life balance. The leadership can play a significant role in shaping the extent and nature of each of the IT companies under focus. Therefore, backing up a successful model of work life balance in Oman is a target that require the participation of different parties within the organization and

which at the same time need support from external parties such as the legislator and trade unions.

Actually, an efficacious combination of work and non-work lives can only represent a win-win situation for IT companies in Oman as well as for their employees. The benefits of work life balance is not only to the advantage of the employees in those IT companies alone but also to that of everyone who benefits form good WLB practices. While employees can benefit from good work life balance schemes in terms of job satisfaction, focus on their jobs and less work-related stress, IT companies in Oman can also ensure better staff retention, increased productivity, more profitability and strong brand reputation. Therefore, Oman-based IT companies need to take one step further towards sustaining work life balance practices and initiatives both in theory and practice. While doing so, IT companies in Oman need also to be aware that building strong and successful work-life balance programs and practices is a long term process that consists in altering a an entire culture and a whole thinking patter as per the way people perceive work-life balance. Also, IT companies in Oman need to recognize that work-life balance practice and strategies are most efficient when they heighten the autonomy of the employees and at the same time boost their ability to perform well in work and in family situation.

Companies which success to meet the various needs and satisfy offer satisfying experiences in the different spheres of life are more likely to augment the quality and depth of personal relationships and a variety of organizational outcomes.It is also worth noting that any work life balance practice should be purposeful and contextualized in a sense that it meets the needs and specifications of the employees and the characteristics of the work place. This requires the management to analyze and examine the personal and family profiles of every employee and decide on which work life balance can better satisfy them. Any work life balance that is not relevant to the needs and characteristics of the employees would be a waste of time, money and effort for the company and would guarantee neither an improved performance nor a positive workplace behavior on the part of the employees.

Briefly, what needs to be highlighted at the end of this research is that implementing a strong work life balance practices is a smart investment for any Oman-based IT company. Work life balance schemes do not only ensure good performance rates and positive behavior in the workplace. Sustaining a successful work life balance can help any IT company in Oman generate strong competitive advantage in an increasingly competitive IT industry.

5.4 Recommendations

Work-Life Balance remains a challenging and puzzling issue in most IT companies in Oman. Basically, promoting work life balance and workplace behavior is a shared responsibility between different parties in every IT company including the top management, leaders and the HR managers. Shaking a balance between work obligations from one part and both personal and family obligations on the other one is becoming more and more demanding and challenging for every employee. That is why IT companies in Oman should perceive work life balance as an integral part of their HR management strategies and this can be done through considering a number of suggestions which are devised based on the analysis of the data.

- **HR management:**

    First of all, much of the work life balance job lies on the edge of the human resources management. This later can play a focal role in promoting work life balance in the IT companies. HR managers in most examined IT companies think that financial benefits and rewards are enough to ensure higher performance levels among the employees which is not always the case. Instead, HR managers should perceive the employees as human beings whose needs are not only quenched by the material gains but also by their personal, family and societal needs.

- **Flexible work hours:**

    IT companies in Oman should offer flexible work hours. This practice commonly appeals to the needs and preferences of most employees regardless of their age, gender or rank. Flexible hours help the employees balance work and personal/family life. This practice can reduce the lateness and absenteeism, increase in employee morale and employee job satisfaction and ultimately employee performance.

- **Lenient work shifts:**

    Female employees in particular should receive specific work life balance packages which can add some work flexibility. Due to their family obligations and social norms female employees in Oman-based IT companies should not be enrolled to work double shifts nor should they work night shifts. Instead, IT companies should give these employees flexible work schedules where they can work for one single shit during day time.

- **Child care centers:**

    The data analyzed shows that more than 80% of the female employees in the examined IT companies are wives and mothers. While at work, those female employees are

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constantly worried about the security and safety of their children left at home or in kindergarten. Therefore, every IT company should provide a child care center for its employees' children. This help the employees to access to a child care service and help to reduce the parent's stress. Workplace child care can have remarkable impacts of the performance and behavior of the employees who are likely to be less worried about the safety and security of their off-springs and they would concentrate more on their job tasks.

- **Diversity management**

  Diversity management is also a key element in ensuring an improved work life balance in every IT company in Oman. As a matter of fact, the management in Oman-based IT companies should establish clear norms and practices that promote diversity and inclusion of the employees regardless of their diverse ethnic, gender, racial and regional backgrounds.

- **Customize Work Life Balance**

  Customizing work life balance to individual needs would also be taken as a priority. IT companies in Oman should prepare favorable conditions that appeal to the needs of employees with special disabilities such as specific offices and impairments assistance materials.

- **Work Life Balance culture**

  IT companies in Oman should promote a culture that is open to supporting work/life balance. Employee survey assessment might be used to assess how far a company supports work life balance.

- **Assessing Work Life Balance**

  IT companies in Oman should constantly benchmark their own work life balance practices with other competitors in either the local or international markets. The rationale behind this practice is to identify areas of strength and weakness and therefore devise more efficient work life balance plans and strategies. Although there is no definite way to measure corporate involvement of work life balance practices, IT company in Oman can still assess the status of their involvement in work life balance through considering elements such as employee time saved, employee retention, increased motivation and performance, absenteeism and stress-related illnesses.

Paid leaves:

Data collected shows that in most IT companies, maternity leaves or remarkably concise and shortened. Therefore, IT companies in Oman may introduce paid maternity leaves for its female employees who give birth to a new baby. These maternity leaves should be no less than 3 months. Male employees having new born babies should as well enjoy a paid paternity leaves of at least 10 days. Both maternity and paternity leaves can help the employee's fully live important events in their family life.

Work Life Balance training:

IT companies in Oman should invest in training its HR managers about ways and strategies that foster WLB. The WLB training programs can help IT companies in Oman improve the WLB of their staff. Key training should target areas such as time management, leadership, effective work load management, personal and professional development and life management. Most of these courses can help the HR managers improve their skills and capacities of dealing with problems, motivating the employees and communicating effectively with subordinates…etc.

Work-Life stress management

Since every employee might experience work life stress which can affect his work performance and behavior. IT companies in Oman may work with external experts and agents specialized in dealing with Work-Life stress. Such a service should be confidentially provided. Else, it would be embracing for the employees.

Telecommuting:

IT companies can also introduce telecommuting as an advanced arrangement that enables the employees to perform given job duties at a remote place through using the internet. Telecommuting should be used on periodic regular basis. For instance an employee might use it for 2 days each month. Telecommuting can help the employees save time, efforts and expenses and at the same time look for their personal and family needs while performing their jobs.

Safety and security:

Finally, the employees' security should be taken as a top priority. Healthy workplaces promote mutual value for both employees and companies. Improved safety measurements in the workplace helps improve organizational self-fulfillment, workplace performance and positive workplace behavior.

5.5 Future Research

Work life balance remains an interesting area of research that lends itself to further insights especially in the Omani business context which is still open to more research. IT companies in Oman in particular and Omani organizations in general would benefit from any future research contribution that offers them a practical model on how they can best measure their work life balance practices and initiatives. As a matter of fact, future research in this area might focus on designing practical instruments that can be used to quantitatively and qualitatively measure work life balance practices and programs adopted by Omani organizations. It is a challenging task to offer a reliable measurement instrument of work life balance but future research about this topic would be marked with particular novelty and originality. Theoretically speaking, the theory presents a few instruments that can be used in this regard. However a valuable research would empirically devise efficient instrument that are acknowledged by the theory and which are personalized in a way that they fit in well with the characteristics of the Omani business context, organizations, employees and culture.

Student Reflection

This part will cover the reflection of the researcher regarding the whole thesis. Since no previous studies have been done in Oman related this topic, it was interesting and attractive area for me to be cover. In the early stages, the researcher found that it was hard little to find a sources or pre studies that handing Work life Balance in Sultanate of Oman. The data collection has been take quite long time to be gathered. The gathering of secondary data gives the researcher a clear view and knowledge about work life balance. Work life balance found as very rich topic that engaged with all industries nowadays. During reading articles and books, the researcher recognized that There are varies factors that influence employee work life balance depends on the industry. The researcher was trying to narrow the focusing only on information about employee performance and workplace behavior.

