

The Islamic University of Gaza  
Higher Education Deanship  
Faculty of commerce  
Business and Administration Department



# **The Impact of Advanced Technology on Work-Life Balance for the Administrative Staff at UNRWA-Gaza Field Office**

أثر التكنولوجيا المتقدمة على التوازن بين العمل والحياة للموظفين الإداريين  
في المكتب الإقليمي للأونروا غزة

**Submitted by:**  
Reham Mustafa Al-Saidi

**Supervised by:**  
Dr. Sami Ali Abou-Al-Ross

**A thesis submitted in partial fulfillment of the requirements for the Degree  
of Master of Business Administration**

November 2015

إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

## The Impact of the Advanced Technology on Work-Life Balance for Administrative Staff at UNRWA-Gaza Field Office

أثر التكنولوجيا المتقدمة على التوازن بين العمل والحياة للموظفين  
الإداريين في المكتب الاقليمي للأونروا غزة

أقر بأن ما اشتملت عليه هذه الرسالة إنما هو نتاج جهدي الخاص، باستثناء ما تمت الإشارة إليه  
حيثما ورد، وإن هذه الرسالة ككل أو أي جزء منها لم يقدم من قبل لنيل درجة أو لقب علمي أو  
بحثي لدى أي مؤسسة تعليمية أو بحثية أخرى.

### DECLARATION

The work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted elsewhere for any other degree or qualification

Student's name:

اسم الطالب/ة: رهام مصطفى الصعيدي

Signature:

التوقيع: 

Date:

التاريخ: 12 ديسمبر 2015



## نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحثة/ رهام مصطفى محمد الصعيدي لنيل درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال وموضوعها:

أثر التكنولوجيا المتقدمة على التوازن بين العمل والحياة للموظفين الإداريين في المكتب  
الاقليمي للأونروا- غزة

### The impact of the advanced technology on work-life balance for administrative staff at UNRWA-Gaza Field Office

وبعد المناقشة التي تمت اليوم الثلاثاء 06 صفر 1437هـ، الموافق 2015/11/17م الساعة

الواحدة ظهراً، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

.....  
.....  
.....

د. سامي علي أبو الروس مشرفاً و رئيساً  
د. وسيم إسماعيل الهابيل مناقشاً داخلياً  
د. إسماعيل يونس أبو جراد مناقشاً خارجياً

وبعد المداولة أوصت اللجنة بمنح الباحثة درجة الماجستير في كلية التجارة/قسم إدارة الأعمال.

واللجنة إذ تمنحها هذه الدرجة فإنها توصيها بتقوى الله ولزوم طاعته وأن تسخر علمها في خدمة دينها ووطنها.



والله ولي التوفيق ،،،

نائب الرئيس لشئون البحث العلمي والدراسات العليا

.....

أ.د. عبد الرؤوف علي المناعمة

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

﴿ يَرْفَعُ اللَّهُ الَّذِينَ ءَامَنُوا مِنْكُمْ وَالَّذِينَ أُوتُوا  
الْعِلْمَ دَرَجَاتٍ ۗ وَاللَّهُ بِمَا تَعْمَلُونَ خَبِيرٌ ﴾

صدق الله العظيم

(سورة المجادلة: 11)

## In the Name of Allah

“Allah will raise those who have believed among you  
and those who were given knowledge, by degrees. And  
Allah is acquainted with what you do”

Allah Almighty has spoken the truth

(Sourah Al-Mujadalah, 11)



# Dedication

To my father's soul

To my mother

To my brothers

To my sisters

I dedicate this research

\*\*\*

## Acknowledgment

I would like to thank Dr. Sami Abou-Al-Ross for his patient support and expert guidance from the beginning of this work to the end. With his thorough subject matter knowledge, keen attention to detail, and enthusiasm for teaching, I deem myself fortunate to have his professional skills; his swift conception capability was very impressive.

I would also like to thank the research examiners; Dr. Wasim El-Habil and Dr. Ismael Abu-Jarad for dedicating their valuable time and offering excellent advice to this research.

I would like to express my appreciation to Dr. Samir Safi who assisted me in developing the questionnaire, and statistically analyzed the collected data of the research.

Moreover, I would like to acknowledge the assistance and support of Mr. Nahed El-Saqqa who helped me in distributing the questionnaire and collecting the required data; a special thank goes to him.

Additionally, I would like to thank the participants in this study for their contribution. Their valuable input was a major factor in the completion of this research.

I would like to express my warmest love and forever appreciation to my family for their continuous support and encouragement to complete this research.

Countless thanks go to my special friends Eng. Nedaa El-Najjar and Eng. Hala Eliwa; for their endless support and encouragement.

Last but not least, my appreciation is presented to all my colleagues and friends who provide the researcher an advice, support, information, or encouragement in order to complete this research.

## LIST OF CONTENTS

<b>INITIATION.....</b>	<b>I</b>
<b>DEDICATION.....</b>	<b>II</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>III</b>
<b>LIST OF CONTENTS.....</b>	<b>IV</b>
<b>LIST OF TABLES.....</b>	<b>VI</b>
<b>LIST OF FIGURES.....</b>	<b>VIII</b>
<b>ABSTRACT .....</b>	<b>IX</b>
<b>ABSTRACT IN ARABIC.....</b>	<b>X</b>
<b>CHAPTER ONE THE RESEARCH GENERAL FRAMEWORK .....</b>	<b>1</b>
INTRODUCTION.....	2
THE RESEARCH PROBLEM STATEMENT.....	3
THE RESEARCH HYPOTHESES.....	4
THE RESEARCH VARIABLES.....	4
THE RESEARCH OBJECTIVES.....	5
THE RESEARCH SIGNIFICANT.....	5
<b>CHAPTER TWO THE RESEARCH THEORETICAL FRAMEWORK .....</b>	<b>7</b>
<b>SECTION ONE WORK-LIFE BALANCE (WLB).....</b>	<b>8</b>
INTRODUCTION.....	8
DEFINITION.....	8
WORK-LIFE BALANCE FRAMEWORK.....	10
WORK-LIFE BALANCE POLICIES AND STRATEGIES.....	11
HR ROLE IN WORK-LIFE BALANCE POLICIES.....	14
WORK-LIFE BALANCE FACTORS.....	15
THE DEVELOPMENT STAGES OF WORK-LIFE BALANCE.....	18
WORK-LIFE BALANCE BARRIERS.....	19
BENEFITS OF WORK-LIFE BALANCE PROGRAMS.....	19
WORK-LIFE BALANCE MEASURES.....	20
WORK-LIFE IMBALANCE.....	21
WORK-LIFE BALANCE VS. TECHNOLOGY.....	21
EMPLOYEES' ATTITUDE TOWARD TECHNOLOGY.....	22
<b>SECTION TWO COMMUNICATION TECHNOLOGY (CT).....</b>	<b>23</b>
INTRODUCTION.....	23
INFORMATION & COMMUNICATION TECHNOLOGY (ICT).....	23
INFORMATION & COMMUNICATION TECHNOLOGY COMPONENTS.....	24
THE USE OF MOBILE TECHNOLOGY IN ORGANIZATIONS.....	24
HOW TECHNOLOGY HAS CHANGED WORKPLACE?.....	25
ICT INTEGRATION IN BUSINESS.....	26
TECHNOLOGY ACCEPTANCE MODEL (TAM).....	27
INFORMATION & CT PROFILE IN GAZA.....	27
<b>SECTION THREE UNRWA OVERVIEW.....</b>	<b>29</b>
INTRODUCTION.....	29
ABOUT UNRWA.....	29
WORK-LIFE BALANCE IN THE UN SYSTEM.....	29
UNRWA'S WORK-LIFE BALANCE PROGRAMMS.....	30
UNRWA'S ICT STRATEGY.....	30
UNRWA'S PROVISION OF THE MOBILE PHONES.....	32
<b>CHAPTER THREE PREVIOUS STUDIES .....</b>	<b>33</b>
INTRODUCTION.....	34
FOREIGN STUDIES.....	34
ARABIC STUDIES.....	49

LOCAL STUDIES.....	52
GENERAL COMMENTARY ON PREVIOUS STUDIE.....	58
<b>CHAPTER FOUR RESEARCH PRACTICLE FRAMEWORK.....</b>	<b>61</b>
INTRODUCTION.....	62
RESEARCH STRATEGY AND METHODOLOGY.....	62
RESEARCH PROCEDURES.....	62
DATA COLLECTION.....	63
THE RESEARCH POPULATION.....	63
THE RESEARCH SAMPLE.....	64
DATA COLLECTION TOOLS.....	64
STATISTICAL ANALYSIS TOOLS.....	65
PILOT STUDY.....	65
STATISTICAL VALIDITY OF THE QUESTIONNAIRE.....	66
RELIABILITY OF THE RESEARCH.....	69
<b>CHAPTER FIVE DATA ANALYSIS AND HYPOTHESIS TESTING.....</b>	<b>70</b>
INTRODUCTION.....	71
TEST OF NORMALITY.....	71
ANALYSIS OF THE PERSONAL CHARACTRISTICS.....	71
DATA ANALYSIS OF THE QUESTIONNAIRE DIMENSIONS.....	75
HYPOTHESIS TESTING.....	86
<b>CHAPTER SIX CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>94</b>
INTRODUCTION.....	95
CONCULSIONS.....	95
RECOMMENDATIONS.....	100
SUGGESTED TOPICS FOR FUTURE RESEARCHES.....	102
<b>REFERENCES.....</b>	<b>103</b>
TEXT BOOKS.....	104
JOURNAL AND PERIODICALS.....	104
DWESSERTATIONS AND THESIS.....	112
REPORTS.....	113
WEBSITES.....	113
<b>APPENDDICES.....</b>	<b>114</b>
APPENDIX I LIST OF REFEREES' NAMES AND TITLES.....	115
APPENDIX II QUESTIONNAIRE IN ENGLISH.....	116
APPENDIX III QUESTIONNAIRE IN ARABIC.....	121



## LIST OF TABLES

Table (2. 1): Definitions of Work-Life Balance .....	9
Table (2. 2): Factors of WLB .....	18
Table (2. 3): ICT Categories.....	23
Table (2. 4): Percentage of Households Who Have ICT Equipment in Home by Region, 2011 .....	28
Table (4. 1): Population of the Research.....	63
Table (4. 2): Characteristics of the Study Population .....	63
Table (4. 3): Sample of the Research .....	64
Table (4. 4): Correlation coefficient of each paragraph of "the use of software (email and web-based application)" and the total of this field .....	66
Table (4. 5): Correlation coefficient of each paragraph of "the use of hardware (smart phone, iPad, and laptop)" and the total of this field .....	66
Table (4. 6): Correlation coefficient of each paragraph of " Time balance " and the total of this field .....	.Error! Bookmark not defined.
Table (4. 7): Correlation coefficient of each paragraph of "Involvement balance" and the total of this field .....	67
Table (4. 8): Correlation coefficient of each paragraph of "Satisfaction balance" and the total of this field .....	68
Table (4. 9Table): Correlation coefficient of each field and the whole of questionnaire.....	68
Table (4. 10): Cronbach's Alpha for each field of the questionnaire .....	69
Table (5.1): Kolmogorov-Smirnov test.....	71
Table (5.2): Distribution of the research population according to gender .....	72
Table (5.3): Distribution of the research population according to age.....	73
Table (5.4): Distribution of the research population according to job grade.....	73
Table (5.5): Distribution of the research population according to Academic qualifications.....	73
Table (5.6): Distribution of the research population according to years of service.....	74
Table (5.7): Distribution of the research population according to type of contract.....	74
Table (5.8): Distribution of the research population according to monthly salary.....	74
Table (5.9): Distribution of the research population according to years of services in the current position.....	75
Table (5.10): Distribution of the research population according to living area.....	75
Table (5.11): Distribution of the research population according to marital status.....	75

<b>Table (5.12): Distribution of the research population according to number of children.....</b>	<b>76</b>
<b>Table (5.13): Telecommunication devices .....</b>	<b>76</b>
<b>Table (5.14): Means and Test values for “The role of software (email and web-based application) in balancing between work and life” .....</b>	<b>76</b>
<b>Table (5.15): Means and Test values for “The role of hardware (smart phone, iPad, and laptop) in balancing between work and life” .....</b>	<b>78</b>
<b>Table (5. 16): Means and Test values for "The role of advanced technology (software &amp; hardware)" ....</b>	<b>80</b>
<b>Table (5.17): Means and Test values for “Time balance”.....</b>	<b>81</b>
<b>Table (5.18): Means and Test values for “Involvement balance” .....</b>	<b>82</b>
<b>Table (5.19): Means and Test values for “Satisfaction balance” .....</b>	<b>84</b>
<b>Table (5. 20): Means and Test values for "Work-life balance" .....</b>	<b>86</b>
<b>Table (5. 21): Correlation coefficient between the use of Software (email and web-based applications) and Work-life balance .....</b>	<b>87</b>
<b>Table (5. 22): Correlation coefficient between merger of the use of Hardware (smart phone, tablet, and Laptop) and Work-life balance .....</b>	<b>87</b>
<b>Table (5. 23): Independent Samples T-test test of the fields and their p-values for Gender .....</b>	<b>88</b>
<b>Table (5. 24):ANOVA test of the fields and their p-values for age.....</b>	<b>88</b>
<b>Table (5. 25): ANOVA test of the fields and their p-values for job grade .....</b>	<b>89</b>
<b>Table (5. 26): ANOVA test of the fields and their p-values for education level.....</b>	<b>90</b>
<b>Table (5. 27): ANOVA test of the fields and their p-values for years of experience .....</b>	<b>90</b>
<b>Table (5. 28): Independent Samples T-test test of the fields and their p-values for type of contract.....</b>	<b>91</b>
<b>Table (5. 29): ANOVA test of the fields and their p-values for monthly salary.....</b>	<b>91</b>
<b>Table (5. 30): ANOVA test of the fields and their p-values for number of years in current position .....</b>	<b>92</b>
<b>Table (5. 31):ANOVA test of the fields and their p-values for living area .....</b>	<b>92</b>
<b>Table (5. 32): Independent Samples T-test test of the fields and their p-values formarital status .....</b>	<b>93</b>
<b>Table (5. 33): ANOVA test of the fields and their p-values for number of children .....</b>	<b>93</b>

## LIST OF FIGURES

<b>Figure (1. 1): Research Variables model.....</b>	<b>5</b>
<b>Figure (2. 1): Work-Family border theory (list of central concepts and their characteristics).....</b>	<b>11</b>
<b>Figure (2. 2): Two legs of responsibilities in Work-lifebalance Strategy.....</b>	<b>12</b>
<b>Figure (2. 3): The Two Legs of an Organization’s Work/Life Balance Ladder.....</b>	<b>13</b>
<b>Figure (2. 4): how HR management contributes to business competitiveness .....</b>	<b>15</b>
<b>Figure (2. 5): Types of work-life arrangements .....</b>	<b>15</b>
<b>Figure (2. 6): Five dimensions of organizational work-life culture .....</b>	<b>16</b>
<b>Figure (2. 7): Stages to enhance work-life balance in an organization.....</b>	<b>19</b>
<b>Figure (2. 8): Benefits to employers and employees in providing and supporting employee work-life balance .....</b>	<b>20</b>
<b>Figure (2. 9): Work-life imbalance as a result of required for extra Mony.....</b>	<b>21</b>
<b>Figure (2. 10): Employee attitude to technology change.....</b>	<b>22</b>
<b>Figure (2. 11): Framework of ICT practices in Organizations .....</b>	<b>26</b>
<b>Figure (2. 12): The Technology Acceptance Model, Version 1 .....</b>	<b>27</b>
<b>Figure (2. 13): Types of Work-Life Balance policies in UNRWA .....</b>	<b>30</b>
<b>Figure (2. 14): UNRWA’s Core Function covered with ERP .....</b>	<b>31</b>

## ABSTRACT

This research aimed at investigating the implications of using the advanced technology, represented in software (email and web-based applications) and hardware (smart phones, tablets/IPads, laptops) on the work-life balance, in terms of its three major dimensions: time balance, satisfaction balance and involvement balance in UNRWA – Gaza Field Office.

The researcher applied the descriptive analytical approach through using stratified random sample of the study population. A comprehensive survey was adopted for the research population; which consisted of all administrative staff members (362 in number) with varied grades which ranged from 5 to 20. A total of 210 questionnaires were distributed and 175 were collected, with response rate of 83%. The SPSS was used for analysis.

The research revealed that employees at UNRWA agree at a low degree that advanced technology support their work-life balance. The research also revealed that there are significant statistical relationships between the use of software and hardware with the work-life balance (time balance, involvement balance and satisfaction balance). Furthermore, the results showed that there is significant difference among the respondents toward “The use of hardware (smart phone, iPad, and laptop) and the Time balance” due to job grade; and there is insignificant difference among the respondents due to the personal characteristics: gender, years of service, type of contract, number of years in current position, marital status and number of children. The results also reported a significant difference among the respondents toward “satisfaction balance” due to the living area; and a significant difference toward “time balance”, due to age.

The research was concluded by practical recommendations; such as increasing the adoption of the software applications and integrates more mobile communication devices in work; plus issuing technical and administration instruction to manage and clarify this area. And encouraging employees to use and integrate more technology in their daily work. There is also a need to develop more supportive work-life balance culture; consider work-life as part of the organization strategy. The research suggested that if UNRWA offers facilities and initiatives (such as training courses, Implementing social and recreation activities, promoting the counseling services, increasing the WLB initiatives, improving the rewards or recognition system) to reduce work-life conflicts, it will lead to improvement in employees' job satisfaction. In addition, the research recommends issuing a manual textbook about employees' entitlements; this will serve as guidance on WLB programmes. The research revealed that the hardware technology (laptop, iPad and smart phone) has higher effect more than the software technology (email and web-based applications) in helping employees to balance their work and non-work lives. The research also recommends increasing the work-life balance options for men and employees without children.

## Abstract in Arabic

### ملخص الدراسة

هدفت الدراسة الى التعرف على أثر استخدام التكنولوجيا المتقدمة، ممثلة في البرمجيات (البريد الإلكتروني وتطبيقات شبكة الإنترنت) والأجهزة (الهواتف الذكية والكمبيوتر المحمول والاولواح الالكترونية) على التوازن بين العمل والحياة من خلال ثلاث محاور رئيسية: التوازن في الوقت، والتوازن في رضا والتوازن في المشاركة في الأونروا - مكتب غزة الاقليمي.

اعتمدت الباحثة المنهج الوصفي التحليلي لاجراء الدراسة، التي طبقت على عينة عشوائية طبقية من الموظفين الإداريين من كافة الدوائر والبالغ عددهم 362 موظف تراوحت درجاتهم الوظيفية بين 5 و 20. و قد تم عمل عينة استطلاع ومن ثم توزيعه على عينة مكونة من 210 موظف مثلوا عينة البحث لمجتمع الدارسة واستجاب 175 موظف ليمثلوا نسبة استجابة تقدر ب 83 % . بعد ذلك تم تحليل البيانات باستخدام البرنامج الإحصائي SPSS.

وقد أظهرت نتائج الدراسة وجود مستوى منخفض من التوازن بين العمل والحياة للموظفين، كما ان هناك موافقة بدرجة قليلة للتأثير الايجابي من استخدام التكنولوجيا في دعم توازن حياة الموظفين العملية والخاصة، حيث كشفت الدراسة بأن هناك علاقة ذات دلالة إحصائية بين استخدام التكنولوجيا المتقدمة والتوازن بين الحياة والعمل. إضافة إلى ذلك فقد كشفت الدراسة عن وجود اختلافات ذالت دلالة احصائية في استجابة المبحوثون لاثر استخدام التكنولوجيا على توازن الحياة والعمل بالنسبة للدرجة الوظيفية، وهناك اختلافات ذالت دلالة احصائية لاستجابة المبحوثون حول التوازن في الرضا يعود الى منطقة السكن، واختلافات في ردود المبحوثين على التوازن في الوقت تعود الى العمر.

وقد خلصت الدراسة بمجموعة من التوصيات العملية، ومنها تبني المزيد من تطبيقات العمل وزيادة دمج اجهزة الاتصال في العمل، بالإضافة إلى إصدار التعليمات الفنية والإدارية لإدارة وتوضيح هذا المجال. والعمل على تشجيع الموظفين على استخدام ودمج التكنولوجيا في عملهم اليومي. وهناك أيضا حاجة لتطوير ثقافة داعمة للتوازن بين الحياة والعمل، واعتباره ضمن استراتيجيات المنظمة. وأشارت الدراسة بأن قامت الاونروا بتقديم الالاتسهيلات والمبادرات (مثل تقديم الدورات التدريبية، تنفيذ أنشطة اجتماعية وترفيهية، تطوير الدعم النفسي و تقديم المزيد من المبادرات و تطوير نظام الحوافز المتبع ليكون اكثر فعالية في تشجيع الموظفين، واستخدام رسائل الشكر والتقدير لأفضل أداء) من أجل الحد من النزاع بين الحياة والعمل، سوف يؤدي الى تحسن في الرضا الوظيفي . وقد كشفت الدراسة بان استخدام الاجهزة (الهواتف الذكية، أجهزة المحمول والاجهزة اللوحية) لها تأثير اعلى من استخدام البرمجيات (الايمل والبرامج التي تعتمد على الانترنت) في مساعدة الموظفين على خلق توازن بين العمل والحياة. اضافة الى ذلك، فان البحث يوصي ب زيادة وعي الموظفين من خلال اصدار كتيب يحتوي تعليمات بخصوص حقوق الموظفين، هذا الكتيب سيكون كمرشد لتعريف الموظفين على المبادرات التي تقدمها الاونروا لدعم التوازن بين العمل والحياة. ويوصي البحث أيضا بزيادة برامج التوازن بين الحياة والعمل للموظفين والذين ليس لديهم اطفال.

## **Chapter -1-**

### **The Research General Framework**

- **Introduction**
- **The Research Problem Statement**
- **The Research Hypothesis**
- **The Research Variables**
- **The Research Objectives**
- **The Research Significance**



## Chapter One

### The Research General Framework

#### Introduction

This chapter provides an outline of the rationale behind the research and the significance of the research and where it is hoped to add new insight and practical use.

Mobile technology has significantly transformed how, when and where work routines and personal activities are conducted. The wide acceptance and broad integration of mobile devices into work and non-work domains have brought a new set of challenges that require fresh theorizing of what constitute mobility experiences and their intricate relationships (Andrade, 2013). In today's business, technology is an essential tool to cope with the rapid growth surrounding. It is the basic foundation to build work processes, enhance productivity, and assists to setup standards for monitoring and evaluating; plus other business functions.

Many years ago, if an employee was out of the office, he was completely out of contact. Now there are smart phones, tablets, laptops, web-conferencing, social networks and advanced software applications where the communication become more flexible, available, simple and cheap or with no cost. Technologists now aimed to use technology to extend and empower the ability to communicate, they enable IT to make corporate resources available to people on the devices of their choice from virtually anywhere. Within this situation, employee is never being out of service/ contact. Furthermore, some managers assume that employees must respond to their official emails anytime. This affects the productivity and the satisfaction level of employees and other important aspects; and this is the reason why Work-Life balance has become increasingly prominent in public policy since the 1990s; where it linked to a numbers of events such as women's labor market participation and ability to "reconcile" family life and paid employment (Hennig, 2012).

The Work-life balance becomes one of the most important aspects in Human Resources Management. It contributes to employee engagement, which in turn leads to higher productivity and lower organizational turnover. Managers can apply different roles of leadership to manage employees work life balance and provide success to the company (Rani, 2011). Hanglberger studied the effect of work-life balance, specifically working hours on employees' job satisfaction and finds a positive relationship between them. The same was analyzed by Gash. The level of employees' job satisfaction increases by many factors and when employees are satisfied with their work, they feel motivated (Noor, 2011).

A high level of contentment with his or her own work-family-balance implies a higher level of employee's loyalty for the firm (Kaiser, 2010). Any organization looking for increasing competitive advantage must develop the capability to attract, motivate and retain a highly skilled, flexible and adaptive workforce by an approach to HR and work-life balance strategies that cater for the diverse need of the workforce (Ciceri, 2010).

Focusing on work-Life balance within surrounding technological changes is supported by HRM, which see it as a means of improving recruitment and employee retention. The maintenance of a good balance between work and home life can result in other benefits too,

including increased productivity and performance, improved morale, and lower stress, absenteeism and sickness levels. (Woodman, 2006).

This study aims to provide a sound research base for assessing the impact of the mobility on work-life balance. In particular, it shows the relationship between the advanced technology and the work-life balance. Also, based on results the research will provide recommendations that may be used in managing policies of work-life balance.

For the purpose of this study, the advanced technology refers to the web-based work applications, email and all applications, mobile devices and features that allow employees to be in contact with their work when they are out of their offices.

### **The Research Problem Statement**

Previous studies have found many positive and negative aspects of the effects of advanced technology on employees' work-life balance. Technology offers more flexibility by allowing employees to fit their work around other responsibilities and being able to deal with family issues whilst at office; as well as users feel that they can control their life more effectively. However, use of information technology has also been reported to cause blurring of the boundaries between work and non-work and to allow work to intrude more into our private lives. This can lead to negative spillover from one role to another, the perception of more job stress and a heavier workload (Fleck, 2015). However, the problem is that almost 24/7 connectivity facilitated by technology encourage employees to work longer hours. This may subsequently have a negative impact on employees' Work-Life Balance that the connection of the employees with their families during the working hours breaks or interrupts the connection of employees' with their job duties (Caparas, 2008).

Work-Life Balance is an issue that is important both to the organizations and to employees. Employees' communication with the family and friends during the office working hours sometimes causes serious tensions and stress in the employee. It reduces the efficiency and concentration level of the employees and they lack the sense of motivation to perform well in the organization (Holt, 2006). If the balance between work and personal life is not maintained, it would lead to sever professional and personal problems where a person may start to dislike his / her job which causes job dissatisfaction. Today an increasing number of employees are experiencing burnout, low productivity and stress related illnesses, undoubtedly due to a lack of balance between their work and personal lives and his or her job (Gamage, 2013).

The introduction of advanced technology has made the world a smaller place. All people are connected to each other all the time at anywhere. The evolution of the technology has massively changed the way people act. For UNRWA, it changed work processes, which means the way that some employees operate, and the way that some duties are done. For example, many web-based applications were established, the email services increased to include most of UNRWA's employees. The use of advanced technology for work is perceived to be a double-edged sword; the rapid increase in the mobile devices' capabilities

have introduced new opportunities for mobile information access and computing (Zhai, 2011). On the other hand, these technologies give employees the option to carry out work-related tasks outside of the confines of the traditional office space or work time (Davis, 2010). As a result employees' work-life balance was affected.

This research is trying to present an illustrating the impact of using different aspects of advanced technology on employees' work-life balance, focus specifically on employees working in a traditional and administrative work structure at UNRWA Gaza Field Office than those engaged in tele-work whose use of Communication Technology is the primary means of maintaining their employment relationship. The specific advanced technologies included in this research were the mobile devices (smart phone, laptop, and tablet), web-based applications and the email. These technologies were most relevant to employees' tasks and represent the formal and normal technologies used to connect to the work. It will look at work-life balance in terms of perceived time balance, involvement and satisfaction. This will be clarified through the following statement:

**What is the impact of the use of advanced technology on work-life balance?**

### **The Research Hypothesis**

The research will answer its main question through testing the following hypothesis:

1. There is a significant correlation at  $\sigma \leq 0.05$  between the use of Software (email and web-based applications) and Work-life balance.

Derived Sub-Hypothesis:

- a) There is a statistical significant correlation at  $\sigma \leq 0.05$  between the use of software (e-mail and web-based applications) and the time balance.
  - b) There is a statistical significant correlation at  $\sigma \leq 0.05$  between the use of software (e-mail and web-based applications) and the involvement balance.
  - c) There is a statistical significant correlation at  $\sigma \leq 0.05$  between the use of software (e-mail and web-based applications) and the satisfaction balance.
2. There is a significant correlation at  $\sigma \leq 0.05$  between the use of Hardware (smart phone, tablet, and Laptop) and Work-life balance.

Derived Sub-Hypothesis:

- a) There is a statistical significant correlation at  $\sigma \leq 0.05$  between the use of Hardware (smart phone, tablet, and Laptop) and the time balance.
  - b) There is a statistical significant correlation at  $\sigma \leq 0.05$  between the use of Hardware (smart phone, tablet, and Laptop) and the involvement balance.
  - c) There is a statistical significant correlation at  $\sigma \leq 0.05$  between the use of Hardware (smart phone, tablet, and Laptop) and the satisfaction balance.
3. There is a statistical significant effect at  $\sigma \leq 0.05$  for the advanced technology (hardware and the software: iPad, Laptop, Smart phone, email and Web-based applications) on Work-Life Balance.
  4. There is a statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of advanced technology on work/life balance, attributed to the following demographic factors: gender, age, grade, education, experience, type of contract, monthly salary, Years of experience in current position,

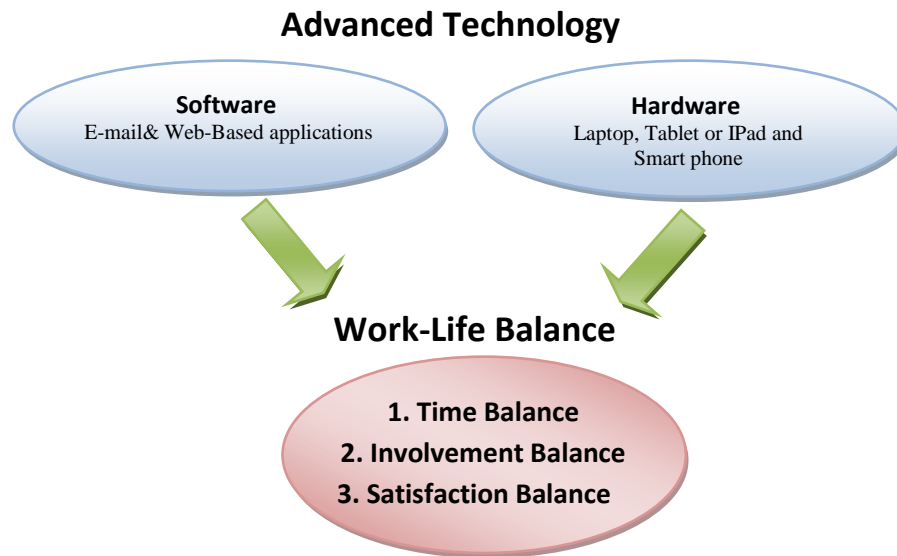
living area, experience, marital status, number of children, and owning UNRWA's devices such as: SIM card with a mobile device, tablet, laptop.

### The Research Variables

Figure (1.1) at page No. 5 shows the research model of the impact of advanced information technology on Work-Life Balance for Administrative staff members in UNRWA- Gaza field office.

1. Dependent variable: Work-Life balance, which consists of three components (Collins at el., 2003):
  - a) Time balance: refers to equal time being given to both work and family roles;
  - b) Involvement balance: refers to equal levels of psychological involvement in both work and family roles;
  - c) Satisfaction balance: refers to equal levels of satisfaction in both work and family roles.
2. Independent variable: Advanced technology, which has two main dimensions:
  - a) Hardware: mobile devices(laptop, Tablet, smart phone)
  - b) Software: web-based applications and the e-mail.

Figure (1.1): Research Variables Model



Source: Articulated by the researcher, (2015)

### The Research Objectives

Work-life balance (WLB) is a central concern in everyday discourses (Kossek, 2014). This research aims to illustrate how an advanced technology -represented by the e-mail and 24-hours applications- impacts on employees' lives outside of their contracted working hours, plus the following points:

1. To identify and evaluate how the use of mobile devices, email and UNRWA's web-based applications affect employees on different administrative levels in UNRWA; and to what extent the effecting is.
2. To shed out light on the current work-life policies in UNRWA and its effectiveness from employees perspective.

3. To study the difference, if any, between opinions about various aspects of work life balance based on age, gender, marital status, experience and income.
4. To find out which item of technology has the highest impact on employees' WLB; as well as the impact level of the other items.
5. To know, do advanced technology (smart phones, iPad, Laptop, Web-Based applications and email) help or hinder the achievement of balance between the demands of work and home?
6. The study aims to provide recommendations that may contribute to increase the management's attention to the WLB issues as well as enhance management effectiveness in UNRWA.

### **The Research Significance**

The importance of the study can be categorized into four categories:

1. To the Islamic University of Gaza and other researchers: The topic is becoming more important as it is related to the most important dynamic aspect which affects all the life fields. Technology is a self-enrich area of study that needs more exploration to its impacts on business or organization.
2. To UNRWA: Without creating a work-life balance employee isn't able to take time to enjoy the life they have worked so hard to create. On other hand, improving work-life balance can help organizations to work effectively and efficiently; and Individuals manage their time and reduce pressures that encroach on their life outside the workplace. This research will give a clear vision on the impact of technology on work-life that affects employees, business and organizations. Furthermore, the findings will help in create a fundamental knowledge to help achieving the objectives and goals of the organization. Whereas, the most practical significant importance of the research is in considering the findings, as well as providing a proper action plan for effectively implementing the recommendations that will be raised based on the findings. This research also hopes to provide valuable information on the current status of technological capability to assist UNRWA in planning the development of or review of current policy relating to the work-life balance.
3. To the Community: This research expects people to benefit from the results and recommendations of this research by enhancing their understanding of the potential impact of the technological capabilities on the balance between work and life, and how this association affects their performance. It may also provide useful insights into the advantages and disadvantages of possessing such capability which can act as the basis for making future decisions.
4. To the Researcher: This research will contribute towards enriching the researcher's knowledge regarding the concepts of work-life balance through review previous studies, articles and books related to the research subject which will also increasing researcher's researching skills. Also, It will clarify how to use of the advanced technology toward achieving fruitful results.

## **Chapter -2-**

### **The Research Literature Review**

- **Section (1): Work-Life Balance (WLB)**
- **Section (2): Information Communication Technology (ICT)**
- **Section (3): UNRWA Overview**



## Section (1) -Work-Life Balance (WLB)

### Introduction

Work-life Balance brings greater influence to all aspects of life. It has become major issue of concern for all kinds of Industry worldwide (Ashwini, 2014). The term Work Life Conflict (WLC) used contradictory with Work Life Balance (WLB) (Gamage, 2013). The issues related to work-life balance are important for developing a high performance workforce. Work and family life have always been interdependent, but the increased employment of mothers, rising family hours of work and the trend toward long work hours for some and inadequate family income for others have rendered this interdependence both more visible and more problematic (Bhatnagar, 2014).

Work-family conflict is a common problem among employees. As well as being socially undesirable, such conflict also negatively impact a number of other areas. For example, such conflict has been found to increase the risk of prolonged fatigue and is associated with higher levels of absenteeism. There is growing evidence that supports the notion that work-family conflict leads to poor physical health (Carlson et al., 2011), poor perceived health (Mauno, 2011), and depressive behavior (based on self-evaluation) (Bellavia & Frone, 2005). Many studies investigated the impact of conflict on job satisfaction and found a negative relationship (Bruck, 2002).

Not being limited only by the employees and their families, work-family conflict leads to many other organizational consequences, such as work dissatisfaction, low performance, organizational commitment, irregular attendance at work and high turnover rate (Willis, 2008). Various studies suggest that work-family conflict brings costly and detrimental consequences for the organization (Eby, 2005).

In recent years the subject of work-life balance (WLB) has been widely discussed and examined from a wide range of perspectives. The focus on the relationship between work, in its many different forms, and life—usually meaning domestic activities—has been shaped by a number of factors, including the trend in longer working hours, increasing numbers of women entering the workforce, a growing proportion of families with either two working parents or full-time working single parents, and changes in technology that affect when and where work takes place (Maruyama & James, 2009).

Technology often is blamed for blurring the lines between work and home since work is becoming more mobile and can be done almost anywhere. This is something many employees has experienced: if there is a specific task to do that requires full concentration without being disturbed by colleagues, phone calls or any other interruption, it is great to have the ability to do it from home or outside of the office. There has been a shift in the workplace as a result of advances in technology. As Boswell and Olson-Buchanan stated, increasingly sophisticated and affordable technologies have made it more feasible for employees to keep contact with work. Employees have many methods, such as emails, computers, and cell phones, which enable them to accomplish their work beyond the physical boundaries of their office (Boswell & Olson-Buchanan, 2007).

### Definition

Work-life balance has different meanings regarding the context in which it is used (Lockwood, 2003). The term of Work-Life Balance is a rather dazzling then fundamental term (Oechsle, 2008); there is no clear consensus on what it means. Although much has been written about work-life balance, there is no one accepted, clear definition of the concept in the

literature or in practice (Kalliath & Brough, 2008). According to Ironson in his study the work-life balance remains ill-defined and abstract, because the concept is an individually experienced and interpreted phenomenon. Each individual will perceive the optimal combination of work and responsibilities outside of work differently. Others stated that "Harmonious and holistic integration of work and non-work, so that men and women can achieve their potential across the domains—work, family, personal life and community—in which they play out their life roles" (Drago & Koshan, 2001).

WorldatWork (2008) defined the work-life balance as a specific set of organizational practices, policies, programs, plus a philosophy, which actively supports efforts to help employees achieve success at both work and home. Work-life programs encompass compensation, benefits and other HR programs, and together they address the key intersections of the worker, his or her family, the community and the workplace.

Although Work-Life Balance is most frequently used to describe the equilibrium between responsibilities at work and responsibilities outside paid work; having a work-life balance means that this equilibrium is in the right position for the individual concerned; However Bird provided different definition of Work-Life Balance stated that "It does not mean an equal balance. Trying to schedule an equal number of hours for each of your various work and personal activities is usually unrewarding and unrealistic. Life is and should be more fluid than that", he also added that it would vary upon the time. In the thinking of Greenhaus, Collins & Shaw Work-Life balance refers to "the extent to which an individual is equally engaged in – and equally satisfied with – his or her work role and family role".

