

Work-family balance dilemma among employed parents (An empirical study)

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Key words

Work-family balance, Organizational commitment, Organizational Citizenship behavior, Life satisfaction, Job involvement, Intention to leave.

Abstract

This study aimed at examining the relationships between work-family balance and organizational commitment, organizational citizenship behavior, life satisfaction, job involvement and the intention to leave. It depends on "a proportional stratified random sample" of 368 from the full-time working employees in the three communication companies in Egypt. Of the 368 questionnaires distributed 276 completed and usable questionnaires are returned representing a response rate of 75%. The sample consists of 53, 2% females and 64, 8% males. With regard to marital status, 99, 6% of the sample is married and 86% of them reported having a working spouse (dual-earner status). The average number of children under- age is 1.41. The collected data are analyzed by using different statistical techniques. The research ended by the following results: (a) work-family balance and organizational commitment , organizational citizenship behavior , life satisfaction , job involvement are positively and significantly related to each other while it is negatively related to the intention to leave, (b) gender and marital status have relatively influence on the relationship between work-family balance and its mentioned consequences ; (c) the relationships between work-family balance and its consequences are higher for males and for those who are married without young children than for females and those married with young children . Finally, the research ended by some managerial implications, recommendations and limitations.

Introduction

Employees in contemporary societies are constantly faced with challenges associated with conflicts between work and family roles. Studies found that work-family issues impact everyone regardless of individual demographics, social economic status or family structure (Amstad et al, 2011; Kim, 2012). The life of working people are very demanding and oftentimes, challenging. For working people, work-family linkages always seem to be complicated, and demands from both sides can be extreme, and people may need to be prepared to make tradeoffs. Many firms require workers to render longer working hours (especially in the private ones), perform more intense workload, and learn more skills to keep their jobs. The intense demand of workplace responsibilities create exhaustion, fatigue and lack of sleep which lead to physical and emotional stress (Nwosu, 2014). On the other side, the families of those working people require more time and energy in order to fulfill their families' responsibilities. Thus, conflict has been the dominant paradigm for most work and family research during the past quarter century. This is based on a scarcity hypothesis that the relationship of work and family comprise a zero-sum game because work and family are seen as greedy institutions. Also because the individual's resources of time and energy are viewed as fixed. The more time and energy one devotes to work and career, the less time is available for family and self-development, thus, conflict is seen as inevitable. Accordingly, achieving balance between the work and family demands can be considered an important dilemma for both the working people and their organizations.

Therefore, work-family balance in the present business context is of prime importance because of the nature of today's modern workforce characterized by high rates of labor market participation by women, long working hours, work intensification, emerging technology, global competitive market and the renewed interest in work, personal lives and family values. (Hye, 2014).

Despite the presumed virtue of work-family balance, the concept has not undergone extensive scrutiny. Most of the major review of work-family relations either do not mention work-family balance or mentioned balance but do not explicitly define the concept. Moreover, empirical studies that discuss balance between work and family roles generally do not distinguish balance from other concepts in the work-family literature (Hye, 2014; Sally and Martin, 2012; Divina, 2012).

Therefore, the main goals of this study are: to highlight and verify the "work-family balance concept"; to figure out the main psychological and behavioral consequences of achieving balance or imbalance between the work and family demands for both the employees and their organizations, and to examine the relationship between work-family balance and organizational commitment; organizational citizenship behavior; life satisfaction; job involvement, and the intention to leave.

Literature Review

This review will include: the review related to the theoretical framework of work-family balance (i.e. the independent variable of the study) and the review related to work-family balance consequences.

(a)The theoretical framework of work-family balance:

The recent explosion of interest in the work-family interface has produced a number of concepts to explain the relation between these two dominant spheres of life such as : work-family conflict , work-family enrichment , work-family integration, work-family balance , spillover , and segmentation (Carlson et al,2009; Williams and Boushey ,2010 ; Aslam et al ,2011; Anwar and Shadzah,2011 ; Anxo et al ,2013 ; Allen et al , 2010 ; Allen, 2013 ;Hye,2014).

Work-family balance is one of the widely cited terms in the popular press. Sometimes used as a noun and other time as a verb or an adjective, but the concept has not undergone extensive scrutiny. Most of the major reviews of work-family relations either do not mention work-life balance or mention balance but do not explicitly define balance or do not distinguish balance from other concepts in the work-family literature. Therefore, the absence of conceptual clarity about the meaning of work-family balance and presumptions of isomorphism and distinction with other work-family creates conceptual confusion and undermines the development of sophisticated and useful theoretical models of work-family interface.

