

العلاقة بين التوازن بين العمل والحياة ورضا الموظفين في المملكة العربية السعودية: تحقيق 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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المستخلص Abstract

Arabic Abstract

بحثت هذه الدراسة عن العلاقة بين التوازن بين العمل والحياة ورضا الموظفين في المملكة العربية السعودية حيث تم إجراء دراسة استقصائية مع موظفين من مختلف القطاعات في المملكة العربية السعودية. تشير النتائج إلى وجود علاقة إيجابية بين التوازن بين العمل والحياة ورضا الموظفين ، ولكن العلاقة يديرها عدد من العوامل ، مثل شخصية الفرد وثقافة المنظمة وطبيعة العمل. نتائج هذه الدراسة قد تؤثر على صانعي السياسات وأصحاب العمل والموظفين في المملكة العربية السعودية. ويمكن لوضعي السياسات أن يضعوا سياسات تدعم التوازن بين العمل والحياة ، مثل ترتيبات العمل المرنة غيرها من الخيارات. يمكن لأصحاب العمل خلق ثقافة التوازن بين العمل والحياة من خلال تقديم ترتيبات عمل مرنة ، وتوفير الفرص للموظفين لأخذ فترات راحة ، وتثبيط الموظفين عن العمل لساعات طويلة. يمكن للموظفين اتخاذ خطوات لتحسين التوازن بين العمل والحياة من خلال وضع حدود بين عملهم وحياتهم الشخصية ، وتفويض المهام ، وأخذ فترات راحة. بشكل عام ، تشير الدراسة إلى أن التوازن بين العمل والحياة هو عامل مهم لرضا الموظفين و من خلال فهم العوامل التي تؤثر على التوازن بين العمل والحياة يمكن لصانعي السياسات وأصحاب العمل والموظفين العمل معاً لتحسين التوازن بين العمل والحياة وتعزيز رضا الموظفين.

English Abstract

This study investigated the relationship between work-life balance and employee satisfaction in Saudi Arabia. A survey was conducted with employees from different sectors in Saudi Arabia. The findings suggest that there is a positive relationship between work-life balance and employee satisfaction, but the relationship is moderated by a number of factors, such as the individual's personality, the culture of the organization, and the nature of the work. The findings of this study have implications for policymakers, employers, and employees in Saudi Arabia. Policymakers can

develop policies that support work-life balance, such as flexible work arrangements and other options. Employers can create a culture of work-life balance by offering flexible work arrangements, providing opportunities for employees to take breaks, and discouraging employees from working long hours. Employees can take steps to improve their own work-life balance by setting boundaries between their work and personal lives, delegating tasks, and taking breaks. Overall, the study suggests that work-life balance is an important factor for employee satisfaction. By understanding the factors that influence work-life balance, policymakers, employers, and employees can work together to improve work-life balance and boost employee satisfaction.

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 (MALIK, 2021).

الفصل الأول - First chapter

First chapter: Problem of the study and its importance

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.

Second chapter - الفصل الثاني

Second chapter: Work-Life Balance as the First Variable of the Study.

The first variable of this study is **work-life balance**. Work-life balance is a complex concept, and there is no single definition that is universally accepted. However, for the purposes of this study, work-life balance will be defined as the ability to achieve a satisfactory balance between one's professional responsibilities and personal life. (Sliwinski, 2004) (Nawahda, 2022)

There are a number of factors that can affect work-life balance, including the number of hours worked, the flexibility of work arrangements, the level of stress at work, and the amount of support available from family and friends. (Meenakshi, 2013)

Questionnaire:

The questions that will be asked to assess work-life balance include:

- Do you have much control over your work hours?
- Do you have flexible work arrangements, such as the ability to work from home or take time off during the day?
- How much stress do you feel at work?
- Do you feel like you have enough support from your family and friends?
- How satisfied are you with your work-life balance?

These questions were chosen because they are relevant to the definition of work-life balance and have been used in previous studies. They will help the researchers to assess the level of work-life balance among the study participants (Toffoletti, 2016). In addition to the questions listed above, the researchers may also ask additional questions about the employee's personal life, such as their marital status, number of children, and hobbies. This information will help the researchers to better understand the challenges and opportunities that employees face in balancing their work and

personal lives (Nord, 2002). The findings of this study will be important for policymakers, employers, and employees in Saudi Arabia. They can help to develop policies and practices that can help to improve work-life balance for employees and boost their satisfaction with their jobs. (Allam, 2019)

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 (Al-Alawi, 2021) (Gagnano, 2020). (Azeem, 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:

1. H0 (Null Hypothesis): There is no significant relationship between work-life balance and employee satisfaction in Saudi Arabia across different sectors.

H1 (Alternative Hypothesis): There is a significant positive relationship between work-life balance and employee satisfaction in Saudi Arabia across different sectors.

2. H0: The level of employee satisfaction does not differ significantly across different sectors in Saudi Arabia.

H1: The level of employee satisfaction varies significantly across different sectors in Saudi Arabia.

3. H0: Work-life balance practices and policies have no significant impact on employee satisfaction in specific sectors in Saudi Arabia.

H1: Work-life balance practices and policies have a significant positive impact on employee satisfaction in specific sectors in Saudi Arabia. (Rawashdeh, 2016) (Mukururi, 2014) (Saeed, 2014)

These research questions and hypotheses form the basis for investigating the relationship between work-life balance and employee satisfaction in Saudi Arabia, providing a framework for data collection, analysis, and interpretation.

الفصل الثالث - Third chapter

Third chapter: Second variable and the correlation between variables

The second variable of this study is **employee satisfaction**. Employee satisfaction is a measure of how happy an employee is with their job. It is a multidimensional construct, and it can be influenced by a number of factors, including the work itself, the work environment, the supervisor, the co-workers, and the pay and benefits. (Dugguh, 2014)

The relationship between work-life balance and employee satisfaction is a complex one. There is some evidence to suggest that there is a positive relationship between the two variables. However, the relationship is likely to be moderated by a number of factors, such as the individual's personality, the culture of the organization, and the nature of the work. (Haider, 2018)

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)

Fourth chapter - الفصل الرابع

Fourth chapter: Methodological procedures

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).

Quantitative Data

Quantitative data were collected through a survey of employees, which asked them about their work-life balance and their level of satisfaction with their job. The survey was developed based on a review of the literature on work-life balance and employee satisfaction. The survey was pilot tested with a small group of employees to ensure that it was clear and understandable. The quantitative data were analyzed using descriptive statistics and inferential statistics. Descriptive statistics were used to describe the sample and the variables of interest. Inferential statistics were used to test the hypotheses of the study.

Qualitative Data

Quantitative data were collected through a survey of employees, which asked them about their work-life balance and their level of satisfaction with their job. The survey was developed based on a review

of the literature on work-life balance and employee satisfaction. The survey was pilot tested with a small group of employees to ensure that it was clear and understandable. The quantitative data were analyzed using descriptive statistics and inferential statistics. Descriptive statistics were used to describe the sample and the variables of interest. Inferential statistics were used to test the hypotheses of the study.