The methodology chapter was considering as an important part so that need more thinking because it will be affecting the process of data analysis and the effectiveness of the outcomes. The method of collecting the primary data was very great experience that the researcher has gone through. Many advantages have been recorded though using the online survey (Google forms). The survey might be performed faster than other methods. It is also low in cost comparing with other methods. Lots of new features have been learned by using the Google forms. The advantage which makes me chooses Google forms that it is free source and there is no limited number for your questions unlike other online survey tools. The population size was good and helps in having controllable sample size. Although there was official letter from the college, the researcher was hardly getting reactions and responses from some companies that was involve in the study before. This ends to exclude them from the analysis since no evidence has been submitted from their side.

Since the topic is purely discussing about human resource, the researcher found there were no areas that talk about a particular software or platforms such as software designs, indicators and testing systems. Therefore, *Project management* chapter has been not including in the thesis.

The concept of project management was used in phase one (proposal stage). The researcher applied (Gantt chart) by using MS Project to give estimating study about initiating; planning, executing and closing the dissertation (refer to Appendix 6).

In data analysis chapter, the researcher reflects that using a statistical tool was challenge. From self-experience, using PSPP was very difficult and complicated. Therefore, the researcher moves to SPSS. The performance of SPSS was much smoother and better than PSPP in terms of charts, graphs and scatterplots. The researcher observed that SPSS has better ability of creating charts and graphs. PSPP not creating box plots. Also while doing ANOVA tables, the researcher found that by PSPP, you can get Eta from one way analysis of variance output. But by SPSS you can have option to run one way analysis of variance with MEANS procedure. The list of abbreviations was applied in data analysis chapter, since the researcher is continually using the statistical terms under each table.

In the end of thesis, the researcher found that there was a significant effect of work life balance on employees' performance at IT companies in Oman. Also there were is a significant effect of work life balance on workplace behavior.

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Appendices

Appendix 1: MEC letter Request for NOC

كــلية الشــرق الأوســط
Middle East College

Date: 07/05/2019.
MEC/REG/2019/ 424

<u>To: Whom It May Concern</u>

This is to inform you that, **BADRIYA KHODA BAKHSH BADAL AL BALUSHI (PG17F1821)** is a student enrolled on our MBA (IT) programme and she is currently doing her Dissertation with a title (**WORK LIFE BALANCE: it's IMPACT ON WORKPLACE BEHAVIOR AND PERFORMANCE OF EMPLOYEES, A CASE STUDY OF IT COMPANIES IN SULTANATE OF OMAN**).

In this regard, we request you to kindly permit her to collect relevant data from your organisation. Kindly note that these data is being collected for academic purposes only and the information contained therein will not be made available on the public domain. Hard/soft copies will be used only for the mandatory processes of evaluation and quality assurance.

Should you require any further information in this regard, please do not hesitate to contact the under signed and shall be more than happy to provide you the same.

Thanking you

Yours sincerely,

Jabir AL Amri
Head Of Registration Office

Appendix 2: NO Objection Certificates

imtac امتاك

Date: 30th May 2019

Mr. Jaber Al Amri
Head of Registration Section
Middle East College
Muscat, Sultanate of Oman

Subject: No Objection Certificate

Refer to your letter no. MEC/REG/2019/424 dated 07.05.2019, we have no objection for **Ms. Badriya Khoda Bakhash Badal Al Balushi (PG17F1821)**, who is pursuing Master of Business Administration in information technology (MBA-IT) degree at your college to do this dissertation on "Work Life Balance: its Impact on workplace behavior and performance of employee". Also we provide the required information needed as per her dissertation requirement.

Yours sincerely
for **IMTAC LLC**

Mariam Al Dugashi
Personnel & Admin Manager

تكنولوجيا الإدارة الصناعية والمقاولات (امتاك) ش.م.م

Industrial Management Technology & Contracting (IMTAC) L.L.C.

P.C. 116, Mina Al Fahal, Sultanate of Oman. Tel 24707727, Fax 24707709, C.R.No. 1181424
Email: imtac@imtac.com - Website: www.imtac.com

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Mr, Jaber Al Amri

Head of registration section

Middle East College

Subject: **No Objection Certificate**

Refer to your letter no. MEC/REG/2019/424 dated 7/05/2019; we have no objection for Badriya Khoda Bakhsh Badal Al Balushi (PG17F1821), who is pursuing Master of Business administration in information technology (MBA-IT) degree at your college to do this dissertation on "Work Life Balance: its Impact on workplace behavior and performance of employees". Also we provide the required information needed as per her dissertation requirement.

Regards

WDS Middle East LLC, CR: 1074628, PO Box 1497, PC 130, Azaiba, Sultanate of Oman
Tel +968 2480 0435, Fax +968-2489 1073, info@wds-me.com, www.wds-me.com

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Advanced IT

المتقدم لتقنية المعلومات

May 27, 2019

To:

Mr. Jaber Al Amri,
Head of Registration Office,
Middle East College,
Muscat, Oman

Subject: Permission to collecting the data for Badriya Khoda Baksh Al Balushi.

Dear Sir,

With Reference to your letter ref. No : MEC/REG/2019/424 regarding the subject, please note that we here by granting permission to Badriya Khoda Bakhsh Al Balushi for collecting the relevant datas from our organization for her academic purpose.

Yours faithfully,

Anver Mohammed.

Business Development Manager.

سجت : 1259098 ، ص.ب : 1740 ، الرمز البريدي : 130 ، الطيبة ، مسقط ، سلطنة عمان ، هاتف : 22378826 ، البريد الالكتروني support@omanit.com
C.R No.: 1259098, P.O. Box : 1740, Postal Code: 130, Al Azaybah, Muscat, Sultanate of Oman, Tel: 22378826, E-Mail: support@omanit.com

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Mr, Jaber Al Amri

Head of registration section

Middle East College

Subject: **No Objection Certificate**

Refer to your letter no. MEC/REG/2019/424 dated 7/05/2019; we have no objection for Badriya Khoda Bakhsh Badal Al Balushi

(PG17F1821), who is pursuing Master of Business administration in information technology (MBA-IT) degree at your college to do this dissertation on "Work Life Balance: its Impact on workplace behavior and performance of employees". Also we provide the required information needed as per her dissertation requirement.

Regards

Mr, Jaber Al Amri

Head of registration section

Middle East College

Subject: **No Objection Certificate**

Refer to your letter no. MEC/REG/2019/424 dated 7/05/2019; the company have no objection to share the required information with Badriya Khoda Bakhsh Badal Al Balushi (PG17F1821), who is pursuing Master of Business administration in information technology (MBA-IT) degree at your college to do her dissertation on "Work Life Balance: its Impact on workplace behavior and performance of employees".

Regards

Appendix 3: Letter of Appreciation from WDS Middle East Company

August 20th, 2019

Appreciation letter

Dear Badriya,

Thank you for sharing your MBA dissertation with WDS Middle East Company. Your thesis about (Work life balance: Evaluating the relationship towards Employees Performance and Workplace Behavior) was very useful e.

We appreciate your thoughtfulness in evaluating the relationship towards Employees Performance and Workplace Behavior and thoroughness in delivering helpful advices.

We also believe that your findings and outcomes that serve a help in work life balance improvement in IT companies in Sultanate of Oman.

Regards

Appendix 4: Dissertation Diaries and supervisor comments

Document Name & Type	MBA (IT) Dissertation Diary	Author/Department	Head, Centre for Postgraduate Studies
Approval Date	20/03/2017	Effective Date	20/03/2017
Review Date	17/01/2019	Next Review Date	16/01/2020

Diary – spring 2019 ①

Name of Student: Badriya Al Balushi		Week:
Name of Supervisor: Dr. Blossom Christina		
Dissertation Topic: Work Life Balance: Evaluating the relationship towards Employees Performance and Workplace Behaviour. A Case Study of IT Companies in the Sultanate of Oman		

Date/ Day: 24-03-2019- Sun	Time: 12:15 PM	Venue:

Tasks as per project plan	Actual tasks taken up / completed
Proposal	- Collect and read articles about chosen topic. - Edit the title. - Make primary conceptual map of chosen topic. - Make 1st Draft of the proposal.