According to Carlson et al (2009, p.1461), the absence of strong theoretical understanding of work-family balance and subsequent measures results in a literature driven by diverse empirical findings that are, at least, loosely connected by general notions of work-family interface. They also mention that the absence of conceptually based measure provide researchers and practitioners little opportunity to document workers' level of work-family balance, and impaired ability to identify and evaluate viable organizational strategies for promoting work-family balance.

Historically, Frone (2003, p.144) views work-family balance as "a statement wherein an individual's work and family lives experience little conflict while enjoying substantial facilitation ". Allen et al (2010) conceptualize it as "a global assessment that work resources meet family demands and family resources meet work demands such that participation is effective in

both domains". Also, it is conceptualized by Grzywacz and Carlson (2007, p.458) as "the accomplishment of role related expectations that are negotiated and shared between an individual and his/her role related partners in the work and family domains". According to Allen, 2010, the role theory suggests that work-family conflict and work-family enrichment are frequently distinct from work-family balance. While conflict and enrichment act as linking mechanisms between work and family, work-family balance reflects a summative characterization of an individual engagement in and enjoyment of multitude of roles across work and family domains. Added to this, Greenhaus et al (2010, p.168) define work-family balance as "the extent to which an individual is equally engaged in - and equally satisfied with his/her work role and family role".

Moreover, several scholars have recently proposed definitions of "balance" that distinguish it from other related concepts. Never less, the proposed definitions of balance are not entirely consistent with one another, the measurement of balance is problematic and the impact of work-family balance on individual well-being has not been firmly established (Allen, 2013, p.701). Meanwhile, in the researcher's point of view, work-family balance refers to "the individual's ability to accomplish socially negotiated role responsibilities at work and in the family".

Summing up, in spite of the numerous publications about work-family balance, there is still no uniform use of the term or its components. In publications about work-family balance, there are two prevalent perspectives: the conflict perspective and the enrichment perspective. Studies that examine conflicts draw primarily on conflict theory as part of role theory because individuals have only limited time and energy, conflict can arise if individual has several roles. The studies that examine enrichment indicate that enrichment results from experience, skills or values that are transferred from one sphere of life to the others and have positive effect there. Also, the developed definitions for work-family balance implicitly consider two components of equality: inputs and outcomes. The inputs are the personal resources that are applied to each role. To be balanced is to approach each role -work and family -with an approximately equal level of attention, time and involvement. These inputs reflect an individual's level of role engagement - in terms of time devoted to each role or psychological involvement in each role. It is difficult to imagine a balanced individual who is substantially more or less engaged in the work role than the family role. The other component of balance refers to the resultant outcomes that experienced in work and family roles. Satisfaction is one of these outcomes that are frequently included in the definitions of balance. Positive balance implies an equally high level of satisfaction with work and family roles, and the negative balance suggests an equally low level of satisfaction with each role.

In addition, the developed definitions indicated that work-family balance has three main components:

- a) Time balance, which means that there is an equal amount of time devoted to work and family roles.
- b) Involvement balance, which means that there is an equal level of psychological involvement in work and family roles.
- c) Satisfaction balance, which refers to an equal level of satisfaction with work and family roles.

(b) Work-family balance consequences (outcomes):

Many research emphasize the beneficial consequences of work-family balance such as enhancing job satisfaction, organizational commitment, family functioning and well-being (Kirby and Buzzanell, 2014; Christence et al, 2013; Muhamad, 2013; Henning et al (202); Sakthivel et al, 2011; Ollier, 2010). Also, the extend employees experienced work-family

balance strongly linked with employees' performance level and organizational performance as well (Hye, 2014). Many researchers have generally agreed on the important role of work-family balance as it is related with an individual's psychological well-being and overall sense of harmony in life (Allen, 2013 ; Abigail et al , 2013 ; Cegarra-leiva et al , 2012 ; Moen , 2011; Amstad et al (2011; Botero (2012; Kwan et al 2012) .

