Work Life Balance of Employees in Oregon System: A Study in the Kingdom of Bahrain

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Abstract
The balance between work and home has become one of the basics of life for all employees in all stages of life, where work is one of the main factors in acquiring a better welfare and try to reach many successes and innovation in life. The qualities and shortcoming of a company are dictated by the nature of its human resources, which assume an imperative job in utilizing other hierarchical assets and the improvement procedure of present day economies. The purpose of the study is to investigate the balance between work and home at one of Bahraini companies, Oregon System, by analyzing the nature and significance of human resources in the company, and the perception of respondents on specific areas of work life balance in the company and give recommendations for improvement. The study is based on primary data that includes a questionnaire for analysis. Respondents are the employees of Oregon System.

Keywords: Work life balance, Quality of life, Oregon system

Introduction
Work-life balance is a constant challenge for most people, especially at a time when companies reduce their labour force because of the economic situation and increase the workload to their employees. The process of balancing work-life can be seen as a difficult goal especially for people who strive to complete everything in a timely fashion. In the majority of developing countries, including the Kingdom of Bahrain, until lately, only men worked outside of the home. Integration of the women in work force facilitated the need to balance the work and life in Bahrain society. Nevertheless, managing the work life balance of employees has still not turned into a center key aspect of individuals in Bahrain organizations that have the advantage regarding youthful skills in contrast to the Western countries (Nam, 2014; Qasim et al., 2018).

A research from Oregon University found that an upbeat home life brings forth satisfaction and efficiency in the work environment also. In the event that you want to be a joyful individual, you need satisfaction in all parts of your life. This enjoyment originates from carrying on with a work-life balance that adjusts your qualities and needs suitably (Ferreira, 2018). Teamwork is one of the indispensable fixings in organizational achievement (Martin, 2016; Qamri et al, 2015). There are also a lot of reasons that encourage people to search for work. If your work is something you adore, it will give precision, force, and satisfaction to all parts of your life (Robinson, 2017). Technology use influences the person's subsequent experience as a result of work-life invasion (Mehtab et al., 2012). The focus of the research is to explore the work-life balance of employees in Oregon Systems with headquarter in the Kingdom of Bahrain. The company is dealing with IT solution and managed services provider with a huge knowledge and expertise in communications and collaboration, data centre and cloud and managed services (Ullah et al., 2016). The total number of employees in the Kingdom of Bahrain are 73 and in other gulf countries additional 150 employees, such as in United Arab Emirates and Saudi
Arabia. The company is dealing with large corporations and public sector, being roughly 100 customers. The company is developing very fast and is specialized in advanced technologies and services, and it is a leading IT provider in the Kingdom of Bahrain and GCC (Oregon Systems, 2019). In this section are discussed the work life balance problems of employees in Oregon Systems in the Kingdom of Bahrain. The interest is to get opinion of employees regarding their approaches for the work life balance. This problem is chosen to be analysed in this study because most of companies in the Kingdom of Bahrain are facing with this issue (Debusmann, 2018).

- To analyze the association between demographic variables of respondents and employee work-life balance of Oregon Systems.
- To study the association between work stress of respondents and employee work-life balance of Oregon Systems.
- To find out the association between quality of life of respondents and employee work-life balance of Oregon Systems.

Significance of the Study
The research gives a proposal of work life balance and numerous factors that can be utilized for this balance. This proposal clarifies the basic comprehension of work life balance which is valuable in actualizing successful feedback to the analyzed company, Oregon Systems. The information and findings of this investigation will be useful to the AMA International University Bahrain and other Colleges, general public in the Kingdom of Bahrain or more increasingly, give specific duty to the Management that handle similar business in the Kingdom of Bahrain or Gulf countries, useful reference for all individuals contributing in the work life balance from families, managers, educators, and policy creators, for example, the Bahraini government institutions, such as the related Ministries, etc.

Theoretical Framework
Numerous theories have been promulgated by different scholars and specialists to clarify the work life balance and the distinctive parts of the connection between work, individual and family life such as a theory of Kumar & Janakiram, (2017). The theoretical framework for this study was supported by the Macro Level of Work-Life Balance Theory by Naithami (2010).

Figure 1: Theoretical Framework supported by Naithani (2010)

This model estimates that high segmentation among work and family ought to get better work-life balance. For instance a worker who can manage his time, energy and effort in accessible, productive and effective way among the two segments will confront lower work-life clashes. As
per model provided in figure 1 above, segmentation, compensation, integration, and spill over of various degrees make positive and negative impacts in the work-life of a person. Work-life balance accordingly is that level where complete aggregate of the impacts is positive or where the complete aggregate isn't negative.

