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في مختلف القطاعات

**The Relationship Between Work-Life Balance and Employee Satisfaction in
Saudi Arabia: An Investigation Across Different Sectors**

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DEDICATION

This dissertation will be dedicated to our families who have supported our educational journey through financial and emotional support, who have believed in us and have always supported us, and who have encouraged us with their constant love which they have sustained throughout our life.

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INTRODUCTION

Work-life balance is a topic of increasing importance in Saudi Arabia. As the country continues to develop and modernize, there is a growing awareness of the need for employees to have a healthy balance between their work and personal lives. This study aims to explore the relationship between work-life balance and employee satisfaction in Saudi Arabia. Specifically, this research seeks to identify the factors that contribute to work-life balance in the context of Saudi Arabia such as the country's culture, religion, and economic system, and how it affects employee satisfaction across different sectors. This study will employ a mixed-methods approach consisting of a survey questionnaire and semi-structured interviews conducted among employees of various sectors in Saudi Arabia. The data gathered will be analyzed using descriptive statistics, regression analysis, and content analysis to determine the significance of the relationship between work-life balance and employee satisfaction. The results of this study are expected to provide insights into the factors that contribute to work-life balance, identify challenges and barriers that hinder achieving work-life balance, and offer recommendations to improve the work-life balance policies in Saudi Arabian (Azam MALIK, 2021).

RESEARCH PROBLEM

Work-life balance is a crucial concern for both employees and organizations in today's fast-paced and demanding work environment. The ability to balance work-related responsibilities with personal and family commitments can have a significant impact on individual well-being and overall job satisfaction, as well as organizational performance and productivity. However, work-life balance is not equally easy to achieve in all settings and contexts. In Saudi Arabia, a country with a unique social and cultural

background, the challenges and opportunities for work-life balance may differ across different sectors and industries (Allam, 2019).

This study will investigate the relationship between work-life balance and employee satisfaction in Saudi Arabia across different sectors. The specific research question is: What is the relationship between work-life balance and employee satisfaction in Saudi Arabia across different sectors?

The findings of this study will provide insights into the factors that contribute to work-life balance, identify challenges and barriers that hinder achieving work-life balance, and offer recommendations to improve the work-life balance policies in Saudi Arabia.

THE IMPORTANCE OF THE RESEARCH

Work-life balance has become a critical issue for organizations in recent years, as they strive to maintain a healthy balance between their work and personal lives. In Saudi Arabia, this issue takes on additional significance due to cultural and societal norms that emphasize family and community (Allam, 2019). Research has shown that work-life balance is positively associated with employee satisfaction (Haar, 2014), when employees can achieve a healthy balance between their work and personal lives, they are more likely to be satisfied with their jobs, have higher levels of well-being, and be more productive. This study will examine the impact of work-life balance on employee satisfaction in various industries in Saudi Arabia, to identify effective strategies and policies for promoting a healthy work-life balance and enhancing employee well-being. The findings of this study will be important for both employees and organizations in Saudi Arabia. For employees, the findings will provide insights into how to achieve a better work-life balance and improve their overall well-being. For organizations, the findings will guide on how to create a more supportive work environment that promotes employee satisfaction.

The research is also important because it will emphasize the unique connections and bounds that we have as Saudis with our family and society. This is a key factor that can be overlooked in other studies on work-life balance, which often focus on Western cultures. The quote from (Aristotle), "Pleasure in the job puts perfection in the work," highlights the importance of work-life balance for both employees and organizations. When employees can find satisfaction in their work, they are more likely to be productive and engaged in their roles. Organizations that support work-life balance are more likely to have a motivated and satisfied workforce, which can lead to improved performance and bottom-line results.

RESEARCH HYPOTHESES

As organizations across Saudi Arabia strive to attract and retain the best talent, the question of how to best manage work-life balance has become increasingly important. (Altalhi, 2015) This study aims to investigate the relationship between work-life balance and employee satisfaction across a range of sectors, including healthcare, education, industry, and finance. Specifically, the following research hypotheses will be tested:

- Hypothesis 1: Employees who perceive high levels of work-life balance in Saudi Arabia will report higher levels of job satisfaction (Altalhi, 2015).
- Hypothesis 2: The relationship between work-life balance and job satisfaction will be stronger for women than for men in Saudi Arabia (Altalhi, 2015) (Gagnano, 2020).

- Hypothesis 3: The effect of work-life balance on job satisfaction will vary by industry sector in Saudi Arabia (Al-Alawi, 2021) (Azeem, 2015) (Sahni, 2019).
- Hypothesis 4: The relationship between work-life balance and job satisfaction will be stronger for employees with young children than for employees without children (Gagnano, 2020).
- Hypothesis 5: The relationship between work-life balance and job satisfaction will be stronger for employees who have access to flexible work arrangements (Rawashdeh, 2016) (Bjärntoft, 2020) (Mukururi, 2014) (Saeed, 2014).