Comments / observations / remarks by the Student

Remarks / Comments by the Supervisor

Suggested to follow the instructions

Signature of Student: Date:	24.03.2019	Signature of Supervisor: Date:	24/03/19.

كلية الشرق الاوسط
Middle East College

Diary – spring 2019 ②

Name of Student: Badriya Al Balushi		Week:

Name of Supervisor: Dr. Blossom Christina

Dissertation Topic:

Work Life Balance: Evaluating the relationship towards Employees Performance and Workplace Behaviour. A Case Study of IT Companies in the Sultanate of Oman

Date/ Day: 31-03-2019- Sun	Time: 12:15 PM	Venue:

Tasks as per project plan	Actual tasks taken up / completed
Proposal	- Print the collected articles about chosen topic. - Make theoretical framework of the proposed topic. - In Proposal : 1- Put citations in abstract 2- Add references 3- Add 2 more objectives (one related topic and one related to IT) 4- Statistical test should be applied in key questions

Comments / observations / remarks by the Student

Remarks / Comments by the Supervisor

Suggest to follow the instructions.

Signature of Student: 31-03-2019
Date:

Signature of Supervisor: 3/03/19
Date:

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Document Name & Type	MBA (IT) Dissertation Diary	Author/Department	Head, Centre for Postgraduate Studies
Approval Date	20/03/2017	Effective Date	20/03/2017
Review Date	17/01/2019	Next Review Date	16/01/2020

Diary – spring 2019 ③

Name of Student: Badriya Al Balushi	Week:
Name of Supervisor: Dr. Blossom Christina	

Dissertation Topic:

Work Life Balance: Evaluating the relationship towards Employees Performance and Workplace Behaviour. A Case Study of IT Companies in the Sultanate of Oman

Date/ Day: 9-04-2019- Tues	Time: 12:15 PM	Venue:

Tasks as per project plan	Actual tasks taken up / completed
Proposal	- Check similarity online. - Do your own framework. - Use MS project for Gantt chart

Comments / observations / remarks by the Student

	Dissertation Schedule	74 days	Mon 4/8/19	Thu 7/18/19
	Phase 1	13 days	Mon 4/8/19	Wed 4/24/19
	Proposal Submission	13 days	Mon 4/8/19	Wed 4/24/19
	Phase 2	5 days	Thu 4/25/19	Wed 5/1/19
	Chapter 1 - Introduction	5 days	Thu 4/25/19	Wed 5/1/19
	Phase 3	9 days	Thu 5/2/19	Tue 5/14/19
	Chapter 2 - Research methodology	9 days	Thu 5/2/19	Tue 5/14/19
	Phase 4	7 days	Wed 5/15/19	Thu 5/23/19
	Chapter 3 - Literature review	7 days	Wed 5/15/19	Thu 5/23/19
	Phase 5	7 days	Fri 5/24/19	Mon 6/3/19
	Chapter 4 - Data Findings , Data Analysis	7 days	Fri 5/24/19	Mon 6/3/19
	Phase 6	8 days	Tue 6/4/19	Thu 6/13/19
	Chapter 5 - Conclusion and recommendations	8 days	Tue 6/4/19	Thu 6/13/19
	Phase 7	7 days	Fri 6/14/19	Mon 6/24/19
	Chapter 6 - Recommendation & Study Reflection	7 days	Fri 6/14/19	Mon 6/24/19
	Phase 8	5 days	Tue 6/25/19	Mon 7/1/19
	Review - Citations, References & Appendices	5 days	Tue 6/25/19	Mon 7/1/19
	Phase 9	12 days	Tue 7/2/19	Wed 7/17/19
	Abstract	3 days	Tue 7/2/19	Thu 7/4/19
	Declaration of Originality	3 days	Fri 7/5/19	Tue 7/9/19
	Acknowledgements	3 days	Wed 7/10/19	Fri 7/12/19
	Table of Contents & List of Tables & Figures	3 days	Mon 7/15/19	Wed 7/17/19
	Phase 10	1 day	Thu 7/18/19	Thu 7/18/19
	Project Submission	1 day	Thu 7/18/19	Thu 7/18/19

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Document Name & Type	MBA (IT) Dissertation Diary	Author/Department	Head, Centre for Postgraduate Studies
Approval Date	20/03/2017	Effective Date	20/03/2017
Review Date	17/01/2019	Next Review Date	16/01/2020

Remarks / Comments by the Supervisor

The tasks were completed as per the instructions

Signature of Student: _____ 9-04-229
Date:

Signature of Supervisor: _____
Date: 9/4/19

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كـلية الشـرق الاوسـط
Middle East College

Diary – spring 2019 (4)

Name of Student: Badriya Al Balushi	Week:
Name of Supervisor: Dr. Blossom Christina	

Dissertation Topic:

Work Life Balance: Evaluating the relationship towards Employees Performance and Workplace Behaviour. A Case Study of IT Companies in the Sultanate of Oman

Date/ Day: 19-05-2019- Sun	Time: 12:00 PM	Venue:

Tasks as per project plan	Actual tasks taken up / completed
- Chapter 2	- Complete the poster. - starting the LR (chapter 2) -receiving comments on chapter 1 (introduction)

Comments / observations / remarks by the Student

... balance practices and initiatives in relation to employee performance and workplace behavior in these companies.

1.4. Objectives of the study

- To analyse the nature of the relationship between work-life balance and employees' performance in Oman-based IT companies.
- To focus on the relationship between work life balance and workplace behaviour in Oman-based IT companies.
- To outline the factors impacting the quality of work life balance in organizations.
- To propose useful ideas that can be used by IT companies in Oman to reinforce efficient work life balance schemes for their employees.
- To suggest practical solutions that can be used by HR in IT companies

1.5. Research questions

- Is there any rapport between work life balance and workplace behavior?
- Is there any rapport between work life balance and the employees performance?
- How can work life balance promote a positive workplace behavior and an improved employee performance?

factors

relationship

Relationship between (WLB) & (WPB)

Hypothesis
* *Significant relationship Gender < WLB*
Age < WLB

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Page 1 of 2
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Document Name & Type	MBA (IT) Dissertation Diary	Author/Department	Head, Centre for Postgraduate Studies
Approval Date	20/03/2017	Effective Date	20/03/2017
Review Date	17/01/2019	Next Review Date	16/01/2020

Remarks / Comments by the Supervisor

Suggested to follow the institutions

Signature of Student: 19-05-2019

Date:

Signature of Supervisor: 19/05/19

Date:

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Diary –2019 ⑤

Name of Student: Badriya Al Balushi	**Week:**
Name of Supervisor: Dr. Blossom Christina	
Dissertation Topic: Work Life Balance: Evaluating the relationship towards Employees Performance and Workplace Behaviour. A Case Study of IT Companies in the Sultanate of Oman	

Date/ Day: 16-06-2019- Sun	**Time:** 12:30 PM	**Venue:**

Tasks as per project plan	Actual tasks taken up / completed
Chapter 3	- **Starting Methodology chapter** - **create questioners:** 1- WLB and Work Performance. 2- WLB and workplace behaviour.

Comments / observations / remarks by the Student

R M →
① Research Design –
Qualitative, Quantitative
→ Exploratory, Descriptive analy
②
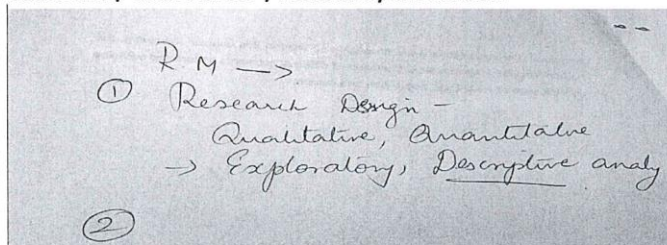
Remarks / Comments by the Supervisor

Suggested to work as per the instructions

Signature of Student:
Date: 16-06-2019

Signature of Supervisor:
Date: 19/05/19.