Meanwhile, recent research indicates that both employees and organizations are going to benefit from successfully balanced work and family (Kim, 2012; Hye, 2014; Muhamad, 2013). In family domain, when employees experience a lack of work-family balance, this experience threatens key domains of their personal lives. On the other hand, work-family balance enhances their well-being and family satisfaction. In the work domain, the absence of work-family balance causes poor performance and increase the absenteeism rate among the employees, but balancing work with the family life is associated with increased job satisfaction, and organizational commitment. In other words, employees' work-family balance experiences deepen their role-related engagement, which is related to organizational performance improvement (Subhasree and Misra, 2013; Stefan and Shiva, 2013; Uzoechi and Babatunde, 2012; Shockley and Singla, 2011; Darcy et al, 2012; Ryu, 2011).

Therefore, work-family balance is central for organizational performance as well as commitment to work, so there is a need call for rethink about motivation in the workplace for more commitment that employees might bring to work. Rashid et al (2013) argue that work-family balance enhances the organizational performance through its favorable organizational outcomes of decreasing the employee's turnover intention, enhancing employee's satisfaction, but this will differ according to the type of industry and the marital status. Hence, it is crucial for organizations to implement balanced work-family systems in order to allow their employees to better cope with work -related issues and family related requirements.

Moreover, employees' self-perceptions of creativity found to be enhanced through work-family practices. This finding - according to Jill et al (2014) ,Michel et al (2011), Kassel et al (2012) - carry practical implications to organizations that are concerned with promoting creativity in their employees and can influence key decisions on work-family policies. Organizations that keen to provide work-family balance programs most probably attract qualified and skilled employees and will be more successful to improve employees' attitudes and behaviors than its counterpart organizations. This may lead to enhancing organizational performance , but this relation will be moderated by a number of factors , including national context , job level , and the managerial support (Ong and Jeyaray , 2014 ; Subhasree and Misra , 2013 ; Liisa, 2011).

Lei et al (2014), Lim et al (2012) and Divina (2012) asserted that work-family imbalance can yield negative impact on both in-role performance and extra-role performance, but if the employee experiences work-family balance, this experience will generate feelings of loyalty to organization, and increase the morale and affective commitment level. This because the employees become strongly attached to their organizations when their needs and expectations are satisfied. According to them, work-family balance satisfies the employees' psychological demands to maintain the balance between work and family.

Meanwhile, relatively few studies have specifically focused on work-family balance based on gender and marital status. This represents - in the researcher point of view - a critical gap in work-family research especially after the global trend in increased female labor force participation coupled with the prevalence of dual-earner ,single parent families and the increase in the educational level among the employees. Many studies have either conducted with exclusively female samples or have ignored gender and marital status in the analysis

(Georgeta and Michaela, 2013; Christene et al, 2013). In addition, most of the studies to date on work-family balance have been conducted in the United States of America and other western countries that do not share cultural characteristics and organizational structures and policies with the underdeveloped countries – especially the Arabic ones.

Research Problem

Since research on the work-family interface has been precipitated by the negative consequences of work - family conflict on the individual and the organizational outcomes. And despite the favorable outcomes of work-family balance and increased interest in this topic, less attention has been made on what effect work-family balance has on the employee's attitudes and behaviors. In addition, several researchers have pointed out that the effect of work-family balance on employee's attitudes and behaviors is still unclear and have called for more in-depth research studies.

Consequently, the main goal of this study is to investigate the psychological and behavioral outcomes of work-family balance. Thus, the research problem can be illustrated in the following questions:

- a) What is the nature and meaning of work-family balance and what is the difference between it and other related concepts?
- b) What are the expected psychological and behavioral outcomes of work-family balance?
- c) What are the expected relationships between work-family balance and organizational commitment, organizational citizenship behavioral, life satisfaction, job involvement and the intention to leave (TO intention)?
- d) What is the impact of gender and marital status on these relationships?

Research Objectives

This research mainly aimed at:

- a) Exploring through the literature survey the meaning and nature of work-family balance and developing a more rigorous, theoretically and empirically informed understanding of work-family balance, and differentiating it from the related concepts such as work-family conflict and work-family enrichment.
- b) Figuring out some of the relationships between work -family balance and some of its psychological and behavioral consequences (outcomes).
- c) Identifying the role of gender and marital status in the relationship between work-family balance and its different psychological and behavioral consequences.
- d) Providing some recommendations that can help the responsible people – in the different organizations in general and the three communication companies in particular in developing the appropriate policies and programs for enhancing work-family balance positive outcomes and to eliminate the negative ones.