LITERATURE REVIEW

In recent years, there has been a growing interest in the relationship between work-life balance and employee satisfaction. This has become a particularly important issue in Saudi Arabia, where the workforce is becoming increasingly diverse, and employees are facing new challenges in balancing their work and personal lives. The literature suggests that there is a positive relationship between work-life balance and employee satisfaction (Haar, 2014). This means that employees who perceive that they have a good balance between their work and personal lives are more likely to be satisfied with their jobs. Several factors can contribute to work-life balance, including flexible work arrangements, supportive supervisors, and a strong work-family culture (Aziz-Ur-Rehman, 2019).

Organizations that can create a work environment that supports work-life balance are more likely to have employees who are satisfied with their jobs and who are less likely to leave the organization. The relationship between work-life balance and employee satisfaction may vary across different sectors. For example, employees in the healthcare sector may face different challenges in balancing their work and

personal lives than employees in the finance sector. (Al-Alawi, 2021) (Azeem, 2015) (Sahni, 2019)

Organizations need to understand how the relationship between work-life balance and employee satisfaction varies across different sectors to create tailored interventions that can improve employee satisfaction. This paper will also shed light on how organizations take care of their employees by attracting the best talents to the organization and keeping them accommodated and planning their career path for the longest possible time with the organization. The author stated the following:

"Workers who work in challenging situations cope with the expectations by utilizing several resources, and mindfulness, which can reduce employee stress, may play a role in improving job satisfaction."

(الجريس, 2022)

RESEARCH METHODOLOGY

Work-life balance has become an increasingly important topic in the field of human resource management, as organizations seek to attract and retain talented employees. In Saudi Arabia, where cultural and societal norms often prioritize work over personal life, achieving a work-life balance can be particularly challenging. This study aims to investigate the relationship between work-life balance and employee satisfaction in Saudi Arabia, across different sectors. By examining the factors that contribute to work-life balance and their impact on employee satisfaction, this study seeks to provide insights that can inform HR policies and practices (Almalki, 2012).

The research methodology that will be employed in this study will involve a mixed-methods approach, combining quantitative data analysis with qualitative interviews with employees across various sectors.

The quantitative data will be collected through a survey of employees, which will ask them about their work-life balance and their level of satisfaction with their job. The qualitative data will be collected through interviews with employees, which will allow them to share their experiences of work-life balance and how it has affected their satisfaction with their job. The quantitative data will be analyzed using descriptive statistics and inferential statistics. The qualitative data will be analyzed using thematic analysis. The results of the study will be reported in the research paper.

RESEARCH STRUCTURE

I. Introduction

- Background and context of the study
- Research problem and objectives
- Research questions and hypotheses
- Significance and contributions of the study

II. Literature Review

- Conceptual framework and definitions
- Theoretical perspectives and models
- Empirical studies and findings
- Gaps and limitations in the literature

III. Methodology

- Research design and approach
- Sampling and data collection methods
- Measures and variables
- Data analysis techniques

IV. Results and Analysis

- Descriptive statistics and frequencies
- Correlation and regression analyses
- Qualitative themes and patterns

V. Discussion and Interpretation

- Summary of findings and implications
- Comparison with literature and theoretical frameworks
- Limitations and future research directions

VI. Conclusion

- Recap of research problem and objectives

- Contributions and implications of the study
- Recommendations for practice and policy

VII. References

- List of sources cited in the proposal

VIII. Appendices

- Survey instruments and interview protocols
- Data tables and figures
- Other supplementary materials.

RESEARCH LIMITS

As the demands of work continue to increase, many employees struggle to balance their work responsibilities with their personal lives, leading to high levels of stress and dissatisfaction. In this context, understanding the relationship between work-life balance and employee satisfaction is crucial for employers and policymakers seeking to improve working conditions and promote employee well-being. This study aims to investigate the relationship between work-life balance and employee satisfaction in Saudi Arabia, across different sectors. By examining the experiences of employees in a range of industries, including healthcare, education, and finance, this study will provide a

comprehensive understanding of the factors that contribute to work-life balance and employee satisfaction in Saudi Arabia.

However, this study will be subject to certain research limitations, including the availability of data and the willingness of participants to share their experiences. The availability of data may be limited by the fact that work-life balance is a relatively new concept in Saudi Arabia, and there is not yet a large body of research on this topic. Additionally, the willingness of participants to share their experiences may be limited by cultural factors, such as the emphasis on collectivism in Saudi Arabian society.

Despite these limitations, this study will provide valuable insights into the relationship between work-life balance and employee satisfaction in Saudi Arabia. The findings of this study will be helpful for employers and policymakers seeking to improve working conditions and promote employee well-being. Additionally, the author suggested a couple of practices that might be followed which would be quoted as followed (Allam, 2019) "The management to adopt or initiate steps such as training, arrange some community activities, role clarity, arrange the holidays trip, management support, etc., to eliminate the negative feelings of the employees towards their organization or job to have work-life balance for the enhancement of the efficiency of both; the employees and organization."

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