Data Analysis

The quantitative and qualitative data were analyzed separately and then integrated to provide a comprehensive understanding of the relationship between work-life balance and employee satisfaction.

Data Collection and Management

Participants were asked to complete a web-based survey to provide quantitative data. The survey was distributed to employees across various sectors in Saudi Arabia. The qualitative data were collected through questionnaire shared with employees. The data were stored and managed using a secure password-protected database.

Ethical Considerations

The study was conducted in accordance with the ethical guidelines of the American Psychological Association. The participants were given information about the study's goals and their rights as research subjects. The participants had the right to withdraw from the study at any time

فصل الخامس - Fifth chapter

Fifth chapter: Field results

Quantitative Data

The quantitative data was collected from a survey of 163 employees across various sectors in Saudi Arabia. The survey asked respondents about their work-life balance and their level of satisfaction with their job.

The results of the quantitative data analysis showed that there was a positive correlation between work-life balance and employee satisfaction . This means that employees who reported having a better work-life balance also reported being more satisfied with their job.

The analysis also showed that the following factors were associated with **work-life balance**:

- Having flexible work arrangements (e.g., working from home) (Bjærntoft, 2020).
- Having a supportive supervisor (Talukder, 2019).
- Having a good work-life balance culture in the organization (Arif, 2014).

The analysis also showed that the following factors were associated with **employee satisfaction**:

- Being satisfied with the job itself (Tomažević, 2014)
- Being satisfied with the pay and benefits (Mishra, 2013)
- Being satisfied with the opportunities for advancement (Pushpakumari, 2008)

Qualitative Data

The qualitative data was collected from survey with 163 employees across various sectors in Saudi Arabia. The questionnaire were structured and allowed the respondents to share their experiences of work-life balance and how it has affected their satisfaction with their job.

The thematic analysis of the qualitative data revealed the following themes:

- The importance of flexibility in work arrangements (Allen, 2013).
- The importance of having a supportive supervisor (Matthews, 2014) .
- The importance of having a good work-life balance culture in the organization (Lockwood, 2003).
- The importance of having a job that is meaningful and satisfying (Steger, 2009).

The findings of the survey suggest that work-life balance is an important factor for employee satisfaction. Organizations can improve employee satisfaction by providing flexible work arrangements, supportive supervisors, and a good work-life balance culture

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. (Mohanty, 2016)

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 "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." (Allam, 2019)

Sixth chapter - الفصل السادس

Sixth chapter: Results and proposal analysis

RESULTS AND FINDINGS

Table 1 presents a comprehensive overview of various demographic and professional characteristics of the participants, offering insights into their distribution across different variables. In the provided data (see Table 1), gender distribution among respondents indicates that there were 101 (62%) male participants and 62 (38%) female participants. Notably, the majority of respondents were male, comprising 62.0% of the total sample.

In terms of age groups, the participants were divided into categories, with the largest group being individuals aged 31-39 years (54 participants, 33.1%), followed by those aged 40-49 years (39 participants, 23.9%). The least represented group was individuals aged between 30-30 years, with 33 participants (20.2%). When considering years of experience, 37 participants (22.7%) reported having less than 5 years of experience, while 38 participants (23.3%) fell within the 5-10 years range. Moreover, 40 participants (24.5%) reported having between 10 and 20 years of experience, and the highest number of participants, 48 (29.4%), reported having less than 21 years of experience. In terms of educational qualifications, a significant proportion of participants held a Bachelor's degree (88 participants, 54.0%), while the highest level of education, a PhD, was reported by only 4 participants (2.5%). The majority of participants' salaries fell within the range of between 10,000 and 25,000 (76 participants, 46.6%), and their occupations were predominantly in the government sector (78 participants, 47.9%), followed by the private sector (76 participants, 46.6%). Moreover, the marital status of respondents revealed that 111 participants (68.1%) were married, while 41 participants (25.2%) were single. The data also covered regional distribution, with the highest number of participants residing in the Eastern region (65 participants, 39.9%). Finally, household size varied, with 67 participants (41.1%) reporting a household size of 5 or more people. Among different

industries, the education sector was prominent, with 45 participants (27.96%) belonging to this category, followed by 39 (23.9%) working in other companies , and 20 (12.3%) in healthcare.

Table 1: Showing Frequency and Percent of the Participants

	Frequency	Percentage	Cumulative Percentage
Gender			
Male	101	62	62.0
Female	62	38	100.0
Age Group			
20-30 years	33	20.2	20.2
31-39 years	54	33.1	53.4
40-49 years	39	23.9	77.3
50 years and above	37	22.7	100.0
Years of experience			
less than 5 years	37	22.7	22.7
between 5 - 10 years	38	23.3	46.0
between 10 - 20 years	40	24.5	70.6
less than 21 years	48	29.4	100.0
Education			
Bachelor's degree	88	54.0	54.0

Diploma	34	20.9	74.8
Highschool	16	9.8	84.7
Master's degree	19	11.7	96.3
PhD	4	2.5	98.8
Others	2	1.2	100.0
Salary			
Others	2	1.2	1.2
5000 or less	20	12.3	13.5
between 5000 - 10000	51	31.3	44.8
between 10000 - 25000	76	46.6	91.4
25000 and above	14	8.6	100.0
Occupation			
Government	78	47.9	47.9
Self-employed	3	1.8	49.7
Private	76	46.6	96.3
Others	6	3.7	100.0
Marital status			
Married	111	68.1	68.1
Single	41	25.2	93.3

Widowed	9	5.5	98.8
Others	2	1.2	100.0
Region			
Eastern region	65	39.9	39.9
Central region	29	17.8	57.7
Southern region	4	2.5	60.1
Western region	64	39.3	99.4
Northern region	1		100.0
Household size			
1- Person	21	12.9	12.9
2- People	30	18.4	31.3
3- People	17	10.4	41.7
4- People	28	17.2	58.9
5 or More than 5 People	67	41.1	100.0
Industry			
Others	39	23.9	23.9
Production	16	9.8	33.7
Retail	14	8.6	42.3
Finance	14	8.6	50.9