**Conceptual Framework**

The conceptual framework is related to the theoretical framework that is from Macro Level of Work-Life Balance Theory that is provided by Naithani (2010). The conceptual framework is based on independent and dependent variables. The independent variables are demographic factors, work stress, and quality of life of employees in Oregon Systems. Dependent variable is work life balance of employees. This relation is presented in the figure 2.

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>Dependent variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demographic Factors</td>
<td>Work life balance</td>
</tr>
<tr>
<td>Work Stress</td>
<td></td>
</tr>
<tr>
<td>Quality of Life</td>
<td></td>
</tr>
</tbody>
</table>

*Figure 2: Conceptual Framework*

**Scope and Limitation of the Study**

This section sets parameters of the study that is focused on some key factors that are in a big need for improving the balance between work and life with employees of Oregon Systems. As all studies that are facing limitations, also this study encountered the followings:

- The respondents in this research are workers of only one company, Oregon Systems; the findings cannot be summed up to different populations.
- The reason having no information with the separate departments of the company to analyze the work life balance, the researcher has concluded with the accessible information.
- During the data collection the investigator faced with the time limitation in view of certain elements that ruin the accessibility to meet with respondents as it was organized.
- All questionnaires are filled jointly and along them are evaluated in general and not in individual premises.

**Literature review**

The study of Yu, Wang and Zhang (2017) reveals the relationship between work family balance and job satisfaction. A cross-sectional examine was directed in which 263 workers from a petrochemical company in China finished self-report questionnaires including the Work–Family Balance Scale, the Utrecht Work Engagement Scale, the Big Five Inventory 10, and the Job Satisfaction Scale. Yang, Suh, Lee and Son (2018) evaluated the relationship between work-life balance and psychosocial well-being among paid Korean workers (Khan et al., 2015). According to Lewis et. al. (2017) work life balance is characterized regarding having sufficient time (and energy) for both work and individual life exercises, that is, without work overwhelming
individuals' lives. The object of the study of Tugsal (2017) is examination the impacts of socio-demographic factors and work-life balance on workers passionate depletion. Discoveries of the examination exhibit that the indicator with the most noteworthy impact on passionate depletion is simply the variable named taking time for oneself (Raza et al., 2018). Based on the new report by InterNations, (Debusmann, 2018) Bahrain ranks second in the world for the expat work life balance that lack only by Denmark holding the first place. In its "Expat Insider" review – which questioned more than 12,500 respondents in 188 nations – InterNations found that 46 percent of expats referred to business related explanations after moving to Bahrain, while 69 percent said they were happy with work-life balance.

Research methodology
An organized questionnaire through the stratified sampling strategy has been utilized as an essential device to gather the primary information from the respondents of the selected company Oregon Systems. The essential information was gathered between the months of March to May 2019. Respondents of the research are the employees of the company Oregon System in the Kingdom of Bahrain, which are chosen through the stratified sampling strategy. The total number of employees is 73, and with the online calculation the perfect sample size is 62. This sample size is determined dependent on confidence level of 95%, population size of 73 and margin of error of 5% (See also: Abrar ul haq et al., 2019; Abrar ul haq et al., 2015; Abrar ul haq et al., 2016; Akram et al., 2019; Ashraf et al., 2017; Akram, F. 2017). The questionnaire is used for data collection which is most commonly used for such kind of studies (See also: Abrar ul haq et al., 2018a,b; Abrar ul haq and Jali, 2016; Abrar ul haq et al., 2012; Abrar ul haq et al., 2017a,b; Abrar ul haq et al., 2019). The validity instrument is affirmed by four company managers or head of employee’s relations operating in the Kingdom of Bahrain.