The following table (2.1) sheds more light on defining work-life balance over the time by researchers based on change of level of balance, depending on the life stage one is in and the demands that are faced.

**Table (2.1): Definitions of Work-Life Balance**

Year	Author	Definition
1993	Kofodimos	Work-life balance is a "satisfying, healthy, and productive life that includes work, pay, and love ...".
1996	Marcks & MacDermid	Role balance is "the tendency to become fully engaged in the performance of every role in one's total role system, to approach every typical role and role partner with an attitude of attentiveness and care Put differently. it is the practice of that evenhanded alertness known sometimes as mindfulness".
2000	Kirschmeyer	Living balanced life is 'achieving satisfying experiences in all life domains, and to do so requires personal resources such as energy, time, and commitment to be well distributed across domains".
2000	Clark	Work-life balance is "satisfaction and good functioning at work and at home with a minimum of role conflict".
2002	Rapaport et al	Propose "Work-personal life integration" instead of balance to encompass different parts of life and their integration depends on one's priorities, which not necessarily need to demand equal amount of Personal resources.
2003	Greenhaus, Collins & Shaw	Work-life balance: "the extent to which an individual is equally engaged in - an equally satisfied with - his or her work role and family role". Propose 3 components of work-life balance: 1. time balance. 2. Involvement balance. 3. Satisfaction balance.
2003	Frone	"Low levels of conflict and high levels of inter-role facilitation represent work-family balance".
2006	Greenhaus & Allen	Define work-life balance as "the extent to which an individual's effectiveness and satisfaction in work and family roles are compatible with the individuals life-role priorities at a given point in time".
2007	Crzywacz & Carlson	".. as accomplishment of role-related expectations that are negotiated and shared between an individual and his/her role partners in the work and family domains".

2007	Fleetwood	“Work-life balance is about people having a measure of control over when, where and how they work”.
2008	Kalliath & Brough	“Work-life balance is the individual Perception that work and non- work activities are compatible and promote growth in accordance with an individual's current life priorities”.
2008	Voydanoff	“Work-lite balance is the global assessment that work and family resources are sufficient to meet work and family demands such that participation is effective in both domains.”.
2010	Lee-Ross & Pryce	Work-life balance defined as a relationship between paid work and people’s lives outside of their employment, and the equilibrium between these two can be obtained, based on personal needs, expectations, and aspirations of a person, work-life balance can be affected by work intensity, part time work, increased jobs in service sectors
2010	Duraisamy at. el.	Work-life balance defined it as a person’s control over the responsibilities between her/his workplace, family, friends and self.
2013	Wilk	Work-life balance defined as the optimal blend of work and responsibilities outside of work that enabled an individual to feel that he/she led a satisfying, manageable life.
2014	Doshi	Work–life balance is a broad concept including proper prioritizing between “work” (career and ambition) on one hand and “life” (Health, pleasure, leisure, family and spiritual development) on the other. Related, though broader, terms include “lifestyle balance” and “life balance

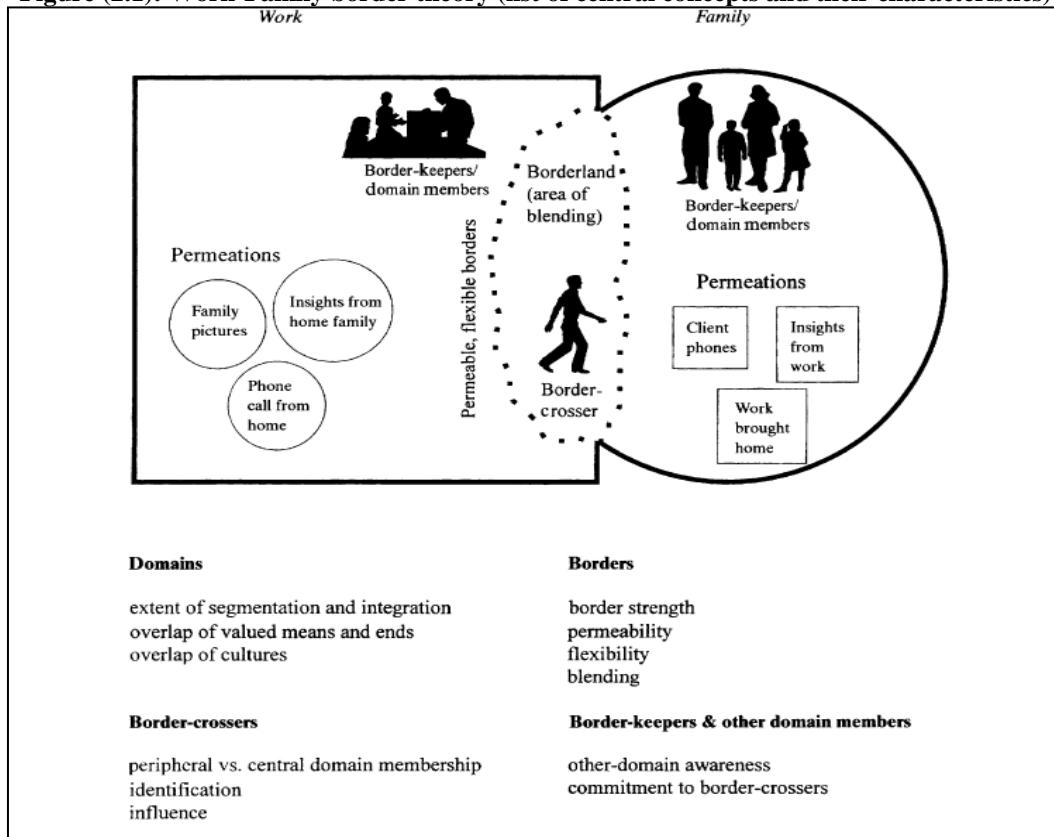
**Source: Articulated by the researcher, (2015) based on the study (Olena Stepanova, 2012),  
Work-life balance in organizational subcultures: The case of Mutua.**

### **Work-Life balance Framework**

No single framework or perspective of work-life balance is universally acceptable (Kossek & Sweet, 2006); in the traditional perspective of work-life balance, there are five main descriptive models attempting to explain the relationship between work and life(White, 2003). (1) The Segmentation model states that work and life outside of work are mutually exclusive such that one sphere does not impact the other (Ojo, 2013).The opposite of segmentation model is (2) the spillover model that states that work and life outside work are interdependent (Tariq at. el, 2012). For example, an individual may bring negative (or positive) feelings from work to home and vice versa. (3) The compensation model elaborates that both segments compensate for each other for the things that are lacking in each. (4) The instrumental model which emphasizes that one segment (work or non-work) stresses or highlights the other segment (Tariq at. el, 2012). For example, an employee may be willing to work for long hours so as to meet his family’s demand. These four models are essentially descriptive models, and to be of value they need to incorporate an analysis of their causes and consequences (Guest, 2002). The last model is (5) the conflict model, which states that each sphere has multiple demands, thus requiring individuals to prioritize and make choices that can lead to conflict.(Ojo, 2012).

Both border theory and boundary theories have provided a definition of work-family integration by assuming that work and family domains are demarcated by borders or boundaries, which can be physical (office at work), temporal (work hours, family time), and psychological/mental (thinking patterns, behavior pattern, emotions) (Tement, 2015). Clark’s border theory indicated that people are ‘daily border-crossers’. Although it is difficult for some aspects in life and work to alter, individual can shape to some degree the work and life and create bridge to attain the desired balance. Figure (2.1) shows a pictorial representation of border theory and lists the central concepts of the theory and their characteristics: a) the work and home domains; b) the borders between work and home: c) the border-crosser: and d) the border-keepers and other important domain members.

Figure (2.1): Work-Family border theory (list of central concepts and their characteristics)



Source: Clark, 2000, "Human Relations"

### Work-Life policies and strategies

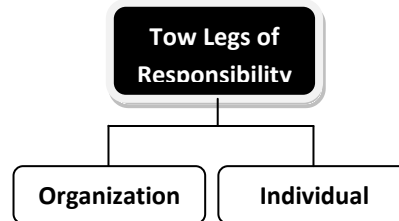
Work-Life balance strategies have been defined as those that enhance the autonomy of workers in the process of coordinating and integrating work and non-work aspects of their lives (Rina & Kundu, 2013). Bardoel defined WLB strategies as an organizational setting includes policies covering flexible work arrangements, child and dependent care, and family and parent leave. Today, it is necessary for organization to adopt a comprehensive WLB program. If it is designed and adopted as part of the larger business strategy, it will add more value to the firm's competitiveness (Khan & Agha, 2013). It is become more and more popular for organization to retain and motivate talent pool and improves the organizational performance, since Work-Life balance has the positive impact on the profitability and employees well-being (Canivet, 2010). Essentially, It initiatives are offered by organizations to assist staff to manage the demands of work and personal life (Darcy & Kirrane, 2008).

The demand of employees work life balance is increased by change in trends such as organizations structure, diversity of work force. Organizations should provide work life balance facilities to their employees so that employees can perform their duties effectively and leads organization to the success (Parvin & Kabir, 2011). Many organizations are enhancing its human resource policies and practices that address work/life balance to help their employees cope with their time-pressured lives and increase the organization's efforts to recruit, retain, and motivate the valued employees in a highly competitive market (Kotowska, 2010).

The strategic importance of the design and implementation of fitting work life policies in an organization is identified by a number of studies (Deery, 2008). Joshi emphasized that work-life balance is a two dimensional approach; the organizational approach that describe what organizations do for their employees; and the individual approach that describe what

individuals do for themselves. More emphasized on this strategy came with Jim Bird by the "two legs of the work-life strategy"; which explains that successful work-life strategy; indicated that organizations should not take a one-sided approach to manage work-life aspects. Although, adopting policies, benefits, and procedures to solve work-life problems may be helpful in some cases, but it overlooks the fact that the work-life balance is an individual issue that affects the organization more than an organizational issue that affects the individual. Figure (2.2) showed that both employers and employees have an equal share of responsibility in creating a success work/life balance strategy based on the two leg strategy.

**Figure (2.2): Two legs of responsibilities in Work-lifebalance Strategy**



Source: Worklifebalance.com

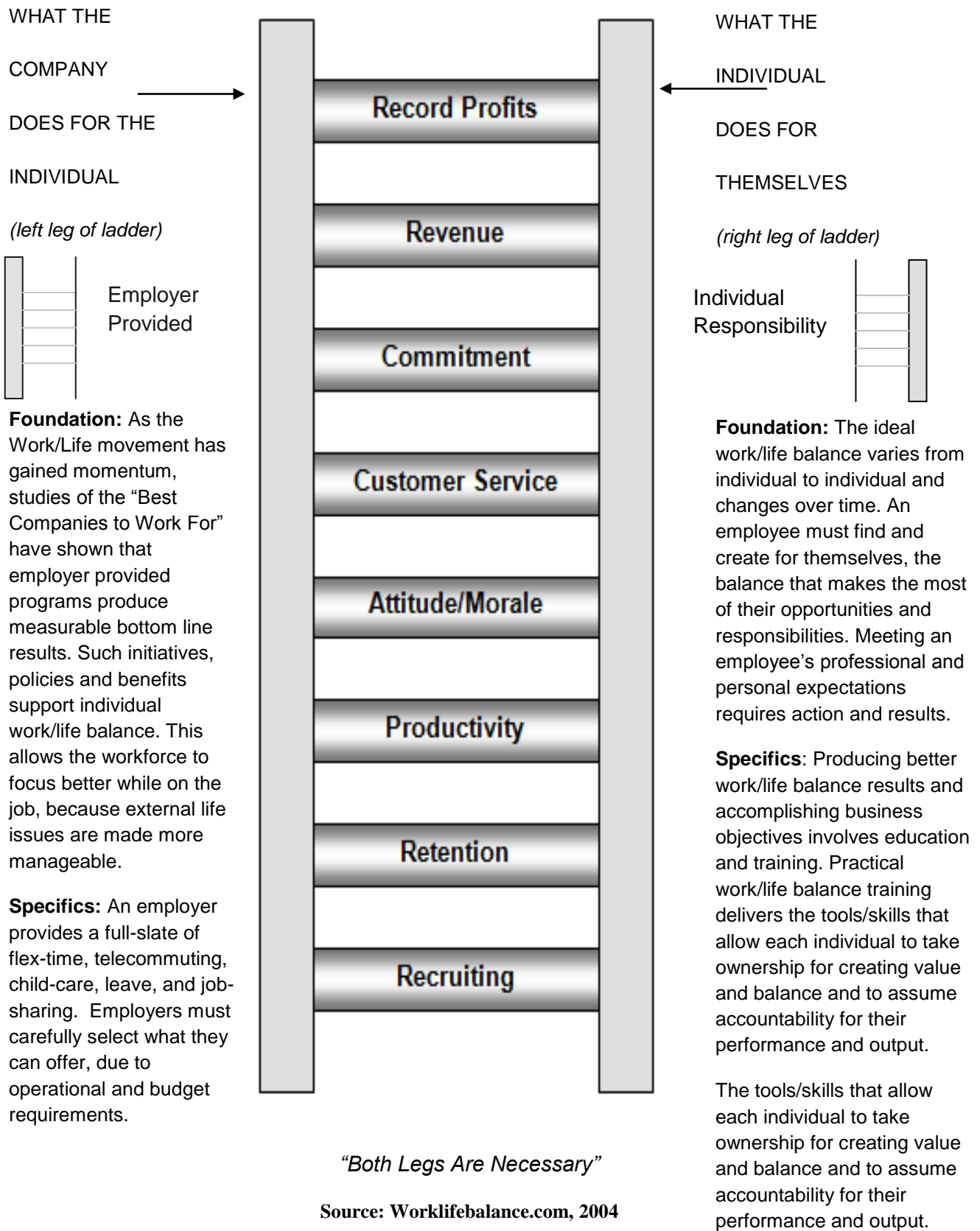
Bird renamed the organizational approach with system approach (Left leg of the ladder). The system approach asks, "What can the organization do to create a better work-life balance for the individual?" The other half of the work-life strategy, the (right leg of the ladder); the "individual" approach, asks, "What can individual employees and managers do for themselves to create their own best work-life balance?". The individual approach differs from employee to another. This means for someone, working long hours creates value and balance in their lives. For others, it is not a routine they can productively or enjoyably maintain. It means that if the organization already built a fairly solid left leg thought its programs; the major focus is then on the right leg, the individual approach. Every employee has different work-life balance from every other employee with respect to their employment status e.g. a person who has a career start, will have a different work-life balance approach than the person who is being retired (Tariq, 2012). Figure (2.3) shows the two legs of the work-life strategy.

The following identified options for the effective functioning of the systems leg of work-life strategy: (Suchitra, 2014)

1. Reinforce through better communications
2. Abolish weekend meetings and give a half day off if the individual has put in the incremental hours earlier; with no affection on work scheduled.
3. Provide one or two days off with pay for approved community involvement.
4. Endorse working from home one day per week and encourage an annual or quarterly "bring your family to work" day.
5. Offer subsidies for off-site exercise and support athletic teams.
6. Establish a "disconnect from work" vacation policy- no cell phones or laptops.
7. Create a more accommodating "on- and off-ramp" policy for those who leave the firm.



**Figure (2.3): The Two Legs of an Organization's Work/Life Balance Ladder**  
 A Complete, Ongoing Organization Work/Life Strategy





## **HR Role in Work-Life Policies**

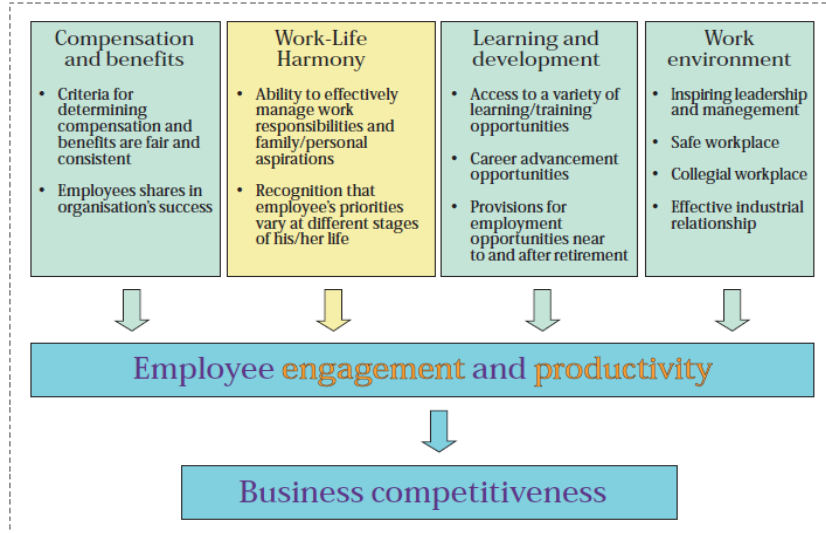
WLB has emerged as a strategic issue for HRM and a key element of an organization's employee retention strategies (Cappelli, 2000). In today's fast-paced society, HR professionals seek options to positively impact the bottom line of their companies, improve employee morale, retain employees with valuable company knowledge. As an employer, ensuring a better work-life balance for employees could mean that the organization benefits from a more flexible, loyal and motivated workforce. The organization may also realize tangible benefits, such as reductions in absenteeism, recruitment costs and staff turnover.

Work-life balance is all about adjusting working patterns. Regardless the demographic characters, everyone can find a rhythm to combine work with their other responsibilities or aspirations. The main objective of HRM is to take care of the employee's work life from the time they join the organization to the time they leave it, while ensuring their best possible cooperation in achieving the organizational goals and objectives (Durai, 2010). HR must develop a deep understanding of people and their roles, so as to create a work environment that is friendly, motivating and productive (Ware, 2008). Maintaining work-life balance has been the focus of industries' HR practitioners amidst the demanding nature of work and the workers' personal endeavors in the age of information and technology (Meenakshi, 2013). If leaders wish to encourage healthy organizational cultures, they need to pay attention to these conscious and unconscious convictions, as well as the way they communicate organizational policies and rules to their employees (Schein, 2010). It is not enough for organizations to offer a rich menu of work-life balance benefits, the desired effect is unlikely to occur if the employees do not know about the programs or understand them (Lockwood, 2003).

The role of HR is to effectively manage work-life balance programs, so that employees can understand how these programs will manage their professional and personal life. Work-life initiatives classified into five categories namely, (1) Time-based strategies like flexi-time, telecommuting and job sharing; (2) Information-based strategies like relocation assistance, elder care resources, work-life brochure, company work-life balance intranet; (3) Money-based strategies like leave with pay, scholarships for dependents; (4) Direct services like onsite childcare, on-site or near-site dependent care, concierge services and takeout dinners; and (5) Culture-change strategies like training or focus on employees' performance not office face time (Meenakshi, 2013).

Organizations should be aware of the changing needs of the employees and changing their work-life policies in accordance with these needs. Researches indicated that work-related activities performed at any given time and place have no particular work order in the forms of manuals, specific work tasks, defined results, or fixed goals. In other words, there was no direct guidance as to what needed to be done and how (Allvin, 2011). Technological acceleration processes, societal and organizational changes lead to a diminishing life time of employees' knowledge (Korunka & Kubicek, 2013). Figure (2.4) shows how HR management contributes to business competitiveness. One study reported on work-family balance as a potential strategic advantage for the organization, giving it an important competitive advantage (Xiao & O'Neill, 2010).

**Figure (2.4): how HR management contributes to business competitiveness**



Source: Work-Life Harmony Report: Findings and Recommendations for Employers on how to use Work-Life Strategies to Optimize Business Performance, 2005

According to Dex most WLB policies fall into five categories: (1) flexi-time work schedules, (2) flexi-place or telecommuting, (3) job-sharing, (4) part-time flexi-place, (5) sabbaticals or career breaks; whereas, Den Dulck identified four types of work-life arrangements; these types are shown in the following figure (2.5).

**Figure(2.5): Types of work-life arrangements**

<p><b>I. Flexible work arrangements</b></p> <ul style="list-style-type: none"> <li>Part-time work</li> <li>Flexible hours</li> <li>Job sharing</li> <li>Teleworking/working at home</li> <li>Term-time work</li> <li>Banking hours</li> </ul>	<p><b>II. Leaves</b></p> <ul style="list-style-type: none"> <li>Maternity leave</li> <li>Parental leave</li> <li>Paternity leave</li> <li>Leave for family reasons</li> <li>Adoption leave</li> <li>Career break scheme</li> </ul>
<p><b>III. Childcare arrangements</b></p> <ul style="list-style-type: none"> <li>Workplace nursery</li> <li>Childminding</li> <li>Childcare resource and referral</li> <li>Financial assistance</li> <li>Holiday play scheme/summer camp</li> </ul>	<p><b>IV. Supportive arrangements</b></p> <ul style="list-style-type: none"> <li>Work-life management training</li> <li>Employee counselling/assistance</li> <li>Supply of information</li> <li>Research on employees' needs</li> </ul>

Source: Den Dulck, "Work-family arrangements in organizations: a cross-national study in the Netherlands, Italy, the United Kingdom and Sweden", 2001

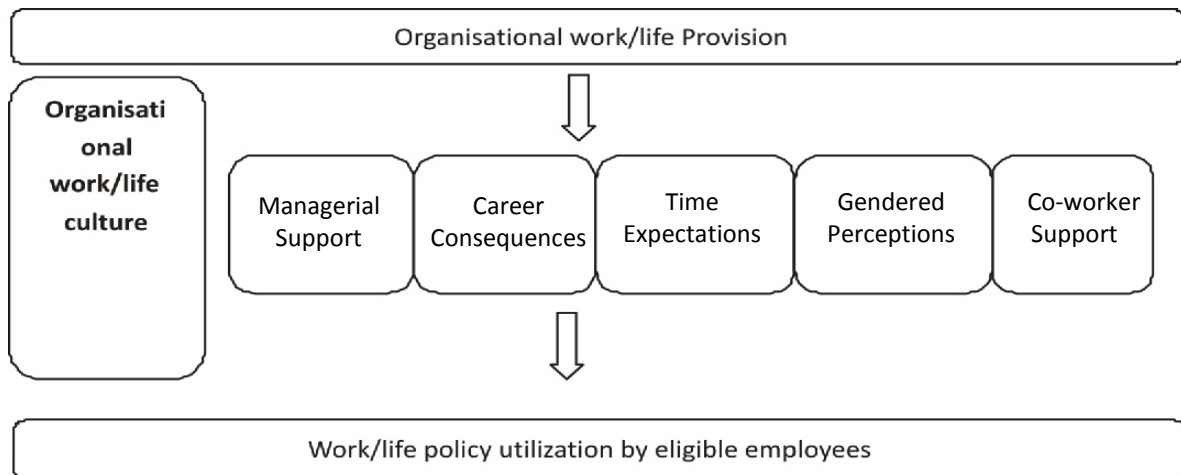
### Work-Life Balance Factors

Researches argued that there are multilevel influences on benefiting from Work-Life, including organizational, individual and socio-cultural variables (Dixon & Bruening, 2007).

1. The Organizational Work life Culture: Organizational culture has been defined as "dynamic phenomenon that surrounds us at all times, being constantly enacted and created by our interactions with others and shaped by leadership behavior, and a set of structures, routines, rules, and norms that guide and constrain behavior" (Schein, 2004). According to Beauvais & Lyness, Work-life balance culture is a particular aspect of the organizational culture that reflects the attitudes and values in the organization surrounding the ability of individuals to balance their work and non-work Lives (Bradley et. al, 2008).

A supportive organizational culture helps to reduce work-family conflict, thereby increasing both job and family satisfaction (Byron, 2005). Thompson distinguished three dimensions in the work-family culture for variations in the utilization of Work-Life Balance Programs: managerial support, career consequences and organizational time demands, while McDonald developed another two dimensions: gender related perception and co-worker support as shown in below figure. These dimensions are used to identify the gap between policies and practice; in addition they are the main aspects that should be considered as challenges when attempting to improve employees' work-life policies. The dimensions outlined below in figure (2.6).

Figure (2.6): Five dimensions of organizational work-life culture



Source: McDonald et. al, (2005), "Explanation for the provision-utilization gap in work-family policy"

a) Managerial support: The first component of work-family culture is managerial support, which emphasizes on managers and supervisors support or their sensitivity to employees' family responsibility (McDonald et. al, 2005). Supervisor support is one source of social support from work and is also referred to as a form of informal organizational support (Hammer, 2007). Although employees today are offered a wide range of work-life benefits (Dulk, 2001). Nevertheless, a study by Luijn & Keuzekamp, (2004) revealed that many employees are not taking advantage of existing policies (Dulk & Ruijter, 2008). Employees are not equally aware of the availability of Work-Life Balance practices in their organizations (Budd & Mumford, 2006). Thus, employees will not be able to generate positive feeling towards the source of such beneficial treatment.

Senior management, managers and supervisors must be seen to support the achievement of effective work-life balance if there is to be an up-take of work-life balance opportunities by employees (Igbinomwanhia et. al, 2012). The low level of management awareness of the importance of work-life balance, and the difficulty of getting good jobs lead to a lack of consideration on the part of management for employees' work-life balance and the lack of bargaining power of employees who do not have alternatives (Epie, 2006). Research indicates that managers greatly vary in their responses to employee requests to use work-life policies. Managers may be very supportive and seek additional (informal) solutions, such as allowing employees to work from home when a child is ill. On the other hand they may stick strictly to the official policies or even discourage employees from making use of them (Lewis & Dulk, 2006).

More recently, researchers have identified specific behaviors supervisors can engage in that support employees work and family lives, called Family Supportive Supervisor

Behaviors (FSSB) (Bodner & Hanson, 2009). Which includes four dimensions: (1) emotional support (learning about needs, listening to problems) ;(2) instrumental support (helping employees to avoid work-life conflict), (3) creative work-family management (using novel solution to reduce work-life conflict), and (4) role modeling behaviors (demonstrating effective work-life behavior) (Hammer, 2011). As a result of this increased knowledge, numerous researchers have called for encouraging or training supervisors to be more supportive of employees' work and family roles to help employees cope with work-family conflict, thus decreasing negative personal and organizational consequences (Sale, 2010).

b) Career Consequences: The second component in the organizational work-life culture is the career consequence; which has a negative implication of the use of Work-Life programmes. Thomson et al states that participation in WLB programs makes an employee less visible at work, which, in turn, may form the obstacle for their career development and promotion prospects (Clark, 2000). Employees using Work-Life Balance programs may be perceived as less committed to their organization and work (Allen, 2001). They also have less opportunity to receive rewards. It is believed that negative career consequences (such as fewer opportunities for promotion and a lesser likelihood of receiving rewards) may arise when a lack of physical presence in the workplace is thought to be associated with a lack of commitment to the organization (Bradley & Farida 2008).

c) Organizational Time demands: The time demands is the norms concerning the number of hours which employees are supposed to devote to work or work-related activities (Thompson et. al, 1999). Although working long hours reflects job involvement, commitment and productivity, on the other hand, such behavior is an obstacle to meeting family requirements (Joyce, 2010), which is easily to evoke the time-based conflict. Time based conflicts occur when time stresses in one role, such as worker, make it difficult to accommodate with expectations in the other role, such as mother. These conflicts can impair employees' well-being in different domains of life (Allen, 2000).

d) Gendered Perception: Many studies show that the perception of work-life balance is observed to be different across genders (Smithson & Stokoe 2005). For example; men are preferred to be employed more than women in many organizations. On the other side, because women have more personal experience than men in dealing with WLB issues and are more likely than men to take priority (Canivet, 2010).

e) Co-Worker Support: Co-workers can have a large influence on whether or not an employee is able to balance his/her time between work and non-work life (Cook & Minnotte, 2008). Coworker support can be defined as the extent that individuals view other workers at their organization as being helpful and supportive of them (Liao et. al, 2004). Work-life conflict can be reduced when a coworker helps an employee cope with the competing demands between one's work and non-work life (Prottas, 2006).

2. The Individual Factors: Another powerful argument in support of work-life balance policies that cannot be ignored by employers is represented by current demographic trends. For each individual, work-life balance depends on the three-way interaction of gender and household characteristics (age, gender, care responsibilities, partner's situation), workplace characteristics and working conditions, and public policies including social and welfare policies as well as working time norms (Anxo, 2013). Individual-level attitudes and behaviors related to work life balance are often constrained by policies or cultural norms at the organizational level in the sport industry (Dixon & Bruening, 2007).

Research indicates that the intensity of certain personality traits has significant influence on the accessibility of an equilibrated work-family-balance and well-being in general (Ayree, 2005). According to Crooker, there are different personality traits that effect the way of which individuals will utilize the available work-life options. Blair-Loy and Wharton found that in a homogeneous sample of managers and professionals, the work-life benefits of family-care and flexibility were used by employees possessing different demographic and family status characteristics (Grady, 2012). For example, individuals with conscientiousness and agreeableness are more likely to have a positive work-life balance. Conscientiousness has three characteristics, which are; commitment, control and challenge. Agreeable individuals create a support mechanism with others, and they reach out when they experience stressful situations. They go on to mention that those individuals with negative affect and low self-efficacy will not achieve a balanced work-life. On other side, old employees are more likely to use for example childcare, leave options more than younger employees. Younger employees are tended to use flexi-time, telecommuting and working from home more than older employees (Allen, 2000). Other factors could be employee's age which has also influences the use of work-life programs.

3. The Societal Factors: These factors include cultural norms, such as the traditional gender ideology, childcare responsibilities, parental responsibilities, dependent care issues, ..etc. The following table (2.2) summarized the aforementioned WLB factors.

**Table (2.2): Factors of WLB**

Individual Factors	Organisational Factors	Societal Factors	Other Factors
1. Personality	1. Work arrangements	1. Child care arrangements	1. Age
2. Well being	2. Work life balance practices & policies	2. Spouse support	2. Gender
3. Emotional intelligence	3. Organisation support	3. Family support	3. Marital status
	4. Superior support	4. Social support	4. Parental status
	5. Colleague support	5. Personal & family demands	5. Experience
	6. Job stress	6. Dependent care issues	6. Employee level
	7. Role conflict	7. Family quarrel	7. Job type
	8. Role ambiguity		8. Income
	9. Role overload		9. Type of family
	10. Technology		

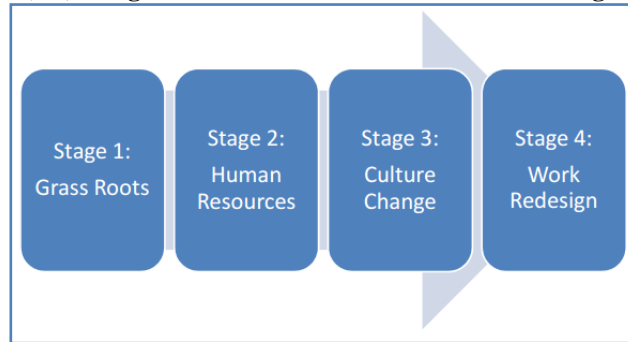
Source: Poulouse & Sudarsan (2014), "Work Life Balance: A Conceptual Review"

### Stages of Work-Life Balance Development

Daniels, Lewis and McCarragher have documented a four-stage process for organizations to enhance their work-life balance. The first stage (Grass Roots); focuses on the provision of child-care, in general it is provided in response to pressure from women with young children. The second stage is (Human Resources) is when initiatives are broadened in response to a growing recognition of the benefits provided by introducing work-life balance policies. And the third stage (Culture Change) it is focus broadens further to encompass the work-life concerns of the workforce as a whole. At this stage comes recognition that work-life policies will only be effective in a culture that is fully supportive of their aims. Finally, by the fourth stage (Work Redesign), there is a greater awareness of how organizational objectives and employees' work-life balance needs could be satisfied simultaneously. At this stage, work-life balance is seen as an integral component of fulfilling the goals of the organization (Kinman & McDowall, 2009).



**Figure (2.7): Stages to enhance work-life balance in an organization**



Source: articulated by the researcher, (2015)

### **Work-Life Balance Barriers**

Many research reported that very low percentage of employees utilize from the work-life options in the organization (Mordi & Ojo, 2011). The challenge of balancing work and non-work demands is one of today's central concerns for both individuals and organizations (Iyayi, 2012). For many employees, the day is not over when they go home. Often, a second day of work starts at home. For the organizations, challenges in this area include finding ways to address individual needs that reflect their diverse needs at different variables, with their different values and life experiences. Individuals will seek out information regarding the availability of WLB initiatives in their firms when they are interested in using them or consider them to be highly valuable (Prottas, 2007). In short, the followings represent the common barriers of achieving work-life balance for employees:

#### **1. Barriers by the Employer:**

- a) Poor communication has been found to be a factor affecting the low usage of work-life balance programs in many organizations (Mordi & Ojo, 2011).
- b) Organizational culture which emphasizes and rewards long hours and high organizational commitment (to the neglect of other life commitments);
- c) Attitudes and resistance of supervisors and middle management.
- d) Managing work-life programs; and the rapid technological changes.
- e) With the world economy in recession, there are serious concerns that further development of work-life balance initiatives will no longer be organizational priorities. This creates Unsupportive working environment for employees with life commitments external to the organization.
- f) Mobile telecommunications technology and on-call work arrangements: Mobile devices such as laptop, smart phones and tablets can help in working anywhere.

#### **2. Barriers by the Employee:**

- a) Having to maintain productivity or performance.
- b) Heavy workload or meeting deadlines and tending to personal responsibilities.

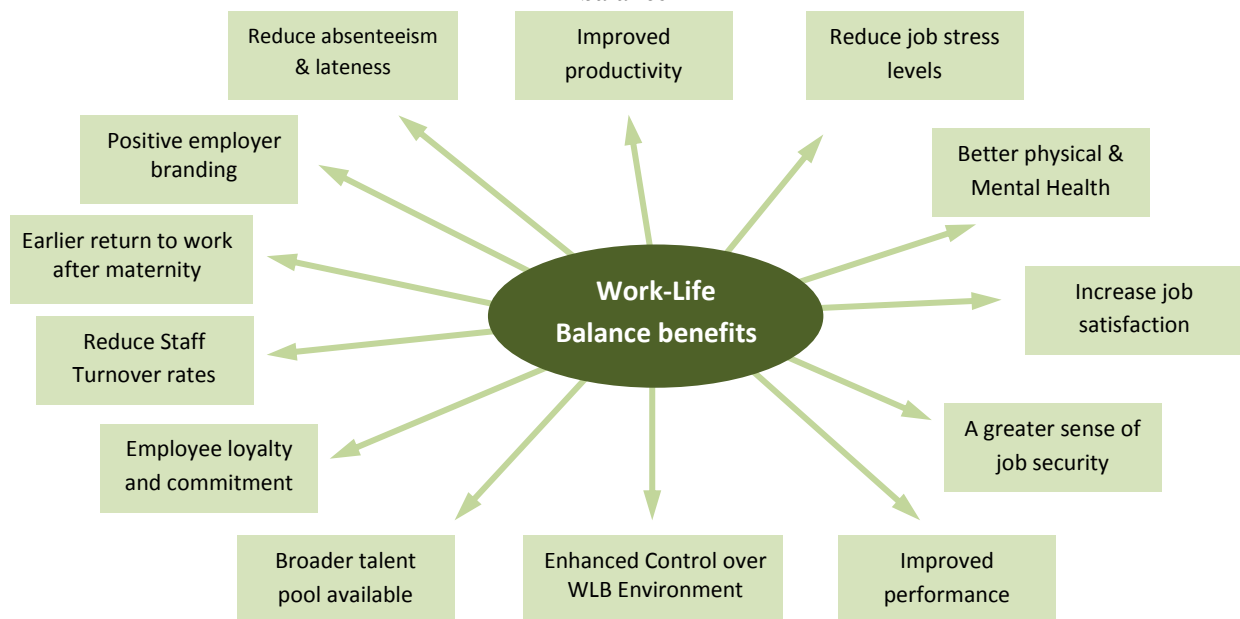
### **The Importance of Work-Life programs**

Work-life balance programs are “any employer sponsored benefits or working conditions that help employees balance work and non-work demands (Cascio, 2000). It can be organized into three major categories, policies, benefits and services. (Baral & Bhargava, 2011), the policies refer to the employees’ leave management. Benefits cover different forms of compensation that protect against loss of earnings, payment of medical expenses and sponsored vacation. Services include on-site or near-site childcare centers, medical facilities and counseling. Both individual and organization can benefit from work-life balance programs. Firms in environments that are more competitive and productive, however, have significantly worse work-life balance for their workers. (Bloom et. al, 2006).



1. **Benefits of WLB to the Individuals:** having a work-life balance means being able to strike a balance between fulfilling both work commitments and other activities, that are important to them (Gottschalk & Munz, 2006). Studies show that work-life policies such as flexibility, care leave and part-time work are highly valued by employees and have a positive impact on work-life outcomes, job satisfaction and retention (Todd & Binns, 2013). WLBP's have been found to increase employee control over time and place of work and reduced stress (Thompson & Prottas, 2006). It provides more value and balance in the daily life, better understanding to the best model of individual work-life balance; plus improving relationships both on and off the job. Managing the individual work life will increase individual productivity, accountability and commitment, better teamwork and communication.
2. **Benefits of WLB to the Organizations:** Organizations do see a lot of benefits in providing WLBP's. Research findings suggest a strong positive relationship between WLBP's increased productivity (Sands & Harper, 2007), improved recruitment and retention rates (Coffey et. al, 2002). Systematic evaluations of the impact of WLBP's are far from reaching a common conclusion (Glass & Finley, 2002), which makes it imperative to understand the challenges to effectiveness of WLBP's. Effectiveness of WLBP's can be evaluated by considering the extent of adoption and implementation by employers and use by employees. Improved morale and increased engagement and commitment levels with less negative organizational stress.