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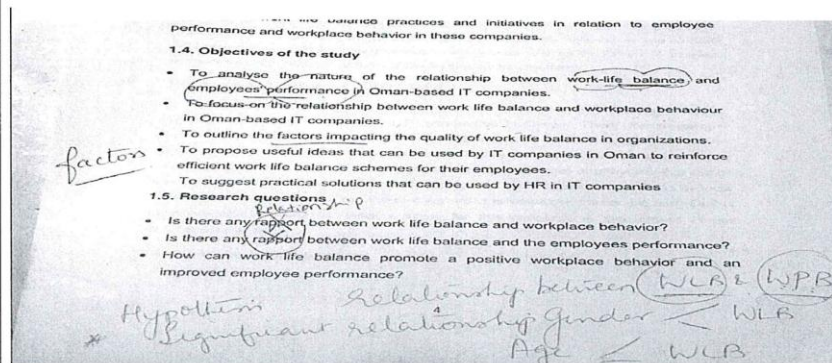
78

Diary –2019 (6)

Name of Student: Badriya Al Balushi	Week:
Name of Supervisor: Dr. Blossom Christina	

Dissertation Topic: Work Life Balance: Evaluating the relationship towards Employees Performance and Workplace Behaviour. A Case Study of IT Companies in the Sultanate of Oman

Date/ Day: 26-06-2019- Wed	Time: 3:00PM	Venue:

Tasks as per project plan	Actual tasks taken up / completed
Chapter 3	- Review Methodology - Add some sub-chapters in Methodology. - Re-structure the LR chapter. - Review the two questioners

Comments / observations / remarks by the Student

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Document Name & Type	MBA (IT) Dissertation Diary	Author/Department	Head, Centre for Postgraduate Studies
Approval Date	20/03/2017	Effective Date	20/03/2017
Review Date	17/01/2019	Next Review Date	16/01/2020

Remarks / Comments by the Supervisor

Suggested to follow the instructions

Signature of Student: *Binod 26-05 2019*
Date:

Signature of Supervisor: *Abhilasha 26/6/19*
Date:

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Page **2** of **2**
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Document Name & Type	MBA (IT) Dissertation Diary	Author/Department	Head, Centre for Postgraduate Studies
Approval Date	20/03/2017	Effective Date	20/03/2017
Review Date	17/01/2019	Next Review Date	16/01/2020

Diary –2019 ⑦

Name of Student: Badriya Al Balushi		Week:
Name of Supervisor: Dr. Blossom Christina		
Dissertation Topic: Work Life Balance: Evaluating the relationship towards Employees Performance and Workplace Behaviour. A Case Study of IT Companies in the Sultanate of Oman		

Date/ Day: 30-06-2019- Sun	Time: 12:00PM	Venue:

Tasks as per project plan	Actual tasks taken up / completed
Chapter 3	- Discussing the chosen questions in the questionnaires. - Show the companies NOC letters to the supervisor. - Discuss of Choosing the Sample size as per the population size.

Comments / observations / remarks by the Student

Remarks / Comments by the Supervisor

Suggested to follow the institutions

Signature of Student:	Signature of Supervisor:
Date: 30 – 06 – 2019	Date:

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Document Name & Type	MBA (IT) Dissertation Diary	Author/Department	Head, Centre for Postgraduate Studies
Approval Date	20/03/2017	Effective Date	20/03/2017
Review Date	17/01/2019	Next Review Date	16/01/2020

Diary –2019 ⑧

Name of Student: Badriya Al Balushi	Week:

Name of Supervisor: Dr. Blossom Christina

Dissertation Topic:
Work Life Balance: Evaluating the relationship towards Employees Performance and
Workplace Behaviour. A Case Study of IT Companies in the Sultanate of Oman

Date/ Day: 30-06-2019- Sun	Time: 12:00PM	Venue:

Tasks as per project plan	Actual tasks taken up / completed
Chapter 3	- Discuss about how to choose minimum Sample size as per the population size.

Comments / observations / remarks by the Student

- How minimum sample size calculate:

Remarks / Comments by the Supervisor

Suggested to follow the instructions

Signature of Student:	Signature of Supervisor:
Date: 30 –06- 2019	Date: 30/6/19

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Diary –2019

Name of Student: Badriya Al Balushi		Week:

Name of Supervisor: Dr. Prakash Kumar

Dissertation Topic:
Work Life Balance: Evaluating the relationship towards Employees Performance and Workplace Behaviour. A Case Study of IT Companies in the Sultanate of Oman

Date/ Day: 07-07-2019- Sun	Time: 2:00PM	Venue:

Tasks as per project plan	Actual tasks taken up / completed
Chapter 3	- Discussing about the scales for the chosen questions. - Discussing about what type of statistical tools may use for data analysis. - Decide using SPSS and excel

Comments / observations / remarks by the Student

Remarks / Comments by the Supervisor

Suggested to follow the instructions

Signature of Student:	Signature of Supervisor:
Date: 7- 7 - 2019	Date: 7/07/19.

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Document Name & Type	MBA (IT) Dissertation Diary	Author/Department	Head, Centre for Postgraduate Studies
Approval Date	20/03/2017	Effective Date	20/03/2017
Review Date	17/01/2019	Next Review Date	16/01/2020

Diary –2019

Name of Student: Badriya Al Balushi	Week:

Name of Supervisor: Dr. Prakash Kumar

Dissertation Topic:
 Work Life Balance: Evaluating the relationship towards Employees Performance and Workplace Behaviour. A Case Study of IT Companies in the Sultanate of Oman

Date/ Day: 15-07-2019- Sun	Time: 3:00PM	Venue:

Tasks as per project plan	Actual tasks taken up / completed
Chapter 4	- Questionnaires distributed. - Receiving Responses. - Attend two days workshops for Statistical tools.

Comments / observations / remarks by the Student
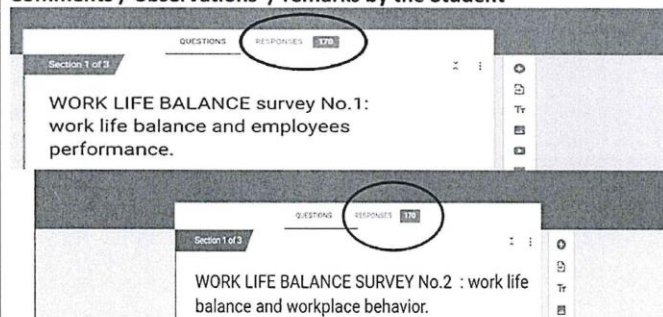
WORK LIFE BALANCE survey No.1: work life balance and employees performance.

WORK LIFE BALANCE SURVEY No.2 : work life balance and workplace behavior.

Remarks / Comments by the Supervisor

Suggested to follow the instruction

Signature of Student:	Signature of Supervisor:
Date: 15 - 07 - 2019	Date: 15/07/19

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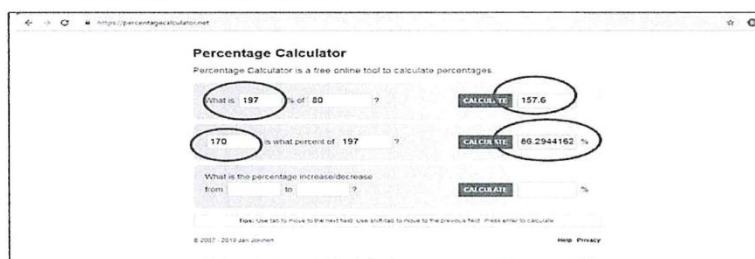
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Diary –2019 (11)

Name of Student: Badriya Al Balushi	Week:

Name of Supervisor: Dr. Blossom Christina

Dissertation Topic:

 Work Life Balance: Evaluating the relationship towards Employees Performance and Workplace Behaviour. A Case Study of IT Companies in the Sultanate of Oman

Date/ Day: 28-07-2019- Sun	Time: 12:00PM	Venue:

Tasks as per project plan	Actual tasks taken up / completed
Chapter 4	- Start the chapter4: - Introduction. - Questionnaire Analysis

Comments / observations / remarks by the Student

Below table shows the rotated component matrix by using Varimax rotation method:

Table (3) Rotated Component Matrix*

	Component 1	Component 2
A12	.813	
A2	.802	
A11	.769	
A4	.597	
A8		.665
A7		.662
A3		.609
A9		.605
A10		.560
A6		.516

Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Normalization.*
a. Rotation converged in 3 iterations.

