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Outcome of WLB on commitment, turnover and job satisfaction: a study across two distinct
cultures

By

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DEDEICATION

This paper is dedicated to my husband, mother, father and brother.

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Outcome of WLB on commitment, turnover and job satisfaction.

Katia Ghanem

ABSTRACT

This paper aims at discovering outcome of WLB on commitment, turnover and job satisfaction: a study across two distinct cultures. First, the concept of work life balance, commitment, turnover and job satisfaction will be introduced. Second, the recommendations to support WLB, consequences and obstacles of work life balance will be discussed. Cultural dimensions from 2 different cultures toward work life balance was also considered in this paper as well as the types, factors and consequences of employee's commitment. Then, the consequences, types, reasons and ways to reduce turnover were shown. After this, job satisfaction, outcomes and factors were listed too. This research also contribute by examining the hypothetical framework and the relations among the variables. After that, a questionnaire was developed using data gathering through a Google form (online questionnaire). The questionnaire was filled by workers who are currently working in Lebanon and North America. A total of 316 employees filled up the questionnaire and the data was analyzed using an SPSS program. The outcomes confirmed that having work life balance has an influence on the three variables debated in the research. This study will add value to the literature gap because there is a limited research done in this field.

Keywords: Work life balance, Commitment, Turnover intention, Job satisfaction, Customer satisfaction.

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Chapter One

Introduction

1.1 General Background

Work life balance is an important element that will affect employee's commitment and productivity. Employees are able to spend time and effort equally between their work and personal life (Gyanchandani, 2017). Managers and executives are adopting more work life balance practices during the last two decades, after they became aware of the effects of not having a balance between the work activities and personal activities. Having a balance between work and personal activities will lead employees to be more comfortable and less stressed in which they will be more productive and will treat customers better, and the whole organization will be affected positively. Work life balance will benefit both the employee and the organization (Vloeberghs, 2002). Many researches have been done to identify the effect and consequences of WLB (Mas-Machuca, 2016). However, there is still lots of organizations that aren't aware of the struggles that employees are facing in not being able to balance between their work and personal life. According to (Johnson, 2015), 42% of the employees indicated that their WLB was deteriorated over the last 5 years. To add, 70% of American workers stated that they are facing difficulties to balance between work and individual responsibilities (Schieman & Glavin & Milkie, 2009). Consequently, these issues will lower commitment and customer satisfaction levels and will increase turnover.

As a result, one of the main issues faced by executives and HR managers nowadays, is helping employees balance between their work activities and their personal activities, increasing job satisfaction levels and increasing commitment levels. This study will discover the effect of work life balance in improving employee's commitment as well as job satisfaction, whereas, declining turnover intention across two distinct cultures.

Work life balance is a critical issue in all companies. Work life balance, commitment, turnover intention and job satisfaction will affect the whole organization's performance. This study will discover the relationship among these variables and their impact on employees. It is recognized that work life balance affect employee's commitment, turnover intention and job satisfaction.

Furthermore, work life balance relies upon the person's awareness of their own capacity of adjusting work and personal liabilities (Moore, 2007). Different cultural dimensions affect work life balance (Greenhaus & Allen, 2011; Kossek, Baltes, & Matthews, 2011; Ollier-Malaterre, Valcour, Den Dulk, & Kossek, 2013; Poelmans, 2005).

Work life balance refers to the ability of people to seek effectively their work and non-work activities, without excessive pressing factors from one area on the other (Banu & Duraipandian, 2014). Usually it includes practices that will help employees balance between their work and personal life.

According to Arthur, 1994; Wood & de Menezes, 1998, high committed employees become profoundly engaged with the association and endeavor to achieve the association's objective. Also it is defined as the employee's intention to stay with the organization and be part of the group (Bergmann & Lester & De Meuse & Grahn, 2000).

On the other hand, turnover intention is described as a purposive arrangement to leave the association (Tett & Meyer, 1993). Also, turnover is costly for the organization in terms of direct cost incurred and the cost of training and hiring of the new employees (Chiat & Panatik, 2019).

According to Oliver (1997), customer satisfaction is the perception that a product or service provided is satisfying or under or over satisfying to the customer.

Though, culture is the shared knowledge of a group that includes the food, linguistic, art, behaviors and religion (Dissanayake, et al. 2015). So, the culture will differ from a country to the other. People behaviors are respectively linked to cultural values of the country and this association is based on the framework of Hofstede's cultural dimensions (Dissanayake et al., 2015). In this study, two cultural dimensions will be studied, that are the Individualism vs. collectivism and Masculinity vs. femininity.

According to Hofstede's Individualism versus collectivism which mirror the level of association a person keeps with a group. Masculinity vs. femininity is the circulation of enthusiastic jobs between the sexes. However, this study is done across two countries only "Lebanon and Canada". In which Lebanon is from the middle-east countries and these countries have the Arabic language in common, however, Canada is from the western culture that is now manipulating nearly all other countries in the world (Dissanayake et al., 2015).

Nowadays, researchers are paying closer attention and emphasizing more on work life balance effect on commitment, turnover intention and job satisfaction. A lot of challenges are faced by employees to balance between their work and non-work activities.

For that, it is very important for employees to balance between their work and personal activities and to be aware of the outcomes. As well, the organization also should be aware. Since this will affect the organization positively.

