AMERICAN UNIVERSITY OF BEIRUT

CRITICAL ASSESSMENT OF WORK LIFE BALANCE OF WOMEN
AT THE AMERICAN UNIVERSITY OF BEIRUT

by

MIRA HAMZEH HAMZEH

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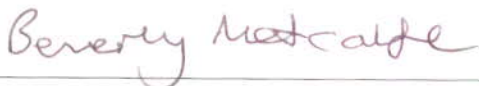
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AN ABSTRACT OF THE PROJECT OF

Mira Hamzeh Hamzeh   for   Masters in Human Resource Management
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Title: Critical Assessment of Work Life Balance of Women at the American University of Beirut

Achieving work life balance has become difficult in our modern society especially with demanding responsibilities both in the workplace and at home. Work can have a positive impact on our lives in terms of satisfaction and self-fulfillment. However, when work responsibilities become too demanding, burnout inevitably ensues making it difficult for employees to meet duties beyond the workplace. Gender issues have started to emerge as a key factor in developing work life balance policies. Women around the world are still expected to assume more domestic responsibilities compared to men and as such find it difficult to meet both home and work responsibilities. In order to rectify this knowledge gap, I aim to explore how work life balance is conceptualized in the Middle East and Lebanon in particular.

The first part of the study will focus on a review of existing policies at AUB to identify what is currently being done to address challenges relating to WLB for all staff with a particular attention on women. The second part of the study will utilize semi-structure interviews with female employees to assess the degree to which they are able to achieve balance between work and personal life. This was achieved through purposive sampling of staff at the Faculty of Health Sciences and the Admissions office. Twelve respondents consented to participate in the study. Results were analyzed bearing in mind the theoretical model proposed by Guest (2002) which segregated WLB into five models, those being: Segmentation, Spillover, Compensation, Instrumental and Conflict models.

Study findings indicate that no policy exists regarding WLB at AUB. The respondents clearly suffer from their inability to achieve WLB. Findings are analyzed within the theoretical model presented above. Recommendations for developing a WLB policy at AUB include integral components that should be included.

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CHAPTER I

INTRODUCTION

Achieving work life balance has become difficult in our modern society especially with demanding responsibilities both in the workplace and at home. Finding work has become challenging and as such, employees are eager to demonstrate their commitment often at the expense of their personal life. Work can have a positive impact on our lives in terms of satisfaction and self-fulfillment. However, when work responsibilities become too demanding, burnout inevitably ensues making it difficult for employees to meet duties beyond the workplace. Corporations in the west have started implementing policies to help their employees guarantee better work life balance. Gender issues have started to emerge as a key factor in developing work life balance policies. Women around the world are still expected to assume more domestic responsibilities compared to men and as such find it difficult to meet both home and work responsibilities. As such, tailored programs are being developed specifically to ensure better balance for women in the workplace. However, limited information is available about these issues in the Middle East and particularly in Lebanon. In order to rectify this knowledge gap, I aim to explore how work life balance is conceptualized in the Middle East and Lebanon in particular.

As such, the objective of this study is to critically evaluate the concept of work life balance (WLB) through a critical evaluation of women's work experience and barriers for WLB. The assessment will focus on a university setting in Lebanon and explore the social constructs of WLB through interviewing a diverse group of women within the university to determine how organizational policies and procedures can shape their ability to achieve WLB. The findings of this study will ultimately help inform and shape a policy to support the Human Resources

Department (HR) in developing a WLB policy for the organization. The setting selected for this study is the American University of Beirut (AUB) which is a teaching centered university. As stated on their website, "AUB is committed to the principle of equal opportunity and does not discriminate on the basis of race, color, religion, age, national or ethnic identity, sex, gender or gender identity, marital status, disability, genetic predisposition or carrier status, alienage or citizenship status, political affiliation, or any legally protected characteristic, in its programs and activities to the fullest extent permitted by Lebanese law."

Before detailing how the study objectives will be met, I will discuss existing definitions of WLB in the literature before discussing the theoretical models that govern this concept. I will also detail existing policies around WLB in the literature and the role of the Human Resources department before detailing knowledge about this issue in the Middle East and Lebanon. WLB will also be framed within gender theories to justify the focus on women for the purpose of this particular study.

The first part of the study will focus on a review of existing policies at AUB to identify what is currently being done to address challenges relating to WLB for all staff with a particular attention on women. The second part of the study will utilize semi-structure interviews with female employees to assess the degree to which they are able to achieve balance between work and personal life. Purposive sampling of the Faculty of Health Sciences and the Admissions office was used as they have a large proportion of female staff. Respondents were identified with the assistance of administrators within the two locations. A total of 50% of respondents within each location were randomly selected and sent invitation letters to explain the purpose of the study and invite them to take part. Twelve respondents consented to participate in the study and data were collected through interviews using a semi-structured tool. Surveys were analyzed

bearing in mind the theoretical model proposed by Guest (2002) which segregated WLB into five models, those being: Segmentation, Spillover, Compensation, Instrumental and Conflict models.

The policy analysis indicated that there are no policies to help employees at AUB regardless of gender achieve balance. Policies regarding maternity leave exist but these are in compliance with Lebanese labor laws and are not specific to WLB.

As for the results of the survey, findings showed that the majority of respondents felt a sense of accomplishment in their jobs but very few felt valued by their employers. The majority reported taking work home with them and very few indicated that they felt that they able to complete all their tasks during working hours. Most respondents felt a need to modify working hours despite reporting relative flexibility in their schedules. Many also reported feeling burnt-out at work and emotionally burnt-out as well. While many reported having a supportive supervisor and work environment, half thought they did not value their work satisfaction. Many were also dissatisfied with their degree of WLB and unable to influence the amount of work assigned to them. Respondents also reported relative interference between work and home and that the amount of work they have makes it difficult to fulfill home responsibilities. Moreover, their job responsibilities posed a strain on their personal life which often made them change family and personal plans. The respondent's families generally thought they were able to manage their work and home responsibilities with minor exceptions from few respondents. Still, many found it difficult to socialize after work or adopt hobbies and mostly spent their evenings with their families at home. However, many felt that they don't see their families enough and not even having enough time to take vacations. Some even reported working through their vacations to make up for lost time while others tried not to take vacations to compensate for the time their children were sick. Many also thought their emotional health and wellbeing was being affected

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by the time they spend away from their families. Others felt that the work stress was making them irritable and causing fatigue which made it difficult to keep up with things that need to get done at home.

Respondents also provided some recommendations on how AUB can help their employees achieve WLB. This mainly included flexible scheduling, revision of working hours, finding arrangements with daycare centers close to work, among many others.

Overall, I found a lot of ambiguity in how WLB was defined and understood and AUB is still in its early stages of providing relative policies related to this topic. The document ends with a series of recommendations on how AUB can proceed towards developing a WLB policy that meets the needs of all its employees and particularly women.

The next chapter will compile all the available literature on WLB including definitions, theoretical models, history, benefits, and role of HR before addressing the issue in the context of the Middle East and Lebanon. The literature review will conclude with a briefing of WLB for women in particular as this is the main focus of this study.

CHAPTER II

LITERATURE REVIEW

This chapter will compile existing literature on the concept of WLB beginning with how it came into being, definitions, and theories and models. It will then detail examples of WLB, the role of HR in this area, WLB in the Middle East and Lebanon and gender issues. The chapter will end with a summary of the main objectives of the study.

A. Evolution of the concept of WLB

The definition of work has evolved over the years. It can be defined as an activity requiring effort; it is a social obligation and necessary for survival in our modern world and can be either paid or unpaid (Lewis 2003). Work and effort exerted by an individual can influence organizational performance and outcomes (Douglas and Morris, 2006). There are many studies that highlight the positive impact of work on our lives, particularly on how to achieve life's purpose through employment and attaining satisfaction (Eikhof el al. 2007; Burke, 2000).

Although the technological revolution was supposed to allow workers more leisure time and provide people with opportunities to achieve purpose through activities that gave them joy other than work (Lewis, 2003), people today are working longer hours than ever before (Evans, 2000). In the past, people used to have more time for activities after work such as sport or social activities, thereby achieving balance between their professional and personal lives (Lewis, 2003). The "life" component of work-life balance is what individuals do in their private time when then they are committed to their work schedule can freely choose to partake in activities for their personal enjoyment and recreation.

This gave birth to the term "Work-Life Balance" which has multiple definitions in the business literature. Simply put, it is the ability of an individual to ensure that enough time is

dedicated to both life dimensions; those being work and life. It is the ability of an employee to guarantee achievement through work and enjoyment during leisure time (Joshi et al. 2002). Before the 1970s, 'work' and 'family' were treated as separate segments of life. It was only until Kanter (1977 in Naithani 2010) that the interdependence of 'work' and 'family' was highlighted.

Despite evolving social responsibilities and achievement of balance in life roles between the genders, women are still expected to primarily care for home, children and other dependents. In fact, evidence continues to show that women devote more hours in the day to family-related activities compared to males despite both being required to spend the same amount of time and exert the same amount of effort at work (Eby et al., 2005; Friedman and Greenhaus, 2000). As such, women constantly find themselves struggling to stay afloat and keep up with the responsibilities expected of them both at work and at home. The increasing participation of women in the workforce created dual earner couples. This trend created a burden in terms of child and elderly care as a large number of employees had to now balance dual responsibilities. This led to work related stress, and employee demand for shorter working hours. Conflict between work and personal life was further aggravated due to the rise of the assumption that people should be working 24/7 to meet organizational needs. The result of the influx of employees into the workforce coupled with the work obsession mentality led to a loss of social support network. People found themselves having to juggle family, personal life, work and other responsibilities and the impact on their life became apparent (Naithani 2010).

Modern corporations have begun to notice that their employees in general, and women in specific, are struggling to achieve balance between their work and personal lives. Some have adopted programs to help their employees achieve work life balance and this has helped employees become more satisfied and motivated (Friedman, S D and Greenhaus, J H 2000). It

has reduced absenteeism and turnover (Galinsky and Stein, 1990) and decreased stress levels (Goff et al., 1990, Johnson, 1995) and conflicts between home and family (Ezra and Deckman, 1996). While some corporations have been successful, others have yet to initiate such programs while may be causing conflict and making employees, particularly women, struggle to balance the two responsibilities. Implementing such programs lies in the hands of Human Resources departments who are tasked with developing such programs and implementing them. Limited information is available on work life balance in university settings which creates a major knowledge gap. Even more so, there is limited information and success stories on work life balance from the Middle East and specifically in Lebanon.

B. What is Work Life Balance?

Work life balance (WLB) developed over the years in different parts of the world. In the 1970s, the term "Work Life Balance" made appearance in England by an association of working mothers, where they tried to explain about the need to balance a person's work from one side and their personal life from another (Arthur 2002). In the United States, the term appeared in 1986 when the incident of neglecting families and friends started to become a habit by many workers, who favored their workplace and abandoned social responsibilities (Arthur 2002).

To this day, there are multiple definitions of WLB. Different studies define the two terms separately with "Balance" being defined as harmony or equilibrium between work and life domains (Clarke, Koch and Hill, 2004)". A major misconception by some is that WLB means a reduction in working hours whereas it is satisfying both dimensions in parallel (Nickson el al. 2004).

WLB has multiple definitions in the literature. Some describe it as "the degree of satisfaction with work and family role (Greenhaus et al. 2003) and a state that occurs when there

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is a sense of satisfaction with work and family roles (Clark 2000)." Guest (2002) define it as feeling a balance between work, feelings, and emotions. The feeling of balance differ from one person to another based on a personal evaluation of beliefs and feelings. Work Life Balance thus results from one's belief that both work and family commitments can be fulfilled while maintaining the capability of effective negotiation with others in different life domains (Carlson, Grzywacz, and Zivnuska 2009). WLB is an individual belief that work activities are not incompatible with non-work activities and as such, promotes growth in parallel with current life priorities (Kalliath and Brough 2008)." Grzywacz and Carlson (2007) consider WLB as a multiple layer concept that contains work and non-work conflict.

Some define WLB in terms of balance and equilibrium along with harmony and understanding between work and family conflict from one side or work and family enrichment (Buffardi, Smith, O'Brien, & Erdwins, 1999; Clark, 2001). Frone (2003) defined WLB in relation to the space between "Intrusion" and "Support" dimensions with the directions "work to life and "life to work". Kalliath and Brough (2008) summarize WLB with six different definitions that comprise the balance construct:

1. The concept of interaction between a person's two life roles.

2. The level of engagement of a person in both the work and life role and happy in both fields.

3. Collecting satisfying experiences in all aspect of life while focusing on distributing the required energy and time between the domains.

4. The level in which the person is both satisfied and effective in both roles, while work and life are compatible with each other.

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5. There is a major connection between conflict and facilitation, and high level of balance can be achieved by low level conflict and high level facilitation.

6. It is the ability of people to monitor and control when, where and how they work.

For the purpose of this thesis, we have selected definition by Voydanoff (2005) who describes WLB as a 'global assessment that work and family resources are sufficient to meet work and family demands such that participation is effective in both domains' (Voydanoff 2005, p. 825).

Little has been done to explore WLB in the educational sector. However, the evidence available stipulates that WLB may be easier to achieve in the educational sector compared to other times of organizations (Thakur, 2014). As such, women may be tempted to find employment within this sector since they believe that they would have more job flexibility, shorter working hours, and fewer responsibilities (MEHTA 2012).

C. Theories and Models

Many models for work life balance were deduced from the above definitions. These models seek to explain the factors related to WLB. Byrne (2005) suggested eight sections of life in relation to WLB and these were work, finance, spiritual, hobbies, self, social, family and health. Byrne (2005) believed that all these eight sections are considered important in our life and each individual tried to achieve balance between all these segments.

Guest (2002) presented a compilation of five theories to show the association between work and life. The models are segmentation, spillover, compensation, instrumental and conflict. In the *Segmentation Model*, work and life are two different isolated parts of a person's life with

no connection of interference. These individuals are less likely to experience conflict as the two different segments of their life do not intersect.

Work and life are two different segments but they are not actually fully segmented at all times; there is always the possibility of one affecting the other thus giving rise to the *Spillover Model*. It is much harder for women to segment the two parts of their lives especially in light of their traditional social responsibilities (Naithani 2010). The *Compensation Model* describes instances where employees compensate for the lack of satisfaction in one life segment by focusing on another. The *Instrumental Model* on the other hand, describes how an employee may use one of the two segments to influence the other. The *Conflict Model* describes instances where employees cannot manage between the two segments of their lives thus creating imbalance and difficulty in addressing them both.