Remarks / Comments by the Supervisor

Suggested to follow the instructions

Signature of Student:	Signature of Supervisor:
Date: 28-07-2019	Date: 28/07/19

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Diary –2019 (12)

Name of Student: Badriya Al Balushi		Week:
Name of Supervisor: Dr. Blossom Christina		

Dissertation Topic:

Work Life Balance: Evaluating the relationship towards Employees Performance and Workplace Behaviour. A Case Study of IT Companies in the Sultanate of Oman

Date/ Day:30 -07-2019- Tues	Time: 12:00PM	Venue:

Tasks as per project plan	Actual tasks taken up / completed
Chapter 4	- Review chapter4: Check the charts and data analysis. - Check the CRONBACH ALPHA RELIABILITY TESTING

Comments / observations / remarks by the Student

4.5 Reliability Test

The reliability analysis applied the level of Cronbach Alpha as the criteria of internal consistency of the questionnaire. More specifically, alpha is a lower boundary for the true reliability of the survey, mathematically, reliability is defined as the proportion of the variability to the responses to the survey and is the result of differences in the respondents. Also, the results of the survey will differ because respondents have different opinions, not because the survey is confusing or ambiguous with multiple interpretations.

The reliability for the construct of the first questionnaire of work life balance and employee's performance was (.505), and for the questionnaire of work life balance and workplace behavior was (.610).

Remarks / Comments by the Supervisor

Suggested to follow the instructions

Signature of Student:	Signature of Supervisor:
Date: 30 - 07 - 2019	Date: 30/07/19.

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Approval Date	20/03/2017	Effective Date	20/03/2017
Review Date	17/01/2019	Next Review Date	16/01/2020

Diary –2019 (13)

Name of Student: Badriya Al Balushi	Week:
Name of Supervisor: Dr. Blossom Christina	
Dissertation Topic: Work Life Balance: Evaluating the relationship towards Employees Performance and Workplace Behaviour. A Case Study of IT Companies in the Sultanate of Oman	

Date/ Day: 7-08-2019- Wed	Time: 2:00PM	Venue:

Tasks as per project plan	Actual tasks taken up / completed
Chapter 4	- Review the correlation. - Review Exploratory Factor Analysis for Surveys - Review Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO)

Comments / observations / remarks by the Student

The below table shows The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO), this should be either .6 or above. KMO is .754 which is well within acceptable limits. The Bartlett's Test of Sphericity should be significant (less than .05) and in the below table we have met this criterion as the test is significant (p=.000).

Table (1) KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.754
Bartlett's Test of Sphericity	Approx. Chi-Square	364.044
	df	45
	Sig.	.000

Remarks / Comments by the Supervisor

Suggested to follow the institutions

Signature of Student: *Badr*	Signature of Supervisor:
Date: 7-08-2019	Date: 7/08/19.

Diary –2019 (14)

Name of Student: Badriya Al Balushi	Week:

Name of Supervisor: Dr. Blossom Christina

Dissertation Topic:

Work Life Balance: Evaluating the relationship towards Employees Performance and Workplace Behaviour. A Case Study of IT Companies in the Sultanate of Oman

Date/ Day: 20-08-2019- Tues	Time: 2:00PM	Venue:

Tasks as per project plan	Actual tasks taken up / completed
Chapter 4	-Review the below

Comments / observations / remarks by the Student

Chapter4: Data analysis and findings

4.1 Introduction

4.2 Data and Research Methodology

4.3 Population of the Study

4.4 Instrument of the Study

4.5 Reliability test

4.6 Exploratory Factor analysis

4.7 Hypotheses testing

4.8 Chapter Summary

Remarks / Comments by the Supervisor

Suggested to follow the instructions

Signature of Student:	Signature of Supervisor:
Date: 20-8-2019	Date: 20/08/19

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Page **1** of **1**

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Document Name & Type	MBA (IT) Dissertation Diary	Author/Department	Head, Centre for Postgraduate Studies
Approval Date	20/03/2017	Effective Date	20/03/2017
Review Date	17/01/2019	Next Review Date	16/01/2020

Diary –2019 (15)

Name of Student: Badriya Al Balushi		Week:
Name of Supervisor: Dr. Blossom Christina		

Dissertation Topic:
 Work Life Balance: Evaluating the relationship towards Employees Performance and Workplace Behaviour. A Case Study of IT Companies in the Sultanate of Oman

Date/ Day: 25-08-2019- Tues	Time: 2:00PM	Venue:

Tasks as per project plan	Actual tasks taken up / completed
Chapter 5	-discussion and review

Comments / observations / remarks by the Student

Do little change in topic title to be:
Work Life Balance: Evaluating the relationship towards Employees Performance and Workplace Behaviour. A Case Study of IT Companies in the Sultanate of Oman.

Remarks / Comments by the Supervisor

Suggested to follow the instructions

Signature of Student: *Badri*
Date: 25-8-2019

Signature of Supervisor: *Blossom*
Date: 25/08/19.

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Page 1 of 1

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Middle East College

Diary –2019 (16)

Name of Student: Badriya Al Balushi		Week:
Name of Supervisor: Dr. Blossom Christina		

Dissertation Topic:
Work Life Balance: Evaluating the relationship towards Employees Performance and Workplace Behaviour. A Case Study of IT Companies in the Sultanate of Oman

Date/ Day: 03-09-2019- Tues	Time: 10:30 PM	Venue:

Tasks as per project plan	Actual tasks taken up / completed
All chapters	-Review the full report

Comments / observations / remarks by the Student

Remarks / Comments by the Supervisor

Signature of Student:	Signature of Supervisor:
Date: 20-09-2019	Date:

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Appendix 5: Questionnaires sample

<p style="text-align:center">**WORKLIFE BALANCE survey No.1:**</p>

<p style="text-align:center">**Work life balance and employees performance.**</p>

This survey is available on the official Google docs on: https://docs.google.com/forms/d/e/1FAIpQLSdfllwDb9EQkjy8Um-XpeG5bl3-vLmmHrvy0gH0yYUr_H7o8Q/viewform?usp=sf_link

Dear respondent;

We would appreciate your collaborations in filling in this this questionnaire which is part of the fulfillment of a master's degree. The data you provide will be kept confidentially and will be used solely for this research purpose.

Part 1: Respondent's personal data:

- **Designation**: ……………………………………

- **Age**:   Below 30   ☐

    31-40   ☐

    41-50 ☐

    More than 51   ☐

- **Gender:** Male ☐

    Female ☐

- **Years of experience:**

    Less than 1   ☐

    2-5   ☐

    6-15   ☐

    More than 16 ☐

- **Monthly Salary:**

    Less than OMR500   ☐

    OR500-1000   ☐

OR1000-2000 ☐

More than OR2000 ☐

- **Marital status :** Single ☐   Married ☐
- **Number of children** : 0 ☐   1 ☐   2 ☐   +2 ☐
- **Age of children:**   0-2 ☐   3- 10 ☐   11-15 ☐   +15 ☐
- **Partner's status:** Employed ☐   Unemployed ☐

Part 2: Please use the following alternatives to answer the statements below.

SA= strongly agree

A = agree

N= neither agree nor disagree

D= disagree

SD = strongly disagree

1- My work productivity is improved in the presence of strong work life balance initiatives.

Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

2- Work life takes all my time during the day that I do not have time for my family.

Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	

Strongly disagree	

3- I can have flexible work schedule in my organization.

Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

4- Work-life/Work family impairs my overall performance and well-being.

Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

5- I have good relations among the employees in my workplace.

Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

6- Counseling services offered by my company enables me to successfully manage life challenges.

Strongly agree	
Agree	

Neither agree nor disagree	
Disagree	
Strongly disagree	

7- I can openly discuss issues relating to work life balance with my superior.

Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

8- I have no objection with working extra time and leaving the workplace late.

Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

9- I always finish my work without pending.

Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

10- My organization encourages the employees to prepare work schedule to fulfill both personal and family commitment.

Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

11- My job keeps me away from my family too much.

Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

12- My responsibilities at work increase my workload and reflect negative outcomes on my family life.

Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

13- What are the main challenges to work life balance in your organization?

……………………………………………………………………………………………………

14- How can your organization improve its work life balance practices?

……………………………………………………………………………………………………

The end – thank you

<div align="center">

WORKLIFE BALANCE survey No.2:

Work life balance and workplace behavior.

</div>

This survey is available on the official Google docs on:
https://docs.google.com/forms/d/e/1FAIpQLSeOKVyzSviqEbX0qJKV84NMTXdqxwmMIQ99IL02BQtGpSq4OQ/viewform?usp=sf_link

Dear respondent;

We would appreciate your collaborations in filling in this this questionnaire which is part of the fulfillment of a master's degree. The data you provide will be kept confidentially and will be used solely for this research purpose.

Part 3: Please use the following alternatives to answer the statements below.

SA= strongly agree

A = agree

N= neither agree nor disagree

D= disagree

SD = strongly disagree

1- WLB practices implemented by my organization enhance my job satisfaction.

Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

2- Balanced work family priorities enhance the motivation of the employees in my organization.

<div align="center">

</div>

Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

3- My company enables me to balance my work and personal life.

Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

4- In a typical week, do you feel stressed at work more than 4 working days?

Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

5- My coworkers and I have good work relationships.

Strongly agree	
Agree	
Neither agree nor	

disagree	
Disagree	
Strongly disagree	

6- My organization supports the employees in terms of combining professional life with family life.

Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

7- Health programs motivate me to exert more efforts at my work place

Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

8- Support in family situation increases my loyalty to the company

Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	

Strongly disagree	

9- **Presence of financial arrangements with financial institutions makes me more committed to my work.**
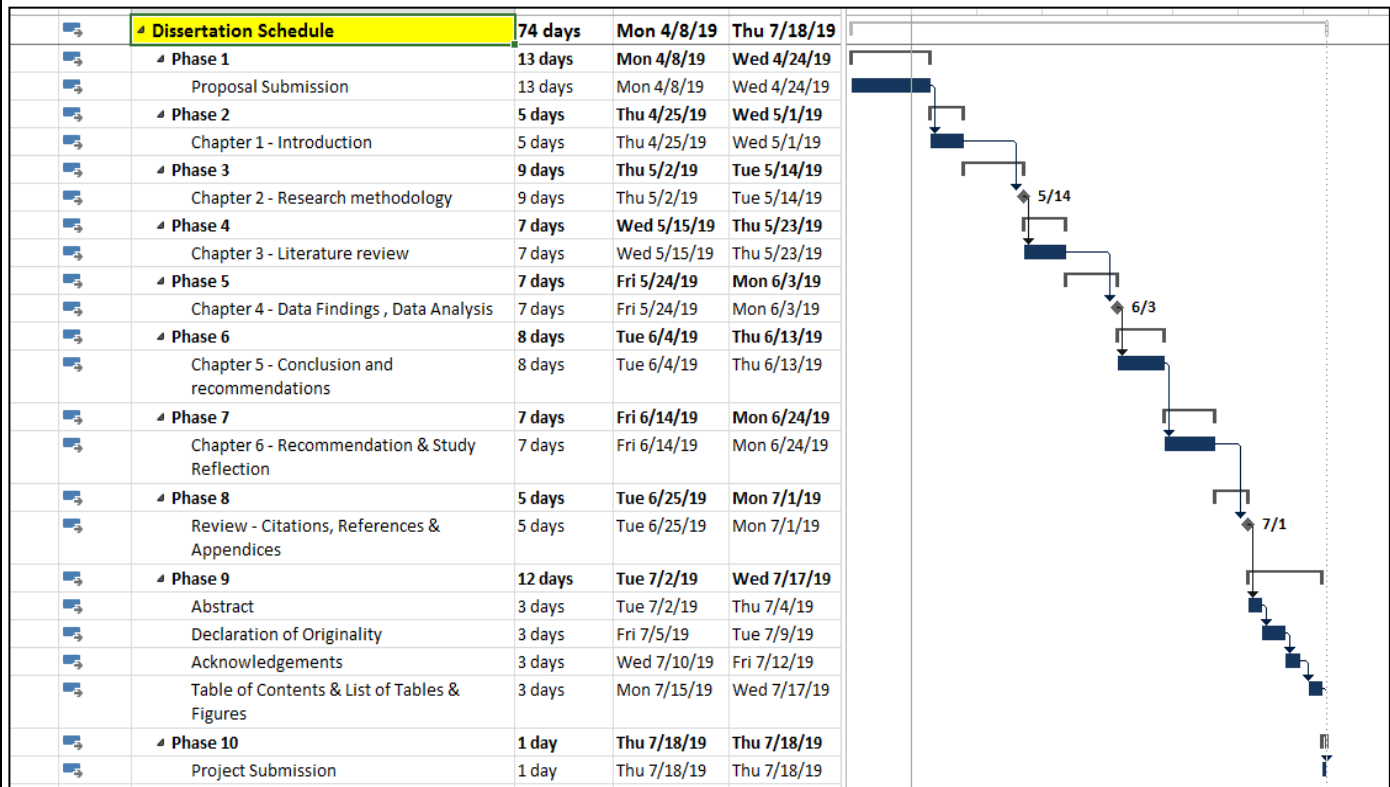
Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

10- Work life balance initiatives in my organization contribute to improving my attendance rate.

Strongly agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly disagree	

The end – thank you

Appendix 6: Gantt chart

⊿ **Dissertation Schedule**	**74 days**	**Mon 4/8/19**	**Thu 7/18/19**		
⊿ **Phase 1**	**13 days**	**Mon 4/8/19**	**Wed 4/24/19**		
Proposal Submission	13 days	Mon 4/8/19	Wed 4/24/19		
⊿ **Phase 2**	**5 days**	**Thu 4/25/19**	**Wed 5/1/19**		
Chapter 1 - Introduction	5 days	Thu 4/25/19	Wed 5/1/19		
⊿ **Phase 3**	**9 days**	**Thu 5/2/19**	**Tue 5/14/19**		
Chapter 2 - Research methodology	9 days	Thu 5/2/19	Tue 5/14/19	5/14	
⊿ **Phase 4**	**7 days**	**Wed 5/15/19**	**Thu 5/23/19**		
Chapter 3 - Literature review	7 days	Wed 5/15/19	Thu 5/23/19		
⊿ **Phase 5**	**7 days**	**Fri 5/24/19**	**Mon 6/3/19**		
Chapter 4 - Data Findings , Data Analysis	7 days	Fri 5/24/19	Mon 6/3/19	6/3	
⊿ **Phase 6**	**8 days**	**Tue 6/4/19**	**Thu 6/13/19**		
Chapter 5 - Conclusion and recommendations	8 days	Tue 6/4/19	Thu 6/13/19		
⊿ **Phase 7**	**7 days**	**Fri 6/14/19**	**Mon 6/24/19**		
Chapter 6 - Recommendation & Study Reflection	7 days	Fri 6/14/19	Mon 6/24/19		
⊿ **Phase 8**	**5 days**	**Tue 6/25/19**	**Mon 7/1/19**		
Review - Citations, References & Appendices	5 days	Tue 6/25/19	Mon 7/1/19	7/1	
⊿ **Phase 9**	**12 days**	**Tue 7/2/19**	**Wed 7/17/19**		
Abstract	3 days	Tue 7/2/19	Thu 7/4/19		
Declaration of Originality	3 days	Fri 7/5/19	Tue 7/9/19		
Acknowledgements	3 days	Wed 7/10/19	Fri 7/12/19		
Table of Contents & List of Tables & Figures	3 days	Mon 7/15/19	Wed 7/17/19		
⊿ **Phase 10**	**1 day**	**Thu 7/18/19**	**Thu 7/18/19**		
Project Submission	1 day	Thu 7/18/19	Thu 7/18/19		

Appendix 7: Mid – term poster

Work Life Balance: It's Relationship towards Employees Performance and Workplace Behavior, Case Study of IT Companies in Oman

Coventry University

كلية الشرق الأوسط
Middle East College

Introduction

Recent developments in HRM research emphasize the significance of WLB and how it has direct impacts on the HR in most organizations (De Bruin& Dupuis, 2004). Identifying the relationship between work life balance form one part and both employee performance and workplace behavior from another one can help organizations implement effective policies. IT companies in Oman need to recognize the value of investing in work life in relation to employee performance and workplace behavior which is the main focus of this research.