Education	45	27.6	78.5
Healthcare	20	12.3	90.8
Technology	15	9.2	100.0

In the context of the examined population, the descriptive statistics (see Table 2) shed light on diverse dimensions assessed using a scale ranging from 1 (indicating strong disagreement) to 5 (indicating strong agreement). The dataset encompassed a total of 163 participants, all contributing valuable insights into their perceptions. Notably, the study delved into multifaceted aspects of work and job satisfaction. The analysis revealed that participants reported a moderate level of control over their work hours ($M = 3.36$, $SD = 0.95$). The intricacies of work-related stress were revealed with participants indicating a balanced response ($M = 3.16$, $SD = 0.63$), and work-life satisfaction was moderately rated ($M = 3.26$, $SD = 0.97$). Interestingly, participants appeared to manage work-family conflict relatively well ($M = 2.95$, $SD = 0.95$), and the pursuit of work-life flexibility seemed prominent ($M = 3.25$, $SD = 0.89$). The composite measure reflecting overall work-life balance displayed a noteworthy central tendency ($M = 3.07$, $SD = 0.53$). Transitioning to job-oriented facets, participants generally exhibited substantial job satisfaction ($M = 3.59$, $SD = 0.84$), while their sentiment towards salary satisfaction was more diverse ($M = 3.14$, $SD = 1.04$). Impressively, participants reported a balanced perspective on benefits satisfaction ($M = 3.10$, $SD = 1.07$), and their contentment with coworkers was notably high ($M = 3.85$, $SD = 0.78$). Furthermore, participants' perception of manager satisfaction was discernible ($M = 3.43$, $SD = 1.08$). Aggregating these dimensions, the composite score for overall satisfaction reached a commendable level ($M = 3.29$, $SD = 0.74$). It is imperative to emphasize that the insights drawn from the analysis were based on a valid listwise sample comprising 163 participants, thus providing a robust depiction of their collective perspectives.

Table 2: Showing Descriptive Analysis of different scales

	N	Range	Minimum	Maximum	Mean	Std. Dev.
I. Control Over Work Hours	163	4.00	1.00	5.00	3.3620	.94713
II. Work-Related Stress	163	3.60	1.40	5.00	3.1632	.62627
III. Work-Life Satisfaction	163	4.00	1.00	5.00	3.2564	.97335
IV. Work-Family Conflict	163	4.00	1.00	5.00	2.9546	.95253
V. Work-Life Flexibility	163	4.00	1.00	5.00	3.2479	.89189
Overall Work Life Balance	163	3.23	1.58	4.81	3.0737	.53257
I. Job Satisfaction	163	4.00	1.00	5.00	3.5902	.83704
II. Salary Satisfaction	163	4.00	1.00	5.00	3.1362	1.04390
lii. Benefits Satisfaction	163	4.00	1.00	5.00	3.1018	1.06953
IV. Coworker Satisfaction	163	4.00	1.00	5.00	3.8552	.77977
V. Manager Satisfaction	163	4.00	1.00	5.00	3.4270	1.08150
Overall Satisfaction	163	3.85	.96	4.81	3.2908	.74497

Hypothesis 1:

H₀ (Null Hypothesis): There is no significant relationship between work-life balance and employee satisfaction in Saudi Arabia across different sectors.

H₁ (Alternative Hypothesis): There is a significant positive relationship between work-life balance and employee satisfaction in Saudi Arabia across different sectors.

Table 3 demonstrates the descriptive statistics mean, standard deviation (S.D.) and Pearson moment correlation between the WLB and its different factors with ES. The result of the study reveals that out of 6 domains of WLB, when the level of significance was one percent, all facets had relationships and significant relationships with overall ES except Work-Family Conflict. Therefore, the assumed hypothesis (H_01) was statistically rejected $r(161) = .63, p < .001$. Which indicate that there is a significant positive relationship between work-life balance and employee satisfaction in Saudi Arabia across different sectors. However other factors were having a high degree of correlation with each other. Control Over Work Hours having the high degree of correlation 0.82 followed by , Work-Life Satisfaction .78, and Work-Life Flexibility .82 tested at significant level of 0.01.

Table 3: Showing Correlations Matrix of WLB and its different factors with ES

	Factors	1	2	3	4	5	6	7	Mean	SD
1.	Control Over Work Hours	1	.26**	.78**	- .21**	.69**	.82**	.48**	3.36	.94
2.	Work-Related Stress		1	.20*	.33**	.32**	.60**	.37**	3.16	.62
3.	Work-Life Satisfaction			1	- .38**	.78**	.78**	.53**	3.25	.97
4.	Work-Family Conflict				1	- .26**	.12	-.13	2.95	.952
5.	Work-Life Flexibility					1	.82**	.74**	3.24	.89

6.	Overall Work Life Balance						1	.63**	3.07	.53
7.	Overall Employee Satisfaction							1	3.29	.74

***Correlation is significant at the 0.01 level (2-tailed).*

Hypothesis 2:

H_0 (Null Hypothesis): The level of mean employee satisfaction does not differ significantly across different sectors in Saudi Arabia.

H_1 (Alternative Hypothesis): The level of mean employee satisfaction varies significantly across different sectors in Saudi Arabia.

Table 4: One Way-ANOVA result comparing different sectors on mean level of employee satisfaction.

Industries	N	Mean	SD	df	F	p	η^2	Decision
Others	3.52	.693	.6935	6,156	3.29	.004	.11	Significant
Production	3.15	.92	.92					
Retail	3.57	1.01	1.01					
Finance	3.81	.74	.74					
Education	3.95	.66	.66					
Healthcare	3.39	.85	.85					

Technology 3.21 1.05 1.05

NB: Leven's test: $F(6,156)=1.29, p=.26$; See "Appendix A" for full table.

In a study aimed at comparing the levels of employee satisfaction among different sectors, a one-way ANOVA was conducted in table 3. The analysis involved examining the mean satisfaction levels across various industries, including Production, Retail, Finance, Education, Healthcare, Technology, and others. The data collected from 163 participants were subjected to Leven's test. The Leven's test was used to assess the homogeneity of variances across the different industry groups. The result of the Leven's test, $F(6,156)=1.29, p=.26$, indicates that the p -value is greater than the typical significance level of 0.05. This suggests that there is no statistically significant evidence to reject the null hypothesis, implying that the assumption of homogeneity of variances is fulfilled. Subsequently, the one-way ANOVA showed a statistically significant difference in employee satisfaction levels across the industries $F(6,156)=3.29, p=.004, \eta^2=.11$. Given that the p -value is less than the conventional significance level of 0.05, we can conclude that the null hypothesis of no difference in mean employee satisfaction across the industries is rejected. This indicates that there is strong evidence to support the presence of a significant difference in employee satisfaction levels among the industry groups. The effect size ($\eta^2 = .11$) suggests a moderate effect of industry on employee satisfaction variation.

Post hoc analysis using Tukey's Honestly Significant Difference (HSD) test was performed to identify specific pairwise differences in means between the industries (See appendix A for full table). Among the industries, Education exhibited the highest mean satisfaction level ($M = 3.95, SD=.66$), followed by Finance ($M = 3.81, SD=.74$), Retail ($M = 3.57, SD=1.01$), Others ($M = 3.52, SD=.69$), Healthcare ($M = 3.39, SD=.86$), Production ($M = 3.15, SD=.92$), and Technology ($M = 3.21, SD=.93$). The post hoc comparisons indicated that the significant differences in mean employee satisfaction existed

between Education and Production ($p = .014$), as well as between Education and Technology ($p = .039$), with Education having higher satisfaction scores in both cases.