**Figure (2.8): Benefits to employers and employees in providing and supporting employee work-life balance**



Source: articulated by the researcher, (2015) based on reviewed articles

### Work-Life Balance Measures

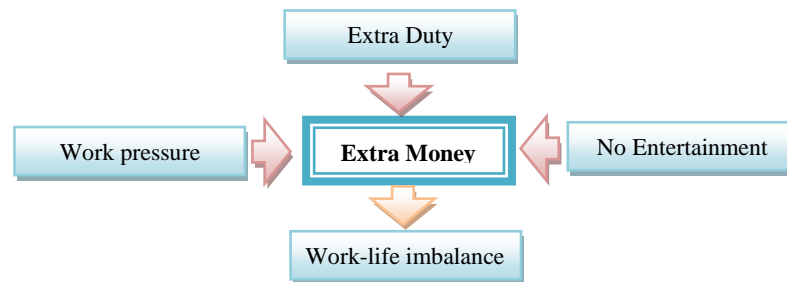
Measuring balance has been difficult due to a lack of consistency in construct definitions, and therefore an inability to develop a consistent operational definition (McMillan et. al, 2011). Many researches indicated that there are no fixed-standards to evaluate the work-life balance policies. Den Dulk found that different Work-Life Balance policies which includes formal company policies and statutory rights whilst work-life arrangements imply non-formalized rules, are vary and they have different impacts. According to Ackers the end results of the different types of Work-Life Balance policies are difficult to compare due to cross cultural differences in government regimes, employment policies and labor market

conditions. Brough and O’Driscoll found out that Work-Life Balance policies are associated with low level of staff turnover, high degree of employee satisfaction, high employee commitment and greater productivity, and low level of physical and emotional anxiety. On other side, Work-Life balance policies are also characterized as a cost for organizations since not all of these policies are more likely to increased productions. For instance, “job-sharing actually decreased productivity” (Mukerjee & Sestero 2001). Moreover, such policies are questionable as to whether they really increase production. Hence, the high cost of implementing and maintaining the WLB policies may decrease profitability (Bloom & Reenen, 2006). Another drawback as per the study (Dex & Scheibl, 2001) is that, an employee may be reluctant to enjoy these work-family provisions since an opportunity cost arises in terms of the entitlements which are often perceived as fringe benefits. With reference to the literature, there are many types of costs, including the direct costs like payments such as childcare subsidies or paid parental leave.

### Work Life Imbalance

Changing in demographic, organization downsizing, restructuring and declines in job security, increased time at work place, women in work force, and the technological changes have blurred the boundary between work and family life which have contributed to increased work life conflict causing work-life imbalance. Case of imbalance could be raised when the purpose of extra money person works out for extra duty. But at the same time the same person as seen in figure (2.9) utilizes time of entertainment in that extra duty. Thus the extra money and duty buildup extra pressure. This gives rise to Work life imbalance (Yadav, 2013).

Figure (2.9): Work-life imbalance as a result of required for extra Money



Source: Yadav, 2013, "Work Life Balance Challenges for HRM in Future"

### Work life Balance Vs. Technology

Communication technologies such as smart phones and tablet personal computers have become increasingly affordable and available in recent years, resulting in a steep increase in communication technology product ownership (Smith et. al, 2012). Research on work has explored the notion of the new communication technologies as a ‘double edged sword’ that enables flexibility and autonomy, and also contributes to feelings of work overload and intrusion into non-work time (Meyerson & Grodal 2011). Which means that technology impact can be seen both as positive and negative (Mortberg et. al, 2005). Technology has shifted the work environment to a more 24/7 design impacting organizational commitment (Brodie & Rubin, 2011). This shift to a 24/7 work environment coupled with accomplishing tasks and communications instantaneously affects personal responsibilities and health (Thurston, 2012).

Advances in technology, in particular the widespread use of mobile devices, have changed work practices and transformed everyday lives. These devices have allowed work to be conducted outside of traditional office settings and outside of traditional work hours. This flexibility and change in connectedness has many, often contradictory, implications for workers’ ability to balance work and personal life. On one hand, the fact that workers may

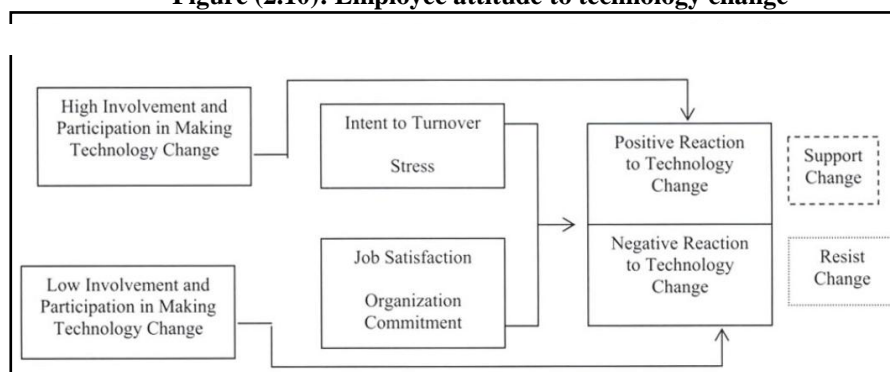
more easily work from home and after hours may lessen work to family conflict (WFC) (Premeaux & Adkins, 2014). So, for some people, technology may provide opportunities to balance their responsibilities at work with family duties and other interests. To others, technology is viewed with a negative impact toward balancing their work and non-work domains. The impact of organizations dominated with e-mail culture up on employees' lives outside working hours (Waller & Ragsdell, 2012).

### Employees' attitude toward technology

Technological advancements enabled employees to engage in work-related activities “after hours” from anywhere and anytime without physically being at the office. Thus, it enables employees to stay connected to their workplace even though they may not be “formally on the job” (Olson-Buchanan, 2007).

Schraeder and others identified two kinds of employee's reaction to technological changes, positive reaction (support change) and negative reaction (resist change). Employees' adoptions to technology are largely depending on employees' perceptions of how the technology will impact their jobs. Consequently, it appears that individuals who perceive that technology changes will improve their ability to perform their job tasks may be more willing to adopt the technology. Jick further notes that those who have not participated in the planning or implementation of the change experience the full impact of the change. Specifically, employees often experience changes in job duties that were planned and implemented solely by managers that are not directly impacted by the changes. Evidence indicates that those who have been involved in decisions related to the change may react differently, by being more supportive of the change, than those who were not involved (Swamnidias et al., 2006). Figure (2.10) depicts the attitude of employees toward technology change.

Figure (2.10): Employee attitude to technology change



Source: Swamnidias and Morrison, 2006, "Employee Involvement, Attitudes and Reactions to technology changes"

## Section (2) –Information Communication Technology (ICT)

### Introduction

Some of the most significant changes that technology has delivered have been in the field of communication. Communication can be spoken, written and physical. It plays an important part in almost everything we do. Technology plays a vital important role in changing the way we communicate. Developments in technology and communications have gone hand-in-hand, and the latest technological developments such as the Internet and mobile devices have resulted in the advancement of the science of communication to a new level.

Advances in electronic communication technology are allowing organizations to; (1) distribute information much faster than before; (2) make more information available than ever before; (3) allow broader and more immediate access to this information; (4) encourage participation in the sharing and use of information; and, (5) integrate systems and functions, and use information to link with environments in unprecedented ways (Whetten & Cameron 2005).

### Information & Communication Technology (ICT)

The primary medium of communication in today's organizations is electronic. Electronic communications include e-mail, text messaging, networking software, Internets, blogs (Web logs) and video conferencing (Robbins & Judge, 2009). Communication Technology is the electronic systems used for communication between individuals or groups; who may not physically present at the same location. Complex and varied set of goods, applications and services used for producing, distributing, processing, transforming information – [including] telecoms, TV and radio broadcasting, hardware and software, computer services and electronic media" (Marcelle, 2000) are also included.

ICT is defined as 'any technology used to support information gathering, processing, distribution and use' (Beckinsale & Ram, 2006). ICT refers to technologies that provide access to information through telecommunications. It is similar to Information Technology (IT), but focuses primarily on communication technologies. This includes all forms of technologies such as computers, Internet, websites as well as fixed-line telephones, mobile phones and other wireless communications devices, networks, broadband and various specialized devices (Latu & Koh, 2007). Table (2.3) illustrates the main ICT categories in business.

Table (2.3): ICT Categories

Main ICT Categories	Technologies - System
Enterprise Systems	Enterprise Resource Planning (ERP) – Customer Relationship Management (CRM) – Supply Chain Management (SCM)
Information Systems	Transaction Processing Systems (TPS) – Management Information Systems (MIS) – Decision Support Systems (DSS) – Executive Support Systems (ESS)
Digital Technologies	E-Commerce (refers to electronic transactions over the internet); B2B, B2C, B2G) E-Business (refers to automated business process (both intra –and inter-firm) over the computer mediated network – Intranet, Extranet
Telecommunication Systems	Internet, E-mail, Voice over IP, Local Area Networks (LAN), Wide Area Networks (WAN), Virtual Private Networks (VPN)
Identification and Data Capture Technologies & Telemetric Technologies	Portable Data Collection, Hand Held Readers, Magnetic & Smart Card Reader, RFID and so forth

Source: Papastathopoulos, Anastassopoulos, Beneki (2009)

## Information & Communication Technology Components

There are six components of any ICT system:

1. People - are needed to supply the data to the ICT system and also to make judgments and decisions from the output supplied from the system.
2. Data -is the raw material of any IT system and this is processed by the system to provide the information which is the output produced by the system.
3. Procedures -determine what needs to be done and when. It also covers the passing of data or information between different people.
4. Hardware -these are the physical components that make up the ICT system. It includes input devices. It is considered as the communication devices needed to send data across networks.
5. Software -these are the computer programs.
6. Information -the results from processing data. Information is the output from an IT system.

## The use of Mobile Technology in the Organizations

Mobile technology refers to hardware, system and application software, and communication/networking services. Mobile devices include Tablet PCs, laptops, personal digital assistants and other handheld devices for data transfer and communication(Mazmanian at. el, 2006).By current standards, a mobile device should be able to place phone calls, send and receive email, retrieve scheduling and contact management information from databases, connect to and browse the Internet, and gain access to critical business systems. These may include Enterprise Resource Planning (ERP) systems, Customer Relationship Management (CRM) systems, or other industry specific applications (Hamblen, 2005). This type of technology is important to consider because of its prevalence; the use of smart phone technology, for example, is rapidly increasing and projected to increase even more in the near future (Google, 2012).

Wireless Enabled Devices was designed to make communicating across time and geographic boundaries easier, causing these boundaries to virtually disappear (Richardson and Benbunan-Fich, 2011).While the adoption of mobile technologies can lead to improved work practices, however it can also have negative effects due to their always-on nature. For instance: conflicts with family members when the work environment is extended beyond the office; risks of microwave radiation which can be harmful to health; loss of productivity and interruptions to meeting progress (Volkow, 2011).

When companies provide workers with communication devices they create the expectation that employees will be continuously available. Empirical research revealed that while technology has increased the ability to work from the home and outside regular business hours, it has also increased the expectation that employee do so. A study revealed that when the communication device was provided or paid for by the employer, employees used the device more often and for longer periods of time than they would have otherwise (Adkins & Premeaux, 2014).

In the past, one needed access to a desktop computer with Internet connection to log-on to workplace servers and/or communicate via email and instant messaging from remote locations. Initially, only 'virtual' employees who performed work outside of the office, such as telecommuters or salespeople, used such tools as the primary means of maintaining their employee relationship (Boswell & Olson-Buchanan, 2007). Nowadays, such connectivity can be achieved through wireless enabled laptops and handheld devices that support text and voice communication and are becoming more ubiquitous among individuals who report to work in



traditional office settings. In recent years, there has been an enormous increase in the variety of technology mediated communication devices that enable employees to connect to the office at anytime and from anywhere. This research focuses on the followings types of technology:

1. Tablets and laptops: These devices have many inbuilt accessibility features that can be used for the work. Tablets are controlled by a flat multi-touch display screen and a virtual keyboard, assisted by optional accessories for many options. It is largely accessible to anyone. Similar to tablet, the laptop is used by individuals who have the need to travel with a computer or simply use them for aesthetic reasons when computing power is not an issue. Unlike desktop computers, notebooks and tablet are optimized for portability, low power requirements at the expense of performance.
2. Smart Phones: The smart phone is a mobile phone featured with computing power and functioned, it is similar to a mini computer and particularly suited to employees. They let entrepreneurs answer customer calls immediately, and reach staff or business contacts while working away from business premises. Although tariffs can be high, mobile phones provide greater flexibility, faster response and time savings.
3. Electronic Mail (Email): It is the exchange of messages between users. It is the cheapest, quickest and most reliable way to exchange variety types of business information to multiple recipients within a protected saved framework. Services of the e-mail can be accessed by the entrepreneur while away from the office.
4. Web-based applications: It refers to any program that is accessed over a network connection, rather than existing within a device's memory. Web-based applications often run inside a Web browser. However, Web-based applications also may be client-based, where a small part of the program is downloaded to a user's desktop, but processing is done over the Internet on an external server.

### **How Technology Has Changed Workplace**

Many years ago, if someone was out of the office, they were effectively out of contact. Sending documents was a slow and cumbersome affair. Now there are mobile wireless devices where the communications become more flexible, available, simple and cheap. Over the past decades, computers have substituted for a number of jobs, including the functions of bookkeepers, cashiers and telephone operators (Frey & Osborne, 2013). Today organizations have increasingly experienced competitive pressure to perform faster and better and to be more cost-effective (Reed & Datmalchian, 2006). For example, technological developments lead to changes in work and changes in the organization of work, and required competencies are therefore changing (Kundu & Saranji, 2004).

The potential disadvantages of electronic communications must also be recognized. The technologies are largely impersonal; people interact with machines, not with one another. Electronics also removes nonverbal communications from the situation—aspects that may otherwise add important context to an interaction. In addition, the electronic medium can influence the emotional aspects of communication. Some argue, for example, that it is far easier to be blunt, overly critical, and insensitive when conveying messages electronically rather than face-to-face. (Schermmerhorn, 2002). These recent changes in the nature of work, along with the introduction of new technologies have led to many workers struggling to balance roles in their work and personal lives (Hayman, 2009).

Another risk of the new communication technologies is information overload. In some cases, too much information may find its way into the communication networks and E-mail systems and basically overload the systems—both organizational and individual. Individual users may have difficulty sorting the useful from the trivial and may become impatient while

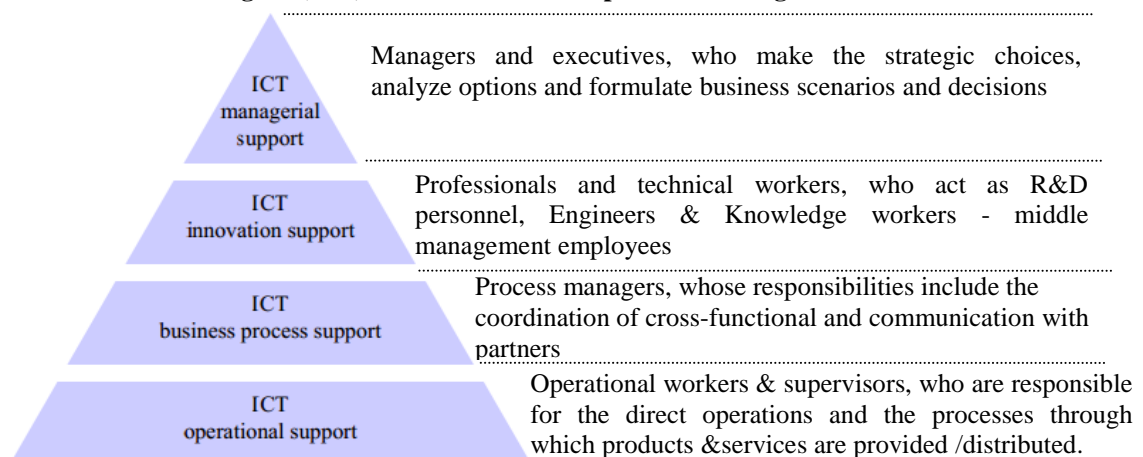
doing so. In all this, one point remains undeniable: New communication technologies will continue to keep changing the nature of work and of office work in particular (El-Shikhdeeb, 2008). The once-conventional office is fast giving way to new forms such as telecommuting and the use of electronic networks. Workers in the future will benefit as new technologies allow them to spend more time out of the traditional office and more time working with customers on terms that best fit individual needs (Dessler, 2004).

For organizations, to win in today's competitive business environment, they must find creative ways to innovate optimize business processes, shorten cycle times and cost; and empower employees in accordance with enhancing their communication. Technology is a core competency of an organization for its sustainable business growth (Hyderabad & Pradesh, 2012). Further there has been a change in demand for the type of employees within the same occupational group, from operatives and laborers to professional and technical workers in many of the industries. The impact of technological change on wages has been mixed. Budhwar in his study found that the wages are still determined by factors not directly related to individual/firm performance and technological change. However, in a study by Singh & Nandini in the software industry, it was found that technological change does have a significant effect on salaries paid to employees (Krishnan, 2010). Many occupations being affected by these developments are still far from fully computerisable, meaning that the computerization of some tasks will simply free-up time for human labor to perform other tasks. Nonetheless, the trend is clear: computers increasingly challenge human labor in a wide range of cognitive tasks (Brynjolfsson & McAfee, 2011).

### ICT Integration

The integration of ICT in the business processes resulted in numerous examples of enhanced organizational performance. The main point is that ICT is fully support the business processes and the solutions in use should be strategic choices in organization. In practice the ICT can be employed in many different activities. Marchand and others (2001) has outlined one framework of IT practices in organizations. The following figure illustrates the integration of ICT in all levels of business.

**Figure (2.11): Framework of ICT practices in Organizations**



Source: Marchand and others (2001): Information orientation - The link to Business Performance

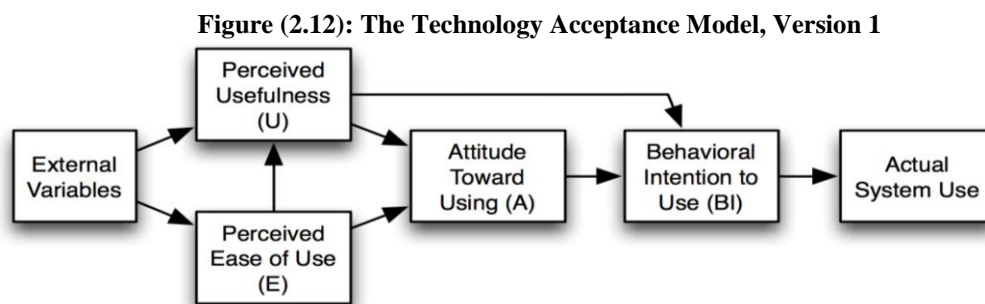


## Technology Acceptance Model (TAM)

The use of technology has grown at a phenomenal rate within organizations (Jick & Peiperl, 2003). Consequently, organizations continue to experience changes driven by technology (Hsich & Tsai, 2005). This trend is interesting given that research fails to reliably link technology adoption to improved organizational performance (Goodman & Rousseau, 2004). Within the ICT adoption approach, several studies mainly derived their theoretical foundation from Davis (1989) Technology Acceptance Model (TAM), that proposed a theoretical model for a better explanation of end user acceptance of technology. Venkatesh and Davis (2000) proposed TAM2 as a new version of TAM. They extended the original TAM model to explain perceived usefulness and usage intentions in terms of social influence (subjective norms, voluntariness, image) and cognitive instrumental processes (job relevance, output quality, result demonstrability, perceived ease of use).

TAM model suggests that when users are presented with a new technology, a number of factors influence their decision about how and when they will use it, notably:

- Perceived usefulness (PU) –is "the degree to which a person believes that using a particular system would enhance his or her job performance".
- Perceived ease-of-use (PEOU) –is "the degree to which a person believes that using a particular system would be free from effort".



Source: Original Technology Acceptance Model (TAM) (Based on Davis et al. 1989)

As depicted in Figure , TAM posits that acceptance of a new IS can be predicted based on users' behavioral intention (BI), attitude towards use (A), and two other internal beliefs: perceived usefulness (U) and perceived ease of use (E). The behavioral intention (BI) defines the actual use of a given IS system and therefore determines technology acceptance. Attitude towards use (A) and perceived usefulness (U) jointly influence BI (A). BI is also indirectly affected by perceived ease of use (E). A is directly affected by both U and E, while U is directly influenced by E. Further, TAM theorizes that perceived usefulness and perceived ease of use are affected by external variables. Thus, U and E mediate the effect of external variables on user's attitude and behavioral intention, and therefore the actual system use.

Moon and Kim (2001) extended the model to include perceived playfulness as an antecedent of attitude toward Web surfing. Then researchers Gay& Davidson (2005) also extended to include performance expectation, social expectation, and satisfaction. Researchers found that individual acceptance of technology are affected by multiple factors including the technology, the user, and agency (Chau & Hu, 2002).

## Information & Communication Technology Profile in Gaza

The demand for ICT products and services in Palestine, as is the case with most other countries around the world, has inclined steadily since the 1990s. Originating first in the public sector, increased demand for ICT solutions has continued to diffuse through the rest of

the market. Creating demand and avenues of accessibility for ICT goods and services among local consumers is an embryonic stage in the development of an ICT industry.

According to a strategic research conducted in July, 2004 by Arab Advisors Group. Palestine ranked at the top of the index having the highest score in Cellular Competition Intensity in the MENA region (Middle East and North Africa) (AlHendi, 2007).

In line with global trends, the demand for ICT goods and services has increased significantly in the Palestinian Territory over the last few years, the following table shows the use of ICT in Palestine by region.

**Table (2.4): Percentage of Households Who Have ICT Equipment in Home by Region, 2011**

ICT Tool	Region		Palestinian Territory
	Gaza Strip	West Bank	
Computer	46.5	53.2	50.9
Internet at Home	30.0	30.6	30.4
Mobile Phone	94.7	95.1	95.0

Source: PCBS, 2011, "Press Release on the Main Findings of Household survey on ICT"

The Palestinian Territory ranks 62<sup>nd</sup> in the world in terms of Facebook users with 37% of the population using the social networking site. For comparison, Jordan and Lebanon are ranked 68<sup>th</sup> and 69<sup>th</sup> with rates of 35% and 35% respectively. Access to information (85.7%), entertainment (79.3%) and communication (69.1%) are the main reasons for the use of internet in the Palestinian Territory, followed by studying (49.3%) and work (18.2%) (PALTRADE, 2012).

## Section (3) –UNRWA Overview

### Introduction

Over time, a set of policies and joint agreements have created the management framework that has been interpreted and adapted to the specific needs and mandates of UN organizations. This has led to some highly successful programs and initiatives, which have supported and developed the people that make the UN system what it is today. Recently, the pressure to recruit and especially retain highly qualified staff has intensified the focus on work-life balance. For UN, the Work-life balance and staff wellbeing are becoming increasingly important in the attraction, recruitment and especially the retention of staff.

### About UNRWA

UNRWA is a The United Nations Relief and Works Agency for Palestine Refugees in the Near East, It was established by the General Assembly in 1949 and is mandated to provide assistance and protection to a population of some 5 million registered Palestine refugees. Its mission is to help Palestine refugees in Jordan, Lebanon, Syria, West Bank and the Gaza Strip to achieve their full potential in human development, pending a just solution to their plight. UNRWA's services encompass education, health care, relief and social services, camp infrastructure and improvement, microfinance and emergency assistance. UNRWA is funded almost entirely by voluntary contributions (UNRWA, 2012).

Unlike other United Nations organizations which work through local authorities or executing agencies, UNRWA provides its services directly to Palestine refugees. Originally envisaged as a temporary organization with focus on temporary relief efforts only, the Agency has gradually adjusted its Programmes to meet the changing and challenging needs of the refugees with an ultimate sustainable development goal rather than just temporary relief operations (UNRWA, 2012).

### Work-Life Balance in the UN System

Work life balance is a key human resources theme across public and private sector organizations today. The same is true for the United Nations system, where peaks of interest and investment in work-life balance (WLB) and staff well being (SWB) have emerged at regular intervals. The secretary- General Ban Ki-Moon (2012) stated that “We need to respond to the ever-changing complexities of work and family life” for the benefit of families and society at large, adding that while flexible working arrangements are becoming more widely available, there is much room for improvement.

Work/life balance in the UN system is understood as a set of different work arrangements -include greater participation by women in the labour market, and growing urbanization and mobility in search for jobs; plus establishment of family friendly workplaces through parental leave provisions, flexible working arrangements and better childcare- aimed at achieving a more flexible work environment, with the final objectives of finding the optimum balance between professional and personal life, while contributing to enhance organizational efficiency; these actions can also lead to better working conditions, greater employee health and productivity, and a more concerted focus on gender equality (unwomen, 2012).

The UN-Human Resources, at its 2007 summer session, agreed that the CEB secretariat would proceed with the services of a consultant to look at work-life balance issues in the UN system to underline needed types of work-life balance options, including an inventory on the joint and individual work-life activities taking place across the system. Through many stages of evaluation, discussions, preparing reports, surveys, and conduct meetings organized during field missions and relevant from a system-wide perspective, such as the need to harmonize

work/life balance options at field level to avoid unnecessary competition for the same staff by organizations offering different benefits package in the same location. Three different sets of work/life balance options were identified as: minimum, medium and gold standards; where the minimum standard represents the options that organizations, legally or statutorily, are obliged to provide; while the medium standard includes policies used by field oriented organizations. The gold standard adds policies, not mandatory but considered effective. Subsequent meetings of the working group on work/life balance further revised the concept of the three standards to identify only two sets of options, given that most organizations already fulfill the minimum standard, most of which is mandatory across the system. So, the first standard would be a combination of the minimum and medium ones, while the second standard would be the current gold standard.

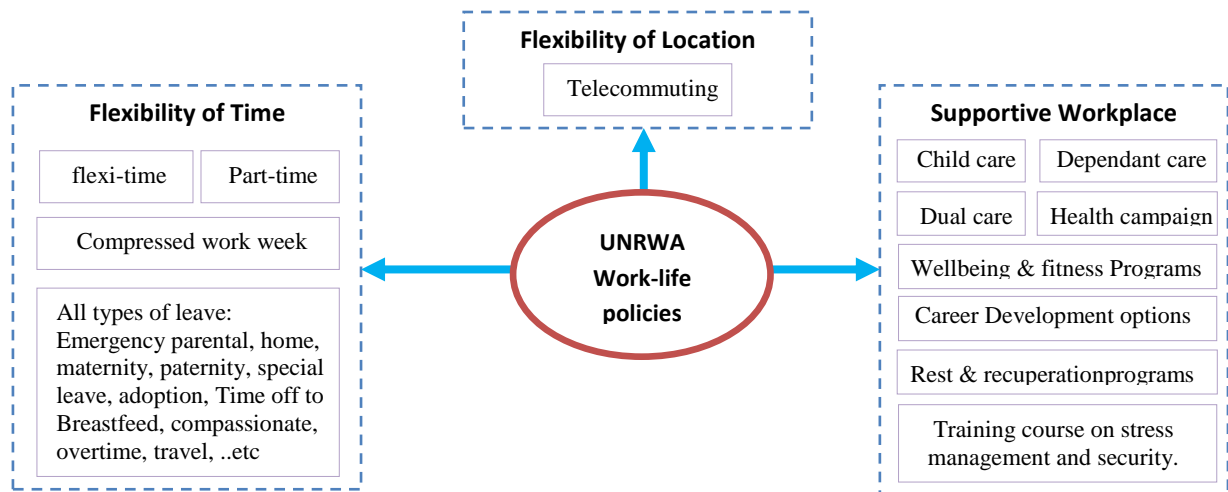
### UNRWA's Work-Life Balance programmes

For UNRWA, Work-Life balance is a key human resources theme to increase staff satisfaction and promote work performance. UNRWA's work-life balance practice is main trend in HR strategic plan. Across the UN system, usage of work-life policies was higher among women than men. Women remain more likely to have childcare that requires them to take advantage of flexible working arrangements. Many factors effect managing balance between work and life. As UNRWA is one of the United Nations; it follows the general system of the United Nations in its policies and procedures. According to UN system, work-life balance policies fall into three categories:

1. Those that allow for flexibility of time.
2. Those that allow for flexibility of location.
3. Those which are generally supportive towards a flexible and fulfilling work environment.

The following figure (2.13) shows UNRWA's three categories of WLB policies.

**Figure (2.13): Types of Work-Life Balance policies in UNRWA**



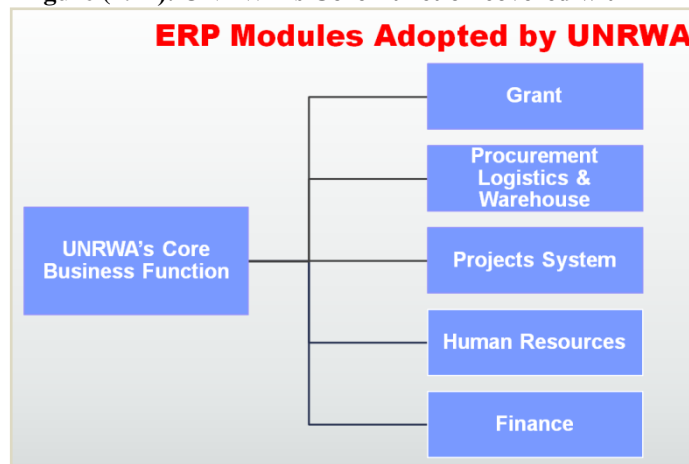
Source: articulated by the researcher (2015)

### UNRWA ICT Strategy

The “UNRWA Information & Communications Technology Strategy” sets forth UNRWA computerization trends and technological direction based on the Agency’s business needs. It defines the major technological and management information systems changes to be introduced and the underlying policies and infrastructure required to support this change. The ICT Strategy covers the following four ICT Strategic areas:

1. Management Information Systems (Major Applications): Major management information systems applications are defined as applications that have high impact on core business processes, involve major investment of funds with considerable running costs and staffing implications, affect a large number of users Agency-wide, require careful management of change and have a lengthy development and implementation lifecycle. UNRWA major applications are divided into two main categories:
  - a) Support Services Management Information Systems (Payroll/Human Resources, Finance, Procurement, etc.). This area includes the UNRWA Intranet for the provision of on-line access to various published Agency information utilizing the Agency ICT infrastructure and web technology. The second part of this area includes creating system that would better meet UNRWA's requirements; the Enterprise Resource Planning system (ERP - SAP), figure (2.14) shows the benefit, and the core functions covered by ERP.

**Figure (2.14): UNRWA's Core Function covered with ERP**



**Source: UNRWA ERP- Training Material**

- b) Programme Management Information Systems (Relief and Social Services, Education, Health and Microfinance and Microenterprise). Such as,
  - Palestine Refugees Records Project (PRRP) to enhance the efficiency of the registration function and the general functioning of the Relief and Social Services Department including the management of Special Hardship Cases, scanning of the refugees' family files records for storage on an electronic document imaging system, as well as providing an electronic backup of paper documents to preserve information and ensure against any loss of paper documents.
  - Education Management Information System (EMIS) to automate and enhance the efficiency of various functions within the UNRWA-Education Department.
  - Loan Management Information System (LMIS) to cater for the expanding and growing needs of the Microfinance and Microenterprise Programme information management needs in managing its loan products and other programme functions.
2. Small Business Applications Development: which defined as applications that involve minor or no initial investment of funds, have no running costs or staffing implications, affect a small number of users in one or more locations and normally require a short development lifecycle? Those used to enhance operational and managerial efficiency via mechanism for identifying, prioritizing and building small systems to automate various routine and common functions in the Agency, not catered for under major applications. This area includes most software applications that are developed at departmental level, UNRWA has more than 20 applications used the internet connection. Working on these

applications forms major function of most UNRWA-field office staff to carry out their duties. Examples of these applications are: HR applications (e.g. e-recruitment system, e-leave system, e-performance appraisal), other departments' applications (e-acquisition plan system for Procurement, emergency website for coupons), and the remote assistant applications for IT staff.

3. **ICT Infrastructure:** The strategy in this area is to continue building and maintaining a modern, reliable and secure ICT infrastructure capable of meeting the Agency information and communications needs. This involved modernization in the areas of telephone services, help desk services, Internet/Intranet facilities, video teleconferencing facilities and network infrastructure upgrade. Plus develop policies and measures for information security, disaster recovery and business continuity.
4. **Human Resources ICT Capacity Building:** The strategy aims to maximize the return on the ICT investment via continuous training and development of Agency staff ICT capacity, either IT staff as well as end-users.

#### **UNRWA's Provision on the Mobile Phones**

UNRWA provides a mobile phone/device for specific needs, where the use of a device has a significant benefit in assisting the user in discharging their duties. Specifically, the issuance of mobile phones and/or SIM cards is only for the purposes of enabling work related communications during (a) duty travel/missions, (b) outside of the office during working hours, and/or (c) after working hours. In which, UNRWA covers the cost of the mobile phone service contract and the basic bundle allocated for different users.

## **Chapter -3-**

### **Previous Studies**

- **Introduction**
- **Foreign Studies**
- **Arabic Studies**
- **Local Studies**
- **General Commentary**



## Chapter Three Previous Studies

### Introduction

This chapter gives a comprehensive overview and review of studies from different places on two main areas, which are the work-life balance, and the information and communication technology. A review of existing 47 studies was undertaken through internet search facilities, library access, and websites of universities and official scientific websites and journals. No specific journals were targeted, included, or excluded. This section includes summaries for 30 foreign studies, 6 Arabic studies, and 11 local studies that are organized alphabetically.

### Foreign Studies:

#### 1. Fleck and others (2015) Balancing Boundaries: Using Multiple Devices to Manage Work-Life Balance

The aim of this study is to understand more about how people use one or more devices to integrate or separate their work and non-work activities, and how this relates to their overall boundary behavior style. The study was conducted in UK; where a questionnaire was used for 285 employees to collect the needed data.

#### Research Result:

- a) The study found that people use multiple devices as a way of creating boundaries between home and work, and the extent to which they do this relates to their boundary behavior style.

#### Research Recommendation:

- a) Using separate devices to create more separation between home and work and to decrease interruptions; and that it is an effective boundary management tactic.

#### 2. Adkins and Premeaux (2014), The Use of Communication Technology to Manage Work-Home Boundaries

The purpose of this study is to examine antecedents of the use of communication technologies to cross the boundaries between work and home; and to examine the relationship between after-hours connectivity and Work-Family Conflict. The study's sample includes all employees working in two public universities at USA. Data were gathered through distributing an electronic questionnaire to 290 employees.

#### Research Results:

- a) Employees who desire a greater degree of role integration will be more likely to use communication devices to connect with the workplace after hours.
- b) The communication technology plays a role in managing the boundaries between work and home; it may allow employees to meet family needs as well as the demands of the workplace.

#### Research Recommendations:

- a) Employees and their managers should both be conscious of how communication devices are used and guard against using them to simply extend work hours.
- b) Employees may consciously guard their time and allow their work after-hours to match their role integration preferences.

#### 3. Anila K.P. (2014), Study on Work Life Balance among Women Employees

The study focuses on the work life balance of the employees. It attempts to identify the demographic factors influencing the work life balance of the employees. The data was

collected by distributing questionnaires to 150 working women in the Indian private industry by using simple random method.

Research Results:

- a) The study showed that a moderate level of work life balance was found among the respondents.
- b) The demographic variables namely age, income and number of dependents do influence the level of work life balance; where the marital status, education and experience do not influence the level of work life balance.

Research Recommendation:

- a) The demands of an employee's career should not overwhelm the individual's ability to enjoy a satisfying personal life outside of the business environment.

#### **4. Bhatnagar and Jain (2014), Management of Work Life Balance with Special Reference to ITs Professionals in Metro Cities**

Some of the HR related issues receiving considerable attention in the IT sector are work conditions, organizational environment, management-labor relationships, work force empowerment and work-life balance. This study examines the impact of the demographic variables on the work-life balance of software professionals in metro cities and how they have to make tough choices even when their work and personal life is nowhere close to equilibrium. Data were collected from five IT companies of Delhi/NCR, via online questionnaire distributed by the email. The questionnaire designed to include three main parts: (1) The demographic profile of the respondents, (2) factors affecting WLB, and (3) encompassed of problems faced and dimensions affecting work family life balance of the software professionals. The 100 respondents were chosen through convenience sampling.

Research Results:

- a) The study found that sacrifice of non-work commitments in favor of work commitment enabled employees to progress faster in the career ladder but their families suffered to the extent they progressed in the career path.
- b) The study reported that some of the respondents could achieve kind success on domestic.
- c) Some factors like time flexibility, organizational support for non-work commitments and low work-life spill over, organizational commitment and extrinsic satisfaction enable employees to strike work life harmony.

Research Recommendations:

- a) The company should take care of employee's work load to balance the work life; and increment should be given to the employees for balancing their work life.
- b) Organization should consider every individual unique and precious and should give time for their own personal needs.
- c) Organization should increase WLB programs to reduce family work conflict.

#### **5. Haeger and Lingham (2014), A trend toward Work–Life Fusion: A Multi-generational shift in technology use at work**

This study designed to create a Work–Life Fusion scale to measure the extent to which people leverage technological tools both virtually and in face-to-face exchanges to concurrently manage work and life issues while at work. The study extends this work by first creating a multidimensional scale of Work–Life Fusion integrating how technology is used in both work and life domains in order to demonstrate that work–life management is taking its

place in the virtual world and that such a fusion is in fact possible when the use of technology is enhancing and catalyzing this shift. Data were gathered through a questionnaire sent out to the sample selected from three generations; different educational levels; multiple industries and different duration of work–life. Distributing the questionnaire held in two steps for two groups; the number of responders was 86 for the first group and 270 for the second group.

Research Results:

- a) There is a trend toward greater fusion of work and life management.
- b) There are significant differences in the use of technology to concurrently manage both domains with the Millennials seeing that ability strongly mediated by Psychological Job.
- c) There is a significant positive relationship between Virtual Expectations and both work–life balance Satisfaction and Job Satisfaction when mediated by Psychological Job Control and; For Millennials, email is an integral and positive part of Work–Life Fusion leading to both Life and Job Satisfaction.