Research questions

- Is there any relation between WLB and workplace behavior?
- Is there any relation between WLF and the employee's performance?
- How can WLB promote a positive workplace behavior and an improved employee performance ?
- What practices and initiatives can be taken by IT companies to promote positive workplace behavior and an improved employee performance through investing in workplace balance?
- Any role for organizations, HR departments and policy makers to sustain WLB?

Literature review

The recent decades have witnessed an unprecedented interest among scholars in the topic of work life balance and its interface in the HRM literature. Since its emergence in 1980s as a distinct research area, WLB has been approached from different perspectives. Currently, there are several definitions of WLB proposed in the literature. According to Emsile&Hunt (2009), WLB highlights a state of satisfaction and good functioning both at work and at home.

Theories focusing on WLB are various too. In Fact, there is a wide range of. The main work life balance theories include Structural Functionalism Theory, the Spill-over, Enrichment theory and the work/life border.

The literature presents a number of taxonomies for work life balance initiatives which is categorized into four main types: Flexible work timing, leave schemes arrangements, dependent care assistance and General services (bardoel et al, 2008). These different practices aims at helping the workers /employees manage their time and jobs in better ways. As hypothesized by by Clarke (2004), WLB consists in an equilibrated between the time and energy spent at work. and personal life

Objectives

- To analyze the nature of the relationship between WLB and employees' performance in Oman-based IT company.
- To evaluate the relationship between WLB and employees' performance in Oman-based IT companies.
- To propose useful ideas that can be used by IT companies in Oman to reinforce efficient WLB schemes for their employees.
- To suggest practical solutions that can be used by HR in IT companies in Oman.

Methodology

Secondary data → Literature review

Primary data → Survey → Qualitative data Survey / Quantitative data Questionnaire → Analysis and interpretation of qualitative and quantitative data → Conclusion and recommendation

References

- Allen, K.P. (2009). Managing Work-life Balance, The Professional Manager 34 (1(

- Bardoel, E.A., De Cieri, H. &Mayson, S. (2008a) Bridging the research-practice gap: developing a measurement framework for work-life initiatives. Journal of Management and Organization 14(3): 239-248

- Clark, S.C. (2000). Work/family Border Theory: A New Theory of Work/family Balance. Human Relations, 53(6), 747-770.

- De Bruin, A. & Dupuis, A. 2004. Work-life balance?Insight from non-standard work. New Zealand Journal of Employment Relations. 29(1): 21-37.

- Elkhof, D., Warhurst, C. and Haunschild, A. (2007). What work? What life? What balance?. [Bradford, England]: Emerald

Expected deliverables

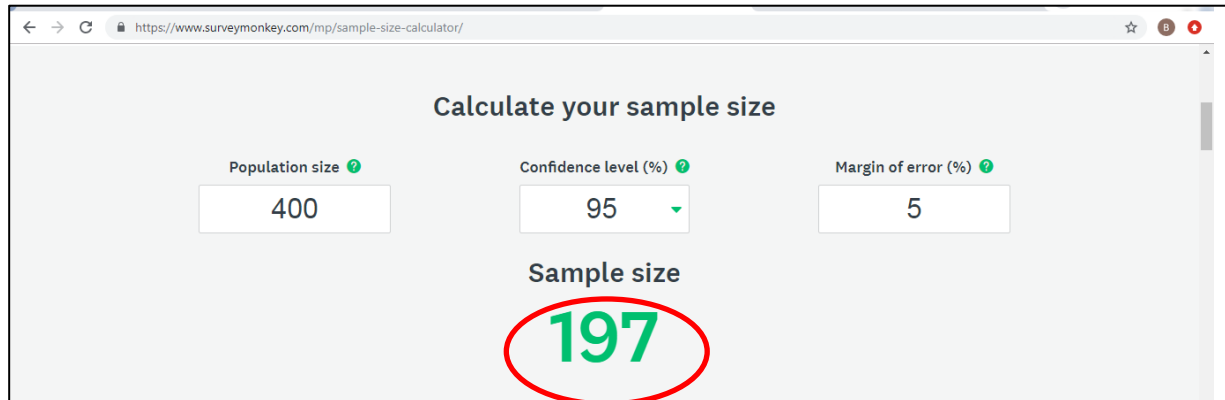| Deliverable	Expected
Proposal	April 2019
Introduction	April 2019
Literature review	May 2019
Methodology	May 2019
Questionnaire	June 2019
Survey	June 2019
Data analysis	July 2019
Conclusion and recommendation	July & August 2019
Final Report	August 2019

2nd phase; Work plan

1-30 June	Data collection
1-15 July	Data analysis
16-30 July	Conclusion and recommendation
1-25 Aug	Finalizing the report
1-16 Sep	Final submission + VIVA

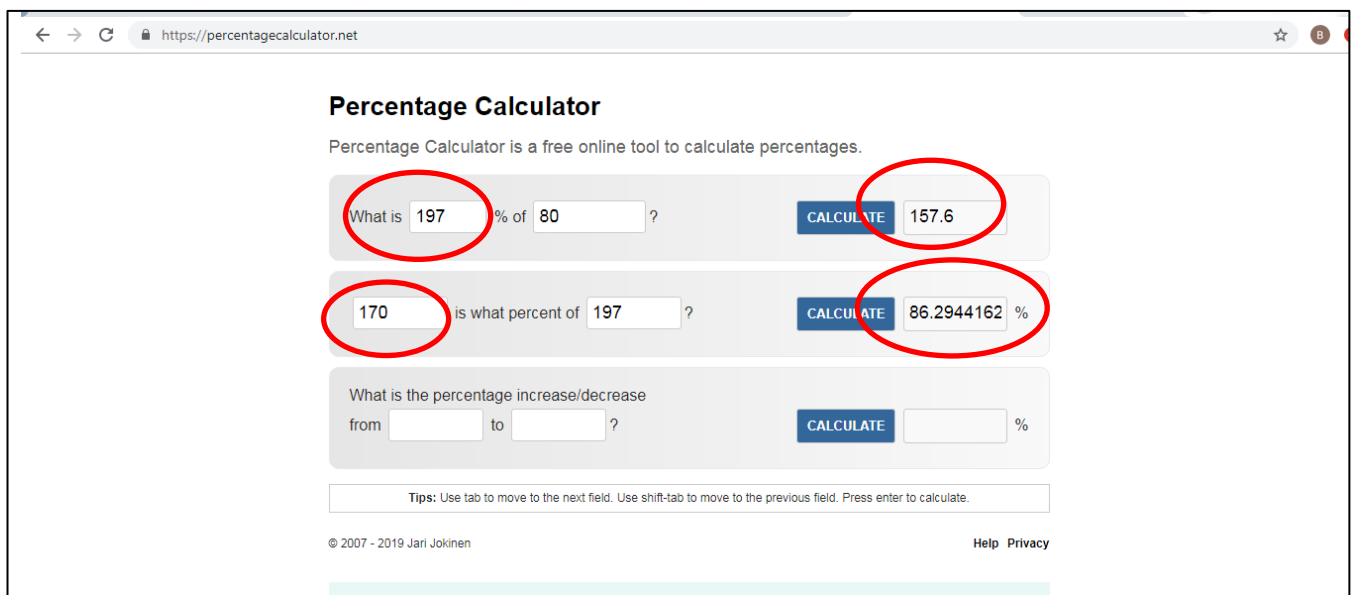Done By: Badriya Al Balushi (PG17F1821)

Supervisor: Dr. Blossom Christina

Appendix 8: sample size work screenshots

-How sample size calculate:

- How minimum sample size calculate:

Appendix 9:Screenshots of response received

Appendix 10: Research Ethics and Bio Safety Approval Form

كلية الشرق الاوسط
Middle East College

Document Name & Type	Research Ethics and Bio-Safety Approval Form	Author/Department	Centre for Research & Consultancy
Approval Date	26/02/2018	Effective Date	27/02/2018
Review Date	24/02/2019	Next Review Date	23/02/2020

RESEARCH ETHICS AND BIO SAFETY APPROVAL FORM

You should use this checklist only if you are carrying out a research project through Middle East College. This normally applies to:

- Undergraduate students

- Postgraduate students

- All faculty members

Research Ethics and Biosafety Approval Checklist

Applicant Details

Name: Badriya Khodabakhsh Al Balushi	E-mail: PG17F1821@mec.edu.om
Department	Date 25/04/2019
Course Name: MBA-IT	Title of Project: WORK LIFE BALANCE: it's IMPACT ON WORKPLACE BEHAVIOR AND PERFORMANCE OF EMPLOYEES, A CASE STUDY OF IT COMPANIES IN SULTANATE OF OMAN.