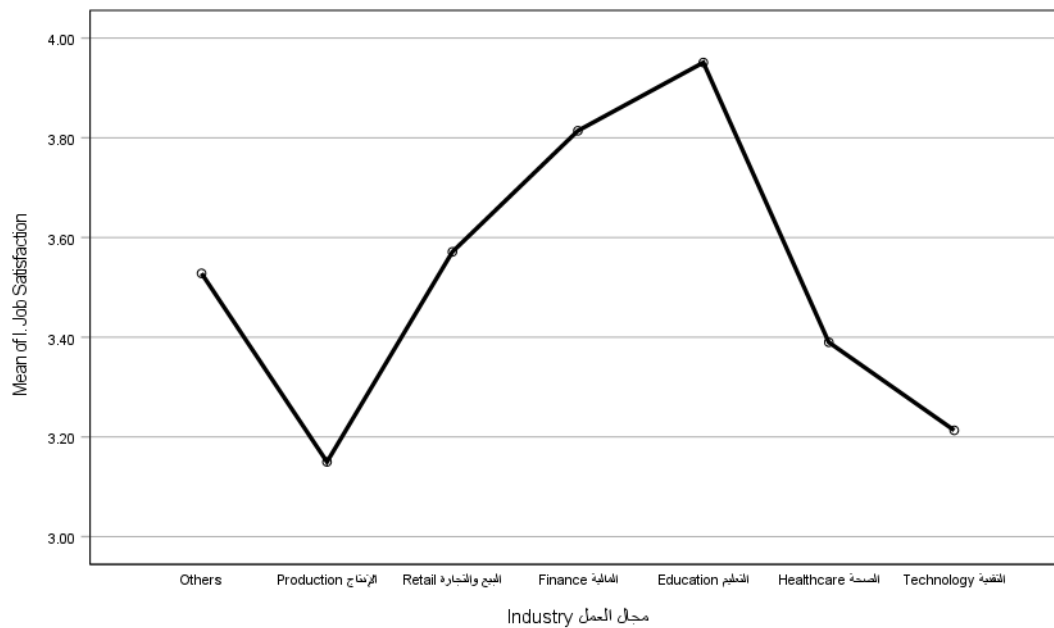


Figure 1: Means plot between job satisfaction across different sectors

Hypothesis 3:

H_0 (Null Hypothesis): Work-life balance practices and policies have no significant impact on employee satisfaction in specific sectors in Saudi Arabia.

H_1 (Alternative Hypothesis): Work-life balance practices and policies have a significant positive impact on employee satisfaction in specific sectors in Saudi Arabia.

Assumption test for the Regression:

Assumption validation was conducted meticulously to ensure the integrity of the multiple regression analysis results. Concerning multicollinearity, a careful examination of Variance Inflation Factor (VIF) values was performed against the acceptable threshold ($VIF \leq 10$). From Table 7, it's evident that the highest VIF value observed is 3.90. This thorough assessment confirmed the absence of significant multicollinearity concerns, as all VIF values remained comfortably below the specified threshold.

The evaluation of heteroscedasticity revealed no conspicuous patterns in residuals plots and scatterplots against predicted values, thus validating the absence of heteroscedasticity (see Figure 4 in Appendix B).

The evaluation of autocorrelation, determined through the Durbin-Watson statistic, indicated that the calculated values, as presented in Table 5, are within the accepted range. Notably, the Durbin-Watson value obtained was 1.78. In general, Durbin-Watson values between 1.5 and 2.5 are often considered indicative of no significant autocorrelation. Therefore, the obtained value of 1.78 falls within this range, further affirming the absence of substantial autocorrelation among the residuals.

Additionally, normality of residuals was effectively ensured, as evidenced by symmetrical standardized residual histograms, Q-Q plots aligned with the diagonal line, and scatterplot residuals adhering to normality. This affirmation was complemented by Figure 2 and 3 (Appendix B), which provided visual representations of residual standardized regression graphs and Q-Q plots.

Through rigorous adherence to these assumptions, the reliability and validity of the regression analysis were convincingly established, enabling confident and accurate interpretations concerning the intricate relationships between predictors and Overall Employee Satisfaction.

Regression Analysis Interpretation

The present study investigates the impact of work-life balance (WLB) practices and policies on employee satisfaction within specific sectors in Saudi Arabia. The null hypothesis (H_0) posits that WLB practices and policies do not exert a significant influence on employee satisfaction, while the alternative hypothesis (H_1) suggests a positive and significant impact. A multiple regression analysis was employed to examine this relationship, where Overall Employee Satisfaction was the dependent variable.

The regression model's value of R^2 , which indicates the variance in the ES. The model summary in table 5 reveals a substantial level of fit, indicated by an R-square value of .57. This R-square value signifies that approximately 57% of the variance in employee satisfaction can be explained collectively by the predictor variables in the model. Furthermore, the Adjusted R-square (.555) confirms the robustness of this relationship while considering the number of predictors, providing a more conservative estimate of the variance explained.

Table 5: Model Summary Multiple Regression Analysis for WLB practices & policies with ES

Model Summary

Model	<i>R</i>	<i>RSquare</i>	Adjusted <i>RSquare</i>	Std. Error of the	
				Estimate	Durbin-Watson
1	.754 ^a	.568	.555	.49721	1.772

a. Predictors: (Constant), V. Work-Life Flexibility, IV. Work-Family Conflict, II. Work-Related Stress, I. Control Over Work Hours, III. Work-Life Satisfaction

b. Dependent Variable: Overall Employee satisfaction

The analysis of variance (ANOVA) was conducted in table 6 to explore the significance of the regression model examining various aspects of work-life balance (WLB) practices and policies in relation to Overall Employee Satisfaction. The results demonstrated a substantial effect of the model on employee satisfaction, as indicated by a significant $F(5, 157) = 41.335, p < .001$. The regression model, which included predictors such as Work-Life Flexibility, Work-Family Conflict, Work-Related Stress, Control Over Work Hours, and Work-Life Satisfaction, collectively explained a noteworthy amount of variance in employee satisfaction scores. The observed significance level ($p < .001$) indicates that the null hypothesis (H_0) of no effect can be rejected, thus favoring the alternative

hypothesis (H₁₃). Altogether, this ANOVA analysis highlights the salient influence of the specified WLB aspects in predicting employee satisfaction levels, thereby underscoring the significance of these factors within the context of the study

Table 6: ANOVA of Multiple Regressions of Different Aspects of WLB practices & policies with ES