Research Recommendations:

- a) Organizations need to consider the importance of remaining current with how technology is leveraged by workers to manage their lives and strike a balance between concern for productivity and concern for employee well-being.
- b) Organizations need to reevaluate what is allowed and what is not in terms of technology and the use of internet at work to remain satisfied at work.
- c) The organization should enact some control measures with regard to use of technology and mobile devices. The focus will have to change and the need to transform these control measures toward that of understanding how to trust employees to self regulate. Managing work and life concurrently will be the next wave in effective leadership and management.

## **6. Kotecha and others (2014), Technology and Work-Life Conflict of Academics in a South African Higher Education Institution**

The objective of this study was to investigate the implications of technology assisted supplemental work (TASW) on the work-life conflict (WLC) of academics of a higher education in South Africa. A survey was held among 216 academics in order to collect the needed data for the study.

Research Result:

- a) The traditional advantage of using ICTs to enhance work flexibility blurs the boundaries between work and non-work domains and, creates WLC.

Research Recommendations:

- a) It becomes extremely imperative for academics and for the higher education institution to understand the implications of using ICTs for work related purposes after working hours.
- b) Academics and the higher education institution should reduce the negative impact of engaging in supplemental work using ICTs.

## **7. Shakir and Noorani (2014), Work Life Balance: A practice or Myth in Pakistan – A quantitative analysis of the factors affecting the WLB of employees of Pakistan International Airline Corporation**

The purpose of this study is to understand how work life balance positively impacts the personal and professional efficiency of the employees. It attempts to determine the factors affects work-life balance of the employees of Airline industry, through explore the relationship or connection between the work-life-balance and the personal commitment,

family circumstances, situational issues and job content on the other side. The sample size was 50 employees working in Pakistan International Airline; and they all completed a questionnaire designed to collect needed data.

**Research Results:**

- a) All variables impact insignificantly on work life balance except personal commitment.
- b) Job content and Family circumstances are showing negative impact on work life balance.

**Research Recommendations:**

- a) Support employees in balancing their personal and professional life, to enhance their performance and increase the satisfaction on work.
- b) It is very important to maintain strong commitment from employees. As the demands of different skills and career opportunities are increasing world widely.

**8. Stare and others (2014), The Consequences of a Work-Family (Im)balance: From the Point of View of Employers and Employees**

This study aims to present the results of two studies comparing the positive consequences of Work-Family Balance (WFB) and the negative consequences of a work-family imbalance as perceived by employers and employees in Slovenia. The research took place in two stages. In the first stage, a questionnaire was e-mailed to 18,175 organizations across all sectors of the economy in Slovenia; the response rate was 5.6%. In the second stage, 774 from private and public sector employees completed an online questionnaire.

**Research Results:**

- a) Employers and employees recognize similar consequences of WFB .
- b) Employees' WFB is better in companies where both stakeholders share a similar perception of consequences. Where the perception of negative consequences of poor WFB differs the most between the organizations offering employees good possibilities for WFB and the organizations in which managers invested little or no effort in supporting WLB.

**Research Recommendations:**

- a) Developing better communication is the key factor in improving the field of WFB.
- b) Raise employees' awareness and train them for healthy physical and mental well-being.
- c) Attention to WFB must be an ongoing and evolving process. The ongoing verification and evaluation of existing measures is essential.

**9. Swarnalatha and lakshmi (2014), Implication of Management Policies in Indian Knowledge Based Industries**

Today organizations have increasingly experienced competitive pressure to perform faster and better and to be more cost-effective. These changes in the nature of work, along with the introduction of new technologies have led to many workers struggling to balance roles in their work and personal lives. This study carried out among 30 technical institutions, categorized under three forms Government (5), Government aided (10) and Self - financing institutions (15); for studying the management policies to promote work life balance of employees and to trace out the category wise differences in the management policy for work life balance. A structured questionnaire was constructed to collect the data. The Management policy for work-life balance was traced in terms of time-based strategies, Information-based strategies, money-based strategies, direct services and culture-change services.

Research Results:

- a) Work-life balance policies facilitate a symbiotic relationship between the employee and employer for mutual benefits.
- b) The results reveal the commonalities and differences in work-life balance provisions across the three category of institution.

Research Recommendation:

- a) Consider the importance of work-life policies as an instrument for competitive advantage. Such provisions also aid in employer branding and are emerging as retention factors.

**10. Tharmalingam and Bhatti (2014), Work-family conflict: An investigation on job involvement, role ambiguity and job demand: Moderated by social support**

This study is an effort to explore the work-family conflict among the administrative staff in University Utara Malaysia (UUM), as well as to recognize the influences of the job involvement, role ambiguity and job demand on work-family conflict and investigates the effect of moderating between these items. The reason to conduct this study is to inform the people regarding the way to solve the conflict which appear among them. The study population (administrative staff) is 1,961 employees; where 400 questionnaires were distributed among the employees and only 200 questionnaires were completed.

Research Results:

- a) The job involvement, role ambiguity and job demand were found to give impact on work-family conflict. Where the job involvement has seized to strengthen the organizational performance and work-family conflict.
- b) The job demand shows a significant and positive relationship which strengthens the relationship between work and family conflict.
- c) The social support as moderator among the independent job involvement, role ambiguity and job demand; shows the significant relationship between work and family conflict.

Research Recommendations:

- a) The employees need to dramatically reduce the level of work-family conflict, if not it will affect their work by creating less job satisfaction, lead to stress and most of the time the employees be disturbed mentally.
- b) The employees can have a look on books or articles that are weekly launched and dedicated towards the issues of work family.

**11. Williams and others (2014), Anytime Email and Work-Life Balance: An Exploration into the Views of Adventist Schools Australia Employees**

This study conducted in Australia and it aims to examine the effects of email intrusion on work-life balance from the perspective of a Christian faith-based organization, which has the additional dimension of espousing a 'healthy' balance between work and life. Data were collected through distributing a questionnaire through emails to 500 employees, where only 208 respondents have completed the questionnaire.

Research Results:

- a) Nearly all employees owned mobile devices that enable them to access work email outside work time, and that they frequently use these devices when not at work to access work emails.
- b) The employees perceived that anytime work emails have provided them with increased flexibility, but at the same time generated greater and frequently unrealistic expectations of them, by parents, students and to a minor degree, school administrators.

- c) These employees felt that the use of emails led them to working longer hours, generated a sense of being overloaded, creating work and life conflict.

Research Recommendation:

- a) Managing the balance between work and life should be a concern of the managers, particularly as they support a holistic view of living including promoting periods of rest and disconnection from the work place.

## **12. Yıldırım and Ansal (2014), How Do Mobile Technologies Affect Work and Private Lives? The Case of Turkish Banking Professionals**

This study aimed to provide a framework for identifying the implications of mobile working in a specific industry, namely the banking industry in Turkey through determine the perceptions of employees in the Turkish banking industry about the impact of Mobile Technology usage on work, organization, and on work-life balance. A structured questionnaire was carried out with 107 professionals (engineers, specialists and middle level managers) from 5 major retailing banks in Turkey.

Research Results:

- a) Although the intensity of mobile device usage is still not high in banking industry, employees perceive the positive impacts of mobile working on information and knowledge supply chain, time management of their organization.
- b) Attention and focus on meetings and interviews seems to be challenged due to parallel usage of mobile devices in meetings.
- c) There are correlations between feeling “Control, pressure, demand for responsiveness and workload” and intensity of mobile device usage and continuous accessibility.
- d) Improvements in information and knowledge/flow and meeting organizations are correlated to the impacts of mobile working on productivity, quality and WLB.
- e) The perceptions of employees about the implications of mobile work on “productivity, effectiveness and work-life balance” vary by gender and education level, and on “Multitasking and work-shifting” vary by age.

Research Recommendations:

- a) Human resource managers and system designers must consider the demographics of the employees when assigning tasks and objectives related to mobile work.
- b) The negative effects of Mobile Technologies that are perceived by employees should carefully be considered in generating organizational and technological solutions to overcome those effects as well as developing appropriate approaches to balance the requirements of effective management of technology, organizational performance and individual well-being.

## **13. Achour, and others (2013), Supervisory Support as a Moderator of Work-Family Demands and Life Satisfaction among Malaysian Female Academicians**

This study was conducted to examine the relationship between work-family demands and employee life satisfaction, as well as the role of supervisory support in moderating work-family demands and life satisfaction. The researchers collect data by distributing a questionnaire among 300 female academic staff working in the Research Universities of - Kuala Lumpur, Malaysia; their ages ranged from 30 to 60 years and they were selected on random basis.



#### Research Results:

- a) Results reported a negative and significant relationship of supervisory support with work-family conflict and work-family demands.
- b) The results also suggested that when the supervisory support increases, then there is an expected decrease in the work-family conflict work-family demands.
- c) The moderating effect of supervisory support would be the main effect directly related to work-family conflict, work-family demands as well as life satisfaction.
- d) There exists a positive and significant correlation between work-family conflict and work-family demands.

#### Research Recommendation:

- a) Supervisory support is an instrumental in making and interpreting organizational WLB policies. As managers and supervisors are very important and a source of social support in coping with problems related to work-family demands and roles; and work-family conflict.

#### **14. Jaspreet Kaur (2013), Work-Life Balance: It's Correlation with Satisfaction with Life and Personality Dimensions amongst College Teachers**

The researcher attempts to investigate the relationships between work life balance, Satisfaction with life and Personality dimensions (Big Five Personality Traits). The purpose of the research is to examine the consequences of work-life balance including individual wellbeing and work behavior; and trace out the gender differences in context with work-life balance Satisfaction with life and Personality dimensions. The researcher used a questionnaire to collect the data. The questionnaires were distributed among seventy college teachers (35males and 35 females), randomly selected from Government colleges of Chandigarh and adjoining areas ranging age of 30 to 55 years.

#### Research Results:

- a) Positive correlate on exists between Work life balance, Satisfaction with life and Extroversion dimension of personality. This is revealed consistently in all the groups.
- b) None of the personality dimension has been found correlated to Satisfaction with life
- c) Some of the personality dimensions are positively intercorrelated.
- d) No gender differences have been reported on all the variables except Conscientiousness
- e) Regression analysis indicates Extroversion contributes towards WLB and WLB contributes to SWL.

#### Research Recommendations:

- a) It is important for every individual, whether working or non-working, that the concept of work-life balance has to play a significant role to live a life free from mental health related problems (such as stress, depression, anxiety, etc.), to acquire a more satisfied job, and to develop adaptive coping strategies in life to handle stressful situations either at work place or at home.
- b) For career management professionals and employers, it is important to acknowledge and alleviate the damage caused by lack of work-life balance.
- c) Furthermore, work-life balance remains an issue that requires considerable attention from society.

#### **15. Rakesh Yadav (2013), Work Life Balance Challenges for HRM In Future**

The objective of the research is to detect stress and to manage work life balance with respect to Indian service industry. This study argues that work-life balance is not a personal

issue and its mean is not limited with business; since WLB impacts the employer, employees and their personal health and family life. It also highlighted the stress building factors in WLB. The researcher attempted to give down the solutions to imbalance in work life. The researcher tried to shed some empirical light on these issues using a questionnaire to collect data on management and work-life balance practices from reputed firms in service industry.

Research Results:

- a) Work life balance measure is significantly associated with better management.
- b) Firms in environments that are more competitive and/or who are more productive, however, have significantly worse work-life balance for their workers.
- c) The study also found that there are many factors which along with tension support the life of distressed employee. But the major habits like, time for family, hours of work, time for exercise, time for social activities, time for entertainment, extra hours of work and work pressure; build up pressure and work life imbalance

Research Recommendation:

- a) The organization must take problems raised from stress and work – life imbalance quit seriously.

#### **16. Boswell and others (2012), Communication technology: Pros and cons of constant connection to work**

The study aims to explore the relationship between employees' attitudes related to communication technology (CT) flexibility, communication technology (CT) use, work-to-life conflict and work satisfaction. Data were gathered from employees working at a large southern university in the United States, who would be inclined to use various forms of CT during after normal work hours. This was done through asking 553 non-academic managers to complete a survey designed for this study. In total, 221 surveys were completed, representing a response rate of 40%.

Research Results:

- a) CT utilization has both positive (increased work satisfaction) and negative (higher work-to-life conflict) ramifications.
- b) Work-to-life conflict negatively predicted work satisfaction.

Research Recommendations:

- a) Employees' work-to-life conflict should be managed given its link to undesirable employee job and vocational outcomes (e.g., increased turnover intention, burnout, absenteeism, reduced career satisfaction) and negative consequences to employee health and wellbeing (e.g., depression, strain, reduced mental health and life satisfaction).
- b) CT usage should be monitored and regulated so as to help employees reduce work–life conflict.
- c) Ensure employees understand the value in CT use and utilize CT in a way that ensures work flexibility and productivity yet does not become an intrusion into the personal domain.

#### **17. Chitra and Mahalakshmi, (2012), A Study on Employees' Perception on Quality of Work Life and Job Satisfaction in manufacturing organization – an Empirical study**

This research conducted to study whether employees' perceptions towards QWL has any impacts on their job satisfaction. Ten variables were examines to measure the Quality Work Life (QWL), support from organization, work-family conflict, relationship with peers, self competence, impact on job, meaningfulness of job, optimism on organizational change,

autonomy, access to resources and time control. The objectives of the study are to see whether the current organizational climate influences employees' perception of job satisfaction; and to find out the sources of stress among employees in a higher learning institution environment and finally to find out employees level of satisfaction with regard to various job related aspects. A questionnaire was distributed among 460 employees in the automation manufacturing industry from all levels; the response rate was only 54.6%.

#### Research Results:

- a) All the variables which are used to determine the employees' perception toward QWL as a whole are proven to be directly related to job satisfaction.
- b) The work life variables such as salary, perceived support of colleagues, satisfaction with the administration, work and non work conflict have been proven to directly affect or are predictive of job satisfaction.
- c) The sources of stress that obtained relatively high scores are like child care, discrimination and unproductive committee work.

#### Research Recommendation:

- a) The financial rewards and fringe benefit like medical coverage would likely contribute to the employees' level of job satisfaction. This is supported by the low mean score on the level of satisfaction with salary recorded among the respondents.

### **18. Darcy, and Others (2012), Work–life balance: One size fits all? An exploratory analysis of the differential effects of career stage**

The objective of this research is to explore the antecedents of work–life balance for employees as they progress through different career stages denoted by age. Further, it is challenges the static approaches for much of the work–life balance policy and practice research that examines WLB issues from a relatively static and unchanging perspective resulting in praxis that is undifferentiated. Such a "one size fits all" approach to the design and development of work–life balance initiatives is not only costly but likely to be ineffective in terms of meeting the real needs of different categories of employees. This study; instead seeks to examine if and how WLB is affected and shaped by different antecedents as they impact on differing career stages as defined by distinct age categorizations. Four career stages are considered with regard to both men and women irrespective of their parenting status. The research was carried out among a sample of 729 employees in 15 organizations (10 private sector and 5 public sector organizations) in the Republic of Ireland. A three strand approach was used to gather the data at multiple levels in each organization: 729 respondents to electronic and paper-based questionnaire, 133 respondents of middle line managers to telephone and face-to-face interviews and 15 HR managers from all organizations participated in face-to-face interviews.

#### Research Result:

- a) The findings suggest that factors which impact upon work–life balance differ marginally across various career stages thereby indicating that WLB is a concern for employees at all career stages and not the preserve of parents with young children only.

#### Research Recommendations:

- a) Organizations may need to re-think their policy in relation to work–life balance and more specifically pay closer attention to the needs of employees at differing career stages. Where it should not focus exclusively on the needs of working parents and younger staff members.

- b) Organization aimed to maximize the potential positive impact of work–life balance initiatives should have a tailored approach that is more likely to reap benefits than the prevailing one-size fits all approach.

### **19. Thriveni and Rama (2012), Impact of Demographic Variables on Work-Life Balance of Women Employees (with special reference to Bangalore City)**

The study is undertaken to determine the relationship between the demographic variables and work life balance for women employees working in various professions like IT, Business Process Outsourcing (BPO), Marketing, Insurance, Banking and Education at Bangalore. Data was collected from 340 women employees working in various professions in Bangalore city. The sample of the study was selected in random basis as follows: 51 from IT, 50 from Education, 40 from marketing, 40 from medicine, 60 from BPO, 47 from banking and 52 from insurance. A structured questionnaire based on Likert's five point scale was administered among the respondents.

#### Research Result:

- a) The results revealed that there is significant relationship between demographic variables and work life balance

#### Research Recommendations:

- a) It is important to consider the relationship between WLB and the demographic variables when designing appropriate policies for employees to address work –life balance issues.
- b) Work-life balance initiatives designed to help employees balance their work and personal lives are not only an option, but also a necessity for many employers today.

### **20. Valizadeh and Ghahremani (2012), The relationship between organizational culture and quality of working life of employees**

The purpose of this study is to examine the relationship between organizational culture and quality of work life of employees in Islamic Azad University of Tabriz (IAUT). The study conducted to 796 employees working in different organizational posts of IAUT. In order to collect data 260 questionnaires were distributed among the study sample that was selected randomly.

#### Research Results:

- a) There is direct and significant relation between organizational culture and quality of employees work life.
- b) There is direct and significant relation between every components of work life quality.

#### Research Recommendation:

- a) It is suggested that more importance be given to all components of quality of working life

### **21. Hubers, and others (2011), Coordinating everyday life in the Netherlands: a holistic quantitative approach to the analysis of ICT-related and other work life balance strategies**

The study assesses which combinations of coping strategies prevail and which role ICTs play in this regard among one and dual-earner households in the Utrecht–Amersfoort–Hilversum area of the Netherlands. It is also examine systematic variations in strategy combination by socio-demographics, ICT possession, affordability and skills, social network factors, employment and commute factors, spatial factors, lifestyle orientation and other factors. the study identify several distinct combinations of strategies and found that ICT-

related strategies are frequently adopted by highly educated employed parents in the Netherlands attempting to achieve a satisfying work-life balance and tend to complement other types of strategies. Which combinations of strategies have been adopted depends most strongly on the presence of young children, but also on employment factors and characteristics of the environment surrounding the dwelling and main workplace. The population of the study contains 26 neighborhoods, where the addresses within each neighborhood were randomly drawn from digital files and 13,500 selection questionnaires were sent to these addresses by mail. The response rate was approximately 70%.

#### Research Results:

- a) The study also revealed that work-life strategies are rarely employed in isolation but usually combined with other strategies.
- b) The study pointed out how work-life policies should take into account the diverse needs of the different sections of the population and workforce.
- c) Differences regarding individuals' resources and how these affect the adoption of strategies resulting from these work life policies should be taken into account in the evaluation of work-life policies.

#### Research Recommendation:

- a) A new work-life policies should consider the interrelatedness of work-life strategies and adopt a more holistic approach.

## **22. Rani and others (2011), Work-Life Balance Reflections on Employee Satisfaction**

The research aims to analyze the relationship between job satisfaction and work-life balance among IT employees in India. The research examines firstly, the relationship between the different constructs Career opportunities, Recognition, Work task, Payments, benefits, superior subordinate relationship, employee satisfaction, and work/life balance. Second, keeping the work-life balance as a mediating construct, it is analyzed whether it leads to employee satisfaction. The population of the research IT Companies having total employment of 2000 and above in middle level organization is selected. The data were collected through questionnaire distributed among 210 middle level employees from twenty IT companies, the questionnaire was developed through review of literature and the collection of data was self-administered.

#### Research Results

- a) The recognition was linked with work/life balance, which leads to employee satisfaction, and the effects of recognition and appreciation for the employee contribution are reflected in their satisfaction.
- b) The relationship presented between work task and work/life balance is positive due to the reasonable challenges given to the employees.
- c) The findings also suggest that pay is related to mediating factor of work/life balance which ends up in employee satisfaction.
- d) The relationship between benefits and work/life balance is highly correlated.
- e) The research identified that there is a positive relationship between work-life balance and superior subordinate relationship, Career opportunities, Recognition, Work task, Payments, benefits, superior subordinate relationship, employee satisfaction

#### Research Recommendations:

- a) A strong emphasis should be made on work/life balance in order to have satisfaction.
- b) The company should offer better benefit program that is the key factor which will lead to employee satisfaction and helps to improve their performance.



### **23. Whittaker, and others (2011), Smart Phone Use by Non-Mobile Business Users**

The main goal of this study is to provide a “snapshot” of business use of smart phones and offer guidance for the future development of smart phone technologies for the study population. To understand how business users employ smart phones and to identify opportunities for improving business smart phone use, researchers conducted two studies of actual and perceived performance of standard work tasks. The study conducted for users in a large software and services corporation. Using a mixed-methods approach, semi-structured interviews and questionnaire were used. The first stage of the study consisted of 32 in-person interviews and individual observations of both actual and perceived task performance on smart phones and computers. The second stage contained a large-scale web questionnaire of 214 smart phone users, which investigated whether similar practices and motivations held across a large pool of users.

#### Research Results:

- a) The study showed that there is a discrepancy between consuming and creating content on smart phones .
- b) Results suggested that how business users choose to employ their smart phones is influenced by the time, effort, confidence, and perceived affordances associated with their phones .
- c) It was found that current smart phone support for reading tasks is comparable to that of traditional computers, but performing of standard work tasks relating to email, calendar, and documents are more frequently on computers than smart phones.
- d) The study also demonstrated which onerous security mechanisms pose a significant barrier to wider smart phone use in corporations.

#### Research Recommendations:

- a) Researchers suggested approaches to overcoming existing barriers with the use of smart phones and identified directions for future work.
- b) Offer more applications or services that allow users to consume new types of information
- c) There is a need security mechanisms that are acceptable to both corporations and users. This may include all passwords related application-specific.

### **24. Boswell & Buchanan (2010), The Use of Communication Technologies After Hours: The Role of Work Attitudes and Work-Life Conflict**

This study investigates how the use of communication technologies beyond normal work hours relates to work-related attitudes and work-to-life conflict. The study objective is to better understand the use of communication technologies to perform tasks that are related to the work after the workday. Data was obtained through distributing electronic survey to all nonacademic employees of a public university. The sample size was 938, only 360 respond to the survey (the response rate is 38%).

#### Research Results:

- a) It was found that employees with higher ambition and job involvement were more likely to use communication technologies after hours.
- b) The use of communication technologies after work hours was associated with the employee's work-to-life conflict.

#### Research Recommendations:

- b) Organizations need to seriously consider how CT use outside of normal hours affects employees' personal lives.



- c) Results of this study could be used to develop ways to involve employees more in their jobs.
- d) More involvement correlated with higher CT use after work hours, and so this could help the company to be more productive.

### **25. Currie and Eveline (2010), E-technology and work/life balance for academics with young children**

This article examines the degree to which e-technology has transferred work into the home lives of academics and how this has affected their work/life balance. The study held in an Australian university for academics with young children. Data for the study was collected through a 3-stage process using an anonymous (1) on-line questionnaire to all academics (Associate Lecturers, Lecturers and Senior Lecturers); who has children of 12 years or under, (2) interviews with a smaller sample of questionnaire respondents (with 5 male and 7 female), and timed diary entries using volunteers from among those interviewed (9 interviewees). In each stage the researchers use open-ended and fixed questions. A total of 44 academics completed the online questionnaire. The gender breakdown of survey respondents was 24 females and 20 males, comprising 12 research-only staff and 32 research-teaching staff. The number of years they had worked at this university was evenly spread across the group: under 5, 5–9, more than 10. Most (34) were working full-time, 10 part-time. Most (24) had only one child, 15 two children and 5 three children.

#### **Research Results:**

- a) The findings demonstrated that this group of academics reported working long hours and were committed to their work environment. They had little time for recreation or socializing and almost no time to be involved as active citizens in the community.
- b) The study found that more women were finding it difficult to balance their lives as work encroached into their homes.
- c) For this group of academics the use of e-technology in the home was well advanced in terms of email and internet use; where computers were proved to be most used at home; other e-technologies were rarely used.
- d) Respondents show differences in regard to the benefit of the use e-technology at home and the home-based e-technologies to manage work family conflict.
- e) There was no gender difference in regard to working long hours and work-family conflict.
- f) The more stressful for academics is the tremendous increase in administration that surrounds their jobs as they take on more of the clerical and secretarial aspects of producing papers and responding directly to students, colleagues and the public whether by phone, email or face-to-face rather than having any intermediaries.

#### **Research Recommendations:**

- a) In order to achieve desired state of balance, most had to erect firm boundaries around their paid work to keep it 'in its box' so that they could lead somewhat healthy lives.
- b) Yet for a healthy life, knowledge workers may need to place boundaries around their paid work and find space away to reflect, to recreate, and to develop human relationships uninterrupted by e-technologies.
- c) With an implication that responses to emails and mobiles should be either immediate or within 24 h period even on weekends. Academics will have in future to negotiate in their industrial agreements that they will refuse to give students mobile numbers if they are not being paid to be in constant touch with students.

## **26. Bloom, and others (2009), Work- Life Balance, Management, Practices, and Productivity**

This study aims to identify the relation between WLB practices and productivity. It sheds light on these contrasting views using a new large data set on over 700 firms in Europe and the United States that contains rich firm performance, management, and WLB variables. The data was gathered through telephone call, questionnaire and interviews. The focusing was on medium- sized firms. The sample of the study was selected from employment ranged between fifty and 10,000 workers (with a median of 700); and the response rate was 54%.

### Research Results:

- a) The study shows that there is a useful firm specific measure of WLB.
- b) The study also rejects the assumption that the management practices or competition are negatively associated with worse WLB; and that WLB will improve productivity.
- c) Larger firms (global firms) have better WLB practices on average.

### Research Recommendations:

- a) All firms should adopting better WLB schemes given their apparently positive impact on firm performance, particularly in more competitive markets.
- b) Better management practices should be associated with improved productivity.

## **27. Maruyama, and others (2009), A multivariate analysis of work–life balance outcomes from a large-scale telework programme**

Although a number of past studies have discussed positive and negative factors that may affect teleworkers' perceived WLB, few studies have systematically identified key variables that determine teleworkers' WLB. In order to address this research issue, this study aims to identify other key variables, which was not investigated previously. Researchers use online questionnaires. The response rate was 35.8% (1,866 questionnaires returned).

### Research Results:

- a) Results show that telework gives positive effects to teleworkers' work and home life in general.
- b) The study emphasizes that time-related variables played stronger roles in terms of positive WLB reported by teleworkers.
- c) The results have identified six variables that make statistically significant contributions towards positive WLB. Where gender or having dependent children was not significant.

### Research Recommendation:

- a) The study made a further contribution to existing studies by identifying key factors that affect WLB reported by the sampled tele-workers, including flexible use of working hours, being based in a home environment, and tele-workers' age.

## **28. Wickham and Fishwick (2008), Presenting a “Career-Life Balance” Approach to the Work-Life Balance Issue**

This study attempts to facilitate this through the conceptualization of a Career-Life Balance Impact Audit. The data were gathered through comprised a series of semi-structured interviews with human resource management professionals, who have possessed a minimum of 10 years experience in an HR management role. In total, ten semi-structured interviews were conducted, each lasting between 60 and 90 minutes. The interview questions posed to the participants were derived from an extensive review of the WLB literature and empirical evidence from business/HR periodicals. These questions were designed to cover the

necessary issues, but were framed in of an open-ended manner, to allow the interviewees sufficient latitude for introspection and open reporting of their own perspectives.

#### Research Results:

- a) Results pointed out that WLB initiatives tended to fail due to the unintended and dysfunctional consequences that resulted from the firm's 'best WLB intentions
- b) It was either the needs of the business or the need of the employee that was served by the WLB policy development process, but rarely the needs of both.

#### Research Recommendations:

- a) There is a need for agreed set of WLB performance measures and an integration of these measures into the job design and job evaluation by HR managers plus the necessity to conceptualize WLB policy's role in optimizing employee productivity, and not simply to make their non-work responsibilities easier to accommodate.
- b) The necessity to conceptualize WLB policy's role in optimizing employee productivity, and not simply to make their non-work responsibilities easier to accommodate.

### **29. Uthpala Tennakoon (2007), Impact of the Use of Communication Technologies on the Work-Life Balance of Executive Employees**

This study assessed the usage patterns of the Internet, email and mobile communication devices by executive level employees and the effects of these technologies on their work-life balance. As well as it provided explanation on the work-life conflict theory. The sample of the study includes 26 employees who are usually not covered by overtime legislations and not compensated for additional work time. The data were gathered by the email and through semi-structured interviews.

#### Research Results:

- a) The study shows that the email is the most work centric technology and 15% to 25% of the daily work time was spent on email; of which the personal emails were a negligible proportion of 5% to 10%.
- b) The study revealed that how people perceived and achieved their work-life balance is very individual-specific and does not necessarily have equal distribution of time, involvement and satisfaction in work and family roles.
- c) The study also showed that there was a difference in the perceived value towards cellular phone; females perceived it as a security feature compared to men.
- d) Participants with a technical background tend to use advanced features in the technology devices compared to the non-technical and older participants.

#### Research Recommendation:

- a) Since the research suggests that different functionalities associated with these technologies could have differing impacts on work-life balance. Therefore, future researchers assessing the impact of these convergent technological devices would have to make a distinction among the functionality of these gadgets to correctly ascertain the true impact on individuals.

### **30. Schraeder, and others (2006), Employee involvement, Attitude and Reactions to Technology Changes**

The study conducted for employees in Southern Health Care; in order to examine the relationships between employee reactions to specific technological changes and the job-related attitudes of these employees. Data were gathered via two separate self-report surveys (12 months between pre-change and post-change). The pre survey was distributed to 169

employees, where the response was 89 only. In the second stage, the post survey; the survey was distributed among 190 employees and only 153 employees responded, of those only 72 completed the first survey.

#### Research Results:

- a) It was indicated that individuals involved in making decisions related to the technology changes reacted more positively to the changes than individuals with low levels of involvement.
- b) Further, the study showed that individuals with higher pre-change levels of the role ambiguity reacted more negatively to the technology changes.
- c) Results showed that participants who had higher job satisfaction prior to the changes tended to report more positive reactions to the technology changes.

#### Research Recommendations:

- a) Organizations should endeavor to focus involvement efforts on individuals who will experience the greatest impact of the technology changes.
- b) Before implementing any technology change, organization should enhance employee reactions to and acceptance of the technology changes.

### Arabic Studies

#### 1. Ayman Dayyoub (2014), Empowering the employees as an entrance to improve the quality of work-life in the telecommunications sector (Case Study)

The research aims to determine the relationship type between employees empowerment and the quality of work-life in the telecommunications sector in Syria; as well as developing an optimum model for empowering the employees to achieve quality in work-life. The researcher collected the needed data by a questionnaire; the number of the respondents is 80.

#### Research Results:

- a) Companies are not concern about employees' personal life.
- b) Employees participated at low level in decision making process.
- c) Although the compensation system was found fair, some programs like the group medical ensure are not implemented correctly in the companies.

#### Research Recommendations:

- a) Create clear and long-term strategy to empower employees in the telecommunication companies as a necessary to strength the relationship between the management and employees; as well as enhancing the internal communication.
- b) Pay more attention to the employees' quality of work-life, through giving employees the opportunity for promotion and career development and provide safety and healthy work environment.
- c) Grant employees more authority to enable them solving the problems and taking the right decisions quickly.

#### 2. Hairan Afaf (2014) The quality of working life and its relation to the administrative creativity - A field study for employees at NaftalBiskra Foundation

The study reveals at identifying the relationship between the quality of working life and the administrative creativity though conducting a field study at Naftal institution in Algeria. The data was collected through distributed a questionnaire to the research sample which includes 35 administrative employees selected randomly from Naftal institution.

Research Result:

- a) There is a significant correlation between the dimensions of the quality of working life and the administrative creativity.

Research Recommendation:

- a) It is essential to plan for a high quality of working life that allows employees to enhance their capabilities in problem solving through more creatively.

**3. Mohamed Elsaadani (2014), Influence of ICTs on Workforce Productivity in Egyptian Industrial Organizations**

The study conducts to investigate the influence of ICTs dimensions (Information Technology (IT), Management Information System (MIS), Office automation (OA), Intranet and Internet) on workforce productivity for a group of industrial organizations in Alexandria - Egypt. A questionnaire was distributed among the population of the study, which were 371 managers and staff members working in different areas related to ICTs at various managerial levels. Only 188 completed questionnaires were returned.

Research Results:

- a) Specified dimensions of ICTs positively affect workforce productivity.
- b) Dimensions priorities are different at as the IT dimension has the biggest effect on workforce productivity, and the Internet dimension has the lowest effect.
- c) There were no significant differences between the answers of participating at different ages and working background; and there were significant in regard to the participants' education and job.

Research Recommendations:

- a) Organizations are strongly recommended to invest in adopting various dimensions of ICTs in order to positively enhance and develop workforce productivity.

**4. Anuradha Reddy (2013), A Study on Impact of HR Strategies on Employee Performance in Abu Dhabi Distribution Company**

The research conducted mainly to study the employee perceptions on HR strategies of Abu Dhabi Distribution Company through identifying the various HR strategies, identifying the HR systems, policies and practices, studying the impact of these policies and practices on employees. The data required for the study was collected through both primary and secondary sources. Primary data was collected through a questionnaire with a sample size of 50, of which 42 respondents responded to the survey. These respondents were selected on random basis from various designations, genders, races, and experiences. Secondary data was collected through published sources such as books, periodicals, industry association reports; past literature.

Research Results:

- a) Most employees were satisfied with the performance appraisal system, the communication systems they had with the management and the supervisors, organizational culture, workplace environment and retirement plans and benefits and majority of employees are satisfied with their company's training sessions.
- b) Most employees expressed a neutral opinion on the salary they are been paid. Most employees were accepting the pay which is paid for them. They are neither satisfied nor dissatisfied with their pay structure; they also felt the organization could offer better benefits than currently used

#### Research Recommendations:

- a) ADDC has to conduct sessions on improving performance and how employees could get rewards and promotions on their better performance.
- b) ADDC should further boost their employee performance through revising the current salaries, giving rewards for better performance, promoting employees who perform their job well.

#### **5. Almalki and others (2012), Quality of Work Life and Turnover Intension in Primary Healthcare Organizations: A cross-sectional study of Registered nurses in Saudi Arabia**

The purpose of this study was to improve the retention of primary healthcare (PHC) nurses through exploring and assessing their QWL and turnover intention. A cross-sectional survey was used to collect the needed data. The research sample includes 134 PHC centers employing approximately 585 nurses. A total of 508 PHC nurses completed the questionnaire, yielding an 87% response rate.

#### Research Results:

- a) The respondents were dissatisfied with their work life, with almost 40% indicating a turnover intention from their PHC centers.
- b) Turnover intention was significantly related to QWL.

#### Research Recommendation:

- a) Creating and maintaining a healthy work life for PHC nurses to improve their work satisfaction, reduce turnover, enhance productivity and improve nursing care outcomes

#### **6. Tarek Abdeen (2001), The Quality of Work Life: An Empirical Study**

This research examines the quality of work life in a selection of pharmaceutical companies in Egypt. It aims to test the relationships between the employees' perceptions of their quality of work life and; their perceptions of the degree of participation in decision making available to them, their perceptions of their level of job satisfaction, their perceptions of their level of affective, continuance, and normative commitment, and the ownership form of the company. It uses a sample of 1270 employees in three different ownership forms; public, private, and multinational pharmaceutical companies in Egypt.

#### Research Results:

- a) There is a significant positive relationship between the employees' perceptions of their quality of work life and; their perceptions of the degree of participation in decision-making available to them, and their perceptions of their level of job satisfaction.
- b) A significant positive and partial relationship is found between the employees' perceptions of their quality of work life and their perceptions of their level of affective, continuance, and normative commitment.
- c) A significant relationship is found between the employees' perceptions of their quality of work life and the ownership form of the company.

#### Research Recommendation:

- a) It is suggested that the set of quality of work life criteria as well as the models, that could clarify the interactive relationship between the variables that have been investigated in this research in the Egyptian context has been developed, might form the basis for future researches of this type.



## Local Studies

### 1. Khalid Abu-Sultan (2015), Work Policies and procedures affecting the balance between work and life for the employees in non-governmental organizations in the Gaza Strip

The study aims to identify work policies that effect achieving WLB. The population of the study consists of 1757 employees from different types of non-governmental organizations; where the sample size was 315 (18% of the population size). The researcher used the questionnaire to collect the data. In total 276 respondents completed the questionnaire.

#### Research Results:

- a) There is a positive relationship between work policies and employee's ability to achieve WLB.
- b) Vacation system has significant role in achieving WLB. For example, the organizational policies for the paternity and maternity help employees significantly to achieve WLB.
- c) Flexibility of work arrangements supports matching between family matters and other work issues.
- d) There are differences among respondents' average in term of services & policies that effect WLB attributed to age, educational level, experience, and number of family members.

#### Research Recommendations:

- a) Adopting friendly WLB policies such as flexible vacation system, encouraging job sharing, paternity and pregnant policies, flexible routine work arrangements, developing fair rewards and incentive systems, provide employees with more services and benefits inside and outside the workplace.

### 2. Khalil Madi (2014), The quality of working life and its effect on the job performance for employeess "Practical study on the Palestinians universities"

The study aims at identifying the quality of working life and its effects on job performance for employees working in the Palestinian Universities. The researcher distributed a questionnaire among 344 employees selected on random basis; where the population of the study was 3254 employees.

#### Research Results:

- a) There is a significant correlation between the dimensions of the quality of working life and employees' job performance.
- b) There is a statistical difference among the responses' mean of respondents regarding their opinions on the effect of the quality of working life on the level of the job performance, where there is no differences due to the (educational level, age, experience, working period).
- c) The research also shows that there is a significant effect for the quality of working life dimensions on job performance, where the most effected dimensions were the opportunity to improve and career development, social relationship, job secure, participating in decision making, training programme, and the work-life balance.

#### Research Recommendations:

- a) Provide and arrange for a flexi-time working hours for all employees at different levels.
- b) Suggest a successful model for the dimensions of the quality of working life, where it can be implemented to enhance the job performance level for all employees in the Palestinian universities.