When employees try to balance between work and life, they will try to compensate loss in one segment from results in another. Employees with higher degrees of work-life segmentation will have fewer opportunities to make up for losses in one segment by obtaining gains in the other. Those with high integration of work and life are assumed to have greater opportunities for compensation. Employees can experience each of segmentation, integration and compensation to different degrees and create their own outputs which can be either positive or negative depending on their situation. Negative and positive outcomes will ultimately spill over across segments, especially when work and life witness higher degrees of integration (Naithani 2010). A compiled model by Guest (2002) stipulates that all employees experience some degrees of segmentation, integration, compensation and spill over which can influences WLB.

Table 1: Models associated with WLB (Guest, 2002)

Segmentation Model	In this model, life and work are in two different isolated boxes and there is no connection between them. There is no reflection between work and non-work related issues, the two are different fields that should not intersect or effect each other. These individuals are less likely to experience conflict between the two segments of their life.
Spillover Model	In this model, one of the domains influences or affects the other domain; this effect can be positive or negative.
Compensation Model	This model describes situations when an employee tries to compensate between one of the domains. Dissatisfaction with one segment may influence the person to try to compensate from the other segment.
Instrumental Model	This is when one domain help to improve the influence over the other domain.
Conflict Model	This is when there is a lot of demand in both domains and this results in conflict and makes it harder to manage between the two. Individuals are typically unable to segment the two parts of their life so this high integration between the two creates conflict and imbalance.

It should be noted that these models are not dominated by gender in the workplace but their participation in the home is influenced by social roles. This creates pressure to fulfill both roles (Naithani, 2010).

D. Work-Life Balance Policies over the years

Researchers in the literature spoke of multiple policies that can help employees manage the two segments/dimensions in their lives, those mainly being work and family. The first programs designed to address work-life policies in the 1980s primarily focused on women with children. In the 1990s, organizations started witnessing a shift from the narrow focus working mothers towards a new broader focus on both married and unmarried men and women with or without children (Naithani 2010). Morgan and Milliken (1992) spoke of three policies for work life balance that were developed to help employees balance the two dimensions, work and family. They are provision of careers' arrangements, work alternative arrangements and off-site working arrangements. A few years later, Lobel and Kossek (1996) developed a different set of categories for the policies related for Work life balance and they are on the bases of information, time, money, and direct services.

As the concept of WLB evolved, Glass and Finley (2002) developed the idea that the policies should be in three categories that are parental leave, work arrangements alternative, and employer child care. In an article published in 2005, Helpern (2005) argued that flexibility of working hours will have a positive effect on work life balance and improve motivation and job satisfaction which can be translated into more productivity. The employees will feel more loyal and committed to the organization and will be more dedicated to achieving its objectives. Flexible work scheduling and working from home was also associated with lower overhead costs, more productivity, and efficiency.

The concept of flexible schedule and its impact on WLB was highlighted by Galea et al. (2013) who argued that when the organization develops a flexible work scheduling and invests in it, the working culture and environment will be much more pleasant for its employees in both

dimensions work and life. This same concept was highlighted by Den Dulk et al (2014) who

argued that increasing of flexibility in working policies and contracts can be helpful in achieving

WLB, and that employees can work from home or from office or even from coffee shops as long

as they complete the tasks assigned to them.

E. Benefits of WLB to companies

Modern organizations have started responding to the need to address WLB in their

internal strategies and through adopting policies and procedures to improve employees

'perception of WLB (Burke, 2000). Some organizations are assessing factors that lead to

employee demotivation so they can work towards eliminating these factors from their job

environment. The expected outcome would be a more positive WLB for the employees and more

motivation, loyalty, and dedication for the organization. Companies that do not implement WLB

policies run the risk of burnout among their employees, poor performance and turnover. The

financial burden of lack of WLB policies should not be taken for granted. In fact, cost of

absenteeism related to work-life conflict in Canada have been estimated at $10 billion a year

(Duxbury and Higgins 2003 in Naithani 2010).

Hyman and Summers (2004) spoke of efforts by organizations to provide WLB to its

employees through taking advantage of technological advancement to allow them to work from

home which provides more flexibility in working hours. This helps employees address family

responsibilities and work without having to leave their homes. More organizations are realizing

that improving employee satisfaction and morale enhances productivity and consequently helps

the companies generate more profit (Alam Sager 2012). In fact, WLB allows companies to have

a broader talent pool, lower turnover rates among mothers (WLB improves chances of return to

work after maternity leave), lower rates of absenteeism and unnecessary sick leaves, better work performance, improved retention and reduced turnover, and higher degrees of job satisfaction (Naithani 2010).

Companies that implement flexible scheduling approaches can help both their female and male employees achieve satisfaction with the balance between their family and work responsibilities (Duncan and Pettigrew 2012). Control over work schedules improves the perception of work life balance. Flexible scheduling policies for parents in the workplace regardless of gender can have a significant impact on the satisfaction of parents and their ability to manage both their work and private lives. Studies have demonstrated the impact of flexible work arrangements on recruitment and retention and proven that flexible work scheduling is positively associated with retaining employees and attracting more employees. Findings also showed a positive correlation between flexible work and improved quality of life of employees and improved job engagement and satisfaction. This translates to a positive impact on organizational success in terms of employee commitment and improved company culture (SHRM 2015).

Maxwell (2008) states that implementing flexible arrangements would improve work life balance, increase employee performance and productivity, elevate employee retention and commitment, and enhance quality of service. Many studies highlight the advantages of employing flexible work arrangements. Flexible work arrangements can set a direct link between employees and company goals which will create long term efficiency (Rawashdeh, Almasarweh and Jaber 2016). Companies want employees to perform at their best, however, employees will strive to be productive at their work but not at the expense of their personal life. Rawashdeh, Almasarweh and Jaber (2016) demonstrated a positive relationship between flexible work

arrangements and job satisfaction. WLB has also been linked to improved customer satisfaction; a survey of 20 million British Telecom customers reported improved rating of quality of service by 5% and improved satisfaction by 7% than before WLB initiatives were implemented (Yeandle et al. 2006 in Naithani 2010)

F. What is the role of HR?

Addressing challenges facing employees can be the mission of the Human Resources (HR) department which can set up one on one meetings with employees to determine areas that can be improved. The HR department can also conduct regular satisfaction surveys to provide upper management with additional information on how to improve overall work environment with a specific focus on work life balance. Some organizations also provide seminars to teach employees about strategies to improve work life balance. Others can set up daycare within their facilities or provide parents with assistance in finding such arrangements close to the workplace as well.

Organizations should bear in mind that by not implementing any strategy to improve work life balance, it is inevitable to find employees who are finding difficulty in managing both their work responsibilities and private lives. The cost of turnover and recruitment of new employees, the learning curve that is bound to happen with new recruits and adjusting to a new position, are all expenses that organizations can incur if they do not properly retain existing employees. The goal of the organization should extend beyond the financial bottom line; their success lies in their employees and their goal should be to attract, retain, and motivate them.

Evidence shows that flexible working arrangements have been implemented in countries such as France, Norway and Denmark. France implemented the 35-hour work week, Norway decreased working hours to 33 per week and employees in Denmark are now working 29 hours a

week. In Europe however, telecommuting is not very popular, less than 10% of workforce work from home. On the other hand, nations in Latin America, Asia and the Middle East have a relatively high percentage of employees working from home; 30% in Mexico 34% in Indonesia and 32% in South Africa (Reale, 2015).

Flexible work arrangements have become a vital issue in the Middle East (Rawashdeh, Almasarweh and Jaber 2016). The Middle East region now boasts dynamic and diverse companies that are flexible and able to adapt to change. In November 2016, reports indicated that 54% of surveyed HR professionals believe that flexible working hours is the most crucial element in UAE's workplace (Rawashdeh, Almasarweh and Jaber 2016). In Bahrain, companies are lagging in innovative working practices that include flexible work arrangements. Flexible arrangements allow employees to become more engaged and makes them less likely to quit (Racheva 2016).

G. WLB in the Middle East and Lebanon

Corporate changes and the need to meet employees' expectations and maintain the financial bottom line has put companies under increased pressure to provide flexible work arrangements and facilitate work and non-work related responsibilities. This applies to all countries around the world including Middle Eastern countries where the culture can constitute an obstacle for firms that aim at catering for such employees' needs. In contemporary economy in the Middle East, there has been a concern to understand work practices that can support productivity and wellbeing HR strategy. The ME context however, provides different constraints and opportunities; not just for HR managers, but also for employees themselves. A recent study by Bayt (2017) investigated employees' motivation in the Middle East; results showed that 91% of employees consider work life balance a vital determinant of motivation. In addition, 37% of

professionals in the Middle East indicated that their employers provided them with support to achieve their work life balance (Bayt 2017).

Achieving work life balance can bring a lot of advantages to an employee regardless of gender. In fact, Taylor (2001) states that WLB can benefit all of society and not just individuals. When an organization worries about its employees and try to present them with opportunities to achieve WLB, it can contribute to organizational success. It also helps organizations achieve corporate social responsibility (McDowell, 2004). According to Hogarth et al. (2001), when WLB is achieved, employees will be living a happier life, succeeding at work and enjoying good health. Additional studies also highlight the link between achieving WLB and reduced stress (Crompton and Lyonette 2006; Kinman et al. 2004).

Several studies have attempted to shed light on women's career development in relation to social, cultural and economic reasons that determine career progression of women. Research evidence showed that the main reasons behind limited advancement of women in the workforce is the prevalence of patriarchal work environment in both public and private institutions in addition to pre-defined gender roles (Metcalfe 2008). A study in the UAE divided women's careers into four main types: progressive, moderate, facilitated and idealistic. The study found women faced more constraints than men in the UAE due to gender related stereotypes that affect the full span of the career starting from recruitment to promotion and even performance appraisal (Omair 2009; Rhode and Kellerman, 2007). There is a general assumption that males possess "superior capabilities" which affects the way women are perceived by their peers and superiors and consequently career progression (Eagly and Johannesen-Schmidt, 2001; Schein, 2001). This makes women reach a plateau at middle management levels (Wentling, 2003) despite the fact that they may be qualified for the positions. The perception about women in the Middle East is

confined to motherhood and domesticity (Mostafa, 2003), custodianship of values and traditions (Moghadam, 1992).

Limited research has been conducted on this topic in Lebanon. Lebanon is actually one of the few countries in the region to give women the opportunity to work outside the home (Sidani, 2002, Jamali, 2009). The heavy migration of men to search for employment in the post-civil war era created a shortage in the available labor force thus giving women the opportunity to participate in the workforce (Sidani 2002; Jamali, 2009). These economic changes allowed women to participate more aggressively in the workforce (Jamali, 2009) and the economic need has led to male acceptance of women's participation of women in the workforce (Sidani, Jamali, Safieddine, 2005). Despite these changes, participation of women in the workforce is still low and women generally occupy low managerial and supervisory positions (Labaki, 1997). Moreover, Lebanon still maintains some of the values of the middle-eastern patriarchal views of women's role mainly as mothers and caretakers (Sidani, Jamali, Safieddine, 2005).

A study conducted by Jamali et al. (2005) on the issue of WLB showed limited information on alternative work arrangements, job sharing, flexible scheduling and childcare support. In fact, managers were found to be extremely opportunistic and take advantage of poor economic conditions including high unemployment rates and limited job openings to give female employees lower salaries, poor work conditions and limited career prospects (Jamali et al. 2005). In fact, females are considered as being a risky investment compared to males since it is commonly perceived that they will be required to perform family obligations. As such, women are at a competitive disadvantage due solely to their gender (Jamali, Sidani, Safieddine, 2005).

A more recent study by Sidani and El-Hakim (2012) showed that married women experienced greater family-work conflicts compared to single women in Lebanon. Moreover,

single women in the study were reportedly underpaid with limited job mobility despite being well educated and they reported lower satisfaction levels and high intent to leave their organizations. One may assume that single women may have greater potential to achieve WLB; unmarried women often live with their families and as such may be still expected to assume some responsibilities in the household such as cooking, caring for siblings and other demands (Sidani and Al Hakim 2012).

H. Why women?

In today's world, women are under increasing pressure to manage multiple roles within and outside the workplace. More women are joining the workforce. Both the male and the female of the family are working to generate income and with that, there is increased diversity of employees who need to balance their life in both dimensions (Bharat, 2003). With the changes in economy and the changing job requirements in the modern business world, educational offerings are changing, and new majors and specialties are emerging. As a result and to meet growing needs, women are now being recruited for positions previously reserved for men. The repercussions are felt at a societal level and the need of women to dedicate their time for work has resulted in smaller families. The increasing proportion of working women has created a new strata in the workforce which is working mothers (Bharat, 2003). Still and in spite of the rising number of women who are qualified to climb the corporate career ladder, men are still at a competitive edge and still retain more senior management positions (Winn, 2004; Fernandez, 1993).

Despite the opportunities and freedoms this new business era has provided to women, they are still at a disadvantage since it brought them yet another challenge in meeting both work

and home demands. The care of children and family is largely a woman's role. Women's responsibilities are also relatively greater in the Middle East. The role of women in the workplace is creating challenges in meeting expectations at each level and maintaining equilibrium between both. Of course, any job comes with challenges, some within and others out of a person's control. Women have to find a way to deal with daily work challenges as failure to do so can affect their personal life and work life as well. Stressful work can lead to burnout and demotivation and negatively impact productivity. It can also affect personal life as stress can creep its way home if not effectively dealt with at the workplace. Interruptions are more likely to occur in the progression of women's careers and can range from months to years. This puts women, especially those with families, at a competitive disadvantage in their careers. It makes them question and re-design their priorities and limits their chances for promotion, higher salaries and career advancement which is often termed as the "motherhood penalty" (Weeden, 2005). In fact, one of the major constraints hindering women from reaching and succeeding in management positions lies in the disproportionate responsibility they bear for home responsibilities, particularly family responsibilities (Wirth, 1998).

While employment has given women financial and economic independence in addition to an identifiable social status, but it has also forced them to juggle both responsibilities. The fact they have stepped into the work force has only increased responsibilities placed on their shoulders. Women can be a top executive while still being expected to fulfill the "nurturing" or "care giving" roles which are traditionally considered feminine roles." (Sunita Malhotra & Sapna Sachdeva, 2005). The responsibilities of women toward their families and the concerns about fulfilling work responsibilities at the same time can collide which causes clashes between the two dimensions.

The achievement of a good and equal balance between the two dimensions is almost impossible. Women can only feel like they have achieved balance when they have fulfilled all their roles sufficiently; it is only then that they can feel happy and relaxed. Friedman and Greenhaus (2000) speak about the consequences resulting from conflict between the two dimensions. This type of conflict has a massive impact on quality of life the woman and her family along with career life. The consequences for women having a conflict between work and life may reduce her ability to advance in her career or even choose the type of career she strives for. Women often find themselves in a dilemma where they have to choose between two options: either a major career or marriage and home life.