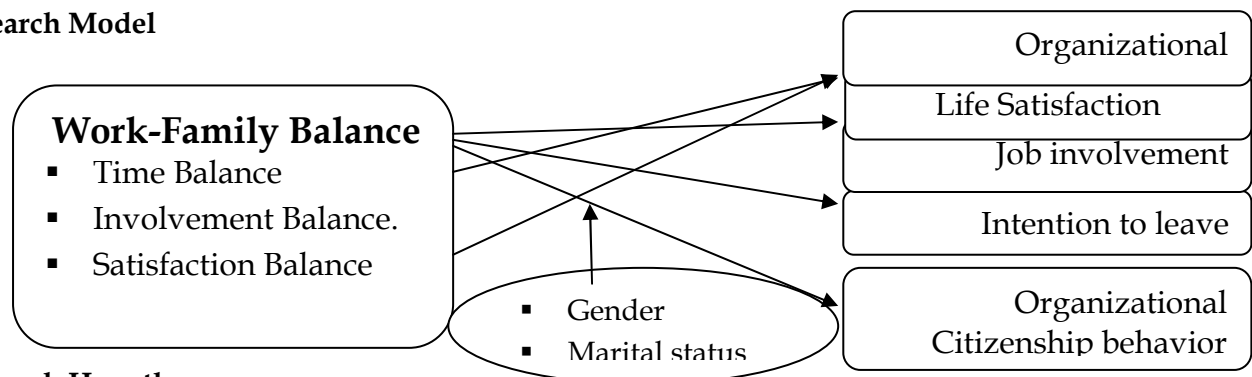
Research Importance

The importance of this research springs from the following:

- a) Theoretically, research on work-family balance is needed in order to highlight the theoretical framework for this concept and differentiate it from the other related concepts such as work-family conflict and work-family enrichment.
- b) Practically , research on work-family balance and its consequence outcomes is urgently needed because the nature of to-days modern workforce that is characterized by higher rate of labor market participation by women , longer

- working hours , work intensification , emerging technology , global competitive market and an increase interest in personal lives and family values.
- c) It is important due to the growing number of organizations that have implemented family- response human resource policies and practices. A more complete understanding of work-family balance will provide these organizations with the knowledge -base to design more effective policies to promote the work-family balance of the growing number of employees who has family responsibilities.
 - d) It is especially important in Egypt due to the growing number of highly educated women who participate in different sectors such as: the technical, academic, professional, and managerial positions that have been accompanied by steady growth in the dual-earners families. Also, due to the difficult economical conditions in the last few years which necessitate the women sharing in the family income through their work with their husbands.
 - e) It is important as until recently, the issue of work-family balance was conceived as a western idea, but this has radically changed- as for example the Egyptian women have taken up paid employment in contemporary era in order to be part of provision of family needs and to satisfy their self-esteem and self-competence. This in turn put women in positions where family commitments come into serious conflict with the work life.

Research Model



Research Hypotheses

In order to test the proposed conceptual research model, the researcher develops the following hypotheses:

- H1:** There is positive, strong and significant relationship between work-family balance and organizational commitment level.
- H2:** There is positive, strong and significant relationship between work-family balance and organizational citizenship behavior level.
- H3:** There is positive, strong and significant relationship between work-family balance and life satisfaction (quality of life) level.
- H4:** There is negative, strong and significant relationship between work-family balance and turnover intention (intention to leave).
- H5:** There is positive, strong and significant relationship between work-family balance and job involvement level.
- H6:** The demographic variables (such as: gender, marital status) are expected to influence the relationship between work-family balance and its consequences.

Sample and procedure

To test proposed hypotheses empirically, data are obtained from employees working full-time in three telecommunication companies in Egypt. The human resource managers provide a list of employees who are married without young children (under age) and those who have under age children (pre-school) living at home. The survey packages are sent to a proportional stratified random sample (its size is equal 368 employees) which is randomly selected from the provided list with the assistance of human resource managers in the three companies. The sample size is determined based on the statistical equation¹. Attached to each questionnaire there is covering letter that explained the objective of the survey, assured respondents of the confidentiality of their responses, and informed them of the voluntary nature of participation in the survey.

Respondents were informed that the survey's objective is to examine working parents experience of combining work and family roles and how it influences their well-being. Three weeks after the distribution of the questionnaire, a reminder is send to respondents. Completed questionnaires are returned to a designed box in the human resource department. The survey instrument is translated into Arabic because it is the official and native language in Egypt. However, because the scales are primarily developed in English, the survey instrument is pilot tested with a specialized sample of professors in Human Resource and Organizational Behavior. On the basis of the feedback obtained from the pilot test, the researcher rewarded a few of the scales items to ensure clarity.