### **3. Iman Nassar (2013), The Quality of Work Life in both UNRWA Department of Education and Governmental Ministry of Education**

This study aims at identifying the level of the quality of work life in both UNRWA Department of Education and Governmental Ministry of Education, through identifying and comparing the effect of work life factors on the employee engagement of the staff of these two institutions as well as attempting to provide management with a guidelines that help in developing the quality of work life and job involvement in the above institutions. The study applied for the school principals and deputies in both institutions with total of 1275. The researcher selected stratified random sample of 406 employees which represents about 32% of the study population. The needed data was collected through distributing of 406 questionnaires among research sample. They were selected in random basis.

#### **Research Results:**

- a) There is a relationship between the work life and the job involvement development in the institutions.
- b) The study also showed that the work life quality dimensions were available in both the institutions at an acceptable degree where the employee engagement degree among the employees was very good, but the work life quality level and the job involvement degree among the UNRWA Department of Education Staff was better than that of the staff of the Ministry of Education.
- c) The study showed that there were differences between the estimations averages of the study sample members about the combined fields attributed to age, work place and job title.

#### **Research Recommendation:**

- a) More attention should be paid to promote the level of work life quality in both UNRWA Department of Education and the governmental Ministry of Education by raising salaries, improving the reward system, improving the material work environment, providing the job stability requirements, providing the employees with opportunities to participate in decision making, promotion, professional progress, paying attention to the suitable leadership approach, activating work teams and the role of labor syndicates, increasing the efforts aimed at achieving balance between life and work and reducing work pressure.

### **4. Wisam El-Aqqad (2013), The Possibility Of The Use Mobile Phone Applications In The Development Of Work: Case Study UNRWA Clinics In The Gaza Strip**

This study aims at identifying the possibility of use mobile phone applications in development of work in UNRWA - Gaza clinics through identifying the possibility of using the applications in quick diagnosis, following up of patients, enclosing urgent situations and monitoring cases. It also tackles the extent of supporting the applications by the higher administration to develop the work. A questionnaire was developed and used by the researcher to collect the required data. The population of the study was 267 employees working in Health Centers. 185 questionnaires were distributed to UNRWA-Health staff; the response rate was about 90%.

#### **Research Results:**

- a) Medical staff convinced that applications in the mobile phone can be used to develop works; yet the support of the higher administration is not enough.
- b) Applications in the mobile phone help in developing different work aspects; It can contribute in exchange of information and data between medical staff or different Health centers; in addition it facilitates performing tasks during emergencies.

Research Recommendations:

- a) Create necessary long-term comprehensive planning to use mobile phone applications in the health sector.
- b) Secure administrative, financial and technical support required to achieve such planning.
- c) Offer required infrastructure for the applications through establishing wireless networks in every UNRWA clinic and connecting all clinics with one database.
- d) Conduct training for medical staff in the field of electronic health.

**5. Kefah Al-Rajudi (2012), The Impact of Flexible Work Arrangements on Workers' Productivity in Information and Communication Technology**

This research aims to highlight the concepts of flexibility in work and to study the impact of five types of flexible work arrangements on workers' productivity in information and communication technology sector, as an empirical study of the Gaza strip information and communication technology companies. Data were gathered by a questionnaire that has been developed and tested by a pilot study and then distributed to a sample consisting of 196 employees where 92% response rate achieved.

Research Results:

- a) There is a positive impact of flexible work arrangements on workers' productivity.
- b) The supported regulations of the organization to FWAs programs had the highest impact on productivity.
- c) The study showed that there is an absence in employees' support and management support to different FWAs programs.

Research Recommendations:

- a) Information and communication technology companies should raise the awareness of the management and staff about FWAs programs and its importance and its great effects on employees' productivity.
- b) Companies have to support family-friendly organizational culture and to go toward writing companies policies and laws that lay down the applicability of various FWAs and govern the selection processes among the various FWAs.

**6. Reham Ammar (2012), The Satisfaction of UNRWA staff members in Gaza Field Office with the e-HRM System**

This study aims to determine the satisfaction level of employees towards the implementation of E-HRM system in UNRWA- Gaza Field Office. The study was conducted for administrative staff in UNRWA-Education Programme; plus all staff members working in Human Resources department. A questionnaire was used to explore the opinion of the study sample which was 302 employees working at different administrative levels, those employees represent 46% of the study population which consists of 663 employees.

Research Results:

- a) E-HRM implementation participated in Simplifying work procedures, decreasing workload, increasing effective communication and achieving transparency; and thus employees are satisfied with the e-system.
- b) There is a significant correlation between the level of employees' satisfaction towards E-HRM and both benefits gained and facilities of implementing the system.
- c) Demographic variables such as (post title, grade, and the workplace) have differences in employees' responses on the level of employee's satisfaction toward the e-HRM, other variables didn't show significant differences.

#### Research Recommendations:

- a) Developing E-HRM to include all HR functions and activities, designing one portal to include all E-HRM applications to facilitate the access to all applications.
- b) Developing the reports of E-HRM applications to be easy, clear and compatible to the requirements of the work.
- c) Increasing the efficiency of the intranet, increasing the speed of the internet, improving the technical support for E-HRM users, facilitate the communication between the users and the technical support staff, regular maintenance of the infrastructure of E-HRM such as computers, software and networks, increasing the training courses for all employees on the use of various E-HRM applications and conducting regular meetings with E-HRM users to get a continuous feedback about the problems of implementing E-HRM.
- d) Establishing a central information unit in HR department, to be the reference of information for all the other departments in UNRWA, in order to achieve information unification and integration between all departments.

#### **7. Osama El-Balbisi (2012), The quality of working life and its impact on the job performance for employees working in Gaza NGOs**

This study aims to determine the quality of working life for the employees working in NGOs at Gaza; and its effects on Job performance, trying to provide valuable recommendations to develop the quality of working life at NGOs, job performance, and enhancing employees' productivity. The study was applied on 53 NGOs, where a questionnaire was used to collect the data and was distributed among 265 employees (5 employees / NGO).

#### Research Results:

- a) The results of the study revealed that the quality of working life for the NGOs' employees in Gaza is good; in addition to efficient and high job performance.
- b) There is a positive relationship between quality of working life in NGOs, and the job performance of their employees.
- c) There are statistically significant differences in the employees' response about the quality of working life and its effects on the job performance due to the demographic variable "sex".

#### Research Recommendations:

- a) NGOs in Gaza Strip need to improve the quality of working life by focusing on: job security, opportunities for promotion and advancement, wages, compensation and rewards, and welfare of employees.
- b) There is a need to focus on issuing job performance reports regularly to improve employees' performance.

#### **8. Abd El-Qader Banat (2009), Work Stress and Its Impact on the Performance of the Palestinian Telecommunications Company Employees in Gaza Strip District**

This study aims to identify the levels of work stress and job performance as well as the relation between work stress and job performance among the Palestinian Telecommunications Company employees. The study population was all employees who worked in the Palestinian Telecommunications Company "Gaza Strip District" with a total of 440. The researcher used the random basis to distribute 250 questionnaires among the employees; the response rate was 85.6%.

#### Research Results:

- a) Employees exposed to work stress resulted from: growth, performance appraisal, organizational structure, career advancement, job security and lack of appropriate role.
- b) There is a statistically significant relation between work stress and performance of the internal work stress areas of (job security, and performance evaluation) and lack of connections to other areas.
- c) There is a significant statistical relationship between external work stress and performance to the areas of (political, cultural and economic pressure), and the absence of statistical relationship with the social pressures.

#### Research Recommendations:

- a) The researcher recommended increased opportunities for promotion.
- b) Develop the grading system; with pay more attention to the performance appraisal
- c) Provide employees with training programs on how to deal with the work stressors.
- d) Promote business process and minimize the routine work,
- e) Increase the degree of coordination and cooperation between departments and divisions.
- f) Identify more effective and acceptance compensation model to fit with the high living cost in Gaza.

### **9. Hisham Abu Sharikh (2009), The degree of the performance effectiveness of the school principals in Schools at UNRWA in light of the Modern Technology Management, and way of Improvement**

The study seeks at identifying the effectiveness degree of the school principals' performance in UNRWA schools in light of modern technology management, as well as reveals whether the demographic variables influence the level of their performance. The population size is 191 school principals working in UNRWA; and the researcher used the questionnaire as a main tool to collect data. About 191 questionnaires were distributed and the response rate was 84.6%.

#### Research Results:

- a) The results revealed that the effectiveness degree of school principals' performance is acceptance in light of the modern technology management.
- b) There is no statistical significant in the effectiveness of school principals' performance due to sex or teaching level.

#### Research Recommendations:

- a) Held many training courses for school principals to enhance their technical and management competence skills to help them deal the future developments and challenges especially in their relationship with the local community as well as enhance their capability in promoting other staff capacity.
- b) Focus on promoting the management processes in schools, specially planning and organizing; as well as enhance the communication process through using advanced and modern techniques.
- c) Activate the use of computer in planning through designing new shared database between all UNRWA schools.
- d) Support the local community in general, and parents in particular through develop effective communication channels.

### **10. Maysoun El-Saqqa (2009), The Impact of Work Stressors on Decision Making an Applied Study on The Banks Operating in Gaza Strip**

This research aims at identifying the major work stressors which the administration of the banks faces in the Gaza Strip and their effect on decision making on part of that



administration. The research also attempts to explore the relationship between demographic variants (gender, social status, number of family members, education, job title, work experience, age, and monthly salary) and work stressors on one hand, and their effect on decision making on the other hand. The researcher distributed a questionnaire to 166 decision makers in the local banks of the Gaza, where the response rate was 83%.

#### Research Results:

- a) The study indicated that the work stress level of the study population is satisfactory. The "responsibility towards the others" represents the main work stressor.
- b) The study revealed that there is Statistical data exists between work stress and decision making. However, no statistical difference exists between work stress and variables of (gender, social status, number of family members, education, job title, work experience, age and monthly salary).
- c) The number of family members and job title showed some difference with regard to being a source of work stress.
- d) No statistical difference on decision making with regard to (gender, social status, and number of family members, education, job title, work experience, age and monthly salary).

#### Research Recommendation:

- a) Provide needed training for staff on work stress and decision making; and to carry out further research on the impact of work stressors and other factors on decision making.

### **11. Salwa El-Shorafa (2008), The role of Knowledge Management and Information Technology in achieving competitive advantages for the general Banks at Gaza**

This study seeks to identify the role of knowledge management and information technology in the competitive advantages for the banks operating in the Gaza Strip. The questionnaire was used to collect data and it was distributed to all general managers and heads of departments at Gaza banks. In total 174 questionnaires were distributed. The response rate was 78% (117 questionnaires were completed).

#### Research Results:

- a) Banks operating in the Gaza Strip are applying knowledge management technology system in all units and sections, its care to take advantage of the uses of information technology and communication, benefit from the skills, expertise available, invest the cadres and knowledge in the field of development to reach the level of coexistence And communicate with external world in light of advanced information technology.
- b) There is no organizational unit or a special section for knowledge management and information technology within any bank in the Gaza Strip but it is applied knowledge management systems and information technology within the banks.
- c) There are statistically significant relationship between knowledge management and information technology and areas of competitive advantage (product quality, financial performance, control the markets, operational efficiency, creativity and development).

#### Research Recommendations:

- a) Enhance and increase the awareness of the managers of banking sector on the current and future challenges faced banking sector in the Gaza Strip,
- b) The necessity to pay more attention on the knowledge management by the managers of banking sector in Gaza; through developing a specific separate division for this purpose.



## General Commentary

This chapter sheds more light on the local and the international studies discussed and addressed various dimensions of the work-life balance. Most studies agreed that the driving force of any organization is employees. This realization has intensified the organization to focus, develop and promote their policies and programs on work/life issues. Since the current study designed at identifying the relation between two variables: the advanced communication technology used by the administrative staff (independent variable) whether is being a part of their duties or not; and the work-life balance (dependent variable) for those employees. Related topics are set under the umbrella of work-life balance and communication technology. The followings are the general comments resulted from reviewing these studies:

1. Generally, all reviewed studies agreed on the role of work-life balance in bringing greater influence to all aspects of life, thus the concept was largely discussed from varied dimensions.
2. A number of studies explore the link between balancing between work and non-work with the technological changes, such as Fleck, Adkins, Alabar and Agema, Haeger and Lingham, Kotecha, Yidirim and Ansal, Boswell, Whittaker, Boswell and Buchanan, Currie and Eveline, and Uthpala, Yadav, Hubers and others, Maruyama and others, and Tennakoon.
3. Many studies have suggested that flexible work arrangements would help the employees to attain a better balance between their work and non work responsibilities and help the organizations to recruit, retain and motivate their employees, such as Bhatnagar and Jain, Williams, Boswell, Maruyama, Abu-Sultan, Madi, and Al-Rajudi.
4. A number of studies focused on the work-life balance policies and programs; and discussed ways to promote these programs as Swarnalatha and Lakshmi, Baral and Bhargave, Al-Rajudi. Other studies attempted to measure the effectiveness of the available work-life balance policies in different sectors as Anila, Bhatnagar and Jain, Stare and others.
5. Previous studies argued the extent of organization utilization from WLB outcomes within presented organizational culture as Achour and others, Swarnalatha and Lakshmi, Yadav, Darcy and others, Rani and others.
6. A number of studies suggested a model of WLB to ensure full utilization and best practices as Currie and Eveline, factors and challenges influence the implementation as Fleck, Boswell, and Yadav; where other directional group of studies examines the negative impact of work-life imbalance as Stare and others.
7. The previous researches briefed the researcher on some aspects that affect the ability to balance personal and professional life of employees.
8. Researchers also discussed the future trends of WLB in light of the continuous change in work environment as Haeger and Lingham, Yadav.
9. Some studies discussed challenges faced by working women to achieve balanced life as Currie and Eveline, Anila.
10. The researchers used descriptive and analytical approach to develop their studies.
11. Populations of the studies were largely varied to include more than 10,000 respondents as Hubers, Stare and others, or employees from different countries as Bloom and others. Many studies held for employees in IT sectors such as Bhatnagar and Jain, Rani, Maruyama, Dayyoub, Al-Rajudi, and Banat; where others conducted for academic employees like Abu-Sharikh, Nassar, Madi, Currie and Eveline, Adkins and Premeaux, Kotecha, Kaur, Valizadeh and Ghahremani. Studies Anila and Achour focus on women only; studies Tharmalingam, Boswell, Afaf, Ammar held for administrative staff; and Almalki, AbdeenandEl-Saqqa studies conducted on Health institutions.

12. A number of related studies explore how technology can be used to create better work-life balance. The followings were the most related studies to the current study:
  - a) Tennakoon (2007) measured the effects of using the Internet, email and mobile by executive level employees on their work-life balance. The study held at Canada; the population contains employees of executive level; it focused in explaining the theory of Work-family border.
  - b) Currie and Eveline (2010) and Adkins and Premeaux (2014) examined how technology affects WLB for Academics in Australian and USA universities. Kotecha and others (2014) also held for the academics employees but in South Africa to investigate the impact of technology on work-life conflict, Boswell and Buchanan (2010) study was also held for the same objective but the population of the study was all non academics employees in a public university.
  - c) Yıldırım and Ansal (2014) identified the impact of mobile technology usage on work, organization, and on work-life balance. This study focus on employees in Turkish banking sector.
  - d) Williams and others (2014) examined the effects of email intrusion on work-life balance from the perspective of a Christian faith-based organization in Australia.
13. Many studies argued that management plays a vital role in successfully implementing an effective work life balance programs.
14. The previous researches have some ideas in common. Most of them identified the role of ICT in promoting business process and performance.
15. Previous studies address the WLB programs evaluation and its impact from several aspects in different countries with different culture, society and level of technology development; the most meaningful with these studies were the findings and the recommendations which enriched the theoretical framework of this study; as well as contributed at formulating the interviews' questions and the questionnaire
16. The researcher hopes that the present study will provide an evidence-based understanding of the impact of the use of technologies on work/life balance. The followings highlight an interesting contribution and /or the importance of this research:
  - a) The importance of this research is partly related to the growing interest in the WLB. However, it is also due to the growing extent to which technologies such as laptop, tablet and smart phones are being used as devices to both carry out work-related tasks, and to manage the work-life boundary; plus the current development in programming and the increase use of web applications by organizations.
  - b) The current research difference from previous studies as it examined more than one form of technology (hardware and software) together on the work-life balance.
  - c) Strength of this research is that it is field research examining employees at a variety of job types and levels within UNRWA.
  - d) The research is trying to enrich the work-life balance literature in the Palestinian context; that is specifically designed to provide representative data on how advanced technologies of smart phones and other technological facilities have become integrated into the everyday lives.
  - e) The current research explained whether using the communication technologies beyond normal work hours relates to work issues has a positive or a negative impact on WLB for employees.
  - f) The population of this study is different from the other studies; previous studies focus on either employees in the universities and schools (academics or non-academics), or employees where the nature of their work requires them to be in connect to the work in different times, such as employees in health centers and IT sectors.

- g) This study will also raise awareness of the pervasion of work-related communications into employees' personal lives and, hopefully, trigger further research into the long term psychological and sociological effects of a continued communication culture.

## **Chapter -4-**

### **The Research Practical Framework**

- **Introduction**
- **Research Strategy and Methodology**
- **Research Procedures**
- **Data Collection**
- **The Research Population**
- **The Research Sample**
- **Data Collection Tools**
- **Statistical Analysis Tools**
- **Pilot Study**
- **Statistical Validity of the Questionnaire**
- **Reliability of the Research**

## **Chapter Four**

### **The Research Practical Framework**

#### **Introduction**

This chapter describes the research methodology, explains the sample selection and provides information about the research design, population, sample size, data collection, describe the procedure used in designing the questionnaire, the questionnaire content, instrument validity, pilot study, and the method of data processing; analysis and addresses the examination of validity and reliability of the tool in terms of the sincerity of the questionnaire by (Pre-Pilot validity) referees' comments and the results of internal consistency of the structural identification. Then the stability of the questionnaire includes the coefficient Cronbach's coefficient alpha and split half method to exit questionnaire in its final form. Collecting the data, provide an explanation of the statistical procedures used to analyze the data to reach research objectives.

#### **Research Strategy and Methodology**

This research used the descriptive analytical approach. The present study aims to investigate the impact of advanced technology (E-mail, web-based applications, IPad, smart phone) on work-life balance for administrative employees working at UNRWA-Gaza Field office. This research is categorized under applied researches that depends mainly on data collected from primary sources through a structured questionnaire distributed to a selected target from a specific population identified by the researcher for the research purposes; to be then analyzed by using the Statistical Package for the Social Sciences (SPSS). The secondary sources are books, journal articles and periodicals, reports, and websites.

#### **Research Procedures**

The following steps outline the strategy of this research that was followed in order to measure the variables in the research question. It involves plan that guided the collection and analyses of data. This research consists of seven phases:

1. The first phase includes identifying the research problem; and developing the research question, objectives and the research plan.
2. The second phase involves literature survey connected with the problem; through a collection of research publications, papers, books textbooks, internet-based information and other documents related to the work-life balance, electronic communication, information technology, organizational culture, UNRWA policies and advanced technology.
3. The third phase includes the field survey, in which the unstructured interviews held with HR managers and some administrative staff in UNRWA from different level across all the departments.
4. The fourth phase; the researchers develops a structure questionnaire to distribute it among research sample. This step involved (1) the establishment of an initial structured questionnaire that measure the research's variables, (2) generate the final version of the structured questionnaire after it was judged and reviewed by referees (8 in number) from the Islamic University of Gaza, Al-Azhar University and from Al-Quds open University of Gaza.
5. The fifth phase focuses on distributing the questionnaires to collect the required data. 210 questionnaires were distributed to the research population; 175 were received.
6. The sixth phase concerns on the analyzing of data gathered from questionnaire. The Statistical Package for the Social Sciences (SPSS) was used to perform the required analysis.
7. The seventh phase includes compiling the collected data and information in order to reach to conclusion and practical recommendations.

## Data Collection Sources

The researcher used two sources of data that was collected carefully in order to achieve the research objectives:

1. Secondary Data: It is obtained from several Literatures, reports, scientific journals, academic magazines, published papers, books, essays, researches, dissertations, websites, reports and documents related to the research topics.
2. Primary Data: A structured questionnaire was developed and administered to the research population as a tool to collect actual data about the “Work life balance among the administrative employees in UNRWA-Gaza Field Office”. The respondents were asked regarding the research’s variables.

## The Research Population

The population of this research is the administrative employees across the various departments in UNRWA-Gaza Field Office; and from different management levels starting from job grade 5 and above (362 employees in number). The work of those employees depends mainly on the use of the email and software applications that developed by UNRWA to facilitate the work procedures. Moreover, according to their responsibilities, most of them have receive one or more from the UNRWA's communication devices (laptop, iPad, smart phone with SIM); and thus they would help in achieving the research objectives. The following table (4.1) shows staff strength by gender and job categories in UNRWA- Gaza Field Office.

**Table (4.1): Population of the Research**

Job Category	Male				Female				Total
	Grade 5-7	Grade 8 - 9	Grade 10-13	Grade >14	Grade 5-7	Grade 8-9	Grade 10-13	Grade >14	
Secretarial Services	-	3	-	-	1	14	2	-	20
Administrative Support	-	-	22	11	-	3	22	1	59
Clerical Support	38	8	-	-	33	8	-	-	87
Financial Support	-	-	20	4	-	-	3	-	27
Personnel Services	-	8	5	6	-	15	8	2	44
Education Administration	-	-	-	14	-	-	1	2	17
Engineering and Construction	-	-	5	9	-	-	-	-	14
Health Administration	-	-	-	5	-	-	-	5	10
Information systems Services	-	-	16	6	-	-	4	-	26
Supply Operation	-	5	5	6	-	2	1	-	19
Projects Management	-	-	3	4	1	1	-	-	9
Psychosocial Services	-	-	1	-	-	-	2	-	3
Legal & Public Information	-	-	1	3	-	-	-	1	5
Relief Services	-	6	3	6	-	6	1	-	22
<b>Total</b>	<b>38</b>	<b>30</b>	<b>81</b>	<b>74</b>	<b>35</b>	<b>49</b>	<b>44</b>	<b>11</b>	<b>362</b>

Source: Articulated by the Researcher, based on UNRWA-HRD database, (2015)

Table (4.2) highlights the characteristics of the study population.

**Table (4.2): Characteristics of the Study Population**

Variable	Category	Number	Percentage
Gender	Male	223	61.6%
	Female	139	38.4%
Age	Less than 35	81	22.3%
	From 35 – less than 45	122	33.7%
	From 45 and above	159	44.0%



Qualifications	Diploma	67	18.5%
	BA	235	64.5%
	Master	58	16.0%
	PhD	2	1.0%
Experience	Less than 2 years	29	8.0%
	From 2 – less than 7 years	52	14.4%
	From 7 – less than 13 years	74	20.4%
	From 13 – less than 20 years	82	22.7%
	From 20 and above	125	34.5%

Source: Articulated by the Researcher, based on UNRWA-HRD database, (2015)

### The Research Sample

The sample of this research is 213 employees. The researcher used the stratified random method to distribute the questionnaire to the research sample due the heterogeneity of the research population and based on the weight/ ratio of each group (gender, position and grade). The following table No. (4.3) shows the sample of the research for each group.

Table (4.3): Sample of the Research

Job Category	Male				Female				Total
	Grade 5-7	Grade 8-9	Grade 10-13	Grade >14	Grade 5-7	Grade 8-9	Grade 10-13	Grade >14	
Secretarial Services	-	1	-	-	1	9	1	-	12
Administrative Support	-	-	13	6	-	1	13	1	34
Clerical Support	19	5	-	-	19	5	-	-	48
Financial Support	-	-	12	2	-	-	1	-	15
Personnel Services	-	5	3	4	-	8	5	1	26
Education Administration	-	-	-	9	-	-	1	1	11
Engineering and Construction	-	-	3	5	-	-	-	-	8
Health Administration	-	-	-	3	-	-	-	3	6
Information systems Services	-	-	10	4	-	-	2	-	16
Supply Operation	-	5	3	4	-	1	1	-	14
Projects Management	-	-	1	2	1	1	-	-	5
Psychosocial Services	-	-	1	-	-	-	1	-	2
Legal & Public Information	-	-	1	1	-	-	-	1	3
Relief Services	-	3	1	4	-	4	1	-	13
Total	19	19	48	44	21	29	26	7	213

Source: Articulated by the Researcher, (2015)

### Data Collection Tools

The questionnaire was provided with a covering letter explaining the purpose of the study, the answering way, the aim of the research and the security of the information in order to encourage a high response. The questionnaire included multiple choice questions. The variety in these questions aims first to meet the research objectives, and to collect all the necessary data that can support the discussion, results and recommendations in the research. The questionnaire has been divided into three dimensions of six sections as following:

1. The first section contains 12 questions; It is concerned with the personal information (age, gender, education level, marital status, address, experience, salary, job grade, contract type and owning work-communication devices).
2. The second section contains two sections; the first part contains 11 questions to measure the role of software (web-based applications and the email) in balancing employees work and non work lives; the second part of this section focused on measuring the role of the hardware technology (smart phones, tablets and laptops) in work-life balance through 9 questions. In total 20 questions for the second section.

3. The last and third section focused on measuring the work-life balance for the respondents. In this research the term Work-Life Balance is measured in term of three different components as per Greenhaus, Collins & Shaw definition; these components are: time balance, involvement balance and satisfaction balance. So, the third section of the questionnaire includes three parts, 10 questions for the time balance, 11 questions for the involvement balance, and 14 questions for the satisfaction balance. In total 35 questions for the third section.

The Questionnaire was drawn in Arabic version to be clearly understood by the research population, and then it was carefully translated into the English Language. The Arabic version is the one judged by the referees for its reliability. The questionnaire questions adopt the scale 1-10 (where "10" rate means strongly agree).

### **Statistical Analysis Tools**

The researcher used data analysis both qualitative and quantitative data analysis methods. The Data analysis made utilizing (SPSS 22). The researcher utilized the following statistical tools:

1. Kolmogorov-Smirnov test of Normality.
2. Pearson correlation coefficient for Validity.
3. Cronbach's Alpha for Reliability Statistics.
4. Frequency and Descriptive analysis.
5. Parametric Tests (One-sample T test, Independent Samples T-test, Analysis of Variance).
  - a) T-testis used to determine if the mean of an item is significantly different from a hypothesized value 6. If the P-value (Sig.) is smaller than or equal to the level of significance,  $\alpha = 0.05$ , then the mean of an item is significantly different from a hypothesized value 6. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 6. On the other hand, if the P-value (Sig.) is greater than the level of significance,  $\alpha = 0.05$ , then the mean an item is insignificantly different from a hypothesized value 6.
  - b) The Independent Samples T-testis used to examine if there is a statistical significant difference between two means among the respondents toward the Impact of the advanced Technology on Work-Life Balance for Administrative Staff at UNRWA-Gaza Field Office due to (Gender, type of contract and marital status).
  - c) The One- Way Analysis of Variance (ANOVA) is used to examine if there is a statistical significant difference between several means among the respondents toward the Impact of the advanced Technology on Work-Life Balance for Administrative Staff at UNRWA-Gaza Field Office due to (age, job grade, education level, years of experience, monthly salary, number of years in current position, living area and number of children).

### **Pilot Study**

A pilot study was conducted to assess reliability and validity of the questionnaire by distributing the questionnaire among random sample of 30 respondents from the study population. The pilot study provides a trial run for the questionnaire, which involves testing the wordings of question, identifying ambiguous questions, testing the techniques that used to collect data, and measuring the effectiveness of standard invitation to respondents.

### Statistical Validity of the Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Validity has a number of different aspects and assessment approaches. External (Pre-Pilot) validity is used to identify potential problems and statistical validity is used to evaluate instrument validity, which include internal validity and structure validity (Pilot & Hungler, 1985). To insure the validity of the questionnaire, the following were applied.

1. External Validity (Pre-Pilot): The questionnaire has been reviewed, checked and judged by a group of (8) experts specialists in academic and professional levels, in order to ensure its relevance and stability. The names of the experts in Annex (1); the researcher has responded to the experts notes and performed the necessary modifications in the light of the suggestions raised. Thus, the questionnaire came out in the final form – see annex (4).
2. Internal Validity: Internal validity of the questionnaire is measured by a pilot sample, which consisted of 30 questionnaires through measuring the correlation coefficients between each item in one field and the whole field.

**Table (4.4): Correlation coefficient of each item of "the use of software (email and web-based application)" and the total of this field**

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Web-based applications contributed to the interference between work and special life	.583	0.000*
2.	Email and web-based applications led the work to be done inside house and as a result reduced the time allocated forfamily and friends in the social and entertaining activities	.784	0.000*
3.	Email and web-based applications increased the load of work outside working hours	.732	0.001*
4.	Email and web-based applications increased working hours	.726	0.000*
5.	Email and web-based applications limited my professional ability	.519	0.002*
6.	Email and web-based applications decreased my professional ambition since the only beneficiary of these applications are those who have technological background	.765	0.000*
7.	Email and web-based applications increased the acute competition between work colleges	.573	0.000*
8.	My use for email and web-based applications negatively affects my family liabilities	.770	0.000*
9.	My use for email and web-based applications decreased my social visits and meeting friends outside work	.815	0.000*
10.	My use for email and web-based applications caused many family conflicts	.815	0.000*

\* Correlation is significant at the 0.05 level

**Table (4.5): Correlation coefficient of each item of "the use of hardware (smart phone, iPad, and laptop)" and the total of this field**

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Smart phones and tablets caused me to be stuck to work all the day specially outside work	.412	0.012*
2.	Smart phones and tablets increased the load of work	.782	0.000*
3.	Smart phones, tablets and mobile phones negatively affected me to do my responsibilities toward my family	.742	0.000*
4.	Smart phones and tablets increased working hours	.857	0.000*
5.	The use of smart phones, tablets and mobile phones for work stands an obstacle to create a separator between work and special life	.813	0.000*
6.	The use of smart phones, tablets and mobile phones for work causes me many family problems	.708	0.000*

7.	The use of smart phones, tablets and mobile phones for work decreases the time allocated for social and entertaining activities	.731	0.000*
8.	The use of smart phones, tablets and mobile phones allows me to be continuously updated with work developments	.524	0.001*
9.	Granting me a mobile phone, a tablet or a laptop by UNRWA increases my responsibilities after the formal working hours	.352	0.031*

\* Correlation is significant at the 0.05 level

**Table (4.6) : Correlation coefficient of each item of " Time balance " and the total of this field**

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Work administration calls me to a meeting after working hours or during my holidays what may cause me to cancel some special social activities	.885	0.000*
2.	I cannot easily get any kind of holidays which the organization gives to its employees	.685	0.000*
3.	My official working hours do not suffice me to end all my work tasks	.845	0.000*
4.	I usually work during weekends, official holidays and feasts	.743	0.000*
5.	My work does not allow me to find time for my family	.658	0.000*
6.	I rarely benefit from the programs presented by UNRWA to help employees in their family obligations like ( Paternity, Maternity, flexibility in working hours etc.	.640	0.000*
7.	Work arrangements contribute to increasing working hours what may form an obstacle for workers to do their family obligations in a betterway	.830	0.000*
8.	My work includes many tasks and responsibilities which demand me to follow work even after the end of working hours	.755	0.000*
9.	I never apologize to do any additional work responsibilities even if it requires me more time, effort and commitment to additional hours	.566	0.001*
10.	Sometimes I find it hard to distinguish between when to end my professional life and when to start my special life	.842	0.000*

\* Correlation is significant at the 0.05 level

**Table (4.7): Correlation coefficient of each item of "Involvement balance" and the total of this field**

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Additional working hours during weekends and official holidays cause me to neglect my family responsibilities and obligations	.438	0.008*
2.	I always care to be at work when needed even if it requires me to cancel or delay an obligation for my family	.544	0.001*
3.	I rarely participate with my family in the social and entertaining activities and those provided by the organizations to its employees	.425	0.010*
4.	My current job does not allow me to be involved with my family as I am supposed to be	.793	0.000*
5.	I sometimes ask for the help of my family members to do, on behalf of me, some activities which require my existence like school, health, social and family-related activities and that is because of my being busy in work affairs	.754	0.000*
6.	I rarely participate with the family in any entertaining activity	.712	0.000*
7.	I always think of my family during work, therefore I find it difficult to focus on my work	.467	0.005*
8.	The time I spend outside official working hours negatively affects my social life like visiting relatives or friends	.552	0.001*
9.	Organizations do not grant sufficient facilities to achieve harmony between work and personal life conditions	.677	0.000*

10.	I always seek to find a way to keep connected to work during entertaining activities like making sure I stay connected to the internet to check email and keep connected with work colleges	.583	0.000*
-----	---	------	--------

\* Correlation is significant at the 0.05 level

**Table (4.8): Correlation coefficient of each item of “Satisfaction balance” and the total of this field**

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The nature of my current work does not meet my skills and educational qualifications	.587	0.000*
2.	I do tasks additional to my main tasks without being appreciated or rewarded for this additional work	.735	0.000*
3.	I do not allocate time for activities which make me feel satisfied and happy	.720	0.000*
4.	My choice to do additional tasks is optional and not obligatory	.812	0.000*
5.	Employees do not always know their responsibilities and they are not supported with their needs on time	.670	0.000*
6.	I am surrounded with a negative work environment whether from work colleges or from the direct supervisor where everyone avoids sharing information, experiences and knowledge to help each other	.699	0.000*
7.	I always have much accumulated and unachieved work	.570	0.001*
8.	I have many family conflicts because of my work since my family does not understand the nature of my job	.595	0.000*
9.	There is no job description for all the tasks I do	.603	0.000*
10.	The salary I get from my work does not suffice me to fulfill my special requirements and needs	.658	0.000*
11.	The grievances presented to the administration by employees are not treated fairly and transparently	.594	0.000*
12.	UNRWA does not support any entertaining activities to the employees with their families as it does not provide any facilities or programs to reduce the daily work pressures	.524	0.001*
13.	Administrations rarely encourage or pay attention to the proposals presented to the interest of work	.518	0.002*
14.	Employees are not supported with necessary training. Workers qualifications are not used in the optimal way for the interest of work and increasing productivity	.676	0.000*

\* Correlation is significant at the 0.05 level

Tables (4.4) through (4.8) present the correlation coefficient for each item of a field and the total of the corresponding field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all items are significant at  $\alpha = 0.05$ , so it can be said that all items of each field are consistent and valid to be measure what it was set for.

3. Structure Validity of the Questionnaire: Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of liker scale.

**Table (4.9): Correlation coefficient of each field and the whole of questionnaire**

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The use of software (email and web-based application)	.942	0.000*
2.	The use of hardware (smart phone, iPad, and laptop)	.911	0.000*
	<b>The use of advanced technology (software &amp; hardware)</b>	<b>.880</b>	<b>0.000*</b>
1.	Time balance	.809	0.000*
2.	Involvement balance	.930	0.000*
3.	Satisfaction balance	.867	0.000*
	<b>Work-life balance</b>	<b>.954</b>	<b>0.000*</b>

\* Correlation is significant at the 0.05 level

Table (4.9) clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at  $\alpha = 0.05$ , so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the study.

### Reliability of the Research

The reliability of an instrument is the degree of consistency which fs the attribute; it is supposed to be measuring (George & Mallery, 2006). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (George & Mallery, 2006). To insure the reliability of the questionnaire, Cronbach's Coefficient Alpha was applied; which designed as a measure of internal consistency, that is, do all items within the instrument measure the same thing? The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency (George & Mallery, 2006). The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

**Table (4.10): Cronbach's Alpha for each field of the questionnaire**

No.	Field	Cronbach's Alpha
1.	The use of software (email and web-based application)	0.891
2.	The use of hardware (smart phone, iPad, and laptop)	0.830
	<b>The use of advanced technology (software &amp; hardware)</b>	<b>0.920</b>
1.	Time balance	0.908
2.	Involvement balance	0.802
3.	Satisfaction balance	0.888
	<b>Work-life balance</b>	<b>0.938</b>
	<b>All items of the questionnaire</b>	<b>0.955</b>

Table (4.10) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.802 and 0.938. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.955 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire.

Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the population sample.



## **Chapter -5-**

### **Data Analysis and Hypothesis Testing**

- **Introduction**
- **Test of Normality**
- **Analysis of Personal Characteristics**
- **Data Analysis of the Questionnaire Dimensions**
- **Hypotheses Testing**

## Chapter Five

### Data Analysis and Hypothesis Testing

#### Introduction

In this section, the personal characteristics of the research sample will be discussed; as well as the analysis of the respondents' opinion will be presented in order to obtain their direction regarding the questionnaires' sentences if it is positive (proportional mean greater than "60%" and the p-value less than 0.05), or if it is neutral regarding the content of the sentences neutral (p-value is greater than 0.05), or if it is negative (proportional mean less than "60%" and the p-value less than 0.05).

#### Test of Normality

The One-Sample Kolmogorov-Smirnov Test procedure compares the observed cumulative distribution function for a variable with a specified theoretical distribution, which may be normal, uniform, Poisson, or exponential. The Kolmogorov-Smirnov Z is computed from the largest difference (in absolute value) between the observed and theoretical cumulative distribution functions. This goodness-of-fit test tests whether the observations could reasonably have come from the specified distribution. Many parametric tests require normally distributed variables. The one-sample Kolmogorov-Smirnov test can be used to test that a variable of interest is normally distributed (Henry & Thode, 2002).

**Table (5.1): Kolmogorov-Smirnov test**

Field	Kolmogorov-Smirnov	
	Statistic	P-value
The use of software (email and web-based application)	0.688	0.732
The use of hardware (smart phone, iPad, and laptop)	0.787	0.566
<b>The use of advanced technology (software &amp; hardware)</b>	0.655	0.785
Time balance	0.714	0.689
Involvement balance	0.916	0.371
Satisfaction balance	0.730	0.660
<b>Work-life balance</b>	0.699	0.712
<b>All items of the questionnaire</b>	0.712	0.691

Table (5.1) shows the results for Kolmogorov-Smirnov test of normality. From Table (5.1), the p-value for each variable is greater than 0.05 level of significance, and then the distributions for these variables are normally distributed. Consequently, parametric tests should be used to perform the statistical data analysis.