A study conducted by Francene Sussner Rodgers (1992) on almost 500 companies showed that more than 50 % of women were experiencing stress between work and family domains while only 25% of men were facing the same of stress. Because of this stress, women did not have the ability to sufficiently focus on work. Family to work spill-over is a major event for women while work to family spill-over is a major event for men. The fact that female feel pressured to meet the needs of both work and family will make it difficult to relax and make time for themselves outside work (Francene Sussner Rodgers 1992). However, this was found to be different in more developed countries. A survey done by ASSOCHAM covered 103 female working in different corporations in 11 sectors and showed that the demanding and long working hours in addition to work deadlines was related to depression and anxiety disorders among the sampled respondents (Nusrat Ahmad, March 2009).

Mageni and Slabbert (2005) argue that with technological advancement, some work can be done remotely from home. Despite having its advantages, this means that employees would have to take their work home and not spend enough time with their families while outside the

office. Zedeck and Mosier (1990) also spoke of dual-career couples who face difficulty maintaining their personal relationship. As a result, couples will have to exert a lot of energy to spend enough time together and maintain their careers and make sure that this does not lead to clashes, breakups, or divorce.

I. Objective

The aim of this project is to critically evaluate the concept of work life balance (WLB) in relation to a university setting in Lebanon. This was done through a critical evaluation of barriers women are facing in achieving WLB. The study explored the social constructs of WLB through interviewing a diverse group of women immersed in the workforce and determine how organizational policies and procedures can shape their ability to achieve WLB. This helped determine the type of policies needed at the organizational level to support the Human Resources Department (HR) in developing a WLB policy for the organization.

The study was conducted at the American University of Beirut (AUB). AUB is a teaching centered university founded in 1866. The university currently has over 130 undergraduate/graduate programs across six faculties and has around 8000 students. AUB also employs staff to oversee the smooth functioning and work of the university. Moreover, as stated on their website, "AUB is committed to the principle of equal opportunity and does not discriminate on the basis of race, color, religion, age, national or ethnic identity, sex, gender or gender identity, marital status, disability, genetic predisposition or carrier status, alienage or citizenship status, political affiliation, or any legally protected characteristic, in its programs and activities to the fullest extent permitted by Lebanese law. This includes prohibition against sexual harassment and sexual violence as mandated by Title IX of the U.S. Education Amendments of 1972."

CHAPTER III

RESEARCH METHODOLOGY

A. Study Design

The research was framed within a feminist standpoint framework; data was collected on everyday women's work lives. Two main data collection methods were used: document analysis and semi-structured interviews as detailed below. The study has been framed in a feminist research methodology that focuses on issues of equality and social justice while trying to improve women's working experience.

The study followed a qualitative design and included two phases: the first was a document review of policies pertaining to work life balance at AUB. I reviewed existing policies available on the HR website and analyzed whether it shows support of WLB.

The second phase comprised semi-structured interviews to determine to what extent women at AUB (non-hospital and non-academic staff) are able to achieve WLB. This phase followed a qualitative approach using an interview tool to collect data from a convenience sample of 12 randomly selected working women at AUB at the Admissions Office and the Faculty of Health Science.

B. Tool and data collection

The interview tool was divided into two main parts: (1) the consent form which includes information about the study and requires respondents' signature; and (2) the semi-structured interview questions including demographic information, and WLB in the context of work, work satisfaction, family and personal life, and what AUB can do with regards to WLB.

The interview was conducted in a location based on the respondent's preference in order to preserve their privacy and confidentiality of data. We planned to record the semi-structured

interviews but only two respondents accepted while the rest preferred to take notes instead. Participants were given a pseudonym in order to ensure that none of the responses received can be traced back to them. Respondents were assured of the confidentiality of their responses. Moreover, respondents were informed that participation was voluntary and anonymous and that refusing to participate would not impact their professional and personal life.

All participants were contacted via email to in order to inform them about the aim and objectives of the study and to receive their consent. An invitation letter, (found in Appendix 1), was sent to participants via e-mail to further explain the study. The e-mail included an attached letter of consent (see Appendix 2), which provided participants with a detailed explanation of the aim of the research, the benefits of the study, why they have been selected to participate in the study, how the data would be stored, how the participants identities would be protected via the use of pseudonyms, the durations of the interview (around 40 minutes), and that they have the right to discontinue participation at any time without penalty. Additionally, the letter of consent ensured that we have received the informed consent of all participants involved in the study. It is also noteworthy to mention at the beginning of the interviews, all participants were reminded that the interviews are being undertaken on a voluntary basis and are not mandatory in anyway whatsoever. They were also reminded that they can withdraw from the study at any time.

Semi-structured interviews were selected as the primary means to gather information as they enable me to receive both rich and in-depth information. According to Brown (2002), interviews can help understand attitudes of respondents whereby they allow the interviewer to uncover the causes that have led the interviewees to respond to a particular question in a certain manner. Additionally, interviews usually generate a lot of feedback and give the interviewer the opportunity to probe if he or she deems that more information is needed. Lastly, semi-structured

interviews enable the researcher to identify reoccurring patterns and themes in the responses received, which would ultimately fulfill the purpose of the research study.

Interviews were conducted in a location of the respondents' choice. The majority asked to meet in their offices during lunch time while only two asked to meet outside AUB. Before starting the interview, the respondents were asked to read and sign the informed consent. Only two respondents consented to audiotaping while the rest preferred to take notes despite assurances of the anonymity of the responses. The first part of the semi-structured interview included demographic questions to better understand the background of each respondent. The interview then proceeded to the rest of the questions on work satisfaction and balance. Questions were asked objectively without indicating the type of response expected. Respondents were allowed to speak without interruption which meant that they answered some questions before they were even asked. This is one of the benefits of interviews of this kind as they allow you to obtain a lot of data and obtain a lot of insight from the respondents.

C. Data analysis

Since the methodology for gathering the desired information involved semi-structured interviews, the qualitative data were analyzed using content analysis. Content analysis is a useful tool in the study, it allowed us to properly examine the textual and narrative data received from the semi-structured interview data. Data was transcribed on MS Excel and analyzed in detail. Responses received for each question were examined in order to look for any differences, consistencies, or similarities. Content analysis highlights different themes and patterns in the data. In order to organize data and explore themes, I used 'textual analysis' to identify pertinent messages in the data (Tracey, 2010). Textual analysis is often used in projects, which are underscored by a social constructionist philosophy (Musson, 2007). Furthermore, the

information received was dissected in order to identify specific themes, which could be done by assigning codes and specific codes to easily organize the data. In the analysis, examples from the semi-structured interviews were provided anonymously when deemed as necessary to support my arguments and reasoning. For participants in my study, invitation letters were sent to them requesting their co-operation and agreement (informed consent) highlighting that at all stages in the research process they can withdraw.

Data were analyzed and represented in light of the WLB theories proposed in Naithani (2010). The model is divided into two segments, one focusing on life and the other on work. The association between the two can be based on the segmentation model, compensation model or integration model. High or low segmentation, compensation or integration lead to spillover between the life segment and the work segment which may or may not lead to conflict.

Figure 1: Conceptual model for analysis based on WLB theories
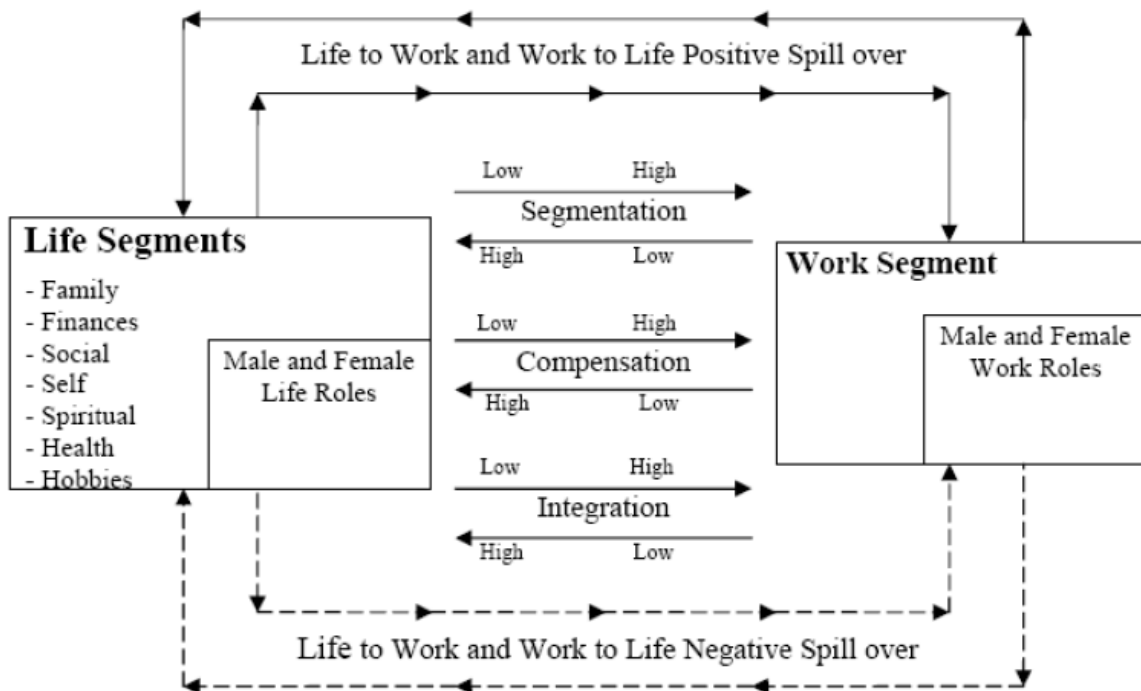
CHAPTER IV

RESULTS

This chapter will detail findings from the two stages of data collection, the document review, and the semi-structured interviews. The chapter will conclude with a discussion of the main findings.

A. Part 1: Analysis of Existing Policies

The first part of data collection included an assessment of existing WLB policies at AUB. Upon examining the Human Resources page for a full list on policies and procedures, I didn't find a policy that was dedicated specifically to WLB. As such, I started searching for keywords related to WLB of women, the keywords I used included women, benefits, marriage leave, and maternity leave. While I found policies related to the keywords I used, none were related to WLB regardless of gender nor to women in specific. The maternity leave policy complies with recent government requirements on this topic (70 days compared to 40 days previously).

The below table summarizes the benefits available for non-academic personnel.

Table 2: list of benefits available to non-academic personnel

Benefits	Eligibility	Description
Health Insurance Plan	Full time non-academic employees and part-time non-academic employees engaged on half-time or more for more than nine months.	The plan provides for in hospital coverage, and out-patient (ambulatory) coverage for eligible members and their families.
Life Insurance	All active, full time non-academic employees of AUB working an AUB approved schedule.	The Policy will cover - Death due to accident or sickness (natural) - Death or disability as a result of passive war - Permanent Total Disability due to Accident

Benefits	Eligibility	Description
		- Permanent Total Disability due to Sickness - Permanent Partial Disability due to Accident
Educational Allowances (Above Grade 12)	Full time non-academic employees after completion of two years of continuous active service.	Educational Allowances for elementary, intermediate and secondary education will be paid for a max of 13 regular academic years for eligible students pursuing the High School program and 14 years for students pursuing the Lebanese Baccalaureate Program up to IC tuition fees. University Education will be provided at either AUB (Free) or reimbursement of tuition at another University up to AUB tuition fees for similar major.
Educational Allowances (Grades 1 - 12)	Full time non-academic employees after completion of two years of continuous active service.	Employees are paid scholarship up to 4 children: For elementary: LL.2,486,000 For intermediate and secondary: LL.3,729,000 University Education will be provided at either AUB (Free) or educational scholarships in other universities up to an amount not to exceed LL.6,000,000 per child.
National Social Security Fund	All Lebanese non-academic employees at the University and other five nationalities whose countries have reciprocal treatment with Lebanon (British, French, Italian, Belgian, Swiss).	In accordance with the rules and regulations of NSSF Medical Scheme, Family Allowances and End of Service Indemnity.
Maternity and Sickness Branch		Employees benefit from Maternity and Sickness Branch with respect to out-patient and in-patient hospitalization.
Family Allowance		Eligible Employees are paid monthly family allowance.

Benefits	Eligibility	Description
End of Service Indemnity	All Lebanese regular employees and other five nationalities whose countries have reciprocal treatment with Lebanon (British, French, Italian, Belgian, Swiss).	End of Service Indemnity is paid as stipulated by Labor Law or NSSF End of Service Indemnity Branch
Annual Leave	All non-academic staff after one year of service.	Working Days 1 to 7 years 15 >7 to 14 years 17 >14 to 21 years 20 >21 years 25
Sick Leave	All non-academic staff	Calendar Days Up to 3 months 15 Full Pay >3 months to 2 years 15 Full Pay & 15 Half Pay >2 to 4 years 30 Full Pay & 30 Half Pay >4 to 6 years 45 Full Pay & 45 Half Pay >6 to 10 years 60 Full Pay & 60 Half Pay >10 years 75 Full Pay & 75 Half Pay
Maternity Leave	All female non-academic staff	70 calendar days (10 weeks)
Compassionate Leave	All non-academic staff	3 days in case of death of father, mother, spouse and child, and 2 days in case of death of brother, sister, grandchild, grandfather and grandmother.
Marriage Leave	All non-academic staff	3 days.
Staff Education	All non-academic staff are eligible for 6 credits per semester (not to exceed six clock hours).	The employee is charged with 40% of the fees. The request for Staff Educational Scholarship Application will be subject to consideration and the submission of this application would not

Benefits	Eligibility	Description
		necessarily result in granting an educational scholarship.

B. Part 2: Findings from Semi-Structured Interviews

Semi-structured interviews were conducted with 12 respondents who consented to participate in the study. The interviews were held in a location of the respondent's choice, the majority requested to conduct the interview during lunch break at their offices. Two respondents asked to conduct the interview off AUB campus outside working hours.

1. *Demographics*

The first part of the interview was composed of background questions to learn more about the respondents. Most of the respondents were aged below 30 years (58.3%) and 75% were married. The husbands of all the married respondents were employed. A total of 88.9% of the husbands worked more than 40 hours per week. Around two thirds (66.7%) had children, one third of the respondents with children had one child (33.3%) while the rest had two children (66.7%). The ages of the children ranged between 8 months and 11 years with an average of 8.18 years.

Respondents regardless of marital status were then asked whether they have dependents. Around one third (33.3%) reported having respondents, mostly one (50%) followed by two (25%) and three (25%). Ages of dependents ranged from 28 to 78 years with an average of 57.14 years.