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.094	5	10.219	41.335	.000 ^b
	Residual	38.814	157	.247		
	Total	89.908	162			

a. Dependent Variable: Overall Employee Satisfaction

b. Predictors: (Constant), V. Work-Life Flexibility, IV. Work-Family Conflict, II. Work-Related Stress, I. Control Over Work Hours, III. Work-Life Satisfaction

Table 7 displays the coefficients of the multiple regression analysis exploring distinct dimensions of work-life balance (WLB) practices and policies in connection with Overall Employee Satisfaction. The model aims to elucidate how various aspects of WLB contribute to predicting employee satisfaction levels. The inclusion of these factors, including Control Over Work Hours, Work-Related Stress, Work-Life Satisfaction, Work-Family Conflict, and Work-Life Flexibility, allows for a comprehensive assessment of their significance. The model's intercept (Constant) is .954 ($SE = .254$, $p < .001$), implying that when all predictor variables are held at zero, the predicted employee satisfaction score would be .954. Analyzing the predictors' standardized coefficients, we find noteworthy insights into their relative importance. Control Over Work Hours shows a minimal and non-significant negative

impact ($-.001$, $SE = .069$, $p = .987$), indicating that a unit change in this aspect is practically irrelevant in predicting employee satisfaction. Work-Related Stress ($B = -.183$, $SE = .074$, $p = .014$) exhibits a negative influence, implying that for each unit increase in work-related stress, employee satisfaction decreases by .183 units. Conversely, Work-Life Satisfaction ($B = .071$, $SE = .080$, $p = .376$) does not significantly impact employee satisfaction. Work-Family Conflict ($B = -.020$, $SE = .050$, $p = .688$) also lacks a significant influence. The most notable predictor, however, is Work-Life Flexibility ($B = .631$, $SE = .073$, $p < .001$), indicating that each unit increase in work-life flexibility corresponds to a substantial increase of .631 units in employee satisfaction.

Table 7: Coefficients of Multiple Regressions of Different Aspects of WLB practices & policies with ES

Coefficients^a

Model	Unstandardized		Standardized		Collinearity		
	Coefficients		Coefficients		Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	.954	.254		3.763	.000		
I. Control Over Work- Hours	-.001	.069	-.001	-.016	.987	.357	2.800
II. Work-Related Stress	-.183	.074	-.154	2.475	.014	.710	1.409
III. Work-Life Satisfaction	.071	.080	.093	-.888	.376	.252	3.970
IV. Work-Family Conflict	-.020	.050	-.026	-.403	.688	.674	1.483

V. Work-Life Flexibility	.631	.073	.756	8.602	.000	.356	2.809
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a. Dependent Variable: Overall Employee Satisfaction

Regarding practical implications, the results underscore the importance of Work-Life Flexibility in significantly enhancing employee satisfaction. Higher levels of Work-Related Stress are also associated with decreased satisfaction, albeit to a lesser extent. Control Over Work Hours, Work-Life Satisfaction, and Work-Family Conflict appear to have limited influence on employee satisfaction. These findings provide insights for organizations aiming to improve employee satisfaction by focusing on specific dimensions of WLB practices and policies.

Only 2 variable here 1. Total work life balance 2. Total Employee Satisfaction

These research questions and hypotheses form the basis for investigating the relationship between work-life balance and employee satisfaction in Saudi Arabia, providing a framework for data collection, analysis, and interpretation.

The findings of the survey suggest that work-life balance is an important factor for employee satisfaction in Saudi Arabia. Organizations can improve employee satisfaction by providing flexible work arrangements, supportive supervisors, and a good work-life balance culture.

The findings of the study also have implications for policymakers. The Saudi government can promote work-life balance by enacting policies that support flexible work arrangements, such as telecommuting and flextime. The government can also provide financial incentives to organizations that implement work-life balance initiatives. The study has several limitations. First, the survey was conducted online, which may have biased the results towards younger and more tech-savvy employees. Second, the survey was conducted in a single country, so the findings may not be generalizable to other countries. Third, the survey was cross-sectional, which means that it cannot be used to establish causal relationships between work-life balance and employee satisfaction. Despite these limitations, the study provides valuable insights into the factors that contribute to work-life balance and employee satisfaction in Saudi Arabia. Employers and policymakers to develop policies and practices that can help to improve the work-life balance of employees and their overall well-being can use the findings of the study.

PROPOSAL ANALYSIS

Based on the findings of the study, the following are some recommendations for future research:

- Conduct a longitudinal study to examine the causal relationship between work-life balance and employee satisfaction.

- Conduct a study that includes a wider range of employees, from different industries and with different levels of education.
- Use qualitative methods, such as interviews and focus groups, to get a deeper understanding of the experiences of employees and the factors that contribute to their work-life balance.

In addition to these research recommendations, the following are some specific proposals for how organizations can improve work-life balance for their employees:

- Offer flexible work arrangements, such as telecommuting and flextime.
- Provide supportive supervisors who are understanding of the need for work-life balance.
- Create a positive work-life balance culture in the organization that values the importance of employees' personal lives.

By taking these steps, organizations can improve employee satisfaction and productivity, and reduce stress and turnover.

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Appendixes

Multiple Comparisons

Dependent Variable: I. Job Satisfaction

Tukey HSD

					95% Confidence Interval	
(I) Industry	(J) Industry	Mean Difference (I-J)	Std. Error	Sig.	Lower Bound	Upper Bound
Others	Production	.37821	.23859	.692	-.3345	1.0909
	Retail	-.04322	.25038	1.000	-.7912	.7047
	التجارة					
	Finance	-.28608	.25038	.914	-1.0340	.4619
	Education	-.42291	.17582	.203	-.9481	.1023
	Healthcare	.13821	.22103	.996	-.5220	.7985
	Technology	.31487	.24417	.856	-.4145	1.0442
التقنية	Production	-.37821	.23859	.692	-1.0909	.3345
	Retail	-.42143	.29410	.783	-1.3000	.4571
	التجارة					
	Finance	-.66429	.29410	.271	-1.5428	.2143
	Education	-.80111*	.23392	.014	-1.4999	-.1024

	Healthcare الصحة	-24000	.26955	.974	-1.0452	.5652
	Technology	-.06333	.28883	1.000	-.9261	.7995
	التقنية					
Retail	Others البيع	.04322	.25038	1.000	-.7047	.7912
والتجارة	Production الإنتاج	.42143	.29410	.783	-.4571	1.3000
	Finance المالية	-.24286	.30375	.985	-1.1502	.6645
	Education التعليم	-.37968	.24594	.718	-1.1143	.3550
	Healthcare الصحة	.18143	.28004	.995	-.6551	1.0180
	Technology	.35810	.29864	.894	-.5340	1.2502
	التقنية					
Finance المالية	Others	.28608	.25038	.914	-.4619	1.0340
	Production الإنتاج	.66429	.29410	.271	-.2143	1.5428
	Retail البيع	.24286	.30375	.985	-.6645	1.1502
	والتجارة					
	Education التعليم	-.13683	.24594	.998	-.8715	.5978
	Healthcare الصحة	.42429	.28004	.735	-.4123	1.2608
	Technology	.60095	.29864	.411	-.2912	1.4931
	التقنية					
Education التعليم	Others	.42291	.17582	.203	-.1023	.9481
	Production الإنتاج*	.80111	.23392	.014	.1024	1.4999