#### Analysis of Demographic Data

Tables (5.2) through (5.12) present the classification regarding the employees' age, gender, marital status, location, services, job grade, salary, number of children, type of contract and educational level.

##### 1. Gender

**Table (5.2): Distribution of the research population according to gender**

Gender	Frequency	Percent
Male	93	53.1
Female	82	46.9
<b>Total</b>	<b>175</b>	<b>100</b>

According to table (5.2), it was noticed that 53.1 % of the sample are "male" and 46.9% of the sample are "female". The results indicate a gender balance as the difference is not considered big, thus it can be concluded that UNRWA may be considered as a good example for organizations that possess equal opportunity for the two genders.

## 2. Age

**Table (5.3): Distribution of the research population according to age**

Age	Frequency	Percent
Less than 35	52	29.7
From 35 – and above	123	70.3
<b>Total</b>	<b>175</b>	<b>100</b>

According to table (5.3), it shows that 70.3% of the sample of age "from 35 years and above", and 29.7% of the sample of age "less than 35 years". The result implies that the vast majority of the research population is from 35 years old and above; which indicates the level of experience required for the administrative staff. In addition, this distribution is considered helpful to examine the research goals. This can be explained due to the age of such organization, and the continual hiring of employees and some posts requires several years of service.

## 3. Job Grade (Organizational Level)

**Table (5.4): Distribution of the research population according to job grade**

Job Grade	Frequency	Percent
5 - less than 8	61	34.9
from 8- less than 10	22	12.6
from 10- less than 14	72	41.1
From 14 and Above	20	11.4
<b>Total</b>	<b>175</b>	<b>100</b>

Table No (5.4) shows that 41.1% of the respondents are from grade 10 to grade 14, while 34.9% of the respondents belongs to grade ranges between 5 and 8. 12.6% of the respondents are at grades from 8 to 10, and 11.4% represents respondents' grades from 14 and above. These results imply that most of the administrative staff belongs to grade ranges from grade 10 to grade 14; which is completely in line with the research context, where it reflects the grades of the majority of administrative staff (such as: Administration Officer and Assistants, Accountants, HR and even some senior positions).

## 4. Academic Qualifications

**Table (5.5): Distribution of the research population according to the Academic qualifications**

Academic Qualifications	Frequency	Percent
Diploma Degree	28	16.0
Bachelor and postgraduate Degrees	147	84.0
<b>Total</b>	<b>175</b>	<b>100</b>

Table No (5.5) shows that 16.0% of the research population holds "Diploma" academic degree, and 84% of them holds "Bachelor and postgraduate degrees". These results imply

that the vast majority of the research population holds university degree; which indicate the level of qualifications required for administrative staff in the UNRWA. It also can be explained due to the posts' requirements.

#### 5. Years of Service in the UNRWA

**Table (5.6): Distribution of the research population according to the years of service**

Years of Service	Frequency	Percent
Less than 13 years	89	50.9
13 years and above	86	49.1
<b>Total</b>	<b>175</b>	<b>100</b>

Table (5.6) shows that 50.9% of the respondents has “less than 13 years” of services at UNRWA, and 49.1% of the respondents has “13 years and above” of service at UNRWA. This can be explained due to some employees have worked from many years, and/or they have moved through several posts during their work at UNRWA.

#### 6. Type of Contract

**Table (5.7): Distribution of the research population according to the type of the contract**

Type of Contract	Frequency	Percent
Fixed-Term	144	82.3
Daily Paid	15	8.6
Special Service Agreement	13	7.4
LDC	3	1.7
<b>Total</b>	<b>175</b>	<b>100</b>

Table (5.7) shows that 82.3% of the respondents has “Fixed-Term Contract”, while the Daily Paid, Special Service Agreement (SSA), Limited Duration Contract (LDC) represent 8.6%, 7.4% and 1.7% respectively. This can be explained due to the Administrative posts' requirements and responsibilities of having permanent employees.

#### 7. Monthly Salary

**Table (5.8): Distribution of the research population according to the monthly salary**

Monthly Salary	Frequency	Percent
Less than \$1,000	77	44
1,000 and above	98	56
<b>Total</b>	<b>175</b>	<b>100</b>

Table (5.8) shows that 56% of the respondents has a monthly salary “\$1,000 and above”, while 44% of the respondents has a monthly salary “Less than \$1,000”. The results imply that more than half of the respondents have a monthly salary equal or more than \$1,000.

## 8. Years of Services in the Current Position

**Table (5.9): Distribution of the research population according to the years of services in the current position**

Years of Services in the Current Position	Frequency	Percent
Less than 4 years	41	23.4
4 years and above	134	76.6
<b>Total</b>	<b>175</b>	<b>100</b>

Table (5.9) shows that 76.6% of the respondents has “4 years and above” of services in their current position at UNRWA, and 23.4% of the respondents has “Less than 4 years” of service in the current position at UNRWA. This result has two indicators; it suggests that the majority of the sample are familiar with the current UNRWA's software applications and rules related to the use of the available telecommunication devices in UNRWA; and they have all the required knowledge and experience to accurately reply the questionnaire questions. On other hand, It suggests that there has been little career mobility within administrative staff over the past several years; reasons may be due to UNRWA’s strategies in hiring and promotion.

## 9. Living Area

**Table (5.10): Distribution of the research population according to the living area**

Living Area	Frequency	Percent
North	25	14.3
Gaza	86	49.1
Middle	41	23.4
South	23	13.1
<b>Total</b>	<b>175</b>	<b>100</b>

Table (5.10) shows that 49.1% of the respondents live in Gaza, this can be explained that employees are often prefer to work in their living areas, 23.4% of the respondents are from the middle are (Buriej, Maghazi, Nuseirat, and Deir Balah), 13.1% from the southern area (Khan Younis and Rafah areas), and 14.3% from the North area.

## 10. Marital Status

**Table (5.11): Distribution of the research population according to the marital status**

Marital Status	Frequency	Percent
Married	157	89.7
Not Married	18	10.3
<b>Total</b>	<b>175</b>	<b>100</b>

Table (5.11) shows that 89.7% of the respondents are married, and 10.3% of the respondents are not married.

## 11. Number of Children

**Table (5.12): Distribution of the research population according to the number of children**

Number of Children	Frequency	Percent
Less than 4	85	48.6
4 children and above	90	51.4
<b>Total</b>	<b>175</b>	<b>100</b>

Table (5.11) shows that 48.6% of the respondents have less than 4 children, while 51.4% of the respondents have more than 4 children.

## 12. Telecommunication devices provided by UNRWA to its administrative employees

**Table (5.13): Telecommunication devices**

Telecommunication Devices Provided by UNRWA	Frequency	Percent
UNRWA SIM with Mobile	112	94.1
UNRWA Tablet	6	5.0
UNRWA Laptop	43	36.1

Table No. (5.13) shows that 94.1% of the respondents were provided with smart phone and SIM from UNRWA. This result is in line with the research's main theme (advanced technology used by administrative employees). Results shows only 5% of the respondents received tablets/IPads from UNRWA. This result is logic since the respondents are working in the field, and tablets/IPads are mainly procured and distributed to employees working in the sites, such as the social workers and the engineers to facilitate their communication with other employees during the work hours.

## Data Analysis of the Questionnaire Dimensions

Here, in this section five dimensions in the questionnaire will be analyzed and discussed as follow:

### 1. Section One: Advanced technology

In this section, the first research variable will be discussed and analyzed in term of two dimensions (software and hardware).

- a. The role of software (email and web-based application) in balancing between work and life. The related results of this dimension are shown in table No. (5.14):

**Table (5.14): Means and Test values for "The role of software (email and web-based application) in balancing between work and life"**

	Item	Mean	S.D	Proportion al mean (%)	Test value	P-value (Sig.)	Rank
1.	Web-based applications contributed to the interference between work and personal life	6.26	2.52	62.63	1.38	0.085	2
2.	Email and web-based applications led the work to be done inside house and as a result reduced the time allocated for family and friends in the social and entertaining activities	6.42	2.42	64.17	2.28	0.012*	1



3.	Email and web-based applications increased the load of work outside working hours	5.84	2.57	58.39	-0.83	0.205	3
4.	Email and web-based applications increased working hours	5.52	2.66	55.20	-2.38	0.009*	4
5.	Email and web-based applications limited my professional ability	4.62	2.53	46.17	-7.24	0.000*	8
6.	Email and web-based applications decreased my professional ambition since the only beneficiary of these applications are those who have technological background	4.10	2.38	41.03	-10.51	0.000*	9
7.	Email and web-based applications increased the acute competition between work colleges	5.14	2.56	51.38	-4.45	0.000*	7
8.	My use for email and web-based applications negatively affects my family liabilities	5.51	2.63	55.09	-2.47	0.007*	5
9.	My use for email and web-based applications decreased my social visits and meeting friends outside work	5.19	2.78	51.94	-3.84	0.000*	6
10.	My use for email and web-based applications caused many family conflicts	4.06	2.60	40.64	-9.81	0.000*	10
	<b>All items of the field</b>	5.27	1.72	52.70	-5.61	0.000*	

\* The mean is significantly different from 6

The mean of item #2 “Email and web-based applications led the work to be done inside house and as a result reduced the time allocated for family and friends in the social and entertaining activities” equals 6.42 (64.17%), Test-value = 2.28, and P-value = 0.012 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 6. The researcher concludes that the respondents agree to this item.

The mean of item #10 “My use for email and web-based applications caused many family conflicts” equals 4.06 (40.64%), Test-value = -9.81, and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is negative, so the mean of this item is significantly smaller than the hypothesized value 6. The researcher concludes that the respondents disagree to this item.

The mean of the field “The use of software (email and web-based application)” equals 5.27 (52.70%), Test-value = -5.61, and P-value=0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 6. The researcher concludes that the respondents disagree on the role of software (email and web-based application) in balancing between work and non-work lives. Which also suggest that respondents agree at low level that the email and the web-based applications support balancing their work and non-work lives.

The respondents' answers for the statement “Email and web-based applications increased the load of work outside working hours”, are consistent with (Ammar, 2012) which aimed to determine the satisfaction level for administrative staff in the UNRWA-education department towards the implementation of E-HRM. The research findings revealed that work from home reduce time for family and friends in the social and entertaining activities. This result is consistent with (Jena et. al, 2014). The conclusion from this study suggest that it may be a bit

of both - employees who like what they do and organizational culture that value employees who put work first. The result also is consistent with (Diaz et. al, 2011), which suggests that using Communication Technology outside of the traditional work week and after normal work hours may relate to less work-life-conflict.

These results are inconsistent with (Waller & Ragsdell, 2012) that suggested using email has a negative impact on employee's WLB. A logical explanation may be because the study was held for employees working in a multinational service company. So, the geographical span and organizational structure makes e-mail integral to its functioning; which is not the same situation with the current research's population. In addition, results are inconsistent with (Heijstra & Rafnsdottir, 2010) that suggest although use of the Internet increases the flexibility of work, it makes increasingly difficult for academics staff to disengage themselves from work; which increase work–family conflict.

- b. The role of hardware (smart phone, iPad, and laptop) in balancing between work and life. The following table No. (5.15) shows the results related to this dimension.

**Table (5.15): Means and Test values for “The role of hardware (smart phone, iPad, and laptop) in balancing between work and life”**

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Smart phones and tablets caused me to be stuck to work all the day specially outside work	6.94	2.60	69.37	4.75	0.000*	2
2.	Smart phones and tablets increased the load of work	5.38	2.60	53.78	-3.13	0.001*	6
3.	Smart phones, tablets and mobile phones negatively affected me to do my responsibilities toward my family	4.92	2.53	49.20	-5.63	0.000*	7
4.	Smart phones and tablets increased working hours	4.88	2.73	48.79	-5.40	0.000*	8
5.	The use of smart phones, tablets and laptop for work stands an obstacle to create a separator between work and special life	5.57	2.64	55.75	-2.12	0.018*	4
6.	The use of smart phones, tablets and mobile phones for work causes me many family problems	4.12	2.37	41.21	-10.45	0.000*	9
7.	The use of smart phones, tablets and mobile phones for work decreases the time allocated for social and entertaining activities	5.40	2.49	53.97	-3.20	0.001*	5
8.	The use of smart phones, tablets and mobile phones allows me to be continuously updated with work developments	7.68	2.18	76.78	10.17	0.000*	1
9.	Granting me a mobile phone, a tablet or a laptop by UNRWA increases my responsibilities after the formal working hours	6.49	2.77	64.85	2.28	0.012*	3
	<b>All items of the field</b>	5.70	1.79	57.04	-2.18	0.015*	

\* The mean is significantly different from 6

The mean of item #8 “The use of smart phones, tablets and mobile phones allows me to be continuously updated with work developments” equals 7.68 (76.78%), Test-value = 10.17, and P-value = 0.012 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the

test is positive, so the mean of this item is significantly greater than the hypothesized value 6. The researcher concludes that the respondents agree to this item.

The mean of item #6 "The use of smart phones, tablets and mobile phones for work causes me many family problems" equals 4.12 (41.21%), Test-value = -10.45, and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is negative, so the mean of this item is significantly smaller than the hypothesized value 6. The researcher concludes that the respondents disagree to this item.

The mean of the field "The use of hardware (smart phone, iPad, and laptop) in balancing between work and life" equals 5.70 (57.04%), Test-value = -2.18, and P-value=0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 6. The researcher concludes that the respondents disagree on the role of hardware (smart phone, iPad, and laptop) in balancing between work and non-work lives. Which also suggest that respondents agree at low level that facilities available in the Ipad, Laptop and smart phone devices that enable employees to handle work tasks outside the office support balancing employees' work and non-work lives.

The result agrees with the study (Hislop & Axtell, 2011) that examined the mobile phone use patterns of some spatially mobile engineers; where results showed that the way the engineers use their mobile phones make the boundary between work and non-work blurred and unclear. The results indicate that hardware technology has the potential to produce a more demanding workplace. In addition, the respondents agreed with the statement "Smart phones and tablets caused me to be stuck to work all the day specially outside work", this result is consistent with (Williams and others, 2014) that the use of the mobile devices by employees in checking their email led them to work longer hours, generated a sense of being overloaded.

Results are inconsistent with the two studies (Donnelly, 2014) and (Harris, 2014) that using the smart phones increase the workload and decrease the work-life balance. Results also show that 57.05% of the respondents disagree that using the enable wireless mobile devices can cause work-life conflict. The result obtained is inconsistent with (Cox, 2013) that indicates the potential role of tablets in blurring the boundary between work and life by encouraging and enabling employees to complete work tasks during personal/family time and vice-versa. The reason behind this difference may be because the difference in the research populations, countries and the nature of work for the respondents.

- c. In General "The role of advanced technology (software and hardware) in balancing between work and life". The statistics that shows the general role of the technology in creating work-life balance is presented in table No. (5.16)

**Table (5.16): Means and Test values for "The role of advanced technology (software & hardware)"**

Item	Mean	S.D	Proportional mean(%)	Test value	P-value (Sig.)	Rank
The use of software (email and web-based application)in balancing between work and life	5.27	1.72	52.70	-5.61	0.000*	2
The use of hardware (smart phone, IPad, and laptop)in balancing between work and life	5.70	1.79	57.04	-2.18	0.015*	1
<b>All Items of The use of advanced technology (software &amp; hardware) in balancing between work and life</b>	<b>5.47</b>	<b>1.63</b>	<b>54.69</b>	<b>-4.32</b>	<b>0.000*</b>	

\*The mean is significantly different from 6

Table (5.6) shows the mean of all items equals 5.47 (54.69%), Test-value =-4.32 and P-value =0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The mean of all items is significantly different from the hypothesized value 6. The researcher concludes that the respondents agree at low level to all items of "The role of advanced technology (software & hardware) in balancing between work and life".

The result is consistent with (Middleton, 2007), (Adkins & Premeaus, 2014), (Haeger & Lingham, 2014), (Robey, 2015) and (Fleck and others, 2015) that people use their mobile devices to create and maintain boundaries between work and non-work in line with their preferred boundary behavior style. Results also are in line with (Quesenberry & Trauth, 2005) that agreed on the role of ubiquitous computing (wireless networks, laptops, mobile phones, electronic calendars, and e-mail) in maintaining balance emerged; It allows for flexibility that reduces time barriers and allows for greater control over employees' schedules. Technology was also found to play a role in constructing boundaries between work and life with the study (Chamakiotis, 2014). Results are also supported by (Ammar, ) which concluded that E-HRM help in decreasing the workload for UNRWA staff.

Result of this field is inconsistent with (Currie & Eveline, 2010) that revealed E-technology has blurred the lines between work and home creating the networked home, allowing employees to be available all the time for the work. The study held for the academic staff with children. Faculty members frequently work at home outside of regular working hours. Result also is inconsistent with (Sylvain, 2011) that new technology has generally been found to negatively impact on work-life balance. This study target employees at the senior managerial level, who are more likely need to be connected to their office outside of work time. Results of this dimension are not supported by (Kotecha at. el, 2014) that traditional advantage of using ICTs to enhance work flexibility has a drawback of enabling employees to continue working after regular working hours; which blurs the boundaries between work and non-work domains and, creates Work Life Conflict. This could be attributed to the nature of the academic profession; where they may spend time in the evening reading work-related documents in preparation for a meeting the following day. It was also found that result disagree with (Yildirim & Ansal, 2014) that revealed mobile technology impact negatively the employees' work-life balance in the Turkish banking. The reason may be due to the low intensity of mobile device usage in the Turkish banking industry as obtained from this study.

Results also are unsupported by (Andrade and others, 2013) that found mobile device enabled work activities interfere with the non-work time. Also results were inconsistent with (Boswell & Buchanan, 2010) and (Tennakoon, 2007).

## 2. Section Two: Work-life balance

Here, the second research variable, the work-life balance, will be discussed and analyzed in term of its previously defined three dimensions: time balance, involvement balance, and satisfaction balance.

- a. Time balance: the following table No. (5.17) shows the results related to the first dimension of the work-life balance.

**Table (5.17): Means and Test values for “Time balance”**

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Work management calls me to a meeting after working hours or during my holidays what may cause me to cancel some special social activities	4.40	2.74	44.00	-7.71	0.000*	9
2.	I cannot easily get any kind of leave which the organization gives to its employees	5.25	2.68	52.46	-3.72	0.000*	2
3.	My official working hours do not suffice me to end all my work tasks	4.89	2.85	48.91	-5.15	0.000*	6
4.	I usually work during weekends, official holidays and feasts	4.10	2.69	40.98	-9.35	0.000*	10
5.	My work does not allow me to find time for my family	4.43	2.66	44.34	-7.73	0.000*	8
6.	I rarely benefit from the programs presented by UNRWA to help employees in their family obligations like (Paternity, Maternity, flexibility in working hours etc.	4.88	2.74	48.84	-5.35	0.000*	7
7.	Work arrangements contribute to increasing working hours what may form an obstacle for employees to do their family obligations in a better way	5.04	2.36	50.40	-5.39	0.000*	3
8.	My work includes many tasks and responsibilities which demand me to follow work even after the end of working hours	5.01	2.67	50.11	-4.91	0.000*	4
9.	I never apologize to do any additional work responsibilities even if it requires me more time, effort and commitment to additional hours	6.82	2.58	68.23	4.22	0.000*	1
10.	Sometimes I find it hard to distinguish between when to end my professional life and when to start my special life	4.98	2.81	49.77	-4.77	0.000*	5
	<b>All items of the field</b>	4.97	1.92	49.74	-7.06	0.000*	

\* The mean is significantly different from 6

The mean of item #9 “I never apologize to do any additional work responsibilities even if it requires me more time, effort and commitment to additional hours” equals 6.82 (68.23%), Test-value = 4.22, and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 6. The researcher concludes that the respondents agree to this item.

The mean of item #4 “I usually work during weekends, official holidays and feasts” equals 4.10 (40.98%), Test-value = -9.35, and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is negative, so the mean of this item is significantly smaller than the hypothesized value 6. The researcher concludes that the respondents disagree to this item.

The mean of the field “Time balance” equals 4.97 (49.74%), Test-value = -7.06, and P-value=0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 6. The researcher concludes that the respondents disagree to field of “Time balance”.

The result indicates that it is difficult for the respondents to achieve time balance between work and non-work. However, it is not impossible to manage. A low level of management in employees' schedule time of work and non-work was found among the respondents. These findings are consistent with (El-Balbisi, 2012) that was applied for employees in NGOs at Gaza Strip. In addition, the respondents' answer for item #6 is consistent with (Banat, 2009). The results are supported by (Ammar, 2012), that employees at UNRWA are not requested to work additional hours during weekends and holidays; and employees are benefited from the leave options offered by UNRWA. Result of item # 2 is consistent with (Tabeel, 2014).

However, this wasn't the case with (El-Masri, 2010) and (Abu El-Ola, 2009) that concluded working hours is not sufficient to finish all the work. The researcher justified this difference by the different in type of sample, where El-Masri study conducted on Al-Najah University for all academic and non-academic staff; and Abu El-Ola study held for employees who are at senior positions in the Ministry of Interior.

- b. Involvement balance: table No. (5.18) shows the results of the second dimension for the second research variable(work-life balance)

**Table (5.18): Means and Test values for “Involvement balance”**

	Item	Mean	S.D	Proportiona I mean (%)	Test value	P-value (Sig.)	Rank
1.	Additional working hours during weekends and official holidays cause me to neglect my family responsibilities and obligations	5.29	2.74	52.87	-3.43	0.000*	4
2.	I always care to be at work when needed even if it requires me to cancel or delay an obligation for my family	6.37	2.38	63.71	2.07	0.020*	1
3.	I rarely participate with my family in the social and entertaining activities and those provided by the organizations to its employees	5.35	2.69	53.49	-3.21	0.001*	3
4.	My current job does not allow me to be involved with my family as I am supposed to be	4.41	2.51	44.06	-8.40	0.000*	9
5.	I sometimes ask for the help of my family members to do, on behalf of me, some activities which require my existence like school, health, social and family-related activities and that is because of my being busy in work affairs	5.13	2.64	51.26	-4.39	0.000*	7



6.	I rarely participate with the family in any entertaining activity	4.46	2.46	44.57	-8.31	0.000*	8
7.	I always think of my family during work, therefore I find it difficult to focus on my work	4.13	2.48	41.31	-9.95	0.000*	10
8.	The time I spend outside official working hours negatively affects my social life like visiting relatives or friends	5.37	2.49	53.66	-3.37	0.000*	2
9.	Organizations do not grant sufficient facilities to achieve harmony between work and personal life conditions	5.26	2.56	52.57	-3.84	0.000*	5
10.	I always seek to find a way to keep connected to work during entertaining activities like making sure I stay connected to the internet to check email and keep connected with work colleges	5.18	2.76	51.77	-3.95	0.000*	6
	<b>All items of the field</b>	5.09	1.71	50.92	-7.03	0.000*	

\* The mean is significantly different from 6

The mean of item #2 “I always care to be at work when needed even if it requires me to cancel or delay an obligation for my family” equals 6.37 (63.71%), Test-value = 2.07, and P-value = 0.020 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 6. The researcher concludes that the respondents agree to this item.

The mean of item #7 “I always think of my family during work, therefore I find it difficult to focus on my work” equals 4.13 (41.31%), Test-value = -9.95, and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is negative, so the mean of this item is significantly smaller than the hypothesized value 6. The researcher concludes that the respondents disagree to this item.

The mean of the field “Involvement balance” equals 5.09 (50.92%), Test-value = -7.03, and P-value=0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 6. The researcher concludes that the respondents disagree to field of “Involvement balance”.

In general, results suggest that managing between responsibilities in the home and in running work-tasks remains to be a challenge for employees. This result is supported by (Resurreccion, 2012) that focused on working women;. The respondents’ answers of the item #7 and #10 indicated that employees at UNRWA are more commitment to their office. This result agrees with (Abu El-Ola, 2009), (Nassar, 2013), (Azeem, 2010) and (Salama, 2003).

However, this is not the case with the study (El-Masri, 2010) that concluded employees are more concern about their personal and families’ issues. In addition, results are inconsistent with (Al-Molhem, 2007) that found work arrangements create family conflicts for employees as well as make them isolated socially. This is may be because the study targets the security men whose work arrangements are based on the shifting system.

- c. Satisfaction balance: results presented the third dimension of work-life balance are shown in the following table No. (5.19).

**Table (5.19): Means and Test values for “Satisfaction balance”**

	Item	Mean	S.D	Proportiona l mean (%)	Test value	P-value (Sig.)	Rank
1.	The nature of my current work does not meet my skills and educational qualifications	4.72	3.05	47.20	-5.55	0.000*	10
2.	I do tasks additional to my main tasks without being appreciated or rewarded for additional work	5.82	2.81	58.17	-0.86	0.195	1
3.	I do not allocate time for activities which make me feel satisfied and happy	5.37	2.46	53.66	-3.41	0.000*	6
4.	My choice to do additional tasks is optional and not obligatory	4.89	2.85	48.86	-5.16	0.000*	9
5.	Employees do not always know their responsibilities and they are not supported with their needs on time	4.94	2.62	49.37	-5.36	0.000*	8
6.	I am surrounded with a negative work environment whether from work colleges or from the direct supervisor where everyone avoids sharing information, services and knowledge to help each other	4.38	2.86	43.83	-7.48	0.000*	12
7.	I always have much accumulated and unachieved work	3.59	2.52	35.92	-12.62	0.000*	13
8.	I have many family conflicts because of my work since my family does not understand the nature of my job	2.75	2.24	27.54	-19.20	0.000*	14
9.	There is no job description for all the tasks I do	4.70	3.16	47.03	-5.44	0.000*	11
10.	The salary I get from my work does not suffice me to fulfill my special requirements and needs	5.69	3.06	56.91	-1.33	0.092	4
11.	The grievances presented to the administration by employees are not treated fairly and transparently	5.34	2.94	53.35	-2.98	0.002*	7
12.	UNRWA does not support any entertaining activities to the employees with their families as it does not provide any facilities or programs to reduce the daily work pressures	5.70	2.81	57.03	-1.40	0.082	2
13.	Management rarely encourage or pay attention to the proposals presented to the interest of work	5.49	2.44	54.91	-2.75	0.003	5
14.	Employees are not supported with necessary training. Workers qualifications are not used in the optimal way for the interest of work and increasing productivity	5.70	2.78	57.03	-1.41	0.080	2
	<b>All items of the field</b>	4.93	1.77	49.34	-7.95	0.000*	

\* The mean is significantly different from 6

The mean of item #2 “I do tasks additional to my main tasks without being appreciated or rewarded for this additional work” equals 5.82 (58.17%), Test-value = -0.86, and P-value = 0.195 which is greater than the level of significance  $\alpha = 0.05$ . Then the mean of this item is insignificantly different from the hypothesized value 6. The researcher concludes that the respondents (Do not know, neutral) to this item.

The mean of item #8 “I have many family conflicts because of my work since my family does not understand the nature of my job” equals 2.75 (27.54%), Test-value = -19.20, and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is negative, so the mean of this item is significantly smaller than the hypothesized value 6. The researcher concludes that the respondents disagree to this item.

The mean of the field “Satisfaction balance” equals 4.93 (49.34%), Test-value = -7.95, and P-value=0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 6. The researcher concludes that the respondents disagree to field of “Satisfaction balance”.

The result according to item #14 is agreed with (Abu-Shaban, 2014). Also result obtained from the respondents’ answer to item # 8 agrees with (Banat, 2009). Results were also supported by other studies like (Uwaida, 2008), (Mahmoud, 2014), (Al-Tatari), (Dahdouh, 2010), (El-Balbisi, 2012), (Reddy, 2013), (El-Saqqa, 2009) and (Muheisin, 2004).

This result disagrees with (Abu Mousa, 2004), who revealed that employees in UNRWA are unsatisfied. The study aims at identifying the level of satisfaction among UNRWA's employees in regard to performance appraisal and its incentives. Furthermore, the study was held in 2004 where many job aspects of work environment, conditions and modifications of salary and job grades were done. This might be the reason behind the difference between results. Results also inconsistent with (Ramadan, 2009) that using the information technology in the administrative work leading to decrease in employees’ satisfaction. The results of the study (Gupta & Parul, 2010) that was held in India for employees at telecommunication companies disagree with the above results; where a justification for this may be due to the differences between the two researches in the population and the country.

d. In General (Work-life balance)

**Table (5.20): Means and Test values for "Work-life balance"**

Item	Mean	S.D	Proportion al mean (%)	Test value	P-value (Sig.)	Rank
Time balance	4.97	1.92	49.74	-7.06	0.000*	2
Involvement balance	5.09	1.71	50.92	-7.03	0.000*	1
Satisfaction balance	4.93	1.77	49.34	-7.95	0.000*	3
<b>All Items of Work-life balance</b>	<b>4.99</b>	<b>1.52</b>	<b>49.94</b>	<b>-8.76</b>	<b>0.000*</b>	

\*The mean is significantly different from 6

Table (5.20) shows the mean of all items equals 4.99 (49.94%), Test-value = -8.76 and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The mean of all items is significantly different from the hypothesized value 6. The researcher concludes that the respondents disagree to all items of Work-life balance. This means that the results revealed a low level of work-life balance among administrative employees at UNRWA- Gaza Field Office.

To get better understanding on the obtained results, an order-ranking question was incorporated at the end of the questionnaire; asking each respondent to rank his/her existing work-life balance from 1 to 10; where 1 indicates the highest focus on non-work life and 10 indicates the highest focus on work. The mean value for this question equals 5.75, which supports the above obtained results; as well as reflects that most of UNRWA administrative employees think that they have balance between their work and non-work lives.

This study agrees with (Balbisi, 2012), (El-Hinnawi, 2011) that aims at identifying the role of Information Technology in time management of UNRWA Schools Principals in Gaza Governorates. Results are also consistent with studies like (Ammar, 2009), (Anila, 2014) and (Nassar, 2013).

This research results doesn't agree with (Currie and Eveline, 2010) study which held in an Australian university for academics with young children; and results conflicted with studies (Dayyoub, 2014) and (Almalki at el., 2012) that aimed at identifying the quality of work-life for employees in the telecommunications sector in Syria and to improve the retention of primary healthcare (PHC) nurses through exploring and assessing their quality of life in Saudi Arabia in respectively.

### Hypothesis Testing

1. Hypothesis (1): There is a significant correlation at  $\alpha \leq 0.05$  between the use of Software (email and web-based applications) and Work-life balance.

**Table (5.21): Correlation coefficient between the use of Software (email and web-based applications) and Work-life balance**

	Pearson Correlation Coefficient	P-Value (Sig.)
Relationship between the use of software (e-mail and web-based applications) and the time balance	.579	0.000*
Relationship between the use of software (e-mail and web-based applications) and the involvement balance	.656	0.000*
Relationship between the use of software (e-mail and web-based applications) and the satisfaction balance	.393	0.000*
<b>Relationship between the use of Software (email and web-based applications) and Work-life balance</b>	<b>.621</b>	<b>0.000*</b>

\* Correlation is statistically significant at 0.05 level

Table (5.21) shows that the correlation coefficient between the use of Software (email and web-based applications) and Work-life balance equals 0.621 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at  $\alpha = 0.05$ . It could be concluded there exist a significant relationship between the use of Software (email and web-based applications) and employees' Work-life balance.

The result comes in line with (Haeger & Lingham, 2014) and (Maruyama at. el, 2009). Where it is not in line with (Kotecha at. el, 2014) that investigated the implications of technology assisted supplemental work (TASW) on the work-life conflict (WLC) of academics in South Africa; and result also is conflicted with (Williams and at. el, 2014) that conducted in

Australia to examine the effects of email intrusion on work-life balance. This difference can be justified as both studies held in different countries and they were applied for academic employees.

2. Hypothesis (2): There is a significant correlation at  $\alpha \leq 0.05$  between the use of Hardware (smart phone, tablet, and Laptop) and Work-life balance.

**Table (5.22): Correlation coefficient between merger of the use of Hardware (smart phone, tablet, and Laptop) and Work-life balance**

	Pearson Correlation Coefficient	P-Value (Sig.)
Relationship between the use of Hardware (smart phone, tablet, and Laptop) and the time balance	.708	0.000*
Relationship between the use of Hardware (smart phone, tablet, and Laptop) and the involvement balance	.611	0.000*
Relationship between the use of Hardware (smart phone, tablet, and Laptop) and the satisfaction balance	.344	0.000*
<b>Relationship between the use of Hardware (smart phone, tablet, and Laptop) and Work-life balance</b>	<b>.632</b>	<b>0.000*</b>

\* Correlation is statistically significant at 0.05 level

Table (5.22) shows that the correlation coefficient between the use of Hardware (smart phone, tablet, and Laptop) and Work-life balance equals 0.632 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at  $\alpha = 0.05$ . The researcher concludes there exist a significant relationship between the use of Hardware (smart phone, tablet, and Laptop) and Work-life balance.

The result agreed with (Fleck at. El, 2015), (Adkins and Premeaux, 2014), (Yıldırım and Ansal, 2014) and (Maruyama at. el, 2009); where result was disagreed (Boswell and Buchanan, 2010) that investigated how the use of communication technologies beyond work hours relates to work-to-life conflict. The difference in the work nature for the study's population may be a reason behind this difference.

3. Hypothesis (3): There is a statistical significant effect at  $\sigma \leq 0.05$  for the advanced technology (hardware and the software: iPad, Laptop, Smart phone, email and Web-based applications) on Work-Life Balance.

**Table (5.23): Result of Stepwise regression analysis**

Variable	B	T	Sig.	R	R-Square	F	Sig.
(Constant)	1.540	5.108	0.000*	0.676	0.456	114.17	0.000**
Hardware (smart phone, iPad, and laptop)	0.329	4.846	0.000*				
Software (email and web-based application)	0.301	4.248	0.000*				

\* The variable is statistically significant at 0.05 level

\*\* The relationship is statistically significant at 0.05 level

By using a Stepwise regression, results obtained can be summarized as follows:

- a) The Multiple correlation coefficient  $R = 0.676$  and  $R\text{-Square} = 0.456$ . This means 54.6% of the variation in Work-Life Balance is explained by the advanced technology (hardware and the software: iPad, Laptop, Smart phone, email and Web-based applications).

- b) The Analysis of Variance for the regression model.  $F=114.17$ ,  $Sig. = 0.000$ , so there is a significant relationship between the dependent variable Work-Life Balance and the independent variables "the advanced technology (hardware and the software: iPad, Laptop, Smart phone, email and Web-based applications)".
- c) For the variable "hardware (smart phone, iPad, and laptop)", the  $t$ -test  $=4.846$ , the P-value ( $Sig.$ )  $=0.000$ , which is smaller than 0.05, hence this variable is statistically significant. Since the sign of the test is positive, then there is significant positive effect of the hardware (smart phone, iPad, and laptop) on Work-Life Balance.
- d) For the variable "software (email and web-based application)", the  $t$ -test  $= 4.248$ , the P-value ( $Sig.$ )  $=0.000$ , which is smaller than 0.05, hence this variable is statistically significant. Since the sign of the test is positive, then there is significant positive effect of the software (email and web-based application) on Work-Life Balance.
- e) In addition, based on the P-value ( $Sig.$ ), the most significant independent variable is hardware (smart phone, iPad, and laptop), then software (email and web-based application).
- f) The regression equation is:

$$\text{Work-Life Balance} = 1.540 + 0.329* (\text{Hardware}) + 0.301* (\text{Software})$$

The above result revealed that the 5 advanced technology items (email, web-based applications, iPad, laptop, smart phone) together do significantly increased in WLB; however the result indicated that hardware (smart phone, laptop and iPad) has better impact on WLB than the software (web-based applications and email).

4. Hypothesis (4): There are statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of advanced technology on work/life balance, attributed to the following demographic factors: gender, age, job grade, education level, years of service, type of contract, monthly salary, number of years in current position, living area, marital status, and number of children.

This hypothesis can be divided into the following sub-hypotheses:

- a. There are statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of advanced technology on work/life balance, attributed to gender.

**Table (5.24): Independent Samples T-test test of the fields and their p-values for Gender**

No.	Field	Means		Test Value	Sig.
		Male	Female		
1.	The use of software (email and web-based application)	5.57	4.93	2.458	0.015*
2.	The use of hardware (smart phone, iPad, and laptop)	5.94	5.44	1.870	0.043*
	<b>The use of advanced technology (software &amp; hardware)</b>	5.73	5.17	2.291	0.023*
1.	Time balance	5.31	4.59	2.507	0.013*
2.	Involvement balance	5.38	4.77	2.392	0.018*
3.	Satisfaction balance	5.23	4.60	2.349	0.020*
	<b>Work-life balance</b>	5.30	4.65	2.874	0.005*

\* The mean difference is significant a 0.05 level

Table (5.24) shows that the p-value ( $Sig.$ ) is smaller than the level of significance  $\alpha = 0.05$  for each field, then there is significant difference among the respondents toward each field



due to gender. The researcher concludes that the personal characteristics' gender has an effect on each field. This result comes in line with (Anila, 2014), (El-Balbisi, 2012) and (Yildirim & Ansal, 2014).

- b. There are statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of advanced technology on work/life balance, attributed to age.

**Table (5.25): ANOVA test of the fields and their p-values for age**

No.	Field	Means			Test Value	Sig.
		less than 35	From 35 - less than 45	45 and above		
1.	The use of software (email and web-based application)	5.01	5.47	5.25	1.119	0.329
2.	The use of hardware (smart phone, iPad, and laptop)	5.34	5.92	5.77	1.627	0.200
	<b>The use of advanced technology (software &amp; hardware)</b>	5.17	5.68	5.48	1.537	0.218
1.	Time balance	4.42	5.22	5.19	3.169	0.045*
2.	Involvement balance	4.66	5.26	5.29	2.363	0.097
3.	Satisfaction balance	4.60	5.02	5.16	1.422	0.244
	<b>Work-life balance</b>	4.57	5.15	5.21	3.014	0.052

\* The mean difference is significant a 0.05 level

Table (5.25) shows that the p-value (Sig.) is smaller than the level of significance  $\alpha = 0.05$  for the field "Time balance", then there is significant difference among the respondents toward this field due to age. The researcher concludes that the personal characteristics' age has an effect on this field.