Of 368 questionnaires distributed, 276 completed and useable questionnaires are returned representing response rate of 75 %.

Measures:

First: the independent variable:

Work-family balance:

Is measured by the scale developed by Carlson et al (2009). This measure consists of six-item scale that are designed to represent the definition developed by Grzywacz and Carlson (2007) of work-family balance that refers to the extent to which an individual is meeting negotiated role-related expectations in both the work and family domains. Therefore , each item includes a reference to the expectations or negotiation of roles (negotiation , expectations, etc.) and each item taps the perspective of an external party to capture what other people expect from the focal individual (people, supervisors , family members ,co-workers). A sample item is "I do a good job of meeting the role expectations of critical people in my work and family life ". The measure used a five-point Likert type scale, where "1" =strongly disagree and "5" = strongly agree. The six items were averaged to create composite measure for work-family balance. All the items are expressed in the positive direction .The Cronbach alpha for this scale is 0.93.

Second: dependent variables:

Organizational Commitment:

In this research, the researcher depends only on what called "the affective commitment" which refers to the commitment that based on the person's identification and involvement with an organization. People with high affective commitment will strongly stay with their organization because "they want to ". This affective organizational commitment is measured by six items scale that has been developed by Meyer and Allen (2011). A sample item is "I really

¹ The sample size (n) = $N/1+N(e)^2$, where N=population; n=sample size; e =degree of tolerable error (5%); 1=constant.

feel as if this organization's problems are my own ". The measure used 5- point Likert type scale where "1" =strongly disagree, and "5"= strongly agree. The Cronbach alpha for this scale is equal 0.90. All the items are coded in the positive direction.

Organizational Citizenship Behavior

Organizational citizenship behavior is measured by using Van Dyne and Lepine (1998) scale that consists of ten items. It is designed to look at the five main components of organizational citizenship behavior .A sample item is "I usually help others when they have heavy workload ". The measure used 5-point Likert type scale, where "1"= strongly disagree, and "5" = strongly agree. All the items are expressed in the positive direction. The Cronbach alpha for this scale is equal 0.82.

Life satisfaction (quality of life)

To assess life satisfaction (the quality of life), respondents are presented with seven bipolar items that describe "how you feel about your present life" such as: Boring- interesting; miserable-worthwhile; empty-full; disappointing - rewarding; hard- easy. This measure is developed by Staines, Pottick, and Fudge (1986). Each bipolar item is answered on a 5- point scale , where "1" represents the negative phrase on the left (e.g. boring) and "5" represents the positive phrase on the right (e.g. interesting). Responses to the seven items are averaged to produce the quality of life (life satisfaction) score. The Cronbach alpha for this measure is equal 0.91.

Intention to leave (TO)

The intention to leave is measured with a three -items scale developed by Seashore et al (1982). An example for this scale is "It is likely that I will actively look for a new job in the next year". The measure used 5 point Likert type scale, where "5" = always and "1" = never, and all the items are expressed in the positive direction. The Cronbach alpha for this scale is equal 0.92.

Job involvement

Job involvement is defined as the extent to which people identify themselves with their jobs. It is measured by using the measure developed by Buchanan (1974). This scale consists of six items. A sample item is "The major satisfaction in my life comes from my job". The measure used a 5-point Likert type scale, where "1" =strongly disagree and "5" =strongly agree. Meanwhile, all the items are expressed in the positive direction. The Cronbach alpha for this scale is equal 0.89.

Data Analysis and Results

The provided data by participants are processed with the SPSS program, version 16.0. Descriptive statistics is used to have an overview of the demographic characteristics of the respondents. The descriptive statistics indicate that 53 %(146) of the respondents are males and 47 %(130) are females. With regard to the marital status, the statistics indicate that 99.6% of the sample is married and that 36% of them do not have under age children while 64% have under age children. The average number of children under age (pre-school) is 1.41 (the range of their age equal one to four years). Also, it indicated that the average age for the respondents is 36.5 years. In terms of the educational level, the statistics indicate that 52% of the respondents have a bachelor degree, 36% have a postgraduate degree and last 12 % have technical high school diploma.

To determine the reliability of the used measurement scales that are used for measuring the research variables and the direction of the relationships between the dependent and independent variables, Pearson Correlation technique is used to calculate the alpha coefficients

of the scales and the correlation coefficients. Meanwhile, the correlation coefficients are computed for the total sample and the following sub-samples:

Males and females;

Married without young children and those married with young children.