Retail	البيع	37968.	.24594	.718	-.3550	1.1143
والتجارة						
Finance	المالية	.13683	.24594	.998	-.5978	.8715
Healthcare	الصحة	.56111	.21597	.134	-.0840	1.2063
Technology		.73778*	.23960	.039	.0220	1.4535
التقنية						
Healthcare	الصحة Others	-.13821	.22103	.996	-.7985	.5220
Production	الإنتاج	.24000	.26955	.974	-.5652	1.0452
Retail	البيع	-.18143	.28004	.995	-1.0180	.6551
والتجارة						
Finance	المالية	-.42429	.28004	.735	-1.2608	.4123
Education	التعليم	-.56111	.21597	.134	-1.2063	.0840
Technology		.17667	.27450	.995	-.6433	.9966
التقنية						
Technology	Others	-.31487	.24417	.856	-1.0442	.4145
التقنية						
Production	الإنتاج	.06333	.28883	1.000	-.7995	.9261
Retail	البيع	-.35810	.29864	.894	-1.2502	.5340
والتجارة						
Finance	المالية	-.60095	.29864	.411	-1.4931	.2912
Education	التعليم	-.73778*	.23960	.039	-1.4535	-.0220

*. The mean difference is significant at the 0.05 level.

Appendix B

Histogram

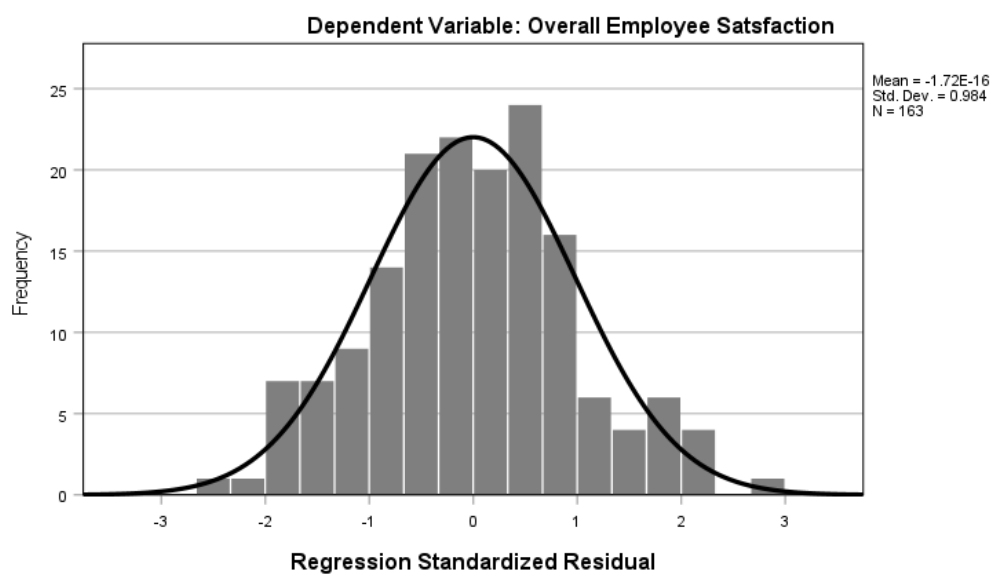


Figure 2: Regression Standardized residual Histogram

Normal P-P Plot of Regression Standardized Residual

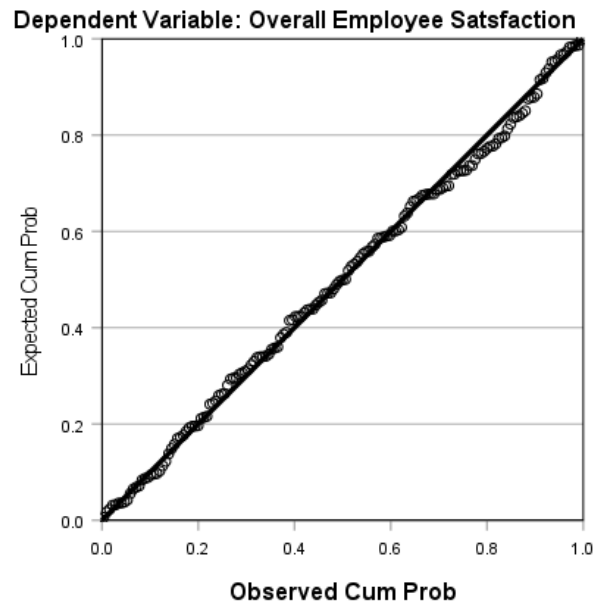


Figure 3: Normal Q-Q Plot of Regression Standardized Residuals

Scatterplot

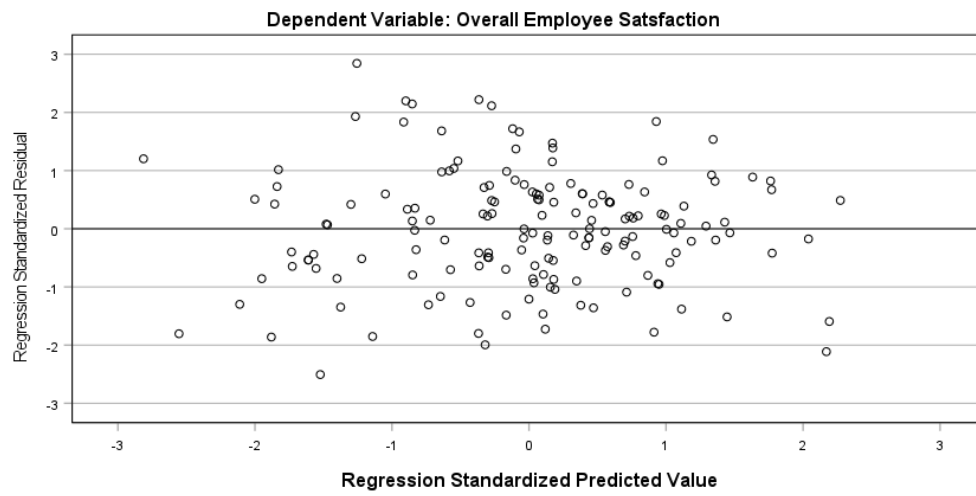


Figure 4: Scatter plot of Regression Standardized Predicted value against Standardized Residuals



Everyone's Smart University

RESEARCH ON

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

QUESTIONNAIRE BOOKLET

Master's Candidates:

- Muhnnad Majed Lamfon
- Abdulaziz Ahmed Sewaileh
- Mohammed Salman Al Jonaid

Dear Respondent,

I am a master's candidate (Management) at the Everyone's Smart University. Currently, I am examining the This study aims at conducting a study titled

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

I would like to request your cooperation to answer this questionnaire. Any information obtained will be kept confidential and only used for academic purposes. Your cooperation is highly appreciated.