A little over half the respondents (58.3%) reported living in Mount Lebanon with 41.7% reporting that it takes them between 10-30 minutes to reach work. Half the respondents indicated having a parking space.

Around two-thirds of the respondents (58.3%) reported having a Master's degree. They were equally divided across entry level positions (33.3%), mid-level positions (33.3%) and managerial level (33.3%). A quarter of the respondents had <1 year of experience (25%) while 16.7% had 1-3 years of experience and 33.3% had 3.1 to 10 years of experience. This adds up to approximately 75% of respondents with up to 10 years of experience. They all reported working 40 hours a week.

Two thirds of respondents (66.7%, 8 respondents) reported having help. It is of note that 3 of the respondents who reported having no help were married. A total of 6 respondents reporting receiving help from both their family and a domestic helper. One respondent had help only from domestic help and one last respondent had assistance from another source (neighbor).

Table 3: Demographic characteristics of respondents

		N	%
Age			
	Less than 30 years	7	58.3%
	Between 30 and 45 years	4	33.3%
	Between 46 and 55 years	1	8.3%
	Above 55 years	0	0.0%
Marital Status			
	Single	3	25.0%
	Married	9	75.0%
Does husband work?			
	Yes	9	100.0%
	No	0	0.0%
How many hours per week does he spend at work?			
	Less than 40 hours	1	11.1%
	More than 40 hours	8	88.9%
Does your husband have flexible working hours?			
	Yes	1	11.1%
	No	8	88.9%
Do you have any children?			
	No	3	33.3%
	Yes	6	66.7%
	If Yes, how many		

		N	%
	One	2	33.3%
	Two	4	66.7%
	If Yes, ages of children		
	Range	<1 year to 11 years	
	Average age (years)	8.18	
Do you have any dependents?			
	No	8	66.7%
	Yes	4	33.3%
	If Yes, how many		
	One	2	50.0%
	Two	1	25.0%
	Three	1	25.0%
	If Yes, ages of dependents?		
	Range	28 to 78 years	
	Average age (years)	57.14	
Area where they reside			
	Beirut	5	41.7%
	Mount Lebanon	7	58.3%
How much time does it take you normally to reach work?			
	< 10 minutes	0	0.0%
	10 – 30 minutes	5	41.7%
	30 – 60 minutes	3	25.0%
	> 60 minutes	4	33.3%
Do you have a parking space?			
	Yes	6	50.0%
	No	6	50.0%
What is your highest academic degree?			
	Bachelors	5	41.7%
	Masters	7	58.3%
What is your current position?			
	Entry level	4	33.3%
	Mid-level	4	33.3%
	Managerial level	4	33.3%
How long have you been working in this institution?			
	< 1 year	3	25.0%
	1 - 3 years	2	16.7%
	3.1 - 10 years	4	33.3%
	10.1 to 19 years	1	8.3%
	>= 20 years	2	16.7%
Can you tell us about your schedule?			

	N	%
40 hours a week	12	100%
Do you have any help at home?		
No	4	25%
Yes (multiple responses allowed)	8	75%
Domestic assistance	7	
Parents or family	6	
Other	1	

2. Interview questions

a. Work related questions

Half the respondents indicated that their job was very demanding and others highlighted the fact that they had multiple responsibilities and could not always take work home. One respondent stated "*My job is very demanding. I work additional hours from home and on weekends to be able to meet deadlines*" (Respondent 4).

Table 4: Is your job demanding? In what sense?

	N	%
Depending on season	1	8.3%
Long hours. High concentration required. Very demanding. No vacations. Need to take work home	6	50.0%
Multiple responsibilities. Need to review work of others in addition to my work. Tasks extend beyond job description. Time consuming.	1	8.3%
No	2	16.7%
Yes	2	16.7%

Three of the respondents (25%) indicated not feeling a sense of accomplishment with their job while two said that they did only sometimes (16.7%). The remaining respondents felt a sense of accomplishment for multiple reasons. One indicated being good at what she does while another derived a sense of accomplishment through feeling value by their institution. Others felt valued when they completed a task or an event.

Table 5: Do you feel a sense of accomplishment at your job?

	N	%
No	3	25.0%
Sometimes	1	8.3%
Sometimes, when I end up helping new applicants with their related problems.	1	8.3%
personally Yes I do and a lot	1	8.3%
Yes I am very good at what I do, I do accomplish the tasks in an excellent way and I am fully responsible of my tasks	1	8.3%
whenever I reach milestone like issuing admission decisions, finishing a project, finding a solution to a problematic case, etc.	1	8.3%
Yes, especially after each event	1	8.3%
Yes, my responsibilities have increased since I joined AUB 2.5 years ago	1	8.3%
Yes, we feel that our work is important and valued by our institution	1	8.3%
Yes, whenever I finish a task or meet a deadline.	1	8.3%

Around a third of respondents indicated feeling valued by their organization (33.3%) while 25% felt valued only sometimes. A quarter did not feel valued at their job with 2 respondents indicating that their managers only care if the tasks assigned to them are done. One other respondent was not sure her opinions were even being considered. Some of them felt value when their colleagues referred to them. One respondent indicated "*Not as I should be valued because for them, they only care about the work being done*" (Respondent 7).

Table 6: Do you feel valued by your organization?

	N	%
Yes	4	33.3%
Sometimes	3	25.0%
No. They only care if tasks are done.	2	16.7%
No	1	8.3%
Not sure. I don't know if I am being heard or my opinions are considered.	1	8.3%
Sometimes. Especially when colleagues refer to me to solve their problems.	1	8.3%

Two respondents (16.7%) reported not needing to take work home when leaving the office. Around a third said they needed to take work home either every day (16.7%) or because they don't like staying at the office after work. Another third indicated taking work sometimes, one because she prefers to finish it at the office (8.3%) and another said she only does it sometimes now but used to do it a lot a few years earlier (8.3%). Only one respondent indicated being able to work remotely from home (8.3%). One respondent appeared conflicted stating "*Yes, but I used to do that more frequently than I do now given that I have a lot of responsibilities at home*" (Respondent 1).

Table 7: Do you need to take work with you when you leave the office?

	N	%
No.	2	16.7%
Yes. I also stay after hours and work on weekends. I don't like staying at the office after work.	2	16.7%
Yes. Every day.	2	16.7%
Sometimes.	2	16.7%
Sometimes. I prefer to stay at the office rather than take it home.	1	8.3%
Sometimes. I used to do it a lot but no I try not to since I have a lot of responsibilities at home.	1	8.3%
No. I work remotely from home.	1	8.3%
Rarely	1	8.3%

Around two thirds (58.3%) believed that they were doing all their tasks during their working hours. Some did because otherwise she wouldn't have peace of mind at home while another was able to do so because she came earlier than everyone else to avoid interruptions. Another respondent skipped her lunch break to finish her tasks and another was always rushing to meet deadlines and as such couldn't afford not to finish her tasks during working hours. Around a third of respondents indicated not doing all their tasks during working hours with one saying there's always something new coming up and another working on more sensitive tasks as a result of her inability to finish her tasks on time. A comment by one respondent actually stated

"When there is something that needs to be finished, I barely take breaks just to get it all done" (Respondent 5).

Table 8: Do you think you are doing all your tasks during working hours?

	N	%
No so I work on the more urgent and time sensitive tasks	1	8.3%
No.	1	8.3%
No. There's always something new.	1	8.3%
Sometimes. Depending on workload.	1	8.3%
Sometimes. Some tasks can be postponed but others can't wait.	1	8.3%
Yes	3	25.0%
Yes, otherwise I will think of the tasks I didn't finish all night at home	1	8.3%
Yes. I come earlier than everyone else so that I can work without interruptions.	1	8.3%
Yes. I don't take a break when work needs to be done urgently.	1	8.3%
Yes. We always work hard to meet deadlines but workload is increasing.	1	8.3%

Only a third of respondents did not find it necessary to reduce working hours. The remaining respondents felt that reducing working hours would be great as the regular 8 AM to 5 PM schedule was draining. Others felt they could use the extra time to spend with their kids. Another stated that summer hours were already till 3 pm and felt that reducing working hours during winter as well may be feasible. Responses reflected frustration with one stating *"Yes sure because it is very frustrating when you are at work and your kids are alone at home or at their grandparents and you don't get to take care of their studies the way you want. So even if you are physically present at the office, you are not working in an efficient manner"* (Respondent 8).

Table 9: Do you think you want to reduce your working hours

	N	%
I would love to reduce my working hours to find some time for my family, my extracurricular activities, and social duties.	1	8.3%
In summer, we stay only till 3PM and we finish all what we have to do during office hours; so I think they can reduce the working hours till 3PM in winter too.	1	8.3%
It would be nice and easier for later when I have kids and I want to teach them after school etc.	1	8.3%
No	4	33.3%
That would actually be great! To work from 8 to 5 is really energy-consuming.	1	8.3%
Yes	1	8.3%
Yes especially for working mothers	1	8.3%
Yes since when I have children it will be hard to work this long	1	8.3%
Yes sure because it is very frustrating when you are at work and your kids are alone at home or at their grandparents and you don't get to take care of their studies the way you want. So even if you are physically present at the office, you are not working in an efficient manner	1	8.3%

The majority of respondents indicated that their manager is supportive (41.7%) or supportive to some extent. However, some acknowledge that their manager may be facing restrictions in his ability to support which may be attributed to lack of clearance from HR.

Table 10: Is your manager or direct supervisor supportive?

	N	%
Yes	5	41.7%
Yes to an extent	4	33.3%
Sure he is although he tends not to show this neither financially nor verbally.	1	8.3%
To some extent but he can't act on his own without clearance from HR	1	8.3%
Yes depending on the task	1	8.3%

Around three quarters of respondents (75%) felt burned out at work, some due to multitasking. Only 16.7% did not feel burned out. One respondent found a way to multi-task to get things down "*There are times that I answer e-mail during meetings and don't have time to*

work on a report that needs concentration because there are many important things that I need

to attend to at the same time” (Respondent 6).

Table 11: Do you feel you are burned out at work?

	N	%
No	2	16.7%
Sometimes	1	8.3%
Yes very burned out due to multitasking	2	16.7%
Yes	6	50.0%
Yes to a certain extent	1	8.3%

Around two thirds of respondents felt emotionally burnt out at their job. Some said it

was due to the nature of their job, while others reported having to sometimes do the work of

other colleagues. Some mentioned that the work is emotionally draining and theta they have to

satisfy everyone at the expense of their own emotional wellbeing. One respondent tried to

describe how she felt stating “*There are some cases where you cannot detach from the case and*

you feel you are helpless. And because I face a lot during office hours, I go home emotionally

drained.” (Respondent 6)

Table 12: Do you feel emotionally burnt out at work?

	N	%
A lot	3	25.0%
No	4	33.3%
Yes	1	8.3%
Yes because of demanding type of job	1	8.3%
Yes when doing the work of others	1	8.3%
Yes. The work is emotionally draining. I can't detach.	1	8.3%
Yes. You have to satisfy everyone sometimes at the expense of yourself.	1	8.3%

Half the respondents indicated that they have a very supportive work environment. None of the respondents indicated not having a supportive environment but rather different degrees of support. In fact, one stated "*If we are in a peak period of admissions, it might be difficult to seek support from anybody.*" (Respondent 12).

Table 13: How supportive is your work environment?

	N	%
Very supportive	6	50.0%
Not always	1	8.3%
Slightly supportive	1	8.3%
Sometimes	1	8.3%
To a certain extent	1	8.3%
Yes depending on the period	1	8.3%
Yes they were supportive of my continuing education and do the same with parents	1	8.3%

Two thirds of the respondents indicated being unable to influence the amount of work assigned to them while 25% indicated only being able to do that sometimes. One respondent actually stated that she doesn't ask to change the type and amount of work as she is relatively new and doesn't want to give the wrong impression. One of the entry level respondent (Respondent 5) stated "*I try to be careful with imposing any work-related limits! Since I'm still in the process of proving myself in my job (to myself essentially)*"

Table 14: Can you influence the amount of work assigned to you?

	N	%
I try not to ask since I'm relatively new and I don't want to give the wrong impression	1	8.3%
No	7	58.3%
Sometimes	3	25.0%
Yes	1	8.3%

Half the respondents believed that their supervisors did not value their satisfaction while 25% said that they did. One respondent indicated "*Not much actually; all they care about is work being done and accomplished" (*Respondent 7).

Table 15: Do your supervisors value your satisfaction?

	N	%
No	6	50.0%
Yes	3	25.0%
Not sure	1	8.3%
Sometimes	1	8.3%
To a certain extent	1	8.3%

b. Work Satisfaction

Two thirds of the respondents were not at all satisfied with the degree of job satisfaction they had. Only 25% were satisfied and one last respondent mentioned that she was satisfied now but wasn't sure about how well she would be satisfied once she had children.

Table 16: Are you satisfied with your degree of work life balance?

	N	%
No	8	66.7%
Now Yes, but not when I have kids	1	8.3%
Yes	3	25.0%

Around three quarters of respondent indicated having schedule flexibility with 50% indicating high flexibility and 25% indicating that it depends on their workload. One respondent indicated that their job is not at all flexible while another indicated needing supervisor approval. One of the comments that emerged indicated "*I can for sure leave if my kid is sick to take her to*

the doctor but if it is not critical, I return to work. If I need to stay home I can. But, usually I

work from home. Also, if I am sick and need to stay home, I work from home" (Respondent 6).

Table 17: How flexible is your job? Can you leave if your child gets sick? Or if you get sick?

	N	%
Flexible depending on workload	3	25.0%
Highly flexible	6	50.0%
Not flexible	1	8.3%
To a certain extent	1	8.3%
Upon supervisors' approval	1	8.3%

Around 41.7% of respondents noted high interference between work and home life

while 25% noted moderate interference and only 33.3% noted no interference. One comment by

a respondent was noteworthy, she indicated "*Because I have to take my work home (on*

weekends): I can't enjoy the family life because I'll be working on my laptop or doing some

research or just thinking about the job." (Respondent 5).

Table 18: Do the demands of work interfere with home and family life?

	N	%
High interference	5	41.7%
Moderate interference	3	25.0%
No interference	4	33.3%

A total of 33.3% of respondent said that the amount of time their jobs take makes it

difficult to fulfill job responsibilities, two of them because they don't have children yet. The

remaining two thirds of respondent thought that their job made it difficult to fulfill family

responsibilities for different reasons such as exhaustion and some found themselves missing

family gatherings and responsibilities.

Table 19: Does the amount of time your job takes up make it difficult to fulfill family responsibilities?