Results and Discussion
The complete number of questionnaires dispersed to the respondents that took an interest in this exploration was 62 that were helpful to be a piece of this examination, which 32 (51.6%) individuals from the respondents were male while female respondents were 30 (48.4%). Relating to the age scope of the participants, the range is assembled into four distinct groups beginning from the scope of “19-28” with 4 respondents (6.5%), “29-38” with 31 respondents (50.0%) that includes the highest number of respondents, “39-48” with 22 respondents (35.5%), and “49-58” with 5 respondents (8.1%). In observation of the education obtained from the respondents, with primary degree are 4 (6.5%), secondary degree are 9 (14.5%), college level are 30 (48.4%) that represents the highest number of respondents and with postgraduate level are 19 (30.6%). In terms of Civil Status of respondents, the results show that most of respondents are single and married, counting for single 23, and married 26, counting for 79% and divorce are 13, counting for the rest 21% of respondents. The feedback for religion of respondents show that Muslims are 11 respondents (17.7%), Hinduism are 25 respondents (40.3%) that counts for the largest number, Buddhism are 12 (19.4%), and Christian are 14 (22.6%). The last question addressed to the respondents in terms of demographic factors was related to their work experience. The results show that with less than 1 year of experience are 9 respondents (14.5%), 1 to 2 years are 23 respondents (37.1%) that represent the highest number of respondents, 3 to 5 years are 21 respondents (33.9%), and with more than 5 years are 9 respondents (14.5%). In this research it is used regression analysis for testing our cases on the investigation.
The table 1 analyses the model summary table that represents the R Square and adjusted R Square are 36.5% (.365) and 33.2% (.332), and these results account for only 36.5% of the variance in work life balance and that is good prediction since its between zero and one. R Square shows that 36.5% of the variability in work life balance can be accounted for by Quality of Life, Demographic Factors and Work Stress, so its almost half, 36.5% in the variance of work life balance.

Table 2: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>2.897</td>
<td>3</td>
<td>.966</td>
<td>11.095</td>
<td>.000³</td>
</tr>
<tr>
<td>Residual</td>
<td>5.047</td>
<td>58</td>
<td>.087</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>7.944</td>
<td>61</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Mean Quality of Life, Mean Demographic Factors, Mean Work Stress
b. Dependent Variable: Mean Work Life Balance

The table 2 analyses if the R² represented in table 1 is significantly greater than zero. The last column in ANOVA is significance that shows if p value is less than 0.05 that means that the test is significant, in other words R Square is significantly greater than zero. Since significance is lower than 0.05, that is 0.000, we know that the value of R² is significantly 0.365 that means that our independent variables (predictors) are strongly able to account for a significant amount of variance in work life balance of workers in Oregon Systems. In other words, overall the regression model it was statistically significant. The independent variables can predict the work life balance of workers in Oregon Systems.

Table 3: Coefficient table

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>.901</td>
<td>.273</td>
<td>3.301</td>
</tr>
<tr>
<td>Demographic Factors</td>
<td>.591</td>
<td>.103</td>
<td>5.723</td>
</tr>
<tr>
<td>Work Stress</td>
<td>-.004</td>
<td>.095</td>
<td>-.044</td>
</tr>
<tr>
<td>Quality of Life</td>
<td>.093</td>
<td>.108</td>
<td>.859</td>
</tr>
</tbody>
</table>

The extra examinations are accomplished for coefficients of variables given in the table 3. The only independent variable that is statistically significant for foreseeing the work life balance is Mean of Demographic Factors because its p value is below 0.05, that is actually 0.000, and other independent variables have higher p value that is more than 0.05, we can conclude that other independent variables are not statistically significant, actually for variables of Work Stress and Quality of Life and they don’t explain a unique variance in work life balance of workers in Oregon Systems.
Oregon Systems. The result of the sample size of 62 is applicable to total population of the Oregon Company that is counting for 73 employees.

**Conclusion and Recommendation**

The study concludes that all questionnaires are legitimate, covering all 62 respondents. The Shapiro-Wilk test statistics from the Normality Test shows that all the three null hypothesis of the research are rejected. It is reasoned that: There is significant relationship between demographic factors and work life balance of employees of Oregon Systems; There is significant relationship between work stress and work life balance of employees of Oregon Systems. There is significant relationship between quality of life and work life balance of employees of Oregon Systems. The finding of the investigation is appearing how significant is for workers to have a work life balance in the Oregon Systems, by giving three independent variables, Quality of Life, Demographic Factors and Work Stress, that thus indicated just about 36.5% of the variance for the work life balance, by demonstrating that the rest 63.5% of R square is originating from the other independent variables, and it shows a very good prediction actually. It is recommended to be considered the discoveries and the feedback of the workers of the Oregon Systems, that gives a decent criticism for the leadership of the company as well as for all companies to consider and make a move as per the gave outcomes structure from this research. It is also recommended to be accomplished more research in different companies and to contrast the discoveries and this momentum investigate, just as to include diverse respondent attributes, likely to be picked the best and weakest performed workers, the time the workers spend overtime in the company, etc.

**References**