The primary purpose behind computing the correlation coefficients for these sub-samples is to determine the major impact of the two demographic variables (gender and marital status) on the relationship between the independent and dependent variables. In addition, Z-test is used to test the level of significance of the differences between the correlation coefficients for the sub-samples.

Table (1) summarizes means, standard deviation and the reliability coefficients (Alpha) of the used scales in the study. The data in this table show that the used scales for measuring the independent and dependent variables are highly reliable with Cronbach alpha coefficient values above conventional minimum value of 0.70. This means that there is high internal consistency level among the scales' items used in this study.

Variables	Mean	SD	Cronback α	No. of items
Work-family balance	3.37	0.53	0.85	6
Organizational Commitment	3.33	0.66	0.87	6
Organizational Citizenship behavior	3.59	0.52	0.90	10
Life satisfaction	3.41	0.67	0.92	7
Intention to leave (TO intention)	3.43	0.62	0.89	3
Job involvement	3.35	0.64	0.87	6

Table (1) Descriptive Analysis, Cronback's alpha for the study variables measurements.

Table (2) shows the results of the correlation analysis for the independent and dependent variables of the research on the total sample. The results in this table indicate that:

1. Organizational commitment is positively and significantly related to work-family balance as "r" is = 0.432 ($p < 0.001$). This means that **H1 is strongly supported at high significant level.**
2. Organizational citizenship behavior is positively related to work-family balance at high significance level as "r"=0.478 ($P < 0.001$). This means that **H2 is strongly supported at high level of significance.**
3. Life satisfaction and work-family is positively and strongly related to each other at high significance level as "r" =0.542 ($P < 0.001$). This means that **the third research hypothesis (H3) is strongly supported at high significance level.**
4. Job involvement and work-family balance is positively and strongly related at high significance level as "r" is =0.520 ($P < 0.01$). This means that **the forth (H4) hypothesis is strongly supported at high statistical significance level.**
5. The intention to leave (TO intention) and work-family balance is negatively related to each other as "r" is = - 0.210 ($P < 0.05$). This means that **(H5) is significantly supported.**

Variables	(1)	(2)	(3)	(4)	(5)	(6)
Work-family balance	---					
Organizational commitment	0.432**	----				
Organizational citizenship behavior	0.487***	0.399**	----			
Life satisfaction	0.542***	0.452**	0.422*	----		
Intention to leave (TO intention)	-0.210*	-0.542**	-0.398*	0.401**	---	
Job involvement	0.520**	0.487***	0.431**	0.411*	0.452**	---

*** = $P < 0,001$; ** = $P < 0.01$; * = $P < 0.05$

Table (2) Pearson's Correlation Coefficients Matrix for Study Variables, n=276

Meanwhile, when gender and marital status are taken into consideration in the correlation analysis for the independent and dependent research variables, the results that are shown in table (3) indicate **that the six research hypothesis (H6) is strongly supported at high level of statistical significance as:**

1. The males and the married employees without young children are more committed to their organizations than the females and the married employees with young children. The correlation coefficients for males = 0.460 ($p < 0.01$); for females = 0.350 ($p < 0.05$); for married without young children = 0.520 ($p < 0.01$); and for married with young children = 0.311 ($p < 0.05$). However, through utilizing the **Z-test** of independent correlations and computing the conventional coefficients (between work-life balance and organizational commitment for males, females, married without young children, and those married with young children). The results of the test indicate that the difference between males and females and the difference between married employees without young children and who are married with young children **are significant as Zt** for males and females is =2.220, and for married without young children and married with young children is= 2.01 and both of them is greater than +,- **1.96** the critical value for 0.05 level of significance.

Variables	Gender		Marital Status	
	Female	Male	Married -1	Married-2
Work-Family Balance	0.341**	0.411**	0.512***	0.290*
Organizational Commitment	0.350*	0.460*	0.520**	0.311*
Organizational Citizenship Behavior	0.280*	0.330*	0.421*	0.320**
Life Satisfaction	0.365**	0.387*	0.501**	0.330***
Intention To Leave (TO Intention)	-0.230*	-0.201*	-0.236*	-0.240*
Job Involvement	0.350*	0.422**	0.353***	0.250*

Married-1= Married with no children, Married-2= Married with 1to 4 young Childs
 *** = $P < 0.001$, ** $P < 0.01$, * = $P < 0.05$

Table (3) Pearson correlation coefficients for the relationship between the studies variables moderated by gender and marital status

2. The relationship between work-family balance and organizational citizenship behavior is relatively higher for males than females, and for those who are married without young children than for those who are married and have young children. The correlation coefficient for males = 0.330 ($p < 0.05$); and for females = 0.280 ($P < 0.05$); for those married without young children = 0.421 ($P < 0.05$), and for those married with young children = 0.320 ($P < 0.01$).