1.2 Need for the study

Due to the limited investigation applied on this area, the need for this study is fundamental to fill up the literature gap. Work life balance is the least researched idea in work life examination (Greenhaus & Allen, 2011). In addition to that, a little is known about the cultural differences effect on work life balance and its outcomes (Haar & Russo & Suñe & Ollier-Malaterre, 2014). A study was done on cultural diversity but it focused only on gender egalitarianism dimension (Ollier-Malaterre, 2014). This urge the need of a study that consider different or other cultural dimensions. Henceforth, it will fill in as a direction and awareness for HR administrators and experts of the most proficient methods to have work life balance and how to increase employee's commitment and job satisfaction and reduce employee's intention to leave.

1.3 Purpose of the study

The purpose of this study is to provide managers with a vision on how to help employees have work life balance since the study is based on studying the effect of work life balance on employee's commitment, job satisfaction and turnover intention. It is important for executives to have an idea about the effect of having work life balance in which employees will be highly motivated and committed and their performance will improve accordingly. Therefore, this paper emphasizes on enhancing the HR departments by increasing employee's commitment, job satisfaction and minimizing turnover intention

1.4 Research aims

This research targets to study the effect of work life balance on employees' commitment, job satisfaction and turnover across two distinct cultures. It attempts to answer the question: What is the effect of work life balance on employees' commitment, job satisfaction and turnover?

H1: There is a positive relationship between work life balance and employees' commitment.

H2: There is a positive relationship between work life balance and job satisfaction.

H3: There is a negative relationship between work life balance and employees' turnover.

H4: The relationship between work life balance, commitment, job satisfaction and turnover differ across cultures.

1.5 Operational definition of terms

Work life balance: "A "great" balance between fun (personal) and serious activities is characterized as a circumstance where laborers feel that they are able to adjust their work and non-work responsibilities" (Banu & Duraipandian, 2014).

Employee commitment: committed representatives will work more enthusiastically and be bound to "do an amazing job" to accomplish the company's targets (Meyer & Allen, 2004).

Highly committed employees will work with their full heart and may perform tasks beyond the required ones (Lestari & Margaretha, 2020).

Job Satisfaction: Work fulfillment mirrors an individual's sentiments towards his work which should be visible from the worker's mentality towards work and everything in his workplace (Priansa, 2016).

Turnover: It is employee's voluntary decision to leave the organization and search for a new job or for a better opportunity (Wardana & Anindita & Indrawati, 2020).

Assumptions, Delimitations, and limitations

An assumption in this study is that work life balance will affect job satisfaction that can be proven by the questionnaire. Another assumption is that all respondents answered the questionnaire clearly and honestly.

A delimitation of this study is that all the participants are people working either in Lebanon or Canada only. A study done across other countries may contribute other results. To add, this study has taken only 2 cultural dimensions into consideration.

A limitation is that researches on cultural dimensions has ignored work life balance (Haar & Russo & Suñe & Ollier-Malaterre, 2014).

Another limitations, is that the findings can't be generalized across all cultures since it is done on Lebanon and Canada and only two cultural dimensions has been taken into consideration.

Summary

This study sought to understand the outcome of work life balance using a quantitative method. As there lot of studies done on the effect of work life balance on employee's commitment, satisfaction and turnover intention, whereas, there is a knowledge gap in its effect on job satisfaction. Furthermore, this research might serve numerous partners like HR experts, supervisors, managers, and employees.

Chapter Two

Literature Review

2.1 Work Life Balance

2.1.1 Definition:

Work life balance is the state where the employees can balance their work and personal obligations (Singh & Koradia, 2017). It is the balance between work and non-work activities (Muralidhar et al., 2020). According to Delecta (2011) work life balance is the employee's capability to balance between job, family and non-work obligations. Sturges and Guest (2004), suggest that work life balance is having balance between family and business and personal activities.

Clark (2000) defined it as degree of fulfillment resulting from the employees' ability to balance between their business and non-work activities with negligible role clash. That is achieving individual and work responsibilities and duties without facing problems (Konrad & Mangel, 2000).

To add, Greenhaus et al. (2003) declare that balance between serious and fun activities is how much an individual is similarly occupied and happy with their job and family occupation, involving the accompanying three parts of work-family balance: Time balance that is the

equivalent time committed to work and family; contribution balance that is the equivalent contribution in work and family; and fulfillment balance that is the equivalent fulfillment with work and family.

Also, it was defined as bearing the responsibility of work and personal activities (Lockwood, 2003). Rigby and O'Brien-Smith (2010), state that, it is the ability to distribute time among work and individual activities according to their importance. It is the employees' ability to manage and balance the time given to their private and shared life (Al Momani, 2017). The time spend for performing work and the time spend by employees for the personal life is in balance (Abioro, 2018; Lazar et al., 2010). For example, employees having time to go to the gym and to cook healthy food for their own health.

Eventually, balance between fun and serious activities is an individual focused methodology, and every individual has a particular attitude (Kossek et al. 2014). According to, Greenhaus and Allen (2011), it depends on individual's profession and life stage, individual qualities, objectives, and goals. The personal life and concerns differ from one person to another and from one nation to another (Ngozi & Chinelo, 2020). The needs of individuals might be diverse dependent on their insights, yet the primary concern is to focus on work and personal life instead of emphasizing on one only (Al Momani, 2017). Since, supposing that the center is moved to the single side of the life, it is likely that equilibrium would go out (Owusu-Poku, 2014). The balance between the work and life is fundamental for the wellbeing and to have a comfortable life, since additional time spend on the work leads to work pressure and additional time spend at home prompts the ineffective life (Al Momani, 2017).