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Document Name & Type	Research Ethics and Bio-Safety Approval Form	Author/Department	Centre for Research & Consultancy
Approval Date	26/02/2018	Effective Date	27/02/2018
Review Date	24/02/2019	Next Review Date	23/02/2020

Project Details

Summary of the project (Maximum 120 words):

Work–life balance refers to a balance that an individual needs between time allocated for work and other aspects of life. Areas of life other than work–life can include personal interests, family and social or leisure activities (Delecta, 2011). The term 'Work-Life Balance' is recent in origin, as it was first used in UK and US in the late 1970s and 1980s. Thereafter, organizations, employers and policy makers start to approach work life balance as a significant area of human resources management that they can invest in. Today, worklife balance is commonly adopted as a basic concept in human resources management in different countries of the world including Oman where work life balance has become one of the key issues for many organizations and employers. Maintaining a good work life balance level is an issue increasingly recognized as of great significance and strategic orientation for organizations and employees.

- **Research Objectives:**
1. To analyse the nature of the relationship between work life balance and workplace behaviour in Oman-based IT companies.

2. To investigate the nature of the relationship between work-life balance and employees' performance in Oman-based IT companies.

3. To determine the factors that can respectively promote or hamper work life balance

4. To define the best practices for IT companies in Oman on how to maintain a good level of work life balance for their employees.

5. To suggest IT practical solutions HR can use that in IT companies.

- **Research Design (e.g. Experimental, Desk-based, Theoretical etc.)**

  Descriptive Research

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- **Methods of data collection:**

Primary data will be collected through a questionnaire. It is easily conducted; immediate, less costly and can give reliable findings.

Secondary data will be collected through books, journal articles, e-books, websites and other forms of publications...etc.

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Approval Date	26/02/2018	Effective Date	27/02/2018
Review Date	24/02/2019	Next Review Date	23/02/2020

Participants in your research

1. Will the project involve human participants?		Yes ✓	No
2. Will this project involve animals or plants?		Yes	No ✓

Risk to Participants

3. Will the project involve human patients/clients, health professionals, and/or patient (client) data and/or health professional data?		Yes	No ✓
4. Is there a risk of physical discomfort to those taking part?		Yes	No ✓
5. Is there a risk of psychological or emotional distress to those taking part?		Yes	No ✓
6. Is there a risk of challenging the deeply held beliefs of those taking part?		Yes	No ✓
7. Is there a risk that previous, current or proposed criminal or illegal acts will be revealed by those taking part?		Yes	No ✓
8. Will the project involve giving any form of professional, medical or legal advice, either directly or indirectly to those taking part?		Yes	No ✓
9. Is there any possibility that this project put humans, animals and plants at risk of their health and survival?		Yes	No ✓
10. Is there any risk of toxic/infectious agents in conjunction with animals or plants that could harm participants and/or environment?		Yes	No ✓

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Risk to Researcher

		Yes	No
11. Will this project put you or others at risk of physical harm, injury or death?			✓
12. Will this project put you or others at risk of abduction, physical, mental or sexual abuse?			✓
13. Will this project involve participating in acts that may cause psychological or emotional distress to you or to others?			✓
14. Will this project involve observing acts which may cause psychological or emotional distress to you or to others?			✓
15. Will this project involve reading about, listening to or viewing materials that may cause psychological or emotional distress to you or to others?			✓
16. Will this project involve you disclosing personal data to the participants other than your name and the University as your contact and e-mail address?			✓
17. Will this project involve you in unsupervised private discussion with people who are not already known to you?			✓
18. Will this project potentially place you in the situation where you may receive unwelcome media attention?			✓
19. Could the topic or results of this project be seen as illegal or attract the attention of the security services or other agencies?			✓
20. Could the topic or results of this project be viewed as controversial by anyone?			✓

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21. Does your project involve the use of biohazardous material or produce biohazardous waste that may put you or others at risk of diseases?	Yes	No ✓

Informed Consent of the Participant

22. Are any of the participants unable mentally or physically to give consent?	Yes	No ✓
23. Do you intend to observe the activities of individuals or groups without their knowledge and/or informed consent from each participant (or from his or her parent or guardian)?	Yes	No ✓

Participant Confidentiality and Data Protection

24. Will the project involve collecting data and information from human participants who will be identifiable in the final report?	Yes	No ✓
25. Will information not already in the public domain about specific individuals or institutions be identifiable through data published or otherwise made available?	Yes	No ✓
26. Do you intend to record, photograph or film individuals or groups without their knowledge or informed consent?	Yes	No ✓
27. Do you intend to use the confidential information, knowledge or trade secrets gathered for any purpose other than this research project?	Yes	No ✓

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Gatekeeper Risk

28. Will this project involve collecting data outside the buildings of MEC?	Yes ✓	No
29. Do you intend to collect data in shopping centres or other public places?	Yes	No ✓
30. Do you intend to gather data within nurseries, schools, colleges, any organization or ministries?	Yes ✓	No

Other Ethical Issues

31. Is there any other risk like ethical, moral, legal or issue not covered above that may pose a risk to you or any of the participants?	Yes	No ✓

** If you have answered **Yes** to any of these questions (18, 20, 25, 28, 29,30) it is mandatory to get an No Objection Certificate from the concerned organization or participants either to do the research in their premises or to use and publish the data pertaining to their organization or the participant.

In the absence of the No Objection Certificate the project will be treated as a high risk project and will have to be approved by the institutional Research Ethics and Biosafety Committee.

** If you have answered **Yes** to any other questions mentioned above(1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17,19,21,22,23,24,26,27,31) it is mandatory to refer that project to the institutional Research Ethics and Biosafety Committee.

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كـــلية الشـــرق الاوســـط
Middle East College

Principal Investigator Certification

If you answered **No** to **all** of the above questions, then you have described a low risk project. Please complete the following declaration to certify your project.

Agreed restrictions to project to allow Principal Investigator Certification

Please identify any restrictions to the project, agreed with your Supervisor or any concerned stakeholder related to the project to allow you to sign the Principal Investigator Certification declaration.

Principal Investigator's Declaration

Please ensure that you:

- Tick all the boxes below and sign this checklist.

- Principal investigator must get their Supervisor and Department Research co-ordinator to countersign this declaration.

I believe that this project **does not require research ethics and biosafety approval**. I have completed the checklist and kept a copy for my own records. I realise I may be asked to provide a copy of this checklist at any time.	✓
I confirm that I have answered all relevant questions in this checklist honestly.	✓

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I confirm that I will carry out the project in the ways described in this checklist. I will immediately suspend research and request a new ethical and biosafety approval if the project subsequently changes the information I have given in this checklist. ✓

Principal Investigator

Signed ..Badriya.. AlBalushi ....(Principal Investigator)

Date ..23/0.4/.2019..................................

Supervisor and Research Co-ordinator

I have read this checklist and confirm that it covers all the ethical and biosafety issues raised by this project. I also confirm that these issues have been discussed with the principal investigator and will continue to review in the course of supervision.

Countersigned......Dr. BLOSSOM CHRISTINA ....(Supervisor)

Date ..22/04/2019...............................

Countersigned....Dr. Asad ullah..(Department Research Co-ordinator)

Date ..30/04/2019.........................

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