For the other fields, the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$ , then there is insignificant difference among the respondents toward these fields due to age. The researcher concludes that the personal characteristics' age has no effect on the other fields.

- c. There are statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of advanced technology on work/life balance, attributed to job grade.

**Table (5.26): ANOVA test of the fields and their p-values for job grade**

No.	Field	Means				Test Value	Sig.
		5 - less than 8	from 8- less than 10	from 10- less than 14	From 14- Above		
1.	The use of software (email and web-based application)	5.12	5.55	5.33	5.19	0.384	0.765
2.	The use of hardware (smart phone, iPad, and laptop)	5.20	6.02	5.86	6.36	3.010	0.032*
	<b>The use of advanced technology (software &amp; hardware)</b>	5.16	5.77	5.58	5.67	1.227	0.301
1.	Time balance	4.49	4.63	5.25	5.83	3.510	0.017*
2.	Involvement balance	4.89	5.35	5.17	5.15	0.524	0.666
3.	Satisfaction balance	4.82	5.44	4.95	4.67	0.841	0.473
	<b>Work-life balance</b>	4.74	5.18	5.10	5.16	0.865	0.461

\* The mean difference is significant a 0.05 level

Table (5.26) shows that the p-value (Sig.) is smaller than the level of significance  $\alpha = 0.05$  for the fields “The use of hardware (smart phone, iPad, and laptop) and Time balance”, then there is significant difference among the respondents toward this field due to job grade. The researcher concludes that the personal characteristics’ job grade has an effect on the other fields.

For the other fields, the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$ , then there is insignificant difference among the respondents toward these fields due to job grade. The researcher concludes that the personal characteristics’ job grade has no effect on the other fields.

- d. There are statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of advanced technology on work/life balance, attributed to education level.

**Table (5.27): ANOVA test of the fields and their p-values for education level**

No.	Field	Means			Test Value	Sig.
		Diploma Degree	Bachelor Degree	Master & PhD Degree		
1.	The use of software (email and web-based application)	5.06	5.26	5.45	0.434	0.649
2.	The use of hardware (smart phone, iPad, and laptop)	4.76	5.78	6.19	5.700	0.004*
	<b>The use of advanced technology (software &amp; hardware)</b>	4.92	5.49	5.80	2.477	0.087
1.	Time balance	3.91	5.06	5.51	6.299	0.002*
2.	Involvement balance	4.71	5.13	5.26	0.933	0.395
3.	Satisfaction balance	4.73	5.01	4.87	0.300	0.741
	<b>Work-life balance</b>	4.48	5.06	5.17	1.987	0.140

\* The mean difference is significant a 0.05 level

Table (5.27) shows that the p-value (Sig.) is smaller than the level of significance  $\alpha = 0.05$  for the fields “The use of hardware (smart phone, iPad, and laptop) and Time balance”, then there is significant difference among the respondents toward this field due to education level. The researcher concludes that the personal characteristics’ education level has an effect on the other fields.

For the other fields, the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$ , then there is insignificant difference among the respondents toward these fields due to education level. The researcher concludes that the personal characteristics’ education level has no effect on the other fields.

- e. There are statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of advanced technology on work/life balance, attributed to years of service.

**Table (5.28): ANOVA test of the fields and their p-values for years of service**

No.	Field	Means					Test Value	Sig.
		Less than 2 years	2 - less than 7 years	7- less than 13 years	13- less than 20 years	20 and above		
1.	The use of software (email and web-based application)	5.27	4.76	5.10	5.57	5.50	1.275	0.282
2.	The use of hardware (smart phone, iPad, and laptop)	5.86	5.20	5.60	5.88	5.94	0.903	0.463

	<b>The use of advanced technology (software &amp; hardware)</b>	5.55	4.97	5.33	5.72	5.67	1.191	0.317
1.	Time balance	4.64	4.55	5.00	5.07	5.27	0.724	0.577
2.	Involvement balance	4.70	4.83	4.94	5.23	5.43	0.907	0.461
3.	Satisfaction balance	4.77	4.36	4.89	5.19	5.16	1.211	0.308
	<b>Work-life balance</b>	4.71	4.56	4.94	5.17	5.27	1.228	0.301

Table (5.28) shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for each field, then there is insignificant difference among the respondents toward each field due to years of service. The researcher concludes that the personal characteristics' years of service has no effect on each field.

- f. There are statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of advanced technology on work/life balance, attributed to type of contract.

**Table (5.29): Independent Samples T-test test of the fields and their p-values for type of contract**

No.	Field	Means		Test Value	Sig.
		Fixed-Term	Other		
1.	The use of software (email and web-based application)	5.29	5.19	0.276	0.783
2.	The use of hardware (smart phone, iPad, and laptop)	5.73	5.56	0.494	0.622
	<b>The use of advanced technology (software &amp; hardware)</b>	5.49	5.37	0.391	0.696
1.	Time balance	5.03	4.72	0.819	0.414
2.	Involvement balance	5.14	4.85	0.885	0.377
3.	Satisfaction balance	5.04	4.44	1.712	0.089
	<b>Work-life balance</b>	5.07	4.64	1.419	0.158

Table (5.29) shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for each field, then there is insignificant difference among the respondents toward each field due to type of contract. The researcher concludes that the personal characteristics' type of contract has no effect on each field.

- g. There are statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of advanced technology on work/life balance, attributed to monthly salary.

**Table (5.30): ANOVA test of the fields and their p-values for monthly salary**

No.	Field	Means			Test Value	Sig.
		Less than \$1000	1,000 – less than \$1,300	1,300 – and above		
1.	The use of software (email and web-based application)	5.22	5.28	5.36	0.081	0.922
2.	The use of hardware (smart phone, iPad, and laptop)	5.32	5.91	6.16	3.390	0.036*
	<b>The use of advanced technology (software &amp; hardware)</b>	5.27	5.58	5.70	1.089	0.339
1.	Time balance	4.45	5.27	5.56	5.604	0.004*
2.	Involvement balance	4.92	5.31	5.10	0.899	0.409
3.	Satisfaction balance	5.04	4.88	4.82	0.247	0.781
	<b>Work-life balance</b>	4.83	5.12	5.12	0.777	0.462

\* The mean difference is significant a 0.05 level

Table (5.30) shows that the p-value (Sig.) is smaller than the level of significance  $\alpha = 0.05$  for the fields “The use of hardware (smart phone, iPad, and laptop) and Time balance”, then there is significant difference among the respondents toward this field due to monthly salary. The researcher concludes that the personal characteristics’ monthly salary has an effect on this field.

For the other fields, the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$ , then there is insignificant difference among the respondents toward these fields due to monthly salary. The researcher concludes that the personal characteristics’ monthly salary has no effect on the other fields.

- h. There are statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of advanced technology on work/life balance, attributed to number of years in current position.

**Table (5.31): ANOVA test of the fields and their p-values for number of years in current position**

No.	Field	Means			Test Value	Sig.
		less than 4 years	4- less than 6	6 and above		
1.	The use of software (email and web-based application)	5.08	5.08	5.41	0.790	0.455
2.	The use of hardware (smart phone, iPad, and laptop)	5.55	5.92	5.70	0.368	0.693
	<b>The use of advanced technology (software &amp; hardware)</b>	5.28	5.48	5.54	0.399	0.672
1.	Time balance	4.71	4.87	5.11	0.704	0.496
2.	Involvement balance	4.84	4.80	5.29	1.592	0.207
3.	Satisfaction balance	4.41	4.85	5.17	2.817	0.063
	<b>Work-life balance</b>	4.63	4.84	5.19	2.255	0.108

\* The mean difference is significant a 0.05 level

Table (5.31) shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for each field, then there is insignificant difference among the respondents toward each field due to number of years in current position. We conclude that the personal characteristics’ number of years in current position has no effect on each field.

- i. There are statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of advanced technology on work/life balance, attributed to living area.

**Table (5.32): ANOVA test of the fields and their p-values for living area**

No.	Field	Means				Test Value	Sig.
		North	Gaza	Middle	South		
1.	The use of software (email and web-based application)	5.07	5.22	5.30	5.64	0.505	0.680
2.	The use of hardware (smart phone, iPad, and laptop)	5.60	5.90	5.30	5.77	1.074	0.362
	<b>The use of advanced technology (software &amp; hardware)</b>	5.32	5.54	5.27	5.70	0.478	0.698
1.	Time balance	4.69	5.15	4.68	5.15	0.815	0.487
2.	Involvement balance	5.05	5.03	5.03	5.48	0.449	0.718
3.	Satisfaction balance	5.24	4.60	5.01	5.70	2.811	0.041*
	<b>Work-life balance</b>	5.03	4.89	4.92	5.47	0.929	0.428

\* The mean difference is significant a 0.05 level

Table (5.32) shows that the p-value (Sig.) is smaller than the level of significance  $\alpha = 0.05$  for the field “Satisfaction balance”, then there is significant difference among the respondents toward this field due to living area. The researcher concludes that the personal characteristics’ living area has an effect on this field.

For the other fields, the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$ , then there is insignificant difference among the respondents toward these fields due to living area. The researcher concludes that the personal characteristics’ living area has no effect on the other fields.

- j. There are statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of advanced technology on work/life balance, attributed to marital status.

**Table (5.33): Independent Samples T-test test of the fields and their p-values for marital status**

No.	Field	Means		Test Value	Sig.
		Married	Other		
1.	The use of software (email and web-based application)	5.27	5.28	-0.019	0.985
2.	The use of hardware (smart phone, iPad, and laptop)	5.71	5.65	0.136	0.892
	<b>The use of advanced technology (software &amp; hardware)</b>	5.47	5.45	0.042	0.967
1.	Time balance	5.02	4.55	0.994	0.322
2.	Involvement balance	5.12	4.83	0.676	0.500
3.	Satisfaction balance	4.95	4.77	0.403	0.687
	<b>Work-life balance</b>	5.02	4.73	0.785	0.433

Table (5.33) shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for each field, then there is insignificant difference among the respondents toward each field due to marital status. The researcher concludes that the personal characteristics’ marital status has no effect on each field.

- k. There are statistical differences at a significant level 0.05 among the responses' mean of respondents regarding the impact of advanced technology on work/life balance, attributed to number of children.

**Table (5.34): ANOVA test of the fields and their p-values for number of children**

No.	Field	Means				Test Value	Sig.
		None	1- less than 4	4- less than 6	6 and above		
1.	The use of software (email and web-based application)	5.11	5.49	5.19	5.13	0.499	0.684
2.	The use of hardware (smart phone, iPad, and laptop)	5.42	5.80	5.69	5.74	0.270	0.847
	<b>The use of advanced technology (software &amp; hardware)</b>	5.25	5.64	5.43	5.39	0.389	0.761
1.	Time balance	4.38	4.99	5.01	5.31	1.129	0.339
2.	Involvement balance	4.60	5.13	5.31	5.00	1.019	0.386
3.	Satisfaction balance	4.53	5.07	5.19	4.57	1.389	0.248
	<b>Work-life balance</b>	4.51	5.06	5.17	4.92	1.154	0.329

\* The mean difference is significant a 0.05 level

Table (5.34) shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for each field, then there is insignificant difference among the respondents toward each field due to number of children. It was concluded that the personal characteristics’ number of children has no effect on each field.

## **Chapter -6-**

### **Conclusions and Recommendations**

- **Introduction**
- **Conclusions**
- **Recommendations**
- **Suggested Topics for Future Studies**



## **Chapter Six**

### **Conclusions and Recommendations**

#### **Introduction**

The aim of this research was to explore the impact of advanced technology on work-life balance for the administrative employees at UNRWA-Gaza Field Office. This chapter discusses the key findings and recommendations that the researcher suggests to enhance and promote the work-life balance for employees within the existence advanced technology. This chapter is divided into three main sections: Conclusion, Recommendations and Proposed further studies.

#### **Conclusions**

As discussed in the literature, technology has a nature to remove boundaries of work-place. This research investigates the impact of the software technology (email and web-based applications) and the hardware technology (IPad, tablet, and laptop) on employees' time, involvement and satisfaction balance in work and family roles (work-life balance) through an empirical study of the employees at UNRWA- Gaza Field Office.

This study is conducted through survey of 175 employees of UNRWA; where the adoption of the advanced technology continues at an increasing through introducing new software applications and new mobile devices. Three hypotheses include other sub-hypotheses were empirically examined. In the light of the findings which were presented in the previous chapter the most important findings are:

1. Advanced technology (software & hardware)
  - a. Results revealed that there is a significant relationship between the use of Software (email and web-based applications) and Work-life balance. More than half of the respondents agree that using email and web-based applications offer flexibility that encourage them to work from home, this causes increasing in the workload, extend the working hours, and reducing time for the social life. However, this wasn't associated with work-family conflict. The more adoption of the software applications, the more ability to obtain the desired balance among employees. Reason behind this is most of the UNRWA's administrative tasks depend on the web-applications and the email, employees will find it more flexible, comfortable and more confident when they know that they have the ability to do their job from anywhere at any time; plus, this may avail more time for family or personal issues.
  - b. Results show that UNRWA's employees agree that using the advanced technology for work contributed to the interference between work and personal life. However, it doesn't lead to family conflicts.
  - c. There is significant relationship between the use of Hardware (smart phone, tablet, and Laptop) and employees' Work-life balance. Although mobile devices providing employees with 24/7 connection to their office causing increase in working hours. Employees agreed that this issue has no negative effect toward their family responsibilities. Explanation may be provided for this, the majority of the respondents are youth professionals; they have the interest on how to integrate

new technology in their work tasks; as well as they have positive attitude toward any new technology that facilitate their work or/and non-work duties. So, they feel mobile devices have a positive impact and support achieving the balance between employees' work and non-work lives.

- d. The study shows that employees believe that the hardware plays higher positive effective role than the software in creating the desired employee's work-life balance.
  - e. The respondents believe that mobile devices (IPad, laptop and tablet) can streamline work processes and communication.
  - f. Most of the respondents believe in the positive impact of using the mobile devices in keeping them updated on work related issues.
  - g. The use of advanced technology (hardware and software) will lead to improve employee's ability to manage his/her time and involvement balance between work and family or personal demands; as well as enhance employee's satisfaction balance but at a lower level; because this item depends on many other factors like financial, demographic and organizational factors.
  - h. Technology is a double-edged sword. While innovations such as smart phones, laptop, tablet, and wireless networks allow employees to work anywhere, they also allow work to follow them anywhere. As an overall evaluation for this dimension, results show that there is a low level of agreement from the respondents on the positive role of the advanced technology (software & hardware) in supporting employees' work-life balance.
2. Work-Life balance (time balance, satisfaction balance, involvement balance)
- a. The research results revealed that there is a low level of work life balance exists among administrative employees at UNRWA; Employees are not able to manage their work life balance and personal obligations properly; this may be because of the nature of their job that required them to handle work related issues beyond official working hours.
  - b. Results show that employees seem to experience different levels on the three WLB's components. results found that employees are better able to balance their involvement and time; while the satisfaction balance was found as the most challenging component to achieve as it depends on many factors. According to the results obtained, the following reasons may contribute to have low level of satisfaction among UNRWA's employees:
    - The long distance between employees' houses and work stations.
    - In addition, employees believe that UNRWA is not supporting its staff members as they need; such as providing more training courses, creating creative environment by encouraging new ideas and providing psychological support through activities to reduce work stressors.
    - Results show that employees are handling additional work tasks without any type of recognition or appreciation, as well as they are not rewarded for their better performance.

- Employees feel that they are not valued for their high commitment toward the work as they expected.
  - More than half of the respondents believe that the grievances presented to the administration by employees are not treated fairly and transparently.
  - Also respondents are not completely satisfied with UNRWA's programs to support social and family activities.
- c. The results show that employees can achieve low level of time balance; this can be explained as all employees now own mobile devices where they frequently use it when not at work to access work emails and other applications; further, the mobile devices that enable work applications encourage employees to be connected to the work at times outside of the normal work schedule, away from the office, leads to spend more time for work related issues and generated a sense of being work all the day. Also results show that about half of the respondents feel it is not easy for employees to take any kind of the official leave that offered by UNRWA, when they needed; this gives employees the feeling of being stuck at office when they should not be.
  - d. The study revealed that one of the challenges that face the employees in balancing their work and non-work lives is because employees are giving the work high priority and the full attention; trying not to reject any additional work task even if it requires more time, effort and commitment to additional hours. This can be seen either a positive side in the work environment that motivate employees to perform more tasks in addition to their normal duties; or it may reflects a negative work environment where employees cannot express their feelings or opinion in rejecting or apologizing for performing additional tasks.
  - e. As a result of the high employees' commitment to the work. Results show that approximately half of the respondents were often benefited from UNRWA's work-life programs; and more than half of the respondents are usually, spending additional hours in work during their off days and they are ready to cancel or postpone any social activity for being at work when needed. This impacts employees' role toward family responsibilities and lead to increase working hours.
  - f. About half of the employees found that they have the ability to manage their work and personal or family demands (involvement balance) at low level.
  - g. Most employees expressed that they are happy with their work environment and colleagues and their relations are good in the organization.
  - h. Most employees are happy with the communication systems they had with the management and their direct supervisors. So it can be said that communication systems in UNRWA is good and effective.
  - i. Most employees were accepting the pay which is paid for them. They are neither satisfied nor dissatisfied with their monthly salary.

### 3. The Sample Characteristics

- a. Results show that the male staff members are using the technology more than the female staff members, thus the male employees were found better able to balance their work and personal life.
- b. There is significant difference among the respondents toward time balance only due to age; where the mean value for the age group (35 to 45) found to have highest value. The results showed insignificant difference due to age toward involvement or satisfaction balance, and the use of hardware or software technology. This may be interpreted as employees at moderate ages (35 - 45) – which represent the majority of the respondents - are more likely to focus on their career life and how to improve their living situation by enhance their professional skills and experience, plus showing their supervisors their high commitment in the work. They are willing to work for additional hours even if this will negatively impact their other non-work responsibilities. Furthermore, people at different ages use the mobile devices for work differently; so the schedule time is also different.
- c. Respondents' job grade has an effect on the fields "Time balance and the use of hardware". This result may be explained as employees at different job grades have different responsibilities and duties to perform; they are also provided with different mobile devices. Within the current advanced communication techniques, employees are able to handle their work responsibilities outside the office, employees are more likely to use technological facilities in carrying out their daily work anywhere and anytime, which lead to create time imbalance.
- d. In making a comparison in the results between the two groups of job grades (8-less than 10, and 14- and above), it is noticed that employees at grades (8-less than 10) is using software applications more than the mobile devices, whilst employees at the grades (14 and above), which represent employees at supervisory level, are more using the mobile devices than the software applications for the work; this result reflect the nature of employees' jobs as supervisors are not supposed to use the UNRWA's software applications as much as employees at lower grades do.
- e. There is significant difference among the respondents toward “The use of hardware (smart phone, IPad, and laptop) and Time balance” due to respondents' educational level. This difference may be result due to the different in the usage pattern of the mobile devices by different educational level, for example employees at a higher educational level are using intensively the mobile communication devices after the workday for the work that make them unable to manage their time schedule. Most of the respondents are high educated employees, in addition to exclude the operational level from the target sample with less than secondary school education, so more accurate results were concluded to all the fields.
- f. Results found that the respondents' opinion on the field (satisfaction balance) affected by the living area. The mean value for the southern area reported the highest value, which means that employees who live in the south are less satisfied compared to other staff members; as they are more likely to spend longer time in the way between their houses and their work station in the field office – Gaza; that require them to leave their home earlier and to reach their home late by an hour compared to employees

- who live in Gaza which may be exhausted. In addition, it is not easy to take a leave the office for an hour, as an example, in emergency cases similar to other employees.
- g. There is significant difference among the respondents toward “The use of hardware (smart phone, iPad, and laptop) and Time balance” due to monthly salary.
  - h. There are no significant differences of the population’s individual’s perceptions according to their personal and professional characteristic (years of experience, type of contract, number of years in current position, marital status, and number of children).
  - i. The majority of the respondents are fixed-term married employees, being in their current position for 6 years or more, with monthly salary between \$700 and \$1,000, have bachelor degree at job grade between 10 and 14, their age group (35 – 45), live in Gaza area.
4. Hypotheses Testing
- a. There is a significant statistical relation between the use of email and software applications and employees’ Work-life balance. From the researcher's point of view, this could be attributed to the nature of the administration profession; where they may need to check their emails continuously, many times during the non-working time, for example the clerk who work in the travel office must check his/her email; because she/he supposes to follow up all issues related to the travel for the local and international staff, in order to take the necessary arrangements on time. Other employees feel that they must check their emails for possible urgent matters; they feel that they will be asked for a respond regardless the time of receiving the email. Managers, for example are more likely to check their emails more than the other staff, as they want to be updated about the important decisions; in addition they have higher possibility for receiving urgent emails or urgent calling for meetings. On other hands, other employees who are concern to improve their career choose to check and send emails during the non-working time, in order to draw the attention of their supervisors on their hard efforts and high commitment, responsible and care about the work for a possible promotion in future. Following the same analogy and explanation provided for this paragraph, the result is logical for the employees' use of the web applications beyond the official working hours. As UNRWA concerns to facilitate the work process and to improve the internal communication among staff, it adopts many web-applications such as the HR applications; and the remote applications that enable users to access their work PCs remotely when they are at home.
  - b. There exist a statistically significant relationship between the Hardware (smart phone, tablet, and Laptop) and Work-life balance. This relationship depends on how the hardware is being used by the employees. An explanation for this result may be supported by the absence of clear rules regarding the use of the UNRWA's mobile communication devices. For example, some employees, who have UNRWA's smart phones with SIM, believe that they cannot shutdown the phone after the working hours; further, they belief that they must answer any call in off days or after the working hours. This gives the employees the sense that they are overloaded and connected to the office all the time. On other side, according to the sample

demographic characteristics (50% of the respondents are high educated employees, with more than 6 years in their current position and at age group between 35 and 45 years), they will be satisfied when integrate new technology for performing job-related functions regardless its impact on their WLB. Moreover, results indicate that those employees may consider the work role to be an important component of them, and they are seeking to be involved in the important decision and tasks, thus they are internally motivated to extend their workday through technological tools because they consider their work central to their existence. Specifically, employees who feel affective attachment toward an organization or employees with high ambition; they are likely to put in extra effort to contribute to that organization and thus report greater use of the mobile communication devices after normal working hours in work issues.

- c. The result indicated that hardware (smart phone, laptop and IPad) has more positive impact on WLB than the software (web-based applications and email). In addition, results show that about half of the variation in employees' Work-Life Balance is explained by the advanced technology (hardware and the software: IPad, Laptop, Smart phone, email and Web-based applications).
- d. There are statistical differences of the population's individual's perceptions according to their personal and professional characteristic (gender, age, job grade, education level, monthly salary, and living area).

## **Recommendations**

In light of the aforementioned results the researcher recommends the following:

1. Advanced technology (software & hardware)
  - a. Results show that using the advanced technology helps employees to balance their life. So, the researcher recommends increasing the adopting of the software applications that facilitate employees' daily work.
  - b. Moreover, the researcher recommends integrating more mobile communication devices in work; plus issuing technical and administration instruction to manage and clarify this area; the top management must consider the demographics of the employees.
  - c. The results found that hardware devices have the higher impact on WLB than the software, so UNRWA may use laptops for its administrative employees instead of using the desktop PCs; moreover it should encourage its staff members to use their smart phones applications through targeting the employees in various professional and advanced training courses about how to integrate technology in work in order to ease work duties and make it more enjoyable and about the available advanced features in the mobile devices that support their work-life balance.
2. Work Life Balance (time balance, satisfaction balance, involvement balance)
  - a. Most of the respondents feel that they are not able to balance work and personal obligations. So, UNRWA should develop more supportive work-life balance culture; consider work-life as part of the organization strategy that provides a



solid return on investment for the employee and the employer. This can be implemented through the following recommendations:

- Increasing employees' entitlement to make use of existing WLB programmes; through encouraging more flexible working arrangements such as part-time, telecommuting work, strict maximum hours and strengthening less hour work culture; as well as Assign time limits for scheduling and announcement of important meetings and overtime.
  - Empowering senior staff to play more effective role in supporting employees' personal liabilities, by organizing special trainings designed for supervisors and managers to discuss their roles in WLB policies.
  - In order to provide support work environment, UNRWA should identify areas of policy development and implementation where change may be required; plus issuing administrative and technical instructions about working during holidays and assigning specific additional tasks to employees not related to their normal duties. This should be implemented in coordination with the departments' heads to be accepted and achievable.
  - In order to help employees to achieve time balance and decrease the interference between work and non-work, managers should clarify expectations regarding after-hours communication and encourage teams to develop daily routines that respect work and personal boundaries.
  - To better achieving employees' WLB, the management should ensure fairness and consistency in the way than policies that support work life balance are implemented.
  - Employees need to be more aware of their work-life priorities and strive for its attainment. So it is important to invite employees to participate / attend meetings and workshops to discuss issues like staff entitlements, policies, e-mail file management, and expectations; to help employees to understand that Work-life balance initiatives are not only an option, but also a necessity for many employers today.
  - Work-life balance initiatives should be designed to be sensitive to employees' needs. Responding to the changing needs of employees and employer and ensuring employees are aware of existing and changed policies.
  - Adopting Work-life balance initiatives of different strategies; such as time-based initiatives (alternative work schedule, compressed workweek, telecommuting), Information-based strategies (relocation assistance, work-life brochure and intranet), Direct services (childcare and dependent care), and Culture-change strategies (trainings or focus on employees' performance).
  - Develop monitoring and evaluation tools to measure the effectiveness and the impact of the work-life balance programmes has on staff (survey, structured or unstructured meetings, workshop, ..etc).
- b. Satisfaction balance was shown as the most challenging component for the employees. In order to increase the satisfaction among employees, UNRWA can implement the followings:

- A good starting point for this is by encouraging employees to attend Personality Development programmes, stress management, and self-care sessions on regular basis, to improve their personality as well as enhancing their knowledge on how to deal with work stressors, type of stressors and how to avoid anger.
  - Conduct regular recreation facilities/ activities targeting employees with their families outside UNRWA installations;
  - Promote the counseling services through organizing sessions in topics based on employees' work life balance problems or needs.
  - UNRWA may implement some activities; such as fitness center, no response to email during weekends, schedule breaks in the workday, social events to strengthen at work friendships, employees family events to strengthen family-work connections and the understanding, family day, competitions games for employees and/or their children, employee of the year competition, sharing success stories, grandparent's day off, free transportation services for social events, compulsory vacation and discount from some stores.
  - UNRWA should encourage staff to participate in trainings and education, by arranging for scholarship with external partners, as well as conduct seminars or workshop for knowledge sharing.
- c. Employees believe that they are not valued for their better performance. So, UNRWA should improve the incentive system it has to be more effective. Provide rewards or recognition for creative approached to support work-life balance and for other work related proposals. This will motivate the employees to work with more commitment and involvement.
- d. In order to increase the effectiveness of the trainings, UNRWA should implement comprehensive training programmes that response to employees needs and help them in improving their daily work; such as time management and competencies (problem solving, teamwork, professionalism, computer skills, and communication skills).
- e. In order to increase the employees' awareness regarding the existing WLB programmes, UNRWA should provide a manual book for employees' entitlements to serve as a guidance on WLB programmes; it should includes detailed description for all the available WLB programmes.
- f. Increase the work-life balance options for men and employees without children.

### **Suggested Topics for Future Studies**

Future studies may need to consider:

1. The impact of employees' work-life imbalance on performance and productivity.
2. How the organization can effectively change their cultures to become more family-friendly.
3. Comparative study on work-life balance policies, programs and impacts between the NGOs and non-NGOs organizations in Gaza.
4. Factors influence Work-Life Balance.
5. Pros and Cons of the mobile communication devices.

## References

- Text books
- Journals and Periodicals
- Dissertations and Thesis
- Reports
- Websites

## References

### Holy Quran

#### 1. Text Books

- Allvin, M., Aronsson, G., Hagstrom, T., Johansson, G., Lundberg, U. (2011), Work without boundaries. Psychological perspectives on the new working life. Oxford: WileyBlackwell
- Cascio, W. (2000). Costing human resources: The financial impact of behavior in organizations(4th ed.). Cincinnati, OH: South-Western College Publishing.
- Dessler, G. (2004). Management principles and practice for tomorrow's leader (3rd ed.). Upper Saddle River, NJ: Pearson Education Inc.
- Jick, T., Peiperl, M. (2003). Managing Change: case and concepts, 2nd Edition, McGraw Hill/Irwin, New York,
- Robbins, S., Judge, T. (2009). Organization Behavior (13th Edition). Upper Saddle River, New Jersey: Pearson Prentice Hall.
- Schein, E. (2004). Organizational Culture and Leadership, 3<sup>rd</sup> Edition, Jossey-Bass, San Francisco.
- Senge, P. M. (1990) The Fifth Discipline: the Art and practice of the learning organization, currency doubleday, New Yourk
- Schein, E. (2010). Organizational culture and leadership. San Francisco: Jossey-Bass. Fourth edition
- Schermerhorn, J., Osborn, R., Uhl-Bien, M., Hunt, J. (2011), Organizational Behavior, 12th Edition.
- Whetten, D., Cameron, K. (2005). Developing management skills (6thEdition.) Upper Saddle River, NJ. Prentice Hall.

#### 2. Journals and Periodicals

- AlHendi, H.S. (2007). Developing a Forecasting Model for Mobile Users in Palestine
- Adkins,C., Premeaux, V. (2014). The Use of Communication Technology to Manage Work-Home Boundaries
- Allen, T, Herst, D., Bruck, C., Sutton, M. (2000). Consequences associated with work-to-family conflict: A review and agenda for future research, Journal of Occupational Health Psychology, 5(2): 278–308.
- Allen, T. (2001). Family-Supportive Work Environments: The Role of Organizational Perceptions. Journal of Vocational Behavior 58:414–35.
- Anderson, S., Coffey, S., Byerly, R. (2002). Formal organizational initiatives and informal workplace practices: Links to work-life conflict and job-related outcomes. Journal of Management, 28(6), 787-810.
- Andrade, A., Techatassanasoontorn, A., Wanchai, P. (2013). Mobility experiences in everyday life JAIS: Theory Development Workshop
- Annink, A., Dulk, L., Steijn, B. (2015). Work–Family Conflict Among Employees and the Self-Employed Across Europe. Social Indicators Research.
- Anxo, D., Franz, C. and Kummerling, A. (2013), Working Time and Work-Life Balance in a Lifecourse Perspective, European Foundation for the Improvement of Living and Working Conditions, Dublin
- Ashwini, S. (2014). Work Life Balance with Special Reference to Public Sector Bank Employees in Karnataka

- Bao, P., Pierce, J., Whittaker, S., Zhai, S. (2011). Smart phone use by non-mobile business users
- Baral, R., Bhargava, S. (2011). HR interventions for work-life balance: evidences from organizations in India. *International Journal of Business, Management and Social Sciences*, Vol. 2(1), pp. 33-42.
- Barley, S.R., Meyerson, D., Grodal, S. (2011). E-mail as a source and symbol of stress. *Organization Science*, 22, 887-906
- Beckinsale, M., and Ram M. (2006). Delivering ICT to ethnic minority businesses: an action- research approach. *Environment and Planning C: Government and Policy* 24(6), pp847
- Bellavia, G., Frone, M. (2005). Work-family conflict. In J. Barling, E. K. Kelloway, M. R. Frone. *Handbook of work stress* (pp. 113-147).
- Berg, E., Mortberg, C., Jansson, M. (2005). Emphasizing Technology: socio-technical implications. *Information Technology and People*, 18(4), pp. 343-358.
- Bhatnagar, S., Jain, P. (2014). *Management of Work Life Balance with Special Reference to Its Professionals in Metro Cities*
- Bloom, N., Kretschmer, T., Reenen, J. (2006). *Work-Life Balance, Management Practices and Productivity*
- Blyton, P., Blunsdon, B., Reed, K., Datmalchian, A. (2006). *Work-life integration: International perspectives on the balancing of multiple roles*. New York: Palgrave Macmillian.
- Boswell, W., Olson-Buchanan, J. (2007). The use of communication technologies after hours: The role of work attitudes and work-life conflict. *Journal of Management*, Vol 33(4).
- Bradley, L., Susanne, R., Eckardt, F. (2008). There is a link between work life balance culture and strategic competitive advantage.
- Brodie, C., Rubin, B. (2011). Generational differences in the effects of insecurity, restructured workplace temporalities, and technology on organizational loyalty
- Bruck, C. S., Allen, T. D., & Spector, P. E. (2002). The Relation between work-family conflict and job satisfaction: A finer-grained analysis. *Journal of Vocational Behavior*, 60(3), 336-353.
- Brynjolfsson, E., McAfee, A. (2011). *Race against the machine: How the digital revolution is accelerating innovation, driving productivity, and irreversibly transforming employment and the economy*. Digital Frontier Press Lexington, MA.
- Budd, J., Mumford, K. (2006). Family-friendly work practices in Britain: availability and perceived accessibility. *Human Resources Management* 45(1), 23-42
- Byron, K. (2005). A meta-analytic review of work-family conflict and its antecedents. *J VocatBehav* 67:169–198
- Canivet, C., Ostergren, P., Lindeberg, S., Choi, B., Karasek, R., Moghaddassi, M., Isacsson, S. (2010). Conflict between the work and family domains and exhaustion among vocationally active men and women', *Social Science & Medicine*, Vol. 70/8
- Caparas, V. (2008). *Work-life balance: best practices from family-responsible employers and executives*. Center for Research and Communication Foundation

- Cappelli, P. (2000). A market-driven approach to retaining talent. *Harvard Business Review* 78 (1): 103-111
- Carlson, D., Grzywacz, J., Ferguson, M., Hunter, E. M., Clinch, C. R., & Arcury, T. A. (2011). Health and turnover of working mothers after childbirth via the work–family interface: An analysis across time. *Journal of Applied Psychology*, 96(5), 1045-1054
- Cascio, W. (2000). *Costing human resources: The financial impact of behavior in organizations*(4th ed.). Cincinnati, OH: South-Western College Publishing.
- Chamakiotis, P., Symon, G., Whiting, R., Roby, H. (2014). Transitions across work-life boundaries in a connected world: the case of social entrepreneurs.
- Chau, P., & Hu, P. (2002). Investigating healthcare professionals’ decisions to accept telemedicine technology: An empirical test of competing theories. *Information & Management*, 39(4), 297–311.
- Clark, S.C. (2000): Work/family border theory: A new theory of work/family balance. In: *Human Relations* 53(6): 747-770.
- Cook, A., Minnotte, K. (2008). Occupational and industry sex segregation and the work family interface. *Sex Roles*, 59(11-12), 800-813.
- Cousins, K., Robey, D. (2015). Managing work-life boundaries with mobile technologies: An interpretive study of mobile work practices. *Information Technology & People*, Vol. 28 Iss: 1, pp.34 – 71
- Cox A., (2013). “I’d Sit at Home and Do Work Emails”: How Tablets Affect the Work-Life Balance of Office Workers.
- Daniele Grandi (2012): Work-Life Balance: constraints and opportunities for an effective implementation at firm-level
- Darcy, C., McCarthy, A., Hill, J., Grady, G. (2012). Work–life balance: One size fits all? An exploratory analysis of the differential effects of career stage, *European Management Journal*, 30(2), pp. 111 – 120.
- Deery, M. (2008), Talent management, work-life balance and retention strategies, *International Journal of Contemporary Hospitality Management*, vol. 20, no. 7, pp. 792-806
- Doshi, Khushbu (2014). A comparative study on quality of work life balance and it’s impact on job satisfaction of private bank employees with special reference to **ICICI** and **HDFC** banks in Rajkot. Issue 4, Vol. 3 (May 2014). ISSN 2249-5908
- Den Dulk, L. (2001). *Work-Family Arrangements in Organizations: A cross-national study in the Netherlands, Italy, the United Kingdom and Sweden*: Rozenburg Publications.
- Dixon, M., Bruening, J. (2007). Work-family conflict in coaching I: A Top down perspective. *Journal of Sport Management*, 21, 377–406.
- Donnelly, D. (2014). The effect of Smartphones on Work-Life Balance
- Dulk, L., Ruijter, J. (2008). Managing work-life policies: disruption versus dependency arguments. Explaining managerial attitudes towards employee utilization of work-life policies
- Durai, P. (2010). *Human Resource Management*. New Delhi: Pearson Education



- Eby, L., Casper, W., Lockwood, A., Bordeaux, C., Brinley, A. (2005). Work and family research in IO/OB: Content analysis and review of the literature (1980-2002). *Journal of Vocational Behavior*, 66(1), 124-197
- El-Shikhdeeb, Z. (2008). *The Role of Business Communication in Decision Making Process: Case Study - Palestinian Telecommunication Company (PalTel)*
- Epie, T. (2006). *Work-Life Balance: Changing Patterns in a Changing World*. Department for Education and Employment, London.
- Fleck, R., Cox, A., Robison, R., (2015). *Balancing Boundaries: Using Multiple Devices to Manage Work-Life Balance*.
- Frey, C., and Osborne, M. (2013). *The future of employment: how susceptible are jobs to computerization?*
- George, D., Mallery P. (2006). *SPSS for Windows Step by Step. A Simple Guide and Reference*, page 231. Allyn and Bacon, Boston, MA, USA.
- Glass, J., Finley, A. (2002). Coverage and effectiveness of family-responsive workplace policies. *Human Resource Management Review*, 12, 313-337.
- Goodman, P., & Rousseau, D. (2004). Organizational change that produces results: The linkage approach. *Academy of Management Executive*, 18(3), 7-19.
- Grady, G., McCarthy, A., Darcy, C., Kirrane, M. (2008). *Work-Life Balance Policies and Initiatives in Irish Organisations – A Best Practice Management Guide*
- Grawitch, M., Gottschalk, M., Munz, D. (2006). The path to a healthy workplace: A critical review linking healthy workplace practices, employee well-being, and organizational improvements. *Consulting Psychology Journal: Practice and Research*, 58, 129-147.
- Guest, D. (2002). Perspectives on the Study of Work-Life Balance. *Social Science Information*, 41 (2): 255-279.
- Hamblen, M. (2005). Cisco builds system to boost emergency communications. *Computerworld* 39(43), 5.
- Hammer, L., Kossek, E., Yragui, N., Bodner, T., Hanson, G. (2009). Development and validation of a multidimensional measure of family supportive supervisor behaviors (FSSB), *Journal of Management*, 35(4): 837–856
- Hammer, L., Kossek, E., Anger, W. K., Bodner, T., Zimmerman, K. (2011), Clarifying work-family intervention processes: the roles of work-family conflict and family-supportive supervisor behaviors
- Harris, T. (2014). *The Impact of Smartphones on Work-Life Balance*
- Hayman, J. (2009). Flexible work arrangements: Exploring the linkages between perceived usability of flexible work schedules and work/life balance. *Community, Work and Family*. 12(3), 237-338.
- Heijstra, T., Rafnsdottir, G. (2010). The Internet and academics' workload and work-family balance.
- Hennig, M., Gaterman, D. Hagglund, A. (2012). Pros and cons of family policies for mothers' labour market participation. *International Journal of Sociology & Social Policy*, Vol. 32 Nos 9/10, pp. 502-512.
- Henry, C., Thode, Jr. (2002). *Testing for Normality*. New York: Marcel Dekker, Inc. p. 479. ISBN 0-8247-9613-6.