However, it is essential for employees that are single to have balance between fun and serious activities, similarly to laborers who are hitched and have familial obligations (Casper et al.,

2016). As Collins (2008) has contended, certain positions (that demand traveling) may focus on employing single individuals since they are supposed to be willing to work and have no different requests on their time. According to Chander et al., (2004), childless single workers experience work-daily routine pressure in their everyday experiences. Brummelhuis and Van Der Lippe (2010) place that the work-life stress of unmarried experts is exacerbated by long working hours with erratic shutting times. Numerous businesses consider unmarried to be as having no family obligations, seeing 'family' exclusively as far as childcare and disregarding liabilities to other relatives (Akanji et al., 2020). But single employees also may be responsible for taking care of their old parents and having time for themselves.

Nowadays, organizations are recruiting representatives from millennial age that are brought into the world in the 1980- 2000s. Millennial are portrayed as innovation proficient, succeeding rapidly, surrendering effectively, and looking for momentary delight (Wolor et al., 2020). This is absolutely not the same as past ages and is one of the new difficulties faced at work (Pyöriä et al., 2017). Generation Y workforces lean toward organizations that have occupations with adaptable time, media communications offices, workplace and agreeable work culture (Lestari & Margaretha, 2021). This generation is called “Generation Y, Echo Boom and Millennial” (Moreno et al., 2017). It is less loyal and dedicated. Companies are becoming more concerned about work life balance because if it isn't met, employees' performance and productivity will decrease and will affect the organization (Abioro et al., 2018). Organizations should have policies that promote work life balance and create healthy environment (Wolor et al., 2020). A representative's age impacts their mentality to work, as work contribution turns out to be more steady with a worker's age, essentially due to work conditions turning out to be more steady (Lorence & Mortimer, 1985). Sturges and Guest (2004) propose that the connection among work

and non-work is more significant to youthful representatives, as youthful workers wish to create and deal with their own professions according to their own preferences, with an emphasis on having harmony between the work and non-work activities (Oosthuizen et al., 2016).

Especially, in the present serious and speedy workplace, requests on individual and work activities are high as individuals endeavor to shuffle various jobs that makes work pressure (MacInnes, 2006; Roberts, 2007), expand non-attendance and turnover (Deery, 2002; Wang & Walumbwa, 2007), enrollment issues (Doherty, 2004) and psychosomatic side effects (Burchill et al., 1999; Lewis, 2003).

Nevertheless, having balance between fun and serious activities to be emphatically identified with better monetary execution, representative fulfillment and usefulness, authoritative responsibility and connection, and hierarchical conduct (Shankar & Bhatnagar, 2010).

A balance between fun and serious activities strategies and key drives are required for an association, to increment worker working proficiency, decrease truancy, accomplish better help, improve mental prosperity, adaptable work and cheerful and inspiration (Goyal & Agrawal, 2015).

Nonetheless, with the increasing trend of working remotely after coronavirus pandemic (Sheppard, 2020), and based on a study done at Microsoft, work performed around evening time and holidays expanded, which demonstrates the interruption of balance between fun and serious activities (Singer-Velush et al., 2020). Whenever an issue arises many managers wouldn't feel guilty to communicate it with the employees even in the afternoon or at night thinking that the employee has everything in front of him/her and nothing is more important than the work. So sometimes the employee's personal time is undervalued and looked at as unimportant.

Balance between fun and serious activities can be made through organizing working hours, dismissal of superfluous things in the work environment, and time conveyance based on need (Azeem & Akhtar, 2014; Gregory, Abigail & Milner, 2009; Newstrom & Davis, 2002; Wibowo, 2016). A representative is said to have a great harmony among work and individual life in case he is useful, high-performing and glad, since, the external environment outside the work for example friends and family upholds the employee's work execution (Newstrom & Davis, 2002; Wibowo, 2016).

WLB is one of the variables that affects representative dependability, work fulfillment and efficiency to the organization (Lestari & Margaretha, 2021).

2.1.2 Recommendations to support work life balance:

There are few suggestions that organizations can follow to further develop the balance between fun and serious activities of their workers, including:

- a. Coordinate training programs for representatives, for example, time usage training, powerful work training, character improvement training, and teaching them how to control their life (Mendis & Weerakkody 2017).
- b. Give pressure controlling directions. This assistance is given by introducing therapists or other specialists, to offer secret help, data, and directing to representatives (Mendis & Weerakkody 2017).
- c. Adaptable working hours plans, where representatives can shift their own work hours as per organization rules. This program can empower representatives to design workdays in their own lives, to diminish deferrals, unlucky deficiencies, and increment work fulfillment (Mendis &

Weerakkody 2017). The number of hours to be worked is determined and the employee will choose when to start and when to finish the work (Lazar & Osoian & Ratiu, 2010).

d. Foster an online-based occupation framework (Mendis & Weerakkody 2017). For instance, working from home that is turning out to be increasingly more typical for individuals to do at least a portion of their standard work from home opposed to going to the workplace (Lazar et al., 2010).

e. Give childcare and place to youngsters in the workplace, so representatives are not very stressed over the state of the youngster when they are left. This will eliminate the pressure frequently faced by guardians (Mendis & Weerakkody 2017).

f. Giving medical coverage administrations to workers (Mendis & Weerakkody 2017).

g. Compacted work weeks whereby representatives work longer hours in return for a decrease in the quantity of working days in their work cycle. This can be useful for representatives as far as extra days off work (Lazar et al., 2010).

h. Part time work that permit individuals with wellbeing issues, incapacities or restricted expendable time to take an interest in the workforce, foster their abilities and get work insight (Lazar et al., 2010).

i. Occupation sharing is a plan that permits two or more representatives together to fill one job, with obligations and working time shared or split between them (Lazar et al., 2010).