	N	%
No	2	16.7%
Not at this stage, maybe when I have kids	2	16.7%
Yes	2	16.7%
Yes but not always	1	8.3%
Yes, a lot, I'm very exhausted because of traffic and waking up early and the heavy work load at office	1	8.3%
Yes, I cannot fulfill family responsibilities at all	1	8.3%
Yes, missing family gathers and cannot attend kids' school activities	3	25.0%

Only 25% of respondents indicated that they were able to get things done in spite of work demand. The majority were forced to delay responsibilities and tasks that they had and one even mentioned "*I don't have time to go to the mall to get a T-shirt required by the school choir or some cakes for the bake sale at school*" (Respondent 8).

Table 20: Do the things you want to do often not get done because of work demands?

	N	%
No	3	25.0%
Yes	4	33.3%
Definitely Yes	1	8.3%
Yes definitely like fixing the car or fixing things at home or social visits	1	8.3%
Yes depending on period of time	1	8.3%
Yes sometimes because of heavy work load and traffic on way back home	1	8.3%
Yes to the extent of rescheduling appointments	1	8.3%

Only 25% of respondents indicated that their job didn't produce strain to make it difficult to fulfill family duties. The remaining 75% of respondents found it difficult to fulfill family duties due to job strain due to high workload, traffic or lack of time. One respondent

stated "*it's very difficult to dissociate and forget about work when you get home*" (Respondent 1).

Table 21: Does your job produce strain that makes it difficult to fulfill family duties?

	N	%
No	3	25.0%
Yes	1	8.3%
Yes because of heavy work load	2	16.7%
Yes sometimes	3	25.0%
Yes, because of traffic and very tired at work	1	8.3%
Yes, cannot cook nor clean	1	8.3%
Yes, feels impatient with kids	1	8.3%

Only 25% of respondents do not have to change plans with family due to work commitments. One mentioned not even trying to make plans on weekdays. Another stated "*Sometimes Yes, we have to work on weekends or come in during vacation for an urgent matter or even plan trips based on work load.*" (Respondent 7).

Table 22: Do you have to change your plans with your family due to work related duties?

	N	%
I don't even make plans for workdays	1	8.3%
No	3	25.0%
Sometimes	1	8.3%
Yes	5	41.7%
Yes because of work commitment	1	8.3%
Yes, I often stay home on Sundays to catch up on work tasks	1	8.3%

c. *Family and Personal life*

Two of the respondent reported that their husbands thought they couldn't maintain balance between work and home life while the remaining respondents believed that their families

and husbands (as applicable) felt they can manage between work and home life. One respondent

stated that her husband lives abroad so her children feel the impact her the imbalance between

work and home life. Another respondent stated that her family thinks she is wonder-woman

because of her ability to manage work and family life. One respondent stated "*Yes, this is what*

they think, but they forget that a woman is a human being who needs to rest when tired."

(Respondent 8).

Table 23: Does your husband/family think you can manage to maintain a balance between work and home life?

	N	%
Yes	6	50.0%
No my husband thinks it's affecting our home life	2	16.7%
Yes and No. My husband is abroad so I try to take time off when he is off so he does not feel an impact. My daughters feel the lack of balance but they try not to complain and I try to make sure their needs are met.	1	8.3%
Yes not taking into consideration that I need to rest	1	8.3%
Yes, no high expectations from them	1	8.3%
Yes, they think I'm wonder-woman	1	8.3%

Two thirds of respondents indicated not having time to socialize after work (66.7%).

Table 24: Do you have enough time to socialize after work?

	N	%
No	8	66.7%
Not always; priority to family and sick mother	1	8.3%
Sometimes	1	8.3%
Yes	2	16.7%

Half the respondents indicated spending their evenings at home with their family while

16.7% indicated catching up on housework in addition to that. Some indicated that they simply

relax and sleep while only one reported socializing then going home.

Table 25: What does a typical evening after work look like in your life?

	N	%
Home with family	6	50.0%
Relax and sleep	3	25.0%
Home with family. Catching up on housework	2	16.7%
Socialize then go home	1	8.3%

The majority of respondent reported that they do not see their family enough (75%).

Table 26: Do you feel that you see your family enough?

	N	%
No	9	75.0%
No but not due to work but because my family lives outside Beirut	1	8.3%
No too busy with work although miss my childhood	1	8.3%
Yes	1	8.3%

The majority of respondents indicated not having time for hobbies or leisure activities (75%) while only 16.7% reported having time for it only during weekends.

Table 27: Do you have time for hobbies or leisure activities?

	N	%
No	9	75.0%
Only during weekends if applicable due to undone house work	2	16.7%
Yes	1	8.3%

Only 16.7% of the respondent believe that they take enough time off during the year. The remaining respondents did not believe that the vacation time available was insufficient to help them maintain balance. Moreover, one indicated working during her vacation time saying "*I take almost all my vacation days along the whole year; normally when the girls are on vacation*

and we are travelling for family reunion with my husband. However, those days are not fully

away from work since I am always on call and working from home if there are urgent things that

need to be done." (Respondent 6).

Table 28: Do you take enough time off during the year?

	N	%
No	6	50.0%
No. But I don't take all my vacation days so I can compensate for sick days	1	8.3%
No. I save my vacations for when my husband is in Beirut or for when I want to spend time with my kids. But even on vacation days I try to catch up on work.	1	8.3%
Not applicable (employed less than one year).	1	8.3%
Not yet	1	8.3%
Yes	2	16.7%

Almost all respondents indicated that their families thought their job was important. One

respondent reported that her husband probably did not complain about her job because he lives

abroad. Only one respondent stated that their family thought her job was important while her

husband did not.

Table 29: Does your family/spouse think your job is important?

	N	%
Yes	8	66.7%
Family does but spouse doesn't.	1	8.3%
Yes because of the extra income	1	8.3%
Yes.	1	8.3%
Yes. But only because he lives abroad. If he lived in Beirut, then he would probably complain about the amount of work I do from home.	1	8.3%

Only one respondent did not think her health and wellbeing were not affected by her job.

The remaining respondents did not have time to care for themselves, or being emotionally

drained due to living and working far away from their families. Others reported health problems

such as pains and inflammation or hair loss.

Table 30: Do you think your health and emotional wellbeing is affected by your job?

	N	%
No	1	8.3%
Yes	5	41.7%
Yes. I don't have time for taking care of myself.	1	8.3%
Yes. I live away from my parents so it's emotionally draining not to have your mother there for when you need someone to listen.	1	8.3%
Yes. It's mostly due to the stress of having to deal with people with different mentalities and backgrounds all day.	1	8.3%
Yes. My hair is falling out and I need to take supplements.	1	8.3%
Yes. Neck and back pain.	1	8.3%
Yes. Nerve inflammation in my hands and eye dryness.	1	8.3%

Around three quarters of respondents believed that their job reduced their ability to exert

an effort on home activities. Some indicated that it's due to fatigue and another indicated not

even having time to cook meals for her family.

Table 31: Your job reduces the effort you can give to activities at home?

	N	%
No	2	16.7%
Not always, I try to make up for lost time on the weekends	1	8.3%
Yes	6	50.0%
Yes because when I arrive home I'm always tired	1	8.3%
Yes. I'm too tired to do anything else after work.	1	8.3%
Yes. No time to even cook	1	8.3%

Only 16.7% of respondents reported that work stress does not make them feel irritable at

home. For some it depends on the kind of work day they had while other found ways to cope

with the stress but it was through taking work home.

Table 32: Stress at work makes you irritable at home?

	N	%
Depends on the kind of day I had	1	8.3%
It used to be the case but not anymore since I started taking work with me so that I feel less stress at home. I can just finished the tasks stressing me out at my own time.	1	8.3%
Sometimes	4	33.3%
Yes	4	33.3%
No.	1	8.3%
No. I try to separate the two.	1	8.3%

Only 16.7% of respondents stated that their job didn't make them too tired to perform needed tasks at home. The remaining respondents indicated the opposite, one thought it was normal to have things undone at home and another stated that it depends on her workload.

Table 33: Your job makes you feel too tired to do the things that need attention at home?

	N	%
No	2	16.7%
Sometimes, depending on workload	1	8.3%
Yes	7	58.3%
Yes but I think that's normal	1	8.3%
Yes. Many things are left undone	1	8.3%

Most respondents indicated that job worries and problems distract them when they are home. One reported that her husband tries to distract her and help her refocus on things that matter.

Table 34: Job worries or problems distract you when you are at home?

	N	%
No	1	8.3%
Sometimes	1	8.3%
Yes	9	75.0%
Yes. But my husband tries to distract me and help me focus on things that matter.	1	8.3%

Respondents were finally asked to list one or more recommendations on how to help women achieve WLB at AUB. The top recommendation from respondents was to reconsider working hours at AUB. One had previously mentioned that AUB has summer hours until 3 pm and they can implement similar hours easily during winter time. Another recurring recommendation was to implement flexible working hours with particular attention on women or to allow working from home for a specific number of days per week. Others recommended establishing a daycare center at AUB to decrease the stress in finding childcare close to their jobs. A related recommendation was to hire more pediatricians in the infirmary as the two existing pediatricians have a very high workload which makes it more difficult to find an appointment and as such diagnose and treat sick children. Another recommendations was to reconsider vacations policies and to allow adding up vacation time from year to year or adding them to maternity leave or even allowing them to take a long summer break. Respondents also suggested allowing managerial staff more time off per year. This is particularly important due to the fact that managerial staff are not paid for overtime hours which was also a recommendation that emerged from respondents. One additional recommendation was to offer the option of part time employment to mothers.

Table 35: Comments or recommendations on how AUB can achieve WLB

	N
Reconsider working hours	5
Flexible working hours especially for women	4
Daycare center within AUB	3
More parking spaces/exempt us from parking fees	2
Make AUB more supportive of WLB especially for mothers	2
Allow adding up paid leave time or taking it as part of maternity or special family leave	1
Allow working from home.	1
Better coordination system	1
More pediatricians in infirmary will help when we need to leave work to address sick kids	1
More vacation time for senior/managerial staff	1
Offer part time jobs options	1
Option to take long summer break	1
Option to work from home two days a week	1
Pay overtime hours for all employees (managerial level staff do not get paid for all the extra hours they spend at work)	1
WLB is a personal issue, not the responsibility of the employer	1

3. *Themes emerging from results*

A set of themes emerged from the overall study findings. The themes and a short description of each is detailed below:

a. *Family*

Respondents were generally struggling between fulfilling family duties and obligations. The majority of family obligations still fall upon women who feel a sense of guilt when some of the duties traditionally falling upon them are not fulfilled. This responsibilities extends beyond their own family and children to their parents and siblings as well.

b. *Childcare*

A bigger burden to working women is finding appropriate childcare. Women are relying less on their families to care for their children. Even in the presence of a domestic helper, many still prefer to send their children to a daycare facility. Their inability to find appropriate and

affordable childcare in close proximity to their work or home was posing a challenge to them as well.

c. *Balance vs. Imbalance*

Women included in this study are struggling to find balance between the two segments of their life and mostly are unable to achieve it. This is creating a need for them to compensate for the time lost at work while they are at home. For others, this was creating conflict and inability to catch up on lost time in both segments. Very few were able to achieve full segmentation, and these were mostly the unmarried women in the study who only comprised three respondents.

d. *Career Aspirations*

All respondents in the study were generally very ambitious, even those who are still at entry level. Their ability and motivation to commit to their jobs and perform better was linked to whether they felt valued and whether their own satisfaction was important to their supervisor. Even upper level respondents are highly committed to their jobs but are overworked which is making it difficult for them to achieve balance. It was not apparent than any of the respondents intend to leave but they might if they find a job that would support their aspirations and helpo them achieve balance.

e. *Job Satisfaction*

As mentioned above, respondents were highly committed to their jobs but many did not feel that their satisfaction was valued. Their inability to control their tasks, the feelings of fatigue and burnout, inability to totally detach during vacations, and the limited balance all contribute to their overall satisfaction. Dissatisfied employees are generally less productive due to decreased motivation which would ultimately lead to poor organizational performance.

f. Vacations

Insufficient vacation time was heavily highlighted especially among mid and managerial level respondents who were using their vacation time to catch up on work duties. Some respondents, particularly managerial ones, suggested providing them with additional vacation time to compensate for overtime hours worked.

g. Reducing Working Hours or distance working

Reducing working hours was also motioned as a way to help respondents achieve balance. They were taking work home with them anyway so why not allow them to formalize distance working. AUB used to allow VPN access off campus, but this was discontinued due to IT security threats. Creating other platforms that enable employees to work from home can help them fulfill their work duties off campus.

h. Policy Development

A policy relating to WLB is lacking in AUB which is crippling respondents' ability to achieve balance and potentially develop further in their jobs. The lack of a policy also implicitly allows supervisors to treat married women differently than they would treat other employees. As such, developing a policy regarding WLB is urgently needed if AUB wants to help their employees achieve balance.

C. Part 3: Discussion

The study findings detailed above show that there is a lot that can be done within AUB to improve WLB for its employees. The most prominent finding is the lack of a clear policy on WLB not only for female but also for all AUB employees. As detailed in the literature review, companies that do not implement WLB programs have higher risks of losing their employees to

high turnover rates, and reduced productivity due to burnout and dissatisfaction. Implementing WLB programs for both men and women alike within AUB will not only make employees feel valued but also translate into financial savings. Retention of employees as a result of WLB policies will help AUB save a lot of money in recruiting and training new staff. It will also help improve wok satisfaction and productivity and reduce absenteeism and sick leaves resulting from work related stress. As such, developing a policy related to WLB should be one of the main tasks of the HR department in the near future.

Findings from the semi-structure interviews showed that the 12 respondents were mostly married (75%) and two-thirds were younger than 45 years of age. They were equally divided across entry-level, mid-level and managerial employees and two thirds had a master's degree. The background of these respondents regardless of marital status shows that they are employees of high caliber who are contributing to the advancement of the institution they are working in. The responses to their interview questions revealed that they were highly dedicated to their job and a high sense of accomplishment but reported often taking work home or even working during vacations. While many reported having flexible supervisors who valued their dedication, they did not feel that their degree of work satisfaction was valued. Many reported feeling burnt out and being unable to fulfill family responsibilities due to work related stress, irritability and fatigue. They did not have much time to socialize or take up a hobby after working hours either.

However, upon examining the results even further, I found that there were two distinct groups of respondents. The responses from the entry level participants were different than those of the mid-level and managerial level respondents. They had little sense of accomplishment and did not feel highly valued by their organization. They also were able to finish their tasks on time, did not have to stay after hours and did not feel burnt out. They were also able to report a

general satisfaction with WLB and were able to socialize after work and did not feel a sense of strain from their job.