Thank you in advance for agreeing to participate in this study. If you have any questions, please do not hesitate to contact my honorable supervisor, **Associate Professor Dr. Walid Soliman**, or myself Muhnnad Majed Lamfon (Master Candidate).

Supervisor

Associate Professor. Walid Soliman

Faculty of College of Management

Walid@ESU.AC.AE

Muhnnad Majed Lamfon

Master Candidate

Everyone's Smart University.

MuhnnadLamfon@gmail.com

Phone # +966506519960

Section A:

A: Demographic Characteristics

Please tick (✓) the appropriate choice

1- **Gender:** Male ☐ Female ☐

2- **Age:** 20 - 30 years old ☐ 31 - 39 years ☐
old 40 - 49 years old ☐ 50 years old and ☐
over

3- **Years of Experience:** 5 years & less ☐ 5-10 ☐
years 11-20 years ☐ 21 years & above ☐

4- **Education:** High school diploma ☐
☐ Bachelor's Master's ☐
Doctorate degree

5- **Income / Salary:** 5,000 SAR or Less ☐ 5,000- ☐
10,000 10,000-25,000 ☐
25,000-50,000 ☐ 50,000 SAR or more ☐

6- **Occupation:** Government ☐ Private ☐
sector Self-employed ☐
Other ☐

- 7- **Marital status:** Married ☐ Single ☐
Widowed ☐
- 8- **Region:** Central Region ☐ Western Region ☐
Eastern Region ☐ Northern ☐
Southern Region ☐
- 9- **Household size:** 1 Person ☐ 2 People ☐ 3 ☐
4 People ☐ +5 ☐
- 10- **Industry:** Retail ☐ Finance ☐
Technology ☐ Education ☐ Healthcare ☐
Production ☐ Other ☐

Section B:

Please indicate your degree of agreement or disagreement with the following statements, so please sign (✓) for the choice that reflects your opinion by choosing one of the five alternatives.

The following set of statements measures Work-Life Balance and Employee Satisfaction in Saudi Arabia. Please mark according to your level of agreement.

Section A: Work-life balance						
Item No		1	2	3	4	5
	I. Control Over Work Hours	Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
AI1	I've much control over my work hours.					
AI2	I have the ability to flex my hours.					
AI3	I have the ability to work from home.					
AI4	I feel like I have enough time for my personal life.					

AI5	I feel like I have control over my daily schedule.					
II. Work-Related Stress		1	2	3	4	5
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
AII1	I have enough coping mechanisms for work stress					

AII2	I feel like my employer provides me with enough support to manage work-related stress.					
AII3	I often feel like I have to work overtime.					
AII4	I often have to take work home with me.					
AII5	I have difficulty balancing work and family commitments					
III. Work-Life Satisfaction		1	2	3	4	5
		Disagree	Strongly Disagree	Disagree	Natural	Agree
AIII1	I'm satisfied with my work-life balance.					
AIII2	I feel like I have enough time for my personal life					
AIII3	I feel like I am able to achieve a good balance between work and my personal life					
AIII4	My work schedule is flexible.					
AIII5	I have the ability to take time off for personal reasons.					
IV. Work-Family Conflict		1	2	3	4	5
		Disagree	Strongly Disagree	Disagree	Natural	Agree
AIV1	I feel like my work commitments interfere with my family commitments.					
AIV2	I feel like my family commitments interfere with my work commitments.					
AIV3	I often feel like I have to choose between my work and my family.					

AIV4	Work-family conflict is impacting my work performance.					
AIV5	Work-family conflict is impacting my personal life.					
V. Work-Life Flexibility		1	2	3	4	5
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
AV1	I feel like I have enough flexibility in my work schedule to manage my personal life					
AV2	I feel like I have enough flexibility to manage your work commitments.					
AV3	I feel like my company is supportive of my work-life balance.					
AV4	I feel like my coworkers are supportive of my work-life balance					
AV5	I feel like your manager is supportive of my work-life balance					
Section B: Employee satisfaction						
ItemNo	I. Job Satisfaction	1	2	3	4	5
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
BI1	I am satisfied with my job.					
BI2	I feel like I'm challenged in my job.					
BI3	I feel like I'm rewarded fairly for my work					

BI4	I feel like I have a good understanding of my job responsibilities.					
BI5	I feel like I have the opportunity to learn and grow in my job.					
II. Salary Satisfaction		1	2	3	4	5
		Disagree	Strongly Disagree	Natural	Agree	Strongly Agree
BII1	I'm satisfied with my salary.					
BII2	I do feel like my salary is competitive with other jobs in my field.					
BII3	I feel like my salary is enough to meet my financial needs.					
BII4	I feel like my salary is fair compared to the amount of work I do.					
BII5	I feel like my salary is likely to increase in the future.					
Iii. Benefits Satisfaction		1	2	3	4	5
		Disagree	Strongly Disagree	Natural	Agree	Strongly Agree
BIII1	I satisfied with my benefits.					
BIII2	I feel like my benefits are comprehensive and competitive.					
BIII3	I feel like your benefits are a good value for the price.					
BIII4	I feel like your benefits are easy to use and understand.					

BIII5	I feel like your employer is committed to providing good benefits					
IV. Coworker Satisfaction		1	2	3	4	5
		Disagree Strongly	Disagree	Natural	Agree	Agree Strongly
BIV1	I feel like I have good relationships with my coworkers.					
BIV2	I'm satisfied with my coworkers.					
BIV3	I feel like my coworkers are supportive and helpful.					
BIV4	I feel like my coworkers are respectful and professional.					
BIV5	I feel like I can count on your coworkers.					
V. Manager Satisfaction		1	2	3	4	5
		Disagree Strongly	Disagree	Natural	Agree	Agree Strongly
BV1	I'm satisfied with my manager.					
BV2	I feel like my manager is supportive and approachable.					
BV3	I feel like my manager is a good leader					
BV4	I feel like my manager is clear about expectations					
BV5	I feel like my manager provides me with the resources I need to do my job					

SECTION C: OPEN-ENDED QUESTIONS

C1) Please provide ANY other comments regarding this study.

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C2) Please provide any comments regarding any aspect that appears to be LACKING in this study.

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Gratitude:

We appreciate you for sparing your time to fill out the survey. Your involvement means a lot to us and we highly value it. The information you shared is significant to our analysis and will enable us to make improvements in our bank's performance.

Once again, we are very grateful for your contribution.