Accordingly, associations can carry out different strategies that may help representatives to adjust their work and family obligations, acquire upgrades in prosperity and give organizational advantages (Lazar et al., 2010).

2.1.3 Consequences of work life balance:

The impacts of work life balance include occupation fulfillment, authoritative responsibility, work pressure and turnover expectation. These components, thusly, influence work execution, absenteeism costs, costs related to substitution of esteemed workers, consumer loyalty, and hierarchical efficiency (Lazar et al., 2010).

Balance between serious and fun activities has been related with expanded authoritative responsibility and diminished turnover aims (Aryee et al., 1998; Halpern, 2005; Houston & Waumsley, 2003), and intentional decreased hours have been connected to work fulfillment, reliability, and engagement (Williams et al., 2000).

In addition to that, having work life balance practices (Lazar et al., 2010) will lead to:

1-work life balance will decrease expenses, especially those identified with diminished non-appearance and turnover.

2- Upgraded hierarchical picture and maintenance of needed representatives, by having imaginative balance between serious and fun activities that permits associations to upgrade their hierarchical standing in the public area. For instance, Arup Laboratories, after applying flexible working hours the number of their employees increased and turnover decreased.

3-Expanded usefulness and representatives' performance, having a balance between serious and life activities lead to a positive effect on individual and hierarchical usefulness. For example, Pfizer Canada revealed a 30% usefulness expansion in its interpretation office whenever workers were given freedom to work from home.

2.1.4 Obstacles in accomplishing work life balance:

1. Administrative help: Managers undertake a significant part in the achievement of work/life programs since they are in a situation to support or debilitate representatives' endeavors to adjust their work and family lives (Lazar et al., 2010).

2. Vocation results: another obstacle is the view of negative profession outcomes. Such as, an American Bar Association report that albeit 95% of American law offices make some part-time business strategy, just 3% of legal counselors have utilized it because of dread of vocation crash (Lazar et al., 2010). The discernment that utilizing balance between fun and serious activities practices will have adverse consequence on their vocation possibilities, discourage workers' utilization of these practices (Kodz et al., 2002).

3. Hierarchical time assumption: that is the quantity of hours representatives are estimated to work and how they utilize their time (Lazar et al., 2010).

4. Colleagues help: An expanding sum shows that laborers who make utilization of work-life rehearses experience an undesirable effects of partners and bosses (Lazar et al., 2010). A test found that representatives who utilized the work/life balance rehearses were seen by associates as having lower levels of authoritative responsibility, which was believed to influence authoritative rewards like progression openings and pay increments (Beauregard & Lesley, 2008)

2.1.5 Work Life Balance and cultural dimensions:

Almost all workers value the importance of work life balance (Kossek et al., 2014). It effects the employee's performance and employee's health across the world (Lyness & Judiesch, 2014).

Additionally, according to a research done at IBM, people from different countries having

different cultures showed interest in work life balance (Hill et al., 2004). Hofstede (1980), discovered that the cultural dimensions are four (power distance orientation, uncertainty avoidance, individualism/collectivism and masculinity/femininity).

It is very important to use Hofstede's culture dimension to compare different cultures. For example, Lebanon and Canada are two countries that have different cultures. Two dimensions: Individualism vs. collectivism and Masculinity vs. femininity will be used to compare the 2 distinct cultures.

Individualism and collectivism [I/C] is the level of interdependence that individuals have (Dissanayake, et al. 2015). Individualism is related to a higher value of fairness or distributive equity standards and collectivism is related to egalitarianism standards, basically inside one's own gathering (Ramamoorthy & Flood, 2002).

A few investigations have shown that I/C directions of people are identified with workers' responsibility (Clugston et al., 2000), mentalities towards an assortment of human asset rehearses (Ramamoorthy & Smith, 1999), helpful practices of representatives (Cox et al., 1991; Wagner, 1995) and faithfulness to the association (Gomez-Mejia & Wel-bourne, 1991).

For collectivism direction, it stresses to people to put the group's interest above own interest, on the other hand individualism direction, direct people to go after their personal needs and aims (Ramamoorthy & Smith, 1999).

In collectivistic societies, work is seen as a method of supporting a family (Redding & Wong, 1986; Redding, 1993) to such an extent that individuals will in general consider work-family struggle as an unavoidable beneficial encounter to stimulate monetary solidity for the family (Aryee et al, 1999; Spector et al., 2007). Though, in individualistic societies work is for the most

part seen as a singular accomplishment that adds to self-esteem and that is incongruent with family jobs (Spector et al., 2004, 2007). People having work family struggles will be affected mentally and physically (Aycan, 2008).

As for the masculinity/femininity dimension, alludes to the predictable gendered jobs in guidance assumption. A higher score on manliness implies that members incline toward men to have control and anticipate in powerful innovators in associations (Wu, 2006).

According to Soares et al. (2007), prevailing qualities in manly nations are accomplishment and achievement and in female nations are really focusing on others and personal satisfaction.