While marriage plays a huge factor in a woman's ability to manage both personal life and a career, it was interesting to note that this was not as critical as long as the respondents had help at home. Having a domestic helper and family help enabled them to better manage the two segments of their life. However, having dependents, especially elderly parents and young children made it more difficult for the women to manage their responsibilities.

If we analyze the findings within the model proposed by Guest (2002) we find that the entry level respondents were better able to segment the two parts of their life and not create a spillover between the two. Mid-level respondents generally had more responsibilities than entry-level and as such were trying to compensate one segment of with time from the other. Managerial respondents clearly fit within the conflict model as they were the ones who more frequently reported burnout, taking work home and inability to dissociate the two segments of their life. Marital status was another factor influencing WLB whereby single respondents clearly fit within the segmentation model. Married respondents who did not have children were the ones who were in between segmentation and compensation models. They had more responsibilities than single respondents had but were not entirely able to segment the two parts of their life so they fit between the two models. Married respondents who indicated having children or dependents were in between the compensation and conflict models. Those who had support at home, either through domestic help or family were better able to compensate. But clearly, the fact that they had to manage both children and dependents placed them within the conflict model. The limited ability to manage both aspects of life was found to create stress, burnout and fatigue among many of the respondents and as such, the conflict model is better fitting for this group.

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Figure 2: Results of data analysis placed within WLB theoretical models
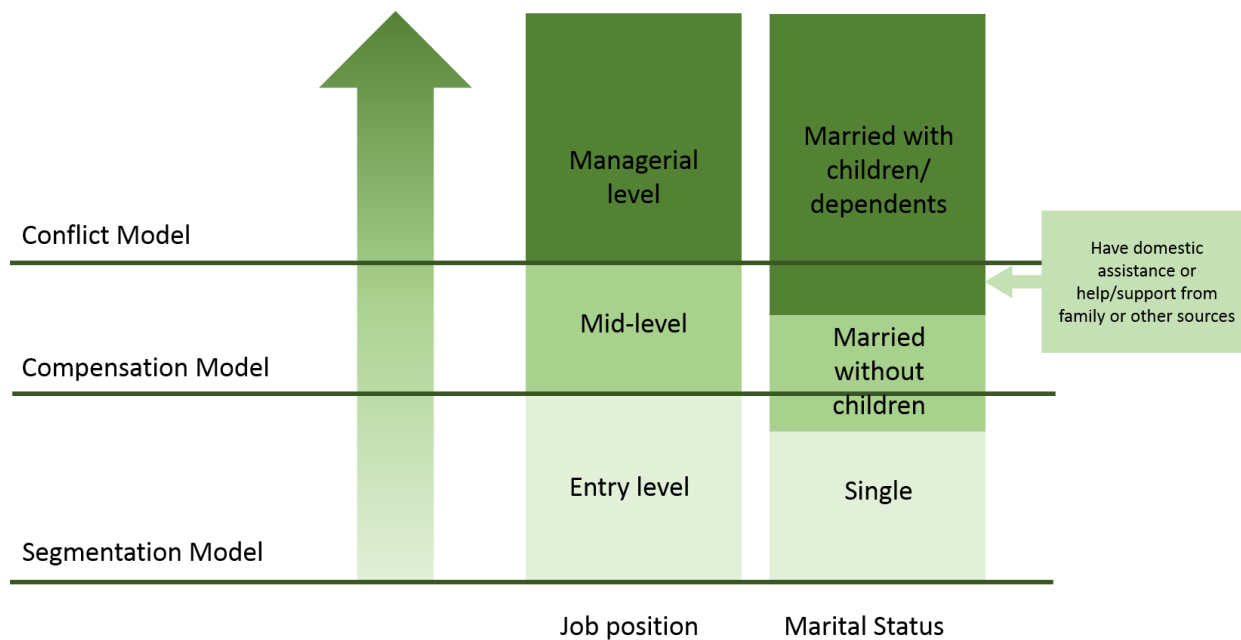
As with all studies, some limitations should be acknowledged mainly the small sample size of 12 respondents. Moreover, the study is limited to one private sector university and as such, results may not be fully generalizable to all universities in Lebanon given the specificities of working in AUB. Finally, the sampling was limited to the department of admissions and the Faculty of Health Sciences given the predominantly female workforce employed there. However, this is the first study to assess WLB of women at AUB and as such the results will fill a significant knowledge gap in this realm.

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

The findings of this study clearly show that a problem exists with the degree to which working women at AUB can achieve WLB. The lack of a WLB policy is contributing to the current situation and making it hard for female employees to find balance between the segments of their lives. As mentioned in the discussion section above, we found clearly distinct groups of employees based on position and marital status (coupled with having children or dependents and help at home). Women who were within entry level positions were clearly able to segment the two parts of their life, but as the respondents grew into mid-level and managerial level positions, they fit more within compensation and conflict models respectively. Single employees were also able to segment the two parts of their lives. However, married respondents without children were in between segmentation and compensation models. Married respondents who had children or dependents were between the compensation and conflict models whereas those with help at home were better able to achieve compensation. The results of this study, even if not placed within these models, should be presented to the HR department at AUB as they provide insight into areas for improvement in the work life of their female employees. Many of the respondents feel a sense of accomplishment to their job and are clearly loyal and committed to their organization. However, they need to feel valued by their supervisors and their organizations. They need to feel that their satisfaction is of importance to their organization and they are not just meant to complete their tasks even if they need to take them home at the expense of their personal lives. The spillover of work stress into their personal lives was making it hard for them to detach and find peace at home. Some were finding it difficult to fulfill family duties and others did not have time for hobbies or leisure activities. Many even reported feeling burnt out from

lack of ability to manage and fulfill duties in both segments of their life. Evidence presented in the literature review in Chapter I demonstrates the costliness of stress related absenteeism to organizations. Moreover, employees who do not feel valued or satisfied at their jobs are more likely to leave which would mean added costs to organizations in terms of recruiting and training new staff.

AUB is clearly at risk of losing experienced and loyal staff members if they do not implement policies to help achieve WLB and retain their employees. Evidence in the literature points to the fact that the lack of WLB policies are costly to organizations and creates challenges in job satisfaction of staff, burnout, absenteeism, and turnover. Organizations are starting to understand the importance of WLB and some have begun implementing strategies to help their employees find balance and retain them. Companies should keep in mind that work arrangements and work-family balance are different for women and men (Duncan and Pettigrew 2012). In fact, women were found to make more accommodations in paid work despite spending years in education and training. However, the benefits of improving scheduling for women can have benefits not only on their performance but also in society (Duncan and Pettigrew 2012). Organizations should be more inclusive of women and use their intellectual capacity and talent for the benefit of the entire workforce (Jamali et al. 2005). Women are continuously demonstrating competence, commitment, dedication and responsibility. They also seem to be able to balance their overlapping roles at home and in the workplace. Therefore, they should not be afraid to voice their concerns and demand what they are entitled for (Jamali et al. 2005). Women need to be catalysts of change in the workplace as they continuously demonstrate commitment, reliability or effectiveness in their performance and the hard work they put in on a daily basis.

However, we have to acknowledge multiple areas where AUB has been supporting women. According to the university website, AUB was the first university in the region to allow women into its student body and faculty and it was also the first to give women senior leadership roles as well. AUB's fourteenth president, Dr. John Waterbury, was recently awarded the Randa Bdeir leadership award for his support of the careers of women. He was a staunch supporter of women in AUB and was quoted for sharing his hope "that one day not only will women be on a completely equal footing with men at AUB, but that we won't even notice and won't really care."

AUB's current president, Dr. Fadlo Khuri, regularly shares his perspective one of which highlighted the need to push harder to obliterate the glass ceiling at AUB and continue to work to ensure that women will be leading candidates for leadership positions. He also highlighted the need for AUB-sponsored child minding or early learning centers that can help alleviate the stress of childcare for AUB staff.

Given the climate that welcomes women and supports them in the workplace at AUB, the limited ability to support WLB initiatives should not be allowed to continue. AUB should start by developing a policy on WLB, however it should not only focus on women but extend to all employees. This study is framed in a feminist standpoint but that does not mean ensuring only the rights of women are met but rather guarantee equality regardless of gender (Metcalfe 2008). A WLB policy at AUB should be developed by the HR department and include in addition to its scope, purpose and targeted employees at least the following components:

Flexible schedule should be an integral part of any policy on WLB and it came up frequently in the responses in the semi-structure interviews. Current schedules are 40 hours per week including a one-hour lunch break. HR can consider cutting down hours or allow eligible staff (upon application or request) to leave earlier to give them enough time to address family

issues. Compressed working week/hours are another option. Some may decide to shorten their lunch break or arrive to work earlier in order to shorten their working day. Another option would be to allow employees to work part time for a short period of time depending on their needs.

AUB can also make use of technological advancements and allow distance working for their employees. Employees can work from home for a few days, that is, have a schedule for remote working which can allow them some flexibility as well. VPN access used to allow staff to work from home. But current IT security issues has forced AUB to discontinue this service. Other options can be explored to help employees access their files and work remotely.

Maternity leave policies in Lebanon are only 70 days which is less than many other countries around the world especially Europe. Some countries are implementing paternity leave as well and allowing both parents time off after a baby's birth. Extended maternity leave with partial salary payment can allow mothers to properly recover from childbirth and care for their infant for a longer duration before having to return to work. This would reduce the stress and cost involved in finding childcare or someone to help care for the baby. AUB can also allow employees to add their unused vacation days towards their maternity leave as well.

Finding appropriate and affordable childcare presents a challenge for a lot of employees. As such, AUB can contract with nearby childcare facilities and offer to cover at least part of the cost as well. The current benefits program for education only cover children who are in kindergarten. However, this creates stress for parents as children who are not yet in school are more difficult to care for. As such, contracts with some childcare facilities and subsidizing part of the cost can give employees greater peace of mind in that regard.

Finally, HR should consider regular assessments of staff satisfaction including WLB for all their staff to ensure that their voices are heard and addressed. As per study findings, lack of

WLB is posing a challenge for women at AUB and immediate action is need to ensure that these highly qualified and experience employees do not eventually give up and decide to quit. The ensuing cost of turnover, recruitment and training new staff would present additional challenges to AUB. The university is clearly supportive of the role of women in the workplace. But this support will remain lacking if no WLB policies or initiatives are implemented.

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APPENDICES

A. Appendix 1: Invitation Letter/E-Mail to Be Sent to Participants

This notice is for an AUB-IRB Approved Research Study for Dr. Beverly Metcalfe at AUB, (bm47@aub.edu.lb)

It is not an Official Message from AUB in bold heading.

Dear Ms/Mrs. [Employee NAME],

My name is Mira Hamzeh and I am a graduate student at the American University of Beirut, and currently enrolled in the Master in Human Resources Management program. As part of the program, and under the supervision of Dr. Beverly Metcalfe, Visiting Associate Professor at the Olayan School of Business and Dr. Yusuf Sidani, I am conducting a research study as part of my final project in the MHRM program at AUB. Hence, I am contacting you to invite you to take part in this research study entitled on Work life Balance of Women at AUB.

The aim of the research study is to critically evaluate the concept of WLB in relation to a university setting in Lebanon. This will be done through a critical evaluation of women's work experience and barriers for WLB. The outcome of this research study will be to devise a policy related to WLB for the HR department for the organization.

You have been identified as a potential respondent given that you are a current female employee at AUB. We randomly selected 30 emails for this study including yours.

Your participation is very important, as the results will feed into developing a policy pertaining to Work Life Balance at AUB.

For this purpose, I would like to seek your consent to participate in this study. If you choose to participate, we will schedule a meeting that will last approximately 40 minutes. You will be free to select the time and location of the meeting. Refusal to participate or deciding to withdraw from the study will involve no penalty or loss of benefits to which the subject is otherwise entitled and with AUB/AUBMC.

If you choose to participate, the meeting will include a small introduction about the study and later an interview about your education, career, current experience, and issues pertaining to WLB. The interview will be recorded but kindly note that I will assure your anonymity at all times. Records will be monitored & may be audited by the IRB while assuring confidentiality of your responses. Only the researchers will have access to the information, and after the research is completed the data will be kept with Dr. Metcalfe and myself.

Kindly find attached for your reference a copy of the consent form that I kindly request for you to read and sign once you have confirmed your interest in participating in the study. You will retain a copy of the signed consent form.

Thank you for your time and your assistance is highly appreciated.

For further information, please contact: Dr. Beverly Metcalf, Suliman S. Olayan School of Business, email: bm47@aub.edu.lb ext. 3590

* For further questions about research subject's rights, please contact the Institutional Review Board at the American University of Beirut, on +961-1-350000 ext. 5445

B. Appendix 2: Consent Form

Dear Madam,

We are conducting this study in partial fulfillment for the requirements of a Masters in Human Resource Management at the American University of Beirut. As part of the program, and under the supervision of Dr. Beverly Metcalfe, Visiting Associate Professor at the Olayan School of Business and Dr. Yusuf Sidani, I am conducting a research study as part of my final project in the MHRM program at AUB. Hence, I am contacting you to invite you to take part in this research study entitled on Work life Balance of Women at AUB.

The objective of this research study is to critically evaluate the concept of Work Life Balance (WLB) in relation to a university setting in Lebanon. This will be done through a critical evaluation of women's work experience and barriers for WLB. The outcome of this research study will be to devise a policy related to WLB for the HR department for the organization.

As you know, achieving WLB is hard particularly for women who often assume dual roles in the household. For this reason, this study particularly targets women to elicit their feedback on how to improve WLB within AUB.

You have been identified as a potential respondent given that you are a current female employee at AUB. We randomly selected 30 emails for this study including yours.

For this purpose, I would like to seek your consent to participate in this study. If you choose to participate, we will schedule a meeting that will last approximately 40 minutes. You will be free to select the time and location of the meeting. Refusal to participate or deciding to withdraw

from the study will involve no penalty or loss of benefits to which the subject is otherwise entitled and with AUB/AUBMC.

If you choose to participate, the meeting will include a small introduction about the study and later an interview about your education, career, current experience, and issues pertaining to WLB. The interview will be recorded but kindly note that I will assure your anonymity at all times. Records will be monitored & may be audited by the IRB while assuring confidentiality of your responses. Only the researchers will have access to the information, and after the research is completed the data will be kept with Dr. Metcalfe and myself.

This interview should take no more than 40 minutes of your time. Participation in this study is voluntary and you have the right to stop the interview at any time.

With your permission, we would like to record this interview to enable us to better analyze the results but you are free to ask us not to do so. All results will remain anonymous and your identity will not be revealed.

We hope that the outcome of this study will help us develop a WLB policy that is specific to the needs of women at AUB and as a result improve work environment in general.

Thank you for your kind cooperation.