Through utilizing **Z-test** of independent correlation and computing the conventional coefficients at 0.05 level of significance , the results indicate that the differences in the relationship between work-family balance for males and females and for who are married without young children and who are married with young children **are not statistically significant.**

3. Work-family balance and life satisfaction (quality of life) is positively related to each other but there is no much differences in this relationship between males and females as " r " for them respectively are equal: 0.387 ($P < 0.05$) and 0.365 ($P < 0.05$) . But there is

much difference in this relationships between who are married without young children and those who are married with young children as " r" for the first group=0.501 (P < 0.01) and for the second =0.330 (P < 0.001).

In order to figure out whether the differences between the females, males, married without young children, and married with young children are significant or not, the researcher used **Z-test** of independent correlation and computing the conventional test of difference between the correlation coefficients for this relationships. The obtained results showed that the difference between males and females is **not statistical significant**, while the difference between the married without young children and the married with young children is **statistically significance**. **Zt** was equal to **2.431** which is greater than **+or - 1.96**, the critical value for **0.05** level of significance.

The relationship between work-family balance and the intention to leave (TO) is negatively related to each other but there are slightly differences in this relation between males and females and between the married employees without young children and those who are married with young children. The correlation coefficients for: females = - 0.230 (P < 0.05); for males =- 0.201 (P < 0.05); for married without young children = -0.236 (P < 0.05); and for married with young children is = -0.240 (P < 0.05). However , through utilizing **Z-test** of independent correlation and computing the conventional coefficients at 0.05 level of significance as a criterion for the judgment , the obtained results indicate that : (a) the difference between females and males is **not statistically significance** as **Zt** is equal **1.121** which is less than **+,- 1.96**, the critical value for **0.05** level of significant ;(b) the difference between those who are married without young children and those who are married with young children is **not statistically significance** as **Zt** is equal to **1.010** which is less than **+,- 1.96** , the critical value for **0.05** level of significance .

4. The relationship between work-family balance and job involvement is positively related to each other, but the results shown in table (3) indicate that relationship for males and those who are married without young children is different than that for females and those who are married with young children. The correlation coefficients for: males is=0.422 (P < 0.01); for females is = 0.350 (P < 0.05); for the married without young children is =0.353 (P < 0.001), and for the married with young children is =0.250 (P < 0.05). In order to figure out whether these differences are statistically significance or not, the researcher utilizes **Z-test** of independent correlation and computing the conventional coefficients at 0, 05 level of significance as a criterion for the judgment. The obtained results indicate that :(a) the difference between males and females is **statistically significance** as **Zt** is =2.230 which is greater than **+, - 1.96** the critical value for 0.05 level of significance., (b) the difference between the married without young children and the married with young children is **statistically significance** as **Zt** is= 2.102 which is greater than **+, - 1.96** the critical value for 0.05 level of significance.

Discussion

The main thrust of this research is to articulate how work-family balance affects organizational commitment, organizational citizenship behavior, life satisfaction, job involvement and the intention to leave among the employees working in the three telecommunication companies in Egypt. The data analysis and the obtained results from it revealed that:

First: All the used scales for measuring the independent and dependent variables are valid and highly reliable with Cronbach coefficients above conventional minimum value of 0.70.

Second: There is strong and significant support for all the five developed hypotheses. Most of the correlation coefficients are highly significant, and this means that the relationship between the independent and dependent variables are real relations. This means that there is positive and significant relationship between work-family balance and organizational commitment, organizational citizenship behavior, life satisfaction, and job involvement while there is negative relationship between work-family balance and the intention to leave among the employed employees in the three companies.