The cultures differ between Lebanon and Canada. In which Lebanon is related to middle-east countries and Canada related to western countries. In western culture, characteristically, men are forceful, serious and instrumentally arranged while women are latent, helpful and expressive (Stets & Burke, 2000).

According to Hofstede insight, Canada scores 39 on power distance while Lebanon scores 75. Canada scores 80 on individualism while Lebanon scores 40. Canada scores 52 on masculinity while Lebanon scores 65. Canada scores 48 on uncertainty avoidance while Lebanon scores 50. Canada scores 36 on long term orientation while Lebanon scores 14. Canada scores 68 on indulgence while Lebanon scores 25. This assure the difference between the two countries.

2.2 Commitment

2.2.1 Definition

Individuals can be committed to various things, like an accomplice, a social club, a religious group, an association, and the utilizing corporation (Lambert et al., 2013). Nevertheless,

organizational commitment alludes to a pledge to the generally utilizing association and not to a segment, division, or explicit work bunch (Ford et al., 2003; Lambert et al., 2008).

Commitment is the factor that ties workers to the association (Meyer & Allen, 1997) and assists the association with succeeding (Fornes et al., 2008; Mowday et al., 1982).

As indicated by (Allen & Meyer, 1990) organizational commitment is a mental express that consolidates a worker to an association and that will lessen the turnover of workers. Whereas, Meyer and Herscovitch, (2001) characterized the organizational commitment as a multidimensional methodology which expects to break down the demeanor of the worker for the accomplishment of the company's objectives notwithstanding the enrollment's eagerness.

Likewise, Elizur and Koslowsky (2001) characterized it as a solid conviction and acknowledgment of association objectives and standards with great execution and a powerful urge to stay in the association.

Organizational commitment mirrors the degree an individual relates to an association and focuses on its hierarchical objectives (Pool & Pool, 2007).

Organizational commitment is a craving to keep up participation in the company, accomplishments of association, the dependability of a representative, and an eagerness to apply significant exertion for benefit of the association (Aydin et al., 2011).

However, Doorman et al., (1974) portrayed organizational commitment by three mental elements: to start, it is a faith in and acknowledgment of hierarchical objectives and qualities; second, a readiness to apply extensive exertion toward the achievement of hierarchical objectives (inclusion); and third, a powerful urge to stay in an association (devotion). Exploration led inside this structure has demonstrated that responsibility isn't just an indicator of worker maintenance

(Doorman et al., 1974; Koch & Steers, 1978), yet may likewise be an indicator of worker exertion and execution (Mowday et al., 1974; Mowday et al., 1979)

Organizational commitment is the interaction by which the objectives of the association and those of the individual become progressively coordinated or compatible (Hall et al. 1970, p.176).

In addition to that, it is a process which happens because of individual-authoritative exchanges and modifications in side wagers or investments over the long run (Hrebiniak & Alutto, 1972, p. 556).

Organizational commitment is a condition in which an individual becomes limited by his activities and through these activities to convictions that support the exercises and his own association (Salancik , 1977, p. 62).

So, commitment is more than loyalty, in which workers are ready to give something of themselves to add to the association's prosperity (Mowday et al., 1979).

Furthermore, it incorporates something of the idea of enrollment; it mirrors the current situation of the person; it has a unique prognostic potential, giving expectations about execution, inspiration to work, unconstrained commitment, and other results; and it recommends the differential pertinence of persuasive components (Brown, 1969, p. 347).

To add, frameworks of "high commitment" human resource rehearses increment hierarchical viability by making circumstances where representatives become exceptionally engaged with the association and make a solid effort to achieve the association's objectives (Arthur, 1994; Wood & de Menezes, 1998). Also, committed employees help the organization accomplish its vision and mission (Singh & Gupta, 2015).

In the 21st century, the task of leaders and HR departments became more difficult to maintain and attract qualified employees (Idris, 2014). The internationalization of the labor force through innovations and broadcast communications has made more difficulties for chiefs in attracting talented employees, and guaranteeing a climate where those representatives can contribute as long haul resources for the association (Singh & Gupta, 2015). For that, it is good to have committed employees. Having organizational commitment has been surveyed as an indicator of representative maintenance in many research (e.g., Allen & Meyer, 1990; Balfour & Wechsler; 1996; Meyer & Allen; 1991, 1997; Mowday et al., 1982; Mowday et al., 1979; Suliman & Iles; 2000; Tuna et al., 2016).

A main duty of (HR) chiefs is to know the elements that make representative committed and utilize that information to preserve the worker and increase their efficiency (Steel et al., 2002).

According to Meyer and Allen (1991, 1997), there are three classes of commitment: the affective commitment, normative commitment and continuous commitment. A worker may have a mix of all the three parts of commitment (Meyer & Allen, 1991, 1997)

2.2.2 Affective commitment

Affective commitment is the willingness of the individual to stay in the association because of a passionate connection to the association (Allen & Meyer, 1990).

It is a solid confidence in and acknowledgment of hierarchical objectives and values, and ability to apply extensive exertion for the association (Agarwal et al., 1999).

According to (Meyer et al., 2002) affective commitment has been connected to positive business related practices like authoritative citizenship conduct. It is connected with the wish of the

worker to remain in the association because of numerous reasons seen by the workers themselves (Al Momani, 2017).