For further information, please contact: Dr. Beverly Metcalf, Suliman S. Olayan School of Business, email: bm47@aub.edu.lb ext. 3590

* For further questions about research subject's rights, please contact the Institutional Review Board at the American University of Beirut, on +961-1-350000 ext. 5445

I consent to:

       ☐ Participate in the research study

       ☐ Audiotaping of my interview

Name: _____

Date: _____

Signature: _____

You will be asked to keep a copy of this consent form for your reference.

C. Appendix 3: Semi-Structured Interview tool

Demographic Information

1. Age?
   a) Less than 30 years
   b) Between 30 and 45 years
   c) Between 46 and 55 years
   d) Above 55 years

2. Marital Status?
   a) Single
   b) Married
   c) Other: _____

3. If married, does your husband work?
   a) Yes
   b) No…

4. How many hours per week does he spend at work?
   a) <40 hours
   b) > 40 hours

5. Does your husband have flexible working hours?
   a) Yes
   b) No

6. Do you have any children?
   a) Yes, how many children: _____
      Age: _____-_____-_____-_____years

   b) No

7. Do you have any other dependent living with you?

    a) Yes, how many other dependents_____.

        Age of dependents_____-____-____-_____years

    b) No

8. Where do you live?

    Specify area: _____

9. How much time does it take you normally to reach work?

    a) < 10 minutes

    b) 10 – 30 minutes

    c) 30 – 60 minutes

    d) > 60 minutes

10. Do you have a parking space?

    a) Yes

    b) No

11. What is your highest academic degree?

    Specify: _____

12. What is your current position?

    Specify: _____

13. How long have you been working in this institution?

    Specify: _____

14. Can you tell us about your schedule?

    Specify: _____

15. Do you have any help at home   a) Yes, specify type?

                                     i.   Domestic assistance?

                                 ii.   Parents or family?

                               iii.   Other: _____

    b) No

Work Related Questions

16. Is your job demanding? In what   Specify: _____

    sense?   _____

                                     _____

17. Do you feel a sense of   Specify: _____

    accomplishment at your job?   _____

                                     _____

18. Do you feel valued by your   Specify: _____

    organization?   _____

                                     _____

19. Do you need to take work with   Specify: _____

    you when you leave the office?   _____

                                     _____

20. Do you think you are doing all your tasks during working hours?

Specify: _____

_____

_____

21. Do you think you want to reduce your working hours?

Specify: _____

_____

_____

22. Is your manager or direct supervisor supportive?

Specify: _____

_____

_____

23. Do you feel you are burned out at work?

Specify: _____

_____

_____

24. Do you feel emotionally burnt out at work?

Specify: _____

_____

_____

25. How supportive is your work environment?

Specify: _____

_____

_____

26. Can you influence the amount of work assigned to you?

Specify: _____

_____

_____

27. Do your supervisors value your satisfaction?

Specify: _____

_____

_____

Work Satisfaction

28. Are you satisfied with your degree of work life balance?

Specify: _____

_____

_____

29. How flexible is your job? Can you leave if your child gets sick? Or if you get sick?

Specify: _____

_____

_____

30. Do the demands of work interfere with home and family life?

Specify: _____

_____

_____

31. Does the amount of time your job takes up make it difficult to fulfill family responsibilities?

Specify: _____

_____

_____

32. Do the things you want to do often not get done because of work demands?

Specify: _____

_____

_____

33. Does your job produce strain that makes it difficult to fulfill family duties

Specify: _____

_____

_____

34. Do you have to change your plans with your family due to work related duties?

Specify: _____

_____

_____

Family and Personal Life

35. Does your husband/family think you can manage to maintain a balance between work and home life?

Specify: _____

_____

_____

36. Do you have enough time to socialize after work?

Specify: _____

_____

_____

37. What does a typical evening after work look like in your life?

Specify: _____

_____

_____

38. Do you feel that you see your family enough?

Specify: _____

_____

_____

39. Do you have time for hobbies or leisure activities?

Specify: _____

_____

_____

40. Do you take enough time off during the year?

Specify: _____

_____

_____

41. Does your family/spouse think your job is important?

Specify: _____

_____

_____

42. Do you think your health and emotional wellbeing is affected by your job?

Specify: _____

_____

_____

43. Your job reduces the effort you can give to activities at home.

Specify: _____

_____

_____

44. Stress at work makes you irritable at home.

Specify: _____

_____

_____

45. Your job makes you feel too tired to do the things that need attention at home.

Specify: _____

_____

_____

46. Job worries or problems   Specify: _____

distract you when you are at   _____

home.   _____

What do you think AUB should do regarding Work Life Balance?

_____

_____

_____

_____

_____

D. Data Tables

ID	Age	Marital Status	Husband working status	Husband working hours	Husband flexible schedule	Having children	Number of children	Child 1 age	Child 2 age
1	b	b	a	b	b	a	2	6	2
2	a	a				b			
3	a	a				b			
4	b	b	a	b	a	a	1	3	
5	a	a				b			
6	c	b	a	b	a	a	2	15	11
7	a	b	a	b	a	b			
8	b	b	a	b	b	a	2	11	11
9	a	b	a	a	b	b			
10	a	b	a	b	b	b			
11	a	b	a	b	b	a	1	0.8	
12	b	b	a	b	b	a	2	11	11

ID	Having dependents	Number of dependents	Dependent 1 age	Dependent 1 age	Dependent 1 age	Area of residence	Time needed to get to work	Parking space available
1	b					Mount Lebanon	c	b
2	b					Mount Lebanon	d	a
3	b					Beirut	b	b
4	b					Mount Lebanon	d	b
5	a	1	54			Mount Lebanon	d	b
6	a	1	78			Beirut	b	a
7	b					Mount Lebanon	c	a
8	b					Mount Lebanon	d	a
9	b					Beirut	b	b
10	b					Mount Lebanon	c	a
11	a	3	57	67	28	Beirut	b	b
12	a	2	69	47		Beirut	b	a

ID	Degree	Position	Experience	Hours	Help at home	Type of help
1	Masters	Managerial level	10.1 to 19 years	40 hours a week	b	
2	Bachelors	Mid-level	< 1 year	40 hours a week	a	Domestic assistance/Parents or family
3	Bachelors	Entry level	1 - 3 years	40 hours a week	b	N/A
4	Masters	Mid-level	3.1 - 10 years	40 hours a week	a	Domestic assistance
5	Masters	Entry level	< 1 year	40 hours a week	a	Neighbor
6	Masters	Managerial level	>= 20 years	40 hours a week	a	Domestic assistance/Parents
7	Masters	Mid-level	3.1 - 10 years	40 hours a week	a	Domestic assistance/Parents or family
8	Masters	Managerial level	>= 20 years	40 hours a week but required to stay after hours sometimes	a	Domestic assistance/Parents or family
9	Bachelors	Entry level	1 - 3 years	40 hours a week	b	
10	Bachelors	Entry level	< 1 year	40 hours a week	b	
11	Bachelors	Mid-level	3.1 - 10 years	40 hours a week	a	Domestic assistance/Parents or family
12	Masters	Managerial level	3.1 - 10 years	40 hours a week	a	Domestic assistance/Parents or family

ID	Q16	Q17	Q18	Q19	Q20	Q21
1	I have lot of responsibilities and I have to make sure that all the other staff members are doing their tasks on time as well. Tasks are not limited to my area of expertise and often administrative tasks take much longer than needed	Yes, we feel that our work is important and valued by our institution	Yes	Yes, but I used to do that more frequently than I do now given that I have a lot of responsibilities at home	No but I try to finish the most pressing and time sensitive tasks as early as possible	No
2	Yes, all the tasks are time consuming	Yes, especially after each event	more or less	Sometimes I have to, but I prefer spending more time in the office than taking work with me	Yes	No
3	Yes I have to stay at my office the full working hours and reduce vacations as long as it is possible	Yes, my responsibilities have increased since I joined AUB 2.5 years ago	Yes	very rare	Yes	Yes since when I have children it will be hard to work this long
4	Yes. I work additional hours from home and on weekends to be able to meet deadlines	To a certain extent, not fully	Yes, most of the times	Yes	No	No
5	Yes, since my job plays a crucial role in the department I work in, so	Yes, whenever I finish a task or meet a deadline.	I don't know; everyone is so busy there is no time for clapping I think! As long as my opinion is	Yes, sometimes I do! But mostly I stay at the office (after my working hours) until I feel that this is	Sure! When there is something that needs to be finished, I barely take breaks just to get it all done.	That would actually be great! To work from 8 to 5 is really energy-consuming.

ID	Q16	Q17	Q18	Q19	Q20	Q21
	Everything has to be done perfectly.		Taken into consideration, it's enough for me	Enough for today. And sometimes I finish a couple of work-related tasks at the weekend		
6	It needs concentration, sometimes long working hours, receiving people	Whenever I reach milestone like issuing admission decisions, finishing a project, finding a solution to a problematic case, etc.	Sometimes, when colleagues are referred to me for advice (even higher administration seek my advice), I consider they are acknowledging my value.	I normally work remotely from home in peak periods.	Sometime working after hours is needed especially when committee meetings and meeting with students or parents and answering questions consume my working hours.	I would love to reduce my working hours to find some time for my family, my extracurricular activities, and social duties.
7	Sometimes, depending on the load and the season.	Sometimes, when I end up helping new applicants with their related problems. But in general personal accomplishment—NO.	Not as I should be valued because for them, they only care about the work being done. .	Sometimes, But I usually do not because of the previous point. I would rather stay at the office and finish the work.	Yes. Because I come in earlier than the rest of my colleagues so this gives me around an hour of extra work in the morning.	It would be nice and easier for later when I have kids and I want to teach them after school etc.
8	It requires a lot of effort and time and it serves more than one department	Not all the time	Not as I should be valued because for them, they only care about the work being done. .	Sometimes	No, there are always new projects waiting to be started	Yes sure because it is very frustrating when you are at work and your kids are alone at home or at their grandparents and you don't get to take care of their studies the way you want. So even if you are physically present at

ID	Q16	Q17	Q18	Q19	Q20	Q21
						the office, you are not working in an efficient manner
9	Yes	Somehow, I am very good at what I do, I do accomplish the tasks in an excellent way + I am fully responsible of my tasks	Somehow, not to that extent	No I don't	Yes, sometimes (at home) I keep thinking of what I have to do the next day when I reach office	In summer, we stay only till 3PM and we finish all what we have to do during office hours; so I think they can reduce the working hours till 3PM in winter too.
10	My current job is not demanding in a sense of stress or pressure but this is not the job I am seeking for.	Not at all	Yes – It's a close knit working environment, you always feel welcomed.	No I don't	Yes, we are always seeking to meet deadlines and we've managed to do so, so far. However, the workload is increasing.	No. They are comfortable.
11	Not really	No	Not really	Occasionally	Yes	Definitely
12	Yes a lot; I sometimes have to stay after normal working hours or even take work home with me	Personally Yes I do and a lot	Sometimes Yes, but I do not feel this sense of accomplishment from all	Of course, on daily basis	Sometimes I do depending on the workload, but mostly no	Yes especially for working mothers

ID	Q22	Q23	Q24	Q25	Q26	Q27
1	Yes very supportive	Yes because I have more responsibilities than other team members	Yes because it's very demanding	They're really supportive but we need to figure out a way to make sure that my time is used more effectively	No	Yes
2	Yes	Somehow	No	Very, the team is very supportive	No	No
3	Supportive	No	No	Very supportive	Yes	Yes
4	Yes	Yes to a certain extent	Not much	Very supportive	No	Yes
5	Yes, somehow! It actually depends on the task I'm doing (if it's done their way or not)	Yes! I feel so energy-deprived so I GO HOME AND EAT AT NIGHT EVERYDAY.	It is stressful sometimes (when you have to meet everyone's demands at once regarding the same issue) ... The thing is that everyone has his own opinion and they don't agree on things ahead	It is actually supportive, but of course to a certain extent (until you collide regarding something or another)	I try to be careful with imposing any work-related limits! Since I'm still in the process of proving myself in my job (to myself essentially).	I don't know how to actually tell if they do! They surely give me credit for my work (if that's what you're intending to ask about)
6	Sure he is although he tends not to show this neither financially nor verbally.	There are times that I answer e-mail during meetings and don't have time to work on a report that needs concentration because there are many important	There are some cases where you cannot detach from the case and you feel you are helpless. And because I face a lot during office hours, I	Somehow, the office environment is supportive. What I mean is that if there is an emergency, colleagues would run to lend a helping hand.	No	As much as they can.

ID	Q22	Q23	Q24	Q25	Q26	Q27
		things that I need to attend to at the same time.	go home emotionally drained			
7	Yes he is but to some extent. As long as it does not conflict with general institution policies.	Sometimes	Yes sometimes, because I end up doing the work of other people because they are elsewhere or because we have sudden urge to finalize something or sudden project.	It is somewhat supportive because they allowed me to complete my master degree and then they assist a lot of the parents at work with	No	Not at all times. A general answer would be No.
8	Yes to an extent but he cannot set entirely new rules for his department unless there is something concrete coming from HR.	Definitely	Definitely	Not really	Yes but not all the time	Not really
9	60%	Yes	Most of the time	Not so much	Not really	Not so much
10	Yes she is very supportive but she doesn't make the bold move we expect sometimes.	No	No, our colleagues are respectful	It is very supportive we always find someone to help when needed.	No, because we have a specific job responsibilities.	No, they don't care.
11	Yes most of the times	Yes	Yes	Adequate	Depending on the work flow season; most of the time loaded with work assignment	Occasionally

ID	Q22	Q23	Q24	Q25	Q26	Q27
12	Yes a lot	Yes too much	Of course	I can say they are supportive but it still depends on the period time of the season; if we are in a peak period of admissions, it might be difficult to seek support from anybody	Yes but sometimes I find it difficult to do so	Not much actually; all they care about is work being done and accomplished

ID	Q28	Q29	Q30	Q31	Q32	Q33
1	No	Yes but if I leave a lot of work is not done on time so I am feeling guilty about that	Yes, I sometimes have to do a few tasks after working hours and on weekends	Yes	Yes	Yes when you are emotionally burnt out at work, it's very difficult to dissociate and forget about it when you get home
2	Yes	Flexible/Yes	No	No	No	No
3	Yes	Not all the time	No	No	No	No
4	No	Yes	Yes sometimes	Yes sometimes	Yes sometimes	Yes sometimes
5	No, since I'm mostly at or at work or at home asleep.	Yes definitely, I can request for an early leave if I have something urgent.	If I'm dealing with a deadline, it does, because I have to take my work home (on weekends): I can't enjoy the family life because I'll be working on my laptop or doing some research or just thinking about the job. But since I live alone on weekdays, I don't think it has a noticeable impact.	Somehow it does, I skip a lot of family gatherings because I stay at office till beyond office hours, and on weekends I feel like I'm too tired to do anything.	SOMETIMES! let me give you an example: I used to usually finish a book in a week maximum, but now I've been reading the same book for almost a month; I don't have time to go out with my friends a lot, I don't have time to go buy things, because if I finish work at 6 or 7, add on 2 hours on the road (TRAFFIC), by the time I reach my destination most of the stores would be closed.	As I mentioned earlier I live alone, so no. But in terms of fulfilling duties that are related to me, like cooking my own food and cleaning my place, there are some strains.
6	Not at all	I can for sure leave if my kid is sick to take	Sometimes, I used to delay family duties or	There are some activities that I	Fixing things at home or the car, social	Sure. Stress at the office makes it

ID	Q28	Q29	Q30	Q31	Q32	Q33
		her to the doctor but if it is not critical, I return to work. If I need to stay home I can. But, usually I work from home. Also, if I am sick and need to stay home, I work from home.	gatherings to finish work needed.	cannot attend like sports and parent involvement in class that I am not able to join. Also, I am not able to invite their friends over to our house frequently. Joyful activities like painting, cooking, playing with the kids is a luxury not available to me.	visits, inviting friends over.	difficult for me to help my kids in their studies because of my not being able to be patient with them.
7	At this point in time, Yes. But I believe once I have children I won't be	Sometimes not all the time.	Yes, maybe when I have work outside the office and return home late due to the distance and location of work which might be outside Beirut.	Yes. Because at 5, when I leave there is too much traffic so I normally get home after an hour or hour and a half so I am exhausted and I am not in the mood for any of the responsibilities because I am tired as I wake up super early and our office work is too much to handle from emails, people walking in and phone calls other than school visits.	Sometimes, I have to reschedule appointments.	Yes. Because at 5, when I leave there is too much traffic so I normally get home after an hour or hour and a half so I am exhausted and I am not in the mood for any of the responsibilities because I am tired as I wake up super early and our office work is too much to handle from emails, people walking in and phone calls other than school visits.