These results are consistent with the findings of **Jell et. al. (2014)**, **Hye (2014)**, **Ong and Jeyaraj (2014)**, **Subhas and Misra (2013)** as they assert that work family imbalance can yield negative impact both in-role performance and extra- role performance. This means that- according to this study- if the employees in these three companies experience work-family balance, this experience will:

- a) Increase their affective commitment and attachment level to their organizations as this experience generates strong feelings of loyalty and morale to their organizations as their needs and expectations are satisfied.
- b) Increase their tendency to have extra- role behavior as they have high levels of altruism (helping others), conscientiousness and sportsmanship (focusing on the positive side of the issues).
- c) Increase their quality of life (well-being) because their involvement in the multiple roles (work and family) will protect or buffer them from the effects of negative experiences in any one role of them. In addition, the balanced employees will experience less role overload, greater role ease and less depression than their imbalanced counterparts.
- d) Also, a balanced involvement in work and family roles may reduce chronic work-family conflict because balanced individuals are fully engaged in both roles and they do not allow situational urgencies to hinder role performance chronically.
- e) Increase their psychological involvement in their jobs which acts primarily as a sensitizer to interference effects and making the employees more aware of the problems within their jobs. The balance between the work and family demands will allow them to better cope with work related issues and family requirements as their needs and expectations are satisfied and confirmed.
- f) Decrease the employees' intention to leave their current jobs and organizations. This may attribute to high well-being level and having high total level of satisfaction across work and family roles.
- g) **Third:** Gender and marital status have an effect on the relationship between work-family balance and its consequences. The relationships between work-family balance and organizational commitment, organizational citizenship behavior, life satisfaction, and job involvement are low among females and the married with young children than males and the married without young children, while it was high with regard to the intention to leave. These results may be attributed to:
 - h) According to the "Gender and social role theory", females and the married with young children are more likely to see family role as critical part of their social identity than males and the married without young children do. Moreover, as females and the married with young children roles in the workplace have increased, the expectations placed upon them in the family role have not diminished. Thus, when work impinges on family demands, females and the married with young children are more likely to develop a negative attitude toward their work context as it is viewed as more threatening to their central social role.

i) The male-oriented culture that characterized many of the organizations in Egypt and the continuous increase in the number of highly educated females coupled with inflexible work hours, lower level of economical status for most of the Egyptian families and the absence of child care facilities constitute impediments rather than sources of support for employed mothers. Therefore, they tend to impose some restrictions on their career aspirations or personal achievements for family reasons. Specifically the researcher argued that "keeping a low profile" in one's career enable those females and the married with young children to be both in the world of work and family. They are working in a sense, to use their education or training to satisfy their self-esteem and to bring their salary home for the family, that is, to look after the needs of the family and continue to perform their traditional roles.

Conclusion

Helping workers balance their work and family lives is increasingly viewed as a business and social imperative. Thus, successfully combining work and family became a major issue for the labor force and for the labor market in attracting and retaining high quality workers. Consequently, the achievement of work-family balance became one of the most important dilemmas for the current and future generations.

The main aim of this research is to figure out the main consequences of work-family balance among the working employees in the three telecommunication companies in Egypt. The findings indicated that:

- a) There is strong, positive and significant relationship between work-family balance and organizational commitment, organizational citizenship behavior, life satisfaction and job involvement levels.
- b) There is strong, negative and significant relationship between work-family balance and the intention to leave level.
- c) There are some difference among females, males, married with young children and the married without young children regarding the relationship between work-family balance and its psychological and behavioral consequences.

Its implications

In light of the results of this study, there are some practical implications to be considered:

- a) The results suggest that organizations cannot optimize the employee's satisfaction without considering non-work influences.
- b) In today's global marketplace, as companies aim to reduce cost, it is necessary to understand the critical issue of work-family balance and to champion work family programs that offer a win-win situation for employers and employees.

Recommendations

1. It is recommended for companies that face work-family imbalance to introduce flexible work schedule programs as research proved that flexible working schedule programs bring positive impact on workforce in form of their retention, commitment, ease of work, satisfaction, involvement and performance.
2. There must be workplace support in the form of cooperation with employees who face work-family conflicts. Work place support help the organization coping with work family imbalance issues. It is possible to accomplish this through family friendly policies, supervisory supportive practices and the existence of family oriented benefits or outcomes. These family oriented benefits contribute as motivational aspects among employees who are suffering contradiction between work and family demands. Examples for family oriented benefits: (a)

family related remuneration, (b) work off opportunities for individuals to spend appropriate time with family, (c) maternity leave for females with young children and child care program.

3. Since the work force are facing imbalance between work and family roles and there is strong needs for minimizing it, therefore, work-family awareness programs must be developed.

Limitation

All of the correlations that are presented in the study are drawn from cross-sectional and self-reported data. The biggest problems with self-report and cross-sectional researches are the potential for the inflation of correlations and the inability to make firm inferences of causality.

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