Something significant in this model is the focus on the worker where the representative is endeavoring to connect his objectives with the objectives of the association which is known as objective coinciding (Aryee et al., 2005).

Affective commitment is theorized as "a mental express that describes a worker's relationship with their association" (English et al., 2010, p. 395). The emotional bond needs effort to grow, yet once created, it will in general be solid (Jaros et al., 1993; Lambert et al., 2017), because it is the result of positive treatment of the association (Allen & Meyer, 1990; Lambert et al., 2013a, 2013b). So, if an individual is treated with respect by the association, a more grounded mental bond is going to be created. Alternately, whenever treated deceitfully or deceptively, an ineffective emotional bond will be shaped (Meyer & Allen, 1991).

People with solid affective commitment relate to the association and are more dedicated to seek their objectives (Darolia et al., 2010) and they stay in an association since they need to do as such (Allen & Meyer, 1990).

Moreover, it implies people's satisfaction with the association and being happy with being enrolled in the association. All in all, it alludes to devotion of workers to the association (Kaplan & Kaplan, 2018).

2.2.3 Normative commitment

Normative commitment is the sense of responsibility and faithfulness to the company, for instance an employee may feel loyal to the association because they helped him continue his

studies (Allen & Meyer, 1990). It's the workers sensation of ethical constraint to remain in the association since they feel that the association has spent a ton of assets in teaching and preparing the worker (Al Momani, 2017). The workers see themselves as they are indebted to the association to be faithful and work in accomplishment of the company's goals (Batt & Valcour, 2003).

According to Colquitt et al. (2010), the normative commitment will also increase when the organization participates in charitable events since the employee will feel satisfied with the organization and this will increase the commitment.

Normative commitment is when an employee is willing to stay a part of the association because of the sense of responsibility (Allen & Meyer, 1990). It is also found when representatives have the feeling that to remain in the association is the "right" or "moral" thing that should be done (Colquitt et al., 2010; Meyer & Allen, 1991).

According to Penley and Gould (1998), people become committed to the association because of socialization they get earlier, and after working with the association.

Normative commitment is also known as moral commitment (Allen & Meyer, 1990). That is formed as a result of socializing and "social pressure" at the association (Lambert et al., 2008; Meyer & Allen, 1991).

2.2.4 Continuous commitment

Continuous commitment happens when a representative stay a part of the association on the grounds that there is a necessity, as absence of options or expenses correlated to leaving, such as

missing a pay, or a powerlessness to move abilities and training to another association (Meyer et al., 2002).

Continuous commitment is a craving to stay a part of an association on account of attention to the expense related to leaving it (Allen & Meyer, 1990). While, Meyer and Herscovitch (2001) depicted continuous commitment as "the insight that it is exorbitant to stop doing an activity".

Moreover, it is the result of one's choice to continue with the association in view of the individual time and assets previously given to the organization and in light of the monetary expenses of evolving the occupations (Commeiras & Fournier 2001, p. 239).

Normative commitment is more centered on the examination of the increases and losses that are related to the turnover, it is sensible to expect that this limitation of choices confronting a decision to remain in association (Al Momani, 2017).

The losses include incorporate time with the association, exertion, work abilities (especially nontransferable ones), social associations, benefits and pay, and these investments would be diminished or lost if the individual left the association (Hrebiniak & Alutto, 1972; Lambert et al., 2013; McElroy et al., 1999).

2.2.5 Organizational factors that influence employee commitment:

According to Ramayah and Min (2009), states that hierarchical components are influenced by, the environment of the organization. It includes:

1-Salary: employees earning a small wage, will be willing to get higher pay either by getting promoted or searching for another job that will pay them more, so, they will be less committed.

(Kamau, 2015). According to Bhavn and Swati (2012) high compensated representatives won't handily leave the association for dread of losing their high compensation.

2- Organization achievement: An organization that isn't proceeding according to assumptions of the executives, employees will probably go to different associations, who see that it may not exist for long in the market (Kamau, 2015). On the other hand, employees in successful companies will be committed to the company and work harder (Hausknecht et al, 2012).

3- Training: enhancing employee's skills, knowledge and ability will allow them to better do the required tasks (Kabir, 2011). According to Abdullah & Djebavni, (2011) highly skilled employees are more devoted and committed to the organization than employees with low skills.

4-Group Corporation: it affect commitment of employees. Employees being able to cooperate with each other, will make them satisfied and thus committed (Kamau, 2015).

5- Management style: that goes on to energize worker contribution can assist with fulfilling worker's longing for strengthening and request for a commitment to hierarchical objectives (Kamau, 2015).

2.2.6 Consequences of commitment:

Committed employees are perhaps the best resource any organization can have and they have a significant job in business effectiveness and efficiency (Igella, 2014). According to Hurter (2008), that opposes higher degrees of commitment lead to authoritative advantages, for example, a nonstop progression of enhancements, cost and effectiveness upgrades and dynamic worker investment. Highly committed employees will consequently expand their own

exhibitions and subsequently hierarchical execution will likewise increment (Owoyemi et al., 2011).

Worker commitment will result into benefits which include: expanded occupation fulfillment expanded occupation performance, expanded returns to investors, expanded deals, diminished worker turnover, diminished expectation to leave, diminished aim to look for another job and diminished absenteeism (Brown et al., 2011).

2.3 Turnover

2.3.1 Definition

The growing turnover trend has turned into the most basic issue in the associations (Al Momani, 2017). Nowadays, it turned into a tremendous test for Human Resource Managers to hold the representatives for extended time and lessen the pace of worker's turnover (Anwar & Shukur, 2015).