ID	Q28	Q29	Q30	Q31	Q32	Q33
8	Not at all	Not really	Yes for sure. sometimes you give priority to work responsibilities than to those at home	Yes indeed. I don't have time to take or have playdates for my kids which leave them with no friends outside the school	Sometimes I don't have time to go to the mall to get a T-shirt required by the school choir or some cakes for the bake sale at school	Most of the time I arrive home with no energy due to meetings, brain storming sessions and implementation of new projects at work
9	No I spend most of my time at work, I reach home very tired to do the things I should do.	I can leave when I am sick only if my supervisors accept.	No	Yes I am worried about what will happen when I have children; I won't have enough time to spend with them	Yes sometimes	Sometimes Yes
10	Yes, not a stressful job.	Yes	No, I am able to balance between work and life.	No, at this stage in life, I don't have critical family responsibilities.	Sometimes and specifically before deadlines.	No
11	Not really	Mainly flexible enough depending on the period and situation	Not really	Yes	Most of the times Yes	Most of the times Yes
12	not at all (with a high level of dissatisfaction)	Yes they are usually flexible but again it depends on the period of workload	Yes and to a high level; sometimes, when I am out with my family, I would open my email and answer an urgent inquiry	Very difficult	Yes	Yes

ID	Q34	Q35	Q36	Q37	Q38	Q39
1	Sometimes	Yes	No	Taking care of the kids and their needs	Not really	No
2	Sometimes	Yes	Yes	Dinner with friends, heading to the gym, or just going back home and relax	Yes	Yes
3	Yes	Yes	No	Resting in bed	No	No
4	Yes sometimes	Yes most often	No	With my son at home	No	No
5	We don't usually plan for something on workdays, so NO.	I think my family does, I don't really have any social responsibilities in my family, so they do not expect much.	No not really, most of my friends don't live in Beirut anyway.	Sometimes I go to my friend's place. But mostly I take a long walk, watch a movie or read a book, and sleep.	No, but I think this is normal when you have a job.	No, I skip on most of leisure activities.
6	Sometimes, promises to family are broken because of a commitment at work.	My husband is working outside the country so whenever he is around, I take off days and so he doesn't feel the balance or imbalance. But my kids do feel it the imbalance although they try to show me that they are fine and that I am giving them what they need from me.	Rarely. Priority is to my family, kids and sick mother who lives with me.	Sitting with mom and the girls, talking about our day and plans for tomorrow and studies; preparing or reviewing homework or quizzes; talking to mother about some TV show that interests her and siblings who called or visited (which is very important to her at this age).	I miss them a lot and always look back to earlier years and try to remember their infancy and early childhood but, unfortunately, memories are so little since my mind was so busy with other things. These days, I manage to spend some quality time with them although we need	It has been a long while since I read a whole book. I start with a book then I get busy with work or family duties; the book is forgotten. Sometimes, I take the opportunity of being on a plane to read. I do sports (walking and stretching) during breaks (if I had no other engagements

ID	Q34	Q35	Q36	Q37	Q38	Q39
					more time living together.	like seeing my friends over coffee or lunch).
7	Sometimes Yes. When we have to work on weekends or come in during vacation for an urgent matter or even plan trips based on work load.	Yes	Sometimes, I do but in general I am too tired to meet up with friends so I try to find excuses because all I want to do is go home, shower, rest and get ready for the next day.	Shower, TV and sleep.	No	During my graduate studies, I did not have time at all. Maybe now that I am done, I might.
8	Yes for sure. Sometimes I can't arrive on time due to work, I either miss the event or they re-schedule. They are aware now of my lifestyle, they don't even plan things with me.	Yes this is what they think but they forget that a woman is a human being who needs to rest when tired.	Not at all, by the time I finish work, I will be exhausted and can't even think of new ideas to discuss with somebody else	Arrive home, have dinner, make sure kids shower and go to bed, then I collapse on the sofa in front of the TV	No and the feeling of guilt is always there	No
9	No but sometimes I don't put plans because I know I will be so tired to do apply them	My husband does not like the fact that I spend most of my time at work because of the long working hours schedule we have	Not really	Going home, Cooking, performing minimal duties at home, watching TV and having dinner	Not really	Only on weekends (but I also have to perform household chores which I don't do during weekdays)
10	No	My husband thinks that I am not a multitasking person	Yes	After work, I usually eat and sleep. Sometimes, I go out with friends.	No. but this hasn't to do with work. My family lives in the village far from	No except during weekends because of long working hours.

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ID	Q34	Q35	Q36	Q37	Q38	Q39
		and work might affect my home life.			Beirut and I see them through weekends only.	
11	Not yet	Yes	Occasionally	Home with my baby	No	No
12	Yes as sometimes I stay home on a Sunday to finish an assigned duty to be able to meet the deadline	My husband works and resides outside Lebanon but he thinks I am superwoman that is capable of doing many things at the same time although he always shouts at me to stop working outside working hours	Not at all; I run home to help my kids with studying, I need to cook, study as well, and finish pending work tasks	Cooking, helping my kids in their homework, and working from home as well	Not at all	Of course not

ID	Q40	Q41	Q42	Q43	Q44
1	No, I don't take all my vacation days	Yes	Yes	Sometimes	Very
2	Not yet	Yes	No	No	No
3	Yes	Yes	Yes	Yes	Yes
4	No	Family (parents) Yes/ spouse no	Yes	Yes	Yes sometimes
5	I can't judge yet, for I have been working for only 4 months as I mentioned earlier.	I think they do, since it's AUB I suppose!!!	Yes, my hair is falling J (falling hair is linked to stress and nutrient deficiency)	Yes, that's a given, when you arrive home worn out and tired.	No, not really! I can manage to keep emotions away from both lives whether at home from work or vice versa.
6	I take almost all my vacation days but spread along the whole year; normally when the girls are on vacation and we are travelling for family reunion with my husband. However, those days are not fully away from work since I am always on call and working from home if there are urgent things that need to be done.	Sure. He also supports me and encourages me to go forward in my job. But, what helps in this is that he is away. If he was living in Lebanon, I think there would have been some issues around my work and office or working hours.	Work is taking a lot of my time that I have little time to think about maintaining my health and nourishing my soul with things that it loves. Mainly, long office hours is the main issue here.	Not always, since I go out of my way to compensate my long hours outside the house completing things over the weekend.	That was in my earlier years at work when I was not that able to leave work with its problems at the office. Now, even if I am working from home, emotionally, this will not irritate me. The only thing that may irritate me is having a problem that has to do directly with me. Gladly such incidents happen rarely.
7	Not that enough. 15 annual leaves are not enough for any employee if comparing with	He does but not to an extreme extent because it is more administrative work rather	Sometimes Yes, when I have back pain and headaches and when I have	Definitely. Also answered above.	Sometimes

ID	Q40	Q41	Q42	Q43	Q44
	their countries and other companies.	than analysis. He considered the graduate studies more important at some point.	misunderstandings with people at the office because of the wide difference in mentality and level of education.		
8	No	Yes in terms of social networking	Yes, my neck always hurts me and I have sciatica nerve pain, lower back pain, my eyes are always red and itchy and I take pain killers every day for my headache.	Yes. I can't even cook for my family, I order.	Yes of course
9	Yes	Only for the income it provides us with	Yes	Sure	Sometimes Yes
10	No	Yes, because I want to be independent and take charge of my life expenses without imposing load on my husband or father.	Sometimes, when I have bad days, I need to go back home and find my mother there. However, due to my work in Beirut, I am obliged to live alone.	No	Yes sometimes
11	Not really, I definitely need more	Yes	Definitely	Mainly Yes	Sometimes depending on the day spent at work
12	I wish I have more	Yes honestly they do and appreciate it a lot	Too much, I got infection in my hand nerves and disk in my back in addition to daily eyes' pain and irritation	I come back home with no effort to do anything, although I still have a lot to do at home (a second job)	It should does and I accidently reflect it on my kids and home's atmosphere

ID	Q45	Q46	Comments
1	Sometimes	Yes	They need to understand that working moms need flexible scheduling at least during the first year after birth. We also need to have arrangements with daycare centers that are affordable and close to our workplace. We also need to recruit more pediatricians at the infirmary. The ones there have very busy schedules and have a hard time scheduling appointments with them. We also need to give moms the option of part time jobs or to have adjusted schedules where they clock in early and leave early or skip lunch breaks to leave earlier. Parking space is also very important as it is very difficult to find affordable parking close to AUB.
2	No	Sometimes	It's not mainly AUB's responsibility to insure Work Life Balance. It's an individual decision and behavior. The 24 hours a day should be wisely consumed. Priorities might change from time to time, but if someone wants to balance between his professional and personal life, he can. AUB's schedule is similar to any other institution. This balance is related to the individual himself and his supervisors.
3	Yes	Yes	I think the working hours should be reduced and the environment should be supportive to mothers since their children needs the most attention.
4	Yes	Yes	AUB or at least the place where I work is a supportive place in general
5	That's normal when you have to work for more than 9 hours + the time you spend on the road (back and forth).	Yes, if we're planning for something at work like a workshop or a session, and I have to come up with plans and ideas, it is distracting.	AUB lack a proper coordination system between all the offices and faculties, this might lead sometimes to extra load of work that could be avoided. So a better coordination system would be very helpful.
6	Some cleaning chores that the helper cannot do are always delayed because of coming home tired and having no time to work on those in	Sometimes when a deadline is approaching and deliverables are not ready, I feel not concentrating at family issues as I	AUB needs to review the work schedule and change office hours for female employees (one hour later in the morning and at least one hour earlier in the afternoon). They may even provide them with the luxury of working from home while getting paid as if they are coming to the office. AUB could also provide some flexibility so that when a task is assigned, a deadline is given to finish it and the employee has to finish it by the deadline irrespective of the time she spends at the office. AUB also needs to establish an after school learning center for kids whose mothers are working at AUB with minimal fees so that those kids will receive the necessary attention when working on their homework. This center doesn't need necessarily to provide

ID	Q45	Q46	Comments
	the afternoon since I return evening.	need to get tasks accomplished.	teachers, but at least a place to study after school. This will put the employee's mind at ease while working.
7	Sometimes based on the work load and the season we are in especially in the spring and summer.	They do, but my husband tries distract me from them and not talk about them in order not to move the stress to my home environment.	Reduce working hours, give overtime to people regardless off grades based on work requirements, exempt employees from parking fees and the VAT on them, give more leave days, assess evaluation in a different way (the issue of 2% every year which is not fair), check each person's job description and make sure that it is correct and then check the hierarchy in the departments and then make sure that above grade positions have an opportunity to advance and get promoted eventually instead of being stuck in their position because of older generations or because of the narrowness in the promotion area in the department.
8	Definitely Yes	Yes, I sometimes spend the whole day working for the office with a slow internet connection which makes things even more stressful	Give us more vacation days especially to those working for more than 10 years. Give us the option to work from home at least 2 days a week. Ease the leaves in summers in case somebody has to take off 2 or 3 months in a row after a long period of work at AUB (10 years or more) without having to beg to achieve it. Due to the heavy traffic in the country make the working hours till 3 instead of 5 with no lunch break because when you leave at 5 and you arrive home at 7 due to traffic, you are for sure going to be tired the next day at work
9	Most of the times Yes	Sometimes Yes	I think they should reduce office hours especially that most employees are not efficient after lunch break. I think we can finish our tasks by 3PM in winter too. This way, we will have time to spend with our families and children, feed them, help them with their homework, and spend family quality time with them. Actually, I am very worried about not having much time to spend with my children when I have ones. I am afraid I will only have couple of hours to see them before they go to bed and I know I will not be fully available for them because I will be tired from work. I hope AUB really takes this into consideration and do something for its employees.
10	No	No, I don't give it a shit.	Working from house instead of a working day at office/Shorten the break time to 1 hour and make us leave earlier/Saying No to certain workload should be accepted by managers and supervisors who have to take into consideration that/ Give estimation for people who work hard and reward them.
11	Yes sometimes	Sometimes	AUB should take into consideration the working hours for all moms' especially new moms returning from maternity. Adding up taking unpaid leave should be less a hassle noting that Annual leave should be taken as leisure and not to finalize family/Life duties.

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ID	Q45	Q46	Comments
12	Yes of course it does	Yes a lot as I think of the pending tasks most of the time and always keep my laptop open	I believe AUB should reconsider the working hours and adjust them from 8-3; also, they should consider the flexible working hours or working from home option especially for working mothers especially to tasks that can be accomplished remotely. Arrange to build up daycares at AUB, increase vacation days, give overtime to all employees (not only to below grade ones)