Sincerely

Muhnnad Majed Lamfon

Master Candidate

Everyone's Smart University

Cell # **+966506519960**



Everyone's Smart University

RESEARCH ON

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

QUESTIONNAIRE BOOKLET

Master's Candidates:

- **Muhnnad Majed Lamfon**
- **Abdulaziz Ahmed Sewaileh**
- **Mohammed Salman Al Jonaid**

Dear Respondent,

I am a master's candidate (Management) at the Midocean University. Currently, we are conducting a study titled

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

I would like to request your cooperation to answer this questionnaire. Any information obtained will be kept confidential and only used for academic purposes. Your cooperation is highly appreciated.

Thank you in advance for agreeing to participate in this study. If you have any questions, please do not hesitate to contact my honorable supervisor, **Associate Professor Dr. Walid Soliman**, or myself Muhnnad Majed Lamfon (Master Candidate).

Supervisor

Associate Professor. Walid Soliman

Faculty of College of Management

Walid@ESU.AC.AE

Muhnnad Majed Lamfon

Master Candidate

Everyone's Smart University.

MuhnnadLamfon@gmail.com

Phone # +966506519960

Section A:

A: Demographic Characteristics

Please tick (✓) the appropriate choice

11- **Gender:** Male ☐ Female ☐

12- **Age:** 20 - 30 years old ☐ 31 - 39 years ☐
old 40 - 49 years old ☐ 50 years old and ☐
over

13- **Years of Experience:** 5 years & less ☐ 5-10 ☐
years 11-20 years ☐ 21 years & above ☐

14- **Education:** High school diploma ☐
☐ Bachelor's Master's ☐
Doctorate degree

15- **Income / Salary:** 5,000 SAR or Less ☐ 5,000- ☐
10,000 10,000-25,000 ☐
25,000-50,000 ☐ 50,000 SAR or more ☐

16- **Occupation:** Government ☐ Private ☐
sector Self-employed ☐
Other ☐

17- **Marital status:** Married ☐ Single ☐
Widowed ☐

18- **Region:** Central Region ☐ Western Region ☐
Eastern Region ☐ Northern ☐
Region ☐ Southern Region ☐

19- **Household size:** 1 Person ☐ 2 People ☐ 3 ☐
People ☐ 4 People ☐ +5 ☐
People ☐

20- **Industry:** Retail ☐ Finance ☐
Technology ☐ Education ☐ Healthcare ☐
Production ☐ Other ☐

Section B:

Please indicate your degree of agreement or disagreement with the following statements, so please sign (✓) for the choice that reflects your opinion by choosing one of the five alternatives.

The following set of statements measures Work-Life Balance and Employee Satisfaction in Saudi Arabia. Please mark according to your level of agreement.						
Section A: Work-life balance						
Item No		1 Strongly Disagree	2 Disagree	3 Natural	4 Agree	5 Strongly Agree
	I. Control Over Work Hours					
AI1	I've much control over my work hours.					
AI2	My organization is providing flexible working hours.					
AI3	I have the ability to work from home.					

AI4	I feel like I have enough time for my personal life.					
AI5	I feel like I have control over my daily schedule.					
II. Work-Related Stress		1	2	3	4	5
		Disagree	Strongly Disagree	Natural	Agree	Strongly Agree
AII1	I have enough coping mechanisms for work stress					

AII2	I feel like my employer provides me with enough support to manage work-related stress.					
AII3	I often feel like I have to work overtime.					
AII4	I often have to take work home with me.					
AII5	I have difficulty balancing work and family commitments					
III. Work-Life Satisfaction		1	2	3	4	5
		Disagree	Strongly Disagree	Natural	Agree	Strongly Agree
AIII1	I'm satisfied with my work-life balance.					
AIII2	I feel like I have enough time for my personal life					
AIII3	I feel like I am able to achieve a good balance between work and my personal life					
AIII4	My work schedule is flexible.					
AIII5	I have the ability to take time off for personal reasons.					
IV. Work-Family Conflict		1	2	3	4	5
		Disagree	Strongly Disagree	Natural	Agree	Strongly Agree
AIV1	I feel like my work commitments interfere with my family commitments.					
AIV2	I feel like my family commitments interfere with my work commitments.					
AIV3	I often feel like I have to choose between my work and my family.					

AIV4	Work-family conflict is impacting my work performance.					
AIV5	Work-family conflict is impacting my personal life.					
V. Work-Life Flexibility		1	2	3	4	5
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
AV1	I feel like I have enough flexibility in my work schedule to manage my personal life					
AV2	I feel like I have enough flexibility to manage your work commitments.					
AV3	I feel like my company is supportive of my work-life balance.					
AV4	I feel like my coworkers are supportive of my work-life balance					
AV5	I feel like your manager is supportive of my work-life balance					
Section B: Employee satisfaction						
ItemNo	I. Job Satisfaction	1	2	3	4	5
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
BI1	I am satisfied with my job.					
BI2	I feel like my job provides me with challenges which I'm happy with.					

BI3	I feel like I'm rewarded fairly for my work					
BI4	I feel like I have a good understanding of my job responsibilities.					
BI5	I feel like I have the opportunity to learn and grow in my job.					
II. Salary Satisfaction		1	2	3	4	5
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
BII1	I'm satisfied with my total monthly salary.					
BII2	I do feel like my salary is competitive with other jobs in my field.					
BII3	I feel like my salary is enough to meet my financial needs.					
BII4	I feel like my salary is fair compared to the amount of work I do.					
BII5	I feel like my salary is likely to increase in the future.					
Iii. Benefits Satisfaction		1	2	3	4	5
		Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
BIII1	I satisfied with the benefits provided by the organization.					
BIII2	I feel like my benefits are comprehensive and competitive.					
BIII3	I'm satisfied with the value of my benefit package.					

BIII4	I feel like your benefits are easy to use and understand.					
BIII5	I feel like your employer is committed to providing good benefits					
IV. Coworker Satisfaction		1	2	3	4	5
		Disagree	Strongly	Disagree	Natural	Agree
BIV1	I feel like I have good relationships with my coworkers.					
BIV2	I'm satisfied with my coworkers.					
BIV3	I feel like my coworkers are supportive and helpful.					
BIV4	I feel like my coworkers are respectful and professional.					
BIV5	I feel like I can count on your coworkers.					
V. Manager Satisfaction		1	2	3	4	5
		Disagree	Strongly	Disagree	Natural	Agree
BV1	I'm satisfied with my line manager.					
BV2	I feel like my manager is supportive and approachable.					
BV3	I feel like my manager is a good leader					
BV4	I feel like my manager is clear about expectations					
BV5	I feel like my manager provides me with the					

	resources I need to do my job					
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SECTION C: OPEN-ENDED QUESTIONS

C1) Please provide any other comments regarding this study.

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C2) Please provide any comments regarding any aspect that appears to be lacking in this study.

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Once again, we are very grateful for your contribution. Sincerely

Muhnnad Majed Lamfon

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