Turnover expectation is characterized as "the cognizant and intentional willingness to leave the association" (Tett & Meyer 1993: 262). As per Tett and Meyer (1993), the aim to leave the association is the last phase in a progression of withdrawal insights prompting the real turnover. It is employee's voluntary decision to leave the organization and search for a new job or for a better opportunity (Wardana et al., 2020)

As indicated by Belete (2018) turnover intention became obvious by the decrease in efficiency and execution of representatives in the work environment, in this manner it causes undesirable practices, for example, showing up after the expected time, truancy expanded, absence of drive, and no excitement from representatives for their work.

Tumwesigye (2010) characterized representative turnover as an exchange of people around the work market; it may be between organizations, conditions of joblessness and work, and among careers and occupations. According to Ponnu and Chuah (2010) worker turnover is characterized as the proportion of employees an association ought to supplant in a particular period to the average number of employees inside an association. While Chikwe (2009) characterized turnover rate as how quick the businesses enroll and lose representatives. On the other hand, Mondy (2010) characterized turnover rate as the number of new recruited representatives to supplant the leaving ones.

As per Robbins in (Priansa, 2016) turnover expectation is one type of withdrawal conduct that is done at work, however it is the right of every person to decide whether to stay or withdraw from the association.

To add, (Mowday R T, 1982) clarifies that turnover expectation is the cycle by which laborers leave the association and there should be somebody to succeed them.

2.3.2 Consequences of turnover

Representative turnover has tremendous expenses and bad results for the association (Bothma 2011). Losing qualified workers might have negative consequences, which might weaken the performance, administration and the service of the company (Bothma & Roodt 2012; 2013) likewise it might convey expanded expenses of recruiting and training new employees (Bothma & Roodt 2012; 2013). Studies show that recruiting and preparing a laborer as a substitute for a leaving representative costs around 50% of the employee's yearly compensation (Johnson et al., 2000)

To add, significant levels of worker turnover might obstruct the value, reliability and security of administrations that associations give to customers (Trevor & Nyberg 2008) also, this will lead to expanded customer disappointment with the administrations given by the association (Lin & Chang 2005). Turnover cost likewise comprise of the expense of losing deals which happen in light of the fact that new employees has low insight when contrasted with older employees (Iqbal et al., 2014).

As indicated by Holtom, et al., (2008) in the event of turnover, it leads to circuitous and direct costs to the association, which contains the expense of human asset like preparing, promoting, maintenance and loss of efficiency.

Furthermore, turnover cost is connected with the expense of losing information, abilities and general capacities of the prepared and knowledgeable representatives (Nyberg and Ployhart, 2013).

In contrast, turnover can be useful to the association in case poor representatives are urged to leave the association, new workers that are innovative can be recruited instead of them at the association (Iqbal et al., 2014).

According to the remaining workers point of view, high turnover rates increment their normal responsibility and the amount of work (Im, 2011). To assure this, Hendrie (2004) tracked down that such extra weights expanded the anxiety of the employees that have stayed. Moreover, based on a study done by Waldman et al. (2004) the persistently increasing number of employees leaving the organization have de-inspired the workers that stayed by forcing redundant trainings on them.

2.3.3 Types of turnover

Turnover is divided into four types under 2 classes that are the voluntary and involuntary turnover (Heneman & Judge, 2009).

- 1- Involuntary turnover: it is when the association takes the decision of the turnover or dismissal (Iqbal, 2010). It is split into:
 - a- Discharge turnover: it focuses on the employee, it is an outcome of the employee's bad performance (Heneman & Judge, 2009).
 - b- Downsizing turnover: It happens as a component of the company's rebuilding or cost-decrease programs to improve hierarchical adequacy and increment investor's profit (Heneman & Judge, 2009).
- 2- voluntary turnover: when the employee decides to leave the organization (Iqbal, 2010)
 - a- Avoidable turnover: it might have been stopped by certain hierarchical activities, for example, increase in salary or providing new position (Heneman & Judge, 2009).
 - b- Unavoidable turnover: it is when the turnover can't be prevented due to certain conditions, for example, the death of the employee (Heneman & Judge, 2009).s

Whereas, Iqbal et al. (2014), classifies turnover intention into 3 classes:

- 1- Desirable turnover: it happens when the employee doesn't have the required skills and knowledge to perform their task
- 2- Undesirable turnover: happens because of hierarchical issues like not providing help.
- 3- Unavoidable turnover: that occurs because of sickness or family problems.

2.3.4 Reasons of turnover:

Representative turnover influences hierarchical choices and pushes top chiefs to discover the causes of representative turnover (Zhang et al., 2015).

1-Compensation and benefit: A great number of people work to provide a living. It is normal that representatives request a proper level of pay for their work (Im, 2011). When the representatives see that their bosses can't offer their normal degree of pay, they might leave the association (Mondy, 2010).

2-Stress: Spector (2003) remarked that pressure is associated with different results including diminished usefulness, non-attendance and eventually representative turnover.

3-Career development: in circumstances where associations are not steady representatives will in general stop and search for stable associations in light of the fact that with stable associations they would have the option to foresee their professional success (Ongori, 2007). Arthur (1994) saw that skilled workers would in general cross their career path by getting across organizations rather than a consecutive move inside the organization.