- Hislop, D., Axtell, C. (2011). Mobile phones during work and non-work time: A case study of mobile, non-managerial workers
- Holt (2006). Balance: Real Life Strategies for Work/Life Balance. Sea Change Publishing
- Hsieh, L., Tsai, Y. (2005). Technology investment mode of innovative technological corporations: M & A strategies intended to facilitate innovation. Journal of American Academy of Business, 6, 185-194.
- Igbinomwanhia, O., Iyayi, O., Iyayi, F. (2012). Employee Work-Life Balance as an HR Imperative
- Joyce, K., Pabayo, R., Critchley, J., Bambra, C. (2010). Flexible working conditions and their effects on employee health and wellbeing, Cochrane Database of Systematic Reviews, Issue 2
- Kaiser, S., (2010): The Effects of work-life balance initiatives at the Employee Commitment: An Empirical Study in the Business Consultancy sector in Zeitschriftfür 24(3): 231-265.
- Kalaiselvi, K.T., Muruganandam, D., SakthiSuganya, R. (2010). A study on work life balance amongst managers of garment units in Tamilnadu State, India. International Journal of Human Sciences, Vol. 7, No. 2.
- Kalliath, T., Brough, P. (2008). Achieving work-life balance. Journal of Management & Organization, vol. 14, no. 3, pp. 224-226.
- Khan, S. & Agha, K. (2013), Dynamics of the Work Life Balance at the Firm Level: Issues and Challenges. Journal of Management Policy and Practice vol. 14, No. 4.
- Kinman, G., McDowall, A. (2009). Does work-life balance depend on where and how you work?
- Kossek, E., Sweet, S., Pitt-Catsoupes, M., (2006). The work and family handbook: multi-disciplinary perspectives and approaches.
- Kotecha, K., Ukpere, W., Geldenhuys, M. (2014). Technology and Work-Life Conflict of Academics in a South African Higher Education Institution
- Krishnan, T. (2010). Technological Change & Employment Relations in India
- Kubicek, B., Korunka, C., Ulferts, H. (2013). Acceleration in the care of older adults: New demands as predictors of employee burnout and engagement. Journal of Advanced Nursing, 69, 1525–1538.
- Kundu& Rina (2013), Work-Life Conflicts of Working Couples and Their Management: A Theoretical Framework. M International Journal of Computational Engineering & Management, Vol. 16, No. 2.
- Lee-Ross, D., Pryce, J. (2010). Human resources and tourism: skills, culture and industry.
- Lewis, S., Dulk, L. (2006). Parents' experiences of flexible work arrangements in changing European workplaces.
- Lewis-Beck, M., Bryman, A., Liao, T. (2004). The sage encyclopedia of social science research methods.
- Lockwood, N. (2003). Work-Life Balance: Challenges and Solutions, SHRM Research Quarterly No 2. Society for Human Resource Management, USA.

- Manuelli, K., Latu, S., Koh, D. (2007). ICT adoption models. 20th Annual Conference of the National Advisory Committee on Computing Qualifications (NACCCQ),
- Marchand, D., Kettinger, W., Rollins, J. (2001): Information orientation - The link to Business Performance.
- Maruyama, T., Hopkinson, P., James, P. (2009), A multivariate analysis of work-life balance outcomes from a large-scale telework programme. *New Technology, Work and Employment*, 24: 76–88. doi: 10.1111/j.1468-005X.2008.00219.x
- Mauno, S., Kinnunen, U., Rantanen, M. (2011). Work-family conflict and enrichment and perceived health: Does type of family matter? *Family Science*, 2(1), 1-12.
- Mazmanian, M., Yates, J., Orlikowski, W. (2006). Ubiquitous email: Individual experiences and organizational consequences of BlackBerry use. *Academy of Management Conference, Organizational Communication and Information Systems Division*. Atlanta,
- McDonald, P., Brown, K., Bradley, L. (2005). Explanations for the provision-utilization gap in work-life policy. *Women in Management Review*, 20(1): pp.37-55.
- McMillan, H., Morris, M., Atchley, K. (2011). Constructs of the work/life interface and their importance to HRD. *Human Resource Development Review* 10, (1), 6-25.
- Meenakshi, A., Bhuvaneshwari, M. (2013). Work Organization and Work-Life Balance in the BPO Sector. *International Journal of Scientific and Research Publications*, Volume 3, Issue 6
- Meyer, C., Mukerjee, S., Sestero, A. (2001). Work-life benefits: Which ones maximize profits? *Journal of Managerial Issues*, 13(1), 28-44.
- Middleton, C. (2008). Do mobile technologies enable work-life balance? Dual perspectives on BlackBerry usage for supplemental work. *Mobility and Technology in the Workplace*.
- Mordi, C., Mmieh, F. and Ojo, S. I. (2013), An Exploratory Study of Managers' Perspective of Work-Life Balance in Nigeria: A Case Analysis of the Nigerian Banking Sector. *Rev*, 55: 55–75.
- Mordi, C., Ojo, S. (2011). Work-life balance practices in the banking sector: Insights from Nigeria. *Ife psychologia*. IFE Centre for Psychological Studies. 2011.
- Nansen, B., Arnold, M., Gibbs, M., Davis, H. (2010). Time, space and technology in the working-home: an unsettled nexus. *New Technology, Work and Employment*, 25, 136–153.
- Neal, M., Hammer, L. (2007), *Working Couples caring for children and Aging Parents: Effects on Work and Well-being*, Mahwah, NJ: Lawrence Erlbaum Associates Publishers.
- Noor, K. (2011). Work-Life Balance and Intention to Leave among Academics in Malaysian Public Higher Education Institutions. *International Journal of Business and Social Science*, Vol. 2 No. 11.
- Oechsle, M. (2008). Work-Life-Balance: Work-life balance: discourses, problems, research perspectives. In: *Handbook Gender Studies*. Becker R, Kortendiek B (Eds); Wiesbaden: VS Verlag für Sozialwissenschaften: 227-236.
- Parvin, M., Kabir, M., (2011). Factors affecting employee job satisfaction of pharmaceutical sector, *Australian Journal of BM Research*, vol 1, No. 9, 113–123.
- Poulouse, S., Sudarsan, N. (2014). Work Life Balance: A Conceptual Review

- Prasadini N. Gamage (2013). Work –Life Conflict and Job and Family Satisfaction of Legal Practitioners In Sri Lanka
- Reddy, L., Reddy, M. (2010). Quality of work life of employees: emerging dimensions
- Richardson, K., Benbunan-Fich, R. (2011). Examining the Antecedents of Work Connectivity Behavior during Non-Work Time. *Information and Organization*
- Russell, G. & L. Bowman. (2000). Work and family, Current thinking, research and practice. Prepared for the Department of Family and Community services as a background paper for the National Families Strategy
- Sale, B., (2010). Predictors of Family-Supportive Supervisor Behaviors: Supervisor Job Stress and Work-Family Climate.
- Sands J., Harper T. (2007). Family-Friendly Benefits and Organizational Performance. *Business Renaissance Quarterly*, Vol.2, pp.107-126.
- Shirley, D., Fiona, S. (2001). Flexible and Family-Friendly Working Arrangements in UK-Based SMEs: Business Cases. *British Journal of Industrial Relations* 39:3 pp. 411-431
- Smithson, J., Stokoe, E. (2005). Discourses of work-life balance: Negotiating ‘gender blind’ terms in organizations. *Gender, Work and Organization*, vol. 12, no. 2, pp. 147-168.
- Stepanova, O. (2012). Work-life balance in organizational subcultures: The case of Mutua
- Suchitra, P. (2014). Balancing Work and Life: Challenge Ahead. *Journal of Business and Management*, Vol. 16, No. 3, Ver. V, 42-47.
- Swamidass, P., Schraeder, M., Morrison, R. (2006). Employee Involvement, Attitudes, and Reactions to Technology Changes. *Journal of Leadership and Organizational Studies*, Vol.12(3) 2006, 85-100
- Sylvain, L. (2011). The Impact Of Technology On Work-Life Balance
- Tariq, A., Aslam, H., Tanveer, A., Siddique, A. (2012). Work-Life Balance as a Best Practice Model of Human Resource Management: A Win-Win Situational Tool for the Employees and Organizations. *Mediterranean Journal of Social Sciences*. Vol. 3, No. 1, 2039-2117
- Tement, S. (2014). New ways of working and their effects: a personal issue or a corporate social responsibility concern?. Institute for Development of Social Responsibility.
- Tement, S., Korunka, C. (2015). The moderating impact of types of caregiving on job demands, resources, and their relation to work-to-family conflict and enrichment. *Journal of Family Issues*, 36(1), 31-55.
- Thompson, C., Beauvais, L., Lyness, K. (1999). When work-family benefits are not enough: The influence of work-family culture on benefit utilization, organizational attachment, and work-family conflict. *Journal of Vocational Behavior*, 54: 392-415.
- Thompson, C., Prottas, D. (2006). Relationships among organizational family support, job autonomy, perceived control, and employee well-being. *Journal of Occupational Health Psychology*, Vol. 11 Issue 1, pp. 100-118.
- Thulasimani, K., Duraisamy, M., Rathinasabapathi, S. (2010). A study on work life balance amongst managers of garment units in Tamilnadu State, India. *International Journal of Human Sciences*, 7(2), p. 446
- Thurston, R. (2012). The technology threat to work/life balance

- Todd, P., Binns, J. (2013). Work–life balance: Is it now a problem for management? *Gender, Work and Organization*, 20(3): 219–231
- Volkow, N., Wang, G., Fowler, J., Tomasi, D., Telang, F. (2011). Beyond dopamine reward circuitry. *USA*, 108(37), 15037-15042.
- Wahid, F. (2007). Using the technology adoption model to analyze internet adoption and use among men and women in Indonesia. *The electronic journal on Information system in developing countries*, 32(6), 1-8
- Waller, A., Ragsdell, G. (2012). The impact of e-mail on work-life balance. Vol. 64 Iss: 2, pp.154 – 177
- White, M., McGovern, P., Mills, C., Smeaton, D. (2003). High-performance management practices, working hours and work-life balance. *British Journal of Industrial Relations*, 41(2), 175-195.
- Wilk, K. (2013). *Work-life Balance for Administrators in the Academy: under Ideal Worker Pressure*. Seton Hall University Dissertations and Theses. Paper 1849.
- Williams, P., Long, W., Morey, P. (2014). Anytime email and work-life balance: An exploration into the views of Adventist Schools Australia employees
- Willis, A., O’Conner, B., Smith, L. (2008). Investigating effort reward imbalance and work-family conflict in relation to morning-evening and shift work. *Work & Stress*, 22(2), 125-137.
- Xiao, Q., O’Neill, J. (2010). Work-family balance as a potential strategic advantage: a hotel general manager perspective. *Journal of Hospitality and Tourism Research*, 34(4), pp.415-439.
- Yadav, R. (2013). *Work Life Balance Challenges for HRM in Future*
- Yıldırım, N., Ansal, H. (2014). *How Do Mobile Technologies Affect Work and Private Lives? The Case of Turkish Banking Professionals*.

### 3. Dissertations and Thesis

- Abu Sharikh, H. (2009). *The degree of the performance effectiveness of the school principals in Schools at UNRWA in light of the Modern Technology Management, and way of Improvement*
- Abu Sultan, Kh. (2015). *Work Policies and procedures affecting the balance between work and life for the employees in non-governmental organizations in the Gaza Strip*
- Afaf, H. (2014). *The quality of working life and its relation to the administrative creativity - A field study for employees at NaftalBiskra Foundation*
- AlHendi, H.S. (2007). *Developing a Forecasting Model for Mobile Users in Palestine*
- Al-Rajudi, K. (2012). *The Impact of Flexible Work Arrangements on Workers' Productivity in Information and Communication Technology*
- Ammar, R. (2012). *The Satisfaction of UNRWA staff members in Gaza Field Office with the e-HRM System*
- Banat, A.Q. (2009). *Work Stress and Its Impact on the Performance of the Palestinian Telecommunications Company Employees in Gaza Strip District*
- Dayyoub, A. (2014). *Empowering the employees as an entrance to improve the quality of work-life in the telecommunications sector (Case Study)*



- El-Aqqad, W. (2013). The Possibility Of The Use Mobile Phone Applications In The Development Of Work: Case Study UNRWA Clinics In The Gaza Strip
- El-Balbisi, O. (2012). The quality of working life and its impact on the job performance for employees working in Gaza NGOs
- ElSaadani, M. (2014). Influence of ICTs on Workforce Productivity in Egyptian Industrial Organization
- El-Saqqa, M. (2009). The Impact of Work Stressors on Decision Making an Applied Study on The Banks Operating in Gaza Strip
- El-Shorafa, S. (2008). The role of Knowledge Management and Information Technology in achieving competitive advantages for the general Banks at Gaza
- Madi, Kh (2014). The quality of working life and its effect on the job performance for employees "Practical study on the Palestinians universities"
- Nassar, I (2013). The Quality of Work Life in both UNRWA Department of Education and Governmental Ministry of Education

#### 4. Reports

- Papastathopoulos, A., Anastassopoulos, G., Beneki, C. (2009). An Assessment of the Effectiveness and Efficiency of Information and Communication Technologies in the development of the Small and Medium Sized Enterprises (SMEs), paper presented at the Global Conference on Business & Finance, San Jose Costa Rica.
- Bailyn, L., Drago, R., Kochan, T. (2001). Integrating work and family life: A holistic approach. A Report of the Sloan Work –Family Policy Network. MIT Sloan School of Management.
- Kotowska, I., Matysiak, A., Styrz, M., Pailhe, A., Solaz, A., Vignoli, F. (2010). Family life and work. Second European Quality of Life Survey. Luxembourg: Office for Official Publications of the European Communities
- Marcelle, G. (2000). Transforming information and communications technologies for gender equality.
- PalTrade. (2012). Doing Business in Palestine. Ramallah: Paltrade.
- PCBS. (2011). Annual Statistics for Telecommunication and Information. Retrieved November 20, 2014, Available from PCBS:  
[http://www.pcbs.gov.ps/site/lang\\_en/507/site/801/default.aspx](http://www.pcbs.gov.ps/site/lang_en/507/site/801/default.aspx)

#### 5. Websites

- Cieri, H., Bardoel, E. (2008). Strategies for Managing Work-Life Balance in Multinational Corporations. SHRM Foundation. Retrieved in November 10, 2014, Available from <http://www.shrm.org/about/foundation/research/pages/shrmfoundationresearchdecieri.asp>
- Lockwood, N. R. (2003). Work/life balance: Challenges and solutions. Society Human Resources Management - Knowledge Center. Retrieved November 15, 2014. Available from [www.shrm.org/research/articles/articles/pages/worklifebalancechallengesandsolutions.asp](http://www.shrm.org/research/articles/articles/pages/worklifebalancechallengesandsolutions.asp)
- UNRWA. (2014). *UNRWA official web site*. Retrieved December 7, 2014. Available from: <http://www.unrwa.org>
- UNRWA-Human Resources-Intranet, (2014). *UNRWA Intranet*. Retrieved May 10, 2014, from Information/Knowledge Management. Available from:  
<http://intranet1.unrwa.org/HumanResources/TalentManagement/InclusiveWorkplace/Pages/BalancedWorkplace.aspx>



- Worklifebalance.com, an international work-life balance training and consulting company that focus on stress management in the workplace, time management, customer service, and change management. Retrieved in May 05, 2014, Available from <http://www.worklifebalance.com/assets/pdfs/ladder.pdf>
- WorldatWork (2008). Categories of work-life effectiveness. Retrieved in October 14, 2014, Available from <http://www.workplace.gov.au/workplace/>
- BeakWare (2009). HR – Focus on strategy and outsource the practice. Available from <http://www.beakware.com/resources/hr-focus-on-strategy.php>.
- The Noble Qur'an. Retrieved in September 20, 2015, Available from <http://quran.com/58>
- UNRWA-women website. Retrieved in June 15, 2015, Available from [www.unwomen.org](http://www.unwomen.org)

## Appendices

- Appendix I : List of Referees**  
**Appendix II : Questionnaire in English**  
**Appendix III : Questionnaire in Arabic**

**Appendix I**  
**Table of Referees' Names**

<b>Name</b>	<b>Work Location</b>
<b>1. Dr. Yousef Bahar</b>	The Islamic University of Gaza (IUG)
<b>2. Dr. Wasim El-Habil</b>	The Islamic University of Gaza (IUG)
<b>3. Dr. Samir Safi</b>	The Islamic University of Gaza (IUG)
<b>4. Dr. Wael Thabet</b>	Al -Azhar University
<b>5. Dr. Mohammed Fares</b>	Al -Azhar University
<b>6. Dr. Wafiq El Agha</b>	Al -Azhar University
<b>7. Dr. Jalal Shabt</b>	Al-Quds Open University

## Appendix II

### Questionnaire in English

#### First dimension: Personal information

1. Gender  Male  Female
2. Age  less than 25  From 25 -less than 35  
 From 35 - less than 45  From 45 – less than 55  
 55 and above
3. Job Grade  5 - less than 08  from 08- less than 10  from 10- less than 14  From 14- Above
4. Educational Level  Diploma Degree  Bachelor Degree  Master & PhD Degree
5. Years of Experience  Less than 2 years  2 - less than 7 years  7- less than 12 years  12 and above
6. Type of Contract  Fixed-Term  Daily Paid  OD29 (SSA)  LDC
7. Monthly salary  Less than \$700  \$700 – less than \$1,000  \$1,000 – less than \$1,300  \$1,300 – and above
7. Number of years in current position  less than 2 years  2- less than 4  4- less than 6  6 and above
8. Living Area  North  Gaza  Middle  South
9. Marital Status  Single  Married  Divorce  Widow
10. No. of Children  None  1- less than 4  4- less than 6  6 and above

#### 11. Which of the followings does UNRWA provide you? (Check the box with “X”)

- |                          |                     |
|--------------------------|---------------------|
| <input type="checkbox"/> | UNRWA SIMwithMobile |
| <input type="checkbox"/> | UNRWA Tablet        |
| <input type="checkbox"/> | UNRWA Laptop        |

### Second group: the questionnaire sentences

Please evaluate the impact of the Advanced technology on Work-Life balance for the administrative staff at UNRWA- Gaza Field Office; by writing the number between 1 and 10 to evaluate your agreement to the following sentences, where number 10 indicates that you agree and it decreases in progress.

### Second dimension: the use of advanced technology (software & hardware)

<b>First: the use of software (email and web-based application)</b>		
#	Item	(1-10)
1	Web-based applications contributed to the interference between work and special life	
2	Email and web-based applications led the work to be done inside house and as a result reduced the time allocated for family and friends in the social and entertaining activities	
3	Email and web-based applications increased the load of work outside working hours	
4	Email and web-based applications increased working hours	
5	Email and web-based applications limited my professional ability	
6	Email and web-based applications decreased my professional ambition since the only beneficiary of these applications are those who have technological background	
7	Email and web-based applications increased the acute competition between work colleges	
8	My use for email and web-based applications negatively affects my family liabilities	
9	My use for email and web-based applications decreased my social visits and meeting friends outside work	
10	My use for email and web-based applications caused many family conflicts	
<b>Second: the use of hardware (smart phone, IPad, and laptop)</b>		
#	Item	(1-10)
11	Smart phones and tablets caused me to be stuck to work all the day specially outside work	
12	Smart phones and tablets increased the load of work	
13	Smart phones, tablets and mobile phones negatively affected me to do my responsibilities toward my family	
14	Smart phones and tablets increased working hours	
15	The use of smart phones, tablets and mobile phones for work stands an obstacle to create a separator between work and special life	
16	The use of smart phones, tablets and mobile phones for work causes me many family problems	
17	The use of smart phones, tablets and mobile phones for work decreases the time allocated for social and entertaining activities	
18	The use of smart phones, tablets and mobile phones allows me to be continuously updated with work developments	
19	Granting me a mobile phone, a tablet or a laptop by UNRWA increases my responsibilities after the formal working hours	

### Third dimension: Work-life balance

First: Time balance		
#	Item	(1-10)
20	Work administration calls me to a meeting after working hours or during my holidays what may cause me to cancel some special social activities	
21	I cannot easily get any kind of holidays which the organization gives to its employees	
22	My official working hours do not suffice me to end all my work tasks	
23	I usually work during weekends, official holidays and feasts	
24	My work does not allow me to find time for my family	
25	I rarely benefit from the programs presented by UNRWA to help employees in their family obligations like ( Paternity, Maternity, flexibility in working hours etc.	
26	Work arrangements contribute to increasing working hours what may form an obstacle for workers to do their family obligations in a betterway	
27	My work includes many tasks and responsibilities which demand me to follow work even after the end of working hours	
28	I never apologize to do any additional work responsibilities even if it requires me more time, effort and commitment to additional hours	
29	Sometimes I find it hard to distinguish between when to end my professional life and when to start my special life	
Second: Involvement balance		
#	Item	(1-10)
30	Additional working hours during weekends and official holidays cause me to neglect my family responsibilities and obligations	
31	I always care to be at work when needed even if it requires me to cancel or delay an obligation for my family	
32	I rarely participate with my family in the social and entertaining activities and those provided by the organizations to its employees	
33	My current job does not allow me to be involved with my family as I am supposed to be	
34	I sometimes ask for the help of my family members to do, on behalf of me, some activities which require my existence like school, health, social and family-related activities and that is because of my being busy in work affairs	
35	I rarely participate with the family in any entertaining activity	
36	I always think of my family during work, therefore I find it difficult to focus on my work	
37	The time I spend outside official working hours negatively affects my social life like visiting relatives or friends	
38	Organizations do not grant sufficient facilities to achieve harmony between work and personal life conditions	
39	I always seek to find a way to keep connected to work during entertaining activities like making sure I stay connected to the internet to check email and keep connected with work colleges	
Third: Satisfaction balance		
#	Item	(1-10)
40	The nature of my current work does not meet my skills and educational qualifications	
41	I do tasks additional to my main tasks without being appreciated or rewarded for this additional work	
42	I do not allocate time for activities which make me feel satisfied and happy	



43	My choice to do additional tasks is optional and not obligatory	
44	Employees do not always know their responsibilities and they are not supported with their needs on time	
45	I am surrounded with a negative work environment whether from work colleges or from the direct supervisor where everyone avoids sharing information, experiences and knowledge to help each other	
46	I always have much accumulated and unachieved work	
47	I have many family conflicts because of my work since my family does not understand the nature of my job	
48	There is no job description for all the tasks I do	
49	The salary I get from my work does not suffice me to fulfill my special requirements and needs	
50	The grievances presented to the administration by employees are not treated fairly and transparently	
51	UNRWA does not support any entertaining activities to the employees with their families as it does not provide any facilities or programs to reduce the daily work pressures	
52	Administrations rarely encourage or pay attention to the proposals presented to the interest of work	
53	Employees are not supported with necessary training. Workers qualifications are not used in the optimal way for the interest of work and increasing productivity	

54. Please draw a circle on the number that describes exactly the current balance in your work and your personal life, so that if you choose, for example, the number 3, this means that you give attention and focus to work equivalent to 3 degrees and 7 degrees for your own life.

Work	1	2	3	4	5	6	7	8	9	10	Personal Life
------	---	---	---	---	---	---	---	---	---	----	---------------

## Appendix III

### Questionnaire in Arabic

المجموعة الأولى : البيانات الفردية

الرجاء وضع علامة (✓) أمام البديل المناسب للفقرات التالية:

البيانات الشخصية	
1. الجنس	<input type="checkbox"/> ذكر <input type="checkbox"/> أنثى
2. العمر	<input type="checkbox"/> أقل من 25 سنة <input type="checkbox"/> 25 - أقل من 35 سنة <input type="checkbox"/> 35 - أقل من 45 سنة <input type="checkbox"/> 45 - أقل من 55 سنة <input type="checkbox"/> 55 سنة فأكثر
3. الدرجة الوظيفية	<input type="checkbox"/> 5 - أقل من 9 <input type="checkbox"/> 9 - أقل من 10 <input type="checkbox"/> 10 - أقل من 14 <input type="checkbox"/> 14 فأكثر
4. المستوى التعليمي	<input type="checkbox"/> دبلوم <input type="checkbox"/> بكالوريوس <input type="checkbox"/> دراسات عليا
5. عدد سنوات الخبرة في الاونروا	<input type="checkbox"/> أقل من سنتين <input type="checkbox"/> 2 - أقل من 7 سنوات <input type="checkbox"/> 7 - أقل من 13 سنة <input type="checkbox"/> 13 - أقل من 20 سنة <input type="checkbox"/> 20 سنة فأكثر
6. نوع عقد التوظيف	<input type="checkbox"/> عقد ثابت <input type="checkbox"/> عقد محدود الاجل (LDC) <input type="checkbox"/> عقد خاص (OD29 - SSA) <input type="checkbox"/> عقد يومي
7. الراتب الشهري	<input type="checkbox"/> أقل من \$700 <input type="checkbox"/> \$700 - أقل من \$1000 <input type="checkbox"/> \$1000 - أقل من \$1300 <input type="checkbox"/> \$1300 فأكثر
8. عدد سنوات الخبرة في نفس الوظيفة الحالية	<input type="checkbox"/> أقل من سنتين <input type="checkbox"/> 2 - أقل من 4 <input type="checkbox"/> 4 - أقل من 6 <input type="checkbox"/> 6 فأكثر
9. مكان السكن	<input type="checkbox"/> المنطقة الشمالية <input type="checkbox"/> غزة <input type="checkbox"/> منطقة الوسطى <input type="checkbox"/> المنطقة الجنوبية
10. الحالة الاجتماعية	<input type="checkbox"/> متزوج/ة <input type="checkbox"/> غير متزوج/ة <input type="checkbox"/> أرمل/ة <input type="checkbox"/> مطلق/ة
11. عدد الابناء	<input type="checkbox"/> لا يوجد <input type="checkbox"/> 1 - أقل من 4 <input type="checkbox"/> 4 - أقل من 6 <input type="checkbox"/> 6 فأكثر

12. الرجاء وضع علامة "✓" في المربع مقابل للبند الذي قامت الاونروا بمنحك اياه خلال عملك؟ (يمكن تحديد اكثر من خيار)

شريحة مع هاتف نقال  
 جهاز لوحي ( Tablet / Ipad )  
 جهاز كمبيوتر محمول

## المجموعة الثانية: فقرات الاستبانة

الرجاء تقييم مستوى استخدام التكنولوجيا المتقدمة على التوازن بين العمل والحياة للعاملين الإداريين في الأونروا، وذلك باختيار رقم من (1-10) لتقييم العبارات التالية حيث يشير الرقم 10 الى درجة موافقة كبيرة جدا وتقل بالتدرج:

### المحور الثاني: استخدام التكنولوجيا المتقدمة (البرمجيات والأجهزة)

أولاً: استخدام البرمجيات (البريد الإلكتروني و تطبيقات العمل التي تعتمد على الانترنت)	
#	العبارة
1	ساهمت تطبيقات العمل باستخدام الانترنت في وجود تداخل بين العمل والحياة الخاصة
2	أدت تطبيقات العمل باستخدام الانترنت او البريد الإلكتروني للعمل خلال التواجد في المنزل في خفض الوقت المخصص لمشاركة العائلة والأصدقاء للعديد من الأنشطة الاجتماعية والترفيهية
3	عملت تطبيقات العمل باستخدام الانترنت او استخدام البريد الإلكتروني في زيادة عبء العمل خارج اوقات الدوام
4	ساهمت تطبيقات العمل باستخدام الانترنت في زيادة عدد ساعات العمل
5	أدى وجود تطبيقات العمل باستخدام الانترنت والبريد الإلكتروني الى امكانية متابعة العمل خارج المكتب وخلال الاجازات والعطل الرسمية
6	ساهمت تطبيقات العمل باستخدام الانترنت في الحد من اظهار قدراتي المهنية في العمل
7	عملت تطبيقات العمل باستخدام الانترنت في خفض مستوى طموحي المهني، باعتبار ان المستفيد من وجود مثل هذه التطبيقات الافراد الذين لديهم خلفية في مجال التكنولوجيا فقط
8	عملت تطبيقات العمل باستخدام الانترنت على زيادة حدة التنافس بين زملاء العمل
9	استخدامي لتطبيقات العمل عن طريق الإنترنت خلال وجودي في المنزل يؤثر بشكل سلبي على التزاماتي العائلية
10	ساهم استخدامي للبريد الإلكتروني الخاص بالعمل في خفض الزيارات الاجتماعية واللقاءات مع الاصدقاء خارج العمل
11	ساهم استخدامي للبريد الإلكتروني او لتطبيقات الانترنت الخاصة بالعمل خلال وجودي في المنزل الى ظهور العديد من الخلافات العائلية
ثانياً: استخدام الاجهزة (الهواتف الذكية، اجهزة المحمول والاجهزة اللوحية)	
#	العبارة
12	ساهمت الهواتف الذكية والاجهزة اللوحية بشكل كبير في ربطتي بالعمل طوال اليوم خاصة خارج مكان العمل
13	ساعدت الهواتف الذكية والاجهزة اللوحية بشكل كبير على زيادة عبء العمل
14	أثرت الهواتف الذكية / الاجهزة اللوحية / الاجهزة المحمولة بشكل سلبي على قيامي بمسؤولياتي اتجاه العائلة
15	ساهمت الهواتف الذكية والاجهزة اللوحية بشكل كبير على زيادة عدد ساعات العمل
16	استخدام الهواتف الذكية او الاجهزة اللوحية أو الاجهزة المحمولة لغرض العمل يقف عائقاً عن خلق حد فاصل بين العمل والحياة الخاصة
17	استخدام الهواتف الذكية او الاجهزة اللوحية أو الاجهزة المحمولة لغرض العمل يسبب لي العديد من المشاكل العائلية
18	استخدام الهواتف الذكية او الاجهزة اللوحية أو الاجهزة المحمولة لغرض العمل تعمل على خفض الوقت المخصص للأنشطة الاجتماعية والترفيهية
19	استخدام الهواتف الذكية او الاجهزة اللوحية أو الاجهزة المحمولة يتيح لي الاطلاع باستمرار على اخر مستجدات احداث العمل
20	منحي الهاتف النقال او جهاز لوجي او لابتوب من قبل الأونروا يزيد من مسؤولياتي اتجاه العمل بعد ساعات العمل الرسمية

## المحور الثالث: التوازن بين الحياة/العمل

### أولاً: التوازن في الوقت بين العمل والحياة الخاصة

#	العبارة	(10-1)
21	تقوم ادارة العمل باستدعائي لاجتماع بعد ساعات العمل أو خلال الاجازات والعطل، مما يترتب عليه احيانا الغاء بعض الانشطة الاجتماعية الخاصة	
22	لا استطيع الحصول بسهولة وفي اي وقت على أي نوع من انواع الاجازات التي توفرها المؤسسة لموظفيها	
23	ساعات العمل الفعلية لا تكفي لانهاء كل مهامى الوظيفية	
24	اقوم بالعمل غالبا خلال عطلة نهاية الاسبوع او العطل الرسمية والاعياد	
25	عملي لا يمكنى من توفير وقت مناسب لعائلتي	
26	نادرا ما استفيد من البرامج التي تقدمها الاونروا، لمساعدة الموظفين في التزاماتهم العائلية مثل (اجازة الابوة او الامومة – مرونة في ساعات العمل – ..الخ)	
27	تساهم بعض ترتيبات العمل في زيادة عدد ساعات العمل مما يشكل عائق للعاملين نحو القيام بواجباتهم العائلية بشكل افضل	
28	ينطوي عملي على العديد من المهام التي تتطلب منى المتابعه، حتى بعد انتهاء ساعات الدوام الرسمي	
29	لا اعتذر ابدا عن القيام باي مهام وظيفية اضافية لمهامى، حتى لو تطلب الامر المزيد من الوقت والجهد والالتزام او العمل لساعات اضافية	
30	غالبا ما يكون من الصعب أن أحدد من أين تنتهي حياتي العملية وأين تبدأ حياتي الخاصة	

### ثانياً: التوازن في المشاركة بين التزامات العمل والالتزامات العائلية

#	العبارة	(10-1)
31	تعمل ساعات العمل الاضافية خلال عطلة نهاية الاسبوع والعطل الرسمية في اهمالي لمسئولياتي والتزاماتي العائلية	
32	احرص دائما على التواجد في العمل عند الحاجة حتى ولو تطلب الامور الغاء او تاجيل التزام اتجاه العائلة	
33	نادرا ما اقوم بمشاركة افراد عائلتي في الانشطة الاجتماعية والترفيهية والتي تقدمها المؤسسة لموظفيها	
34	وظيفتي الحالية لا تسمح لي الانخراط مع عائلتي كما يجب علي أن أكون	
35	غالبا ما اقوم بالاستعانة باحد افراد العائلة للانابة عني في بعض الانشطة التي تستلزم وجودي. مثل الانشطة المدرسية/ الصحية/ الاجتماعية والمتعلقة باحد افراد العائلة، وذلك بسبب انشغالي بامور العمل	
36	نادرا ما اقوم بمشاركة العائلة باي نشاط ترفيهي	
37	افكر في عائلتي دائما وانا اعمل لذلك اجد صعوبة في التركيز بالعمل	
38	أميل إلى الدمج بين واجبات عملي وأسرتي	
39	الوقت الذي أقضيه في العمل خارج ساعات العمل الرسمية يؤثر سلبا على مسؤولياتي الاجتماعية، مثل زيارة الأقارب والأصدقاء	
40	لا تمنح المؤسسة التسهيلات الكافية لتحقيق التوافق بين العمل وظروف الحياة الشخصية	
41	احرص دائما على وجود وسيلة اتصال بالعمل خلال الانشطة الترفيهية مع العائلة. مثل التحقق من وجود اتصال انترنت، من اجل متابعة الایمیل والتأكد من امكانية التواصل مع زملاء العمل	

ثالثا: التوازن في الرضى بين الحياة الخاصة والحياة المهنية		
#	العبارة	(10-1)
42	طبيعة عملي الحالي لا تلائم مهاراتي ومؤهلي العلمي	
43	اقوم باداء مهام اضافية عن مهامي الاساسية بدون اي تقدير او مكافأة نظير هذا العمل	
44	لا اقوم بتخصيص الوقت للنشاطات التي تشعرني بالرضا والسعادة	
45	قيامي لمهام اضافية ياتي بشكل اجباري وليس اختياري	
46	لا يعرف الموظفون دائما مسؤولياتهم ولا يتم تزويدهم باحتياجاتهم في الوقت المحدد	
47	انا محاط ببيئة عمل سلبية، سواء من الزملاء في العمل أو المدير المباشر بحيث يتجنب الجميع مشاركة المعلومات والخبرات والمعرفة لمساعدة بعضهم البعض	
48	دائما يوجد لدي كمية كبيرة من العمل المتراكم الغير منجز	
49	يوجد عندي الكثير من النزاعات العائلية بسبب العمل حيث ان عائلتي غير متفهمه لطبيعة عملي	
50	لا يتوفر وصف وظيفي لكل المهام التي اقوم بها	
51	الراتب الشهري الذي اتقاضاه من عملي لا يكفي لاشباع طلباتي واحتياجات الخاصة	
52	لا يتم التعامل مع التظلمات المقدمة للإدارة من قبل الموظفين بشفاافية وعدالة	
53	لا تدعم الاونروا أي أنشطة ترفيهية للموظفين مع عائلاتهم كما وانها لا تقدم أي تسهيلات او برامج للتقليل من ضغوط العمل اليومية	
54	نادرا ما تولي الادارة المقترحات المقدمة لمصلحة العمل كل التشجيع والاهتمام	
55	لا يتم تقديم التدريبات اللازمة للموظفين، ولا يتم استخدام مؤهلات العاملين بالطريقة الامثل اتجاه مصلحة العمل وزيادة الانتاجية	

56. الرجاء رسم دائرة حول الرقم الذي يصف مد بالتوافق القائم في حياتك الحالية بين العمل والحياة الشخصية، بحيث انك اذا اخترت مثلا الرقم 3 فهذا يعني بانك تعطي اهتماما وتركيزا للعمل با يعادل 3 درجات مقابل 7 درجات لصالح حياتك الخاصة.

العمل	1	2	3	4	5	6	7	8	9	10	الحياة الخاصة
-------	---	---	---	---	---	---	---	---	---	----	---------------