4-job satisfaction: According to Tett and Meyer (2003) work fulfillment is the most prescient factor of turnover. Job satisfaction is negatively related with turnover (Griffeth et al, 2000; Khatri et al, 2001; Tett & Meyer, 1993; Vong, 2003).

5-personal factors: that contains educational level, personality, age, sex and personality (Mobley et al., 1979).

2.3.5 Ways to reduce turnover:

The company can provide flexible work schedules that will improve representatives' adaptability and feeling of control, and this will lead to expanded responsibility and decreased turnover (S. Y. Lee & Hong, 2011). Also, provide good salaries and benefits, representatives who see that their wages are exceptionally good will in general stay in associations (Shaw et al., 1998). To add, carry out performance managing practices to associate workers' exhibition to awards through continuous assessment (Kettl, 2005). Rewards distributed based on performance is linked to diminished turnover (Cohen et al., 2016). Moreover, companies can provide remote work option in which employees can perform their work away from the office (Belanger & Collins, 1998). Studies assessing telecommuting plans have commonly discovered them to build representatives' inspiration and efficiency while lessening non-appearance and turnover (Iskan & Naktiyok, 2005).

2.4 Job Satisfaction

2.4.1 Definition:

Work satisfaction is a person's overall demeanor toward his/her work (Robbins, 2016). As indicated by Hasibuan (2010) work fulfillment is a passionate mentality that the employee likes his work. This disposition is reflected by work confidence, discipline, and work execution. According to Weiss, et al. (1967) job fulfillment refers to the intrinsic and extrinsic satisfaction of the occupation. Intrinsic fulfillment is acquired from performance and productivity, therefore encountering the sensations of accomplishment and self-actualization (Martin & Roodt, 2008). In

addition to that, they are connected with content of the actual work, were mirrored to fulfill individuals' mental requirements, like acknowledgment, obligation, accomplishment, progression, and the actual work (Herzberg, 1987). Extrinsic fulfillment is an outcome of the workplace satisfaction (Weiss et al. 1967) furthermore, it is developed from the prizes the employee gets from friends, chiefs or the association, which can appear as progression pay or acknowledgment (Martin & Roodt, 2008).

According to Hopkins (1983) work fulfillment just like any number of mental, physiological and ecological conditions which lead a person to communicate their fulfillment with their job. Then again work fulfillment was defined as the representatives' overall emotional assessment of their work and how much a worker feels assertively or unfavorably about their work (Odom et al., 1990)

Work fulfillment is a demeanor that results from framework and constant good or bad or preferences and despises that encounters with the gig (Kabir, 2011).

Work fulfillment is an essential indicator of how people's vibe concerning the work and characterizes the level of fulfillment about their work (Khan, et al., 2012).

Representatives will encounter work fulfillment if they see that their abilities, experience and values can be used in their vocation and that their occupation offers them open doors and prizes (Rothmann & Coetzer, 2002). Work fulfillment will in general be related to various individual and hierarchical factors that incorporate orientation, age, and level of education, long periods of work and the size of the foundation (Blyton & Jenkins, 2007).

The fulfillment level of representatives assumes a basic part in holding workers, especially those viewed as important representatives, desirable employees or information laborers (Döckel et al 2006; Martins & Coetzee, 2007).

2.4.2 Outcomes of job satisfaction:

Life Satisfaction: occupation fulfillment contribute to general life fulfillment. Life fulfillment implies how staff are fulfilled with their life. Late examinations have observed that there is a positive connection among life fulfillment and occupation fulfillment (Aydogdu & Asikgil, 2011).

Mental and Physical Health: studies have found that faculty who are profoundly fulfilled will have a better psychological and physical health. Staff who are healthy mentally and physically can learn new position related responsibilities more rapidly, have less hands on mishaps and document less complaints (Aydogdu & Asikgil, 2011).

Early retirement: to add, there is a connection between work fulfillment and the decision to early retire from the workforce. Researches in this space show that work force who have uplifting perspectives toward their positions don't lean toward exiting the workforce (Aydogdu & Asikgil, 2011).

Low Organizational Commitment: job dissatisfaction is likewise a significant reason for decreasing commitment levels. Commitment suggests a readiness to invest energy on the association's sake and an expectation to remain with the association for quite a while.

Work fulfillment of the employee is considered a significant variable to the accomplishment of an association. In each association a high pace of people's fulfillment is unequivocally related with a low degree of representative turnover (Ghafoor, 2012).

2.4.3 Factors influencing job satisfaction

Pay: salaries and compensations are significant variables for work fulfillment. Cash help employees achieve their fundamental necessities also provides fulfillment of high level desires (Luthans, 1992).

Working Conditions: Providing great actual working circumstances (for example tidiness of the working spot, satisfactory instruments and hardware) empowers representatives to do their positions effectively, serenely and proficiently (Feldmann & Arnold, 1985)

Training: According to the investigation of Dold and Duff, it was seen that employees of profession arranged disciplines were more fulfilled with their positions than different alumni.

Coworkers: being able to cooperate with other employees is a significant component in work fulfillment. A review in an auto industry exhibited that segregated laborers detested their positions (Feldmann & Arnold, 1985).

Monetary rewards: The workers ought to be given legitimate compensations for their efforts with the goal that they will be cheerful and will work more effectively.

Chapter Three

Hypothesis Development and Theories

3.1 Theoretical Framework:

The research presents a few relationships and theories to be tended to. These theories are an outcome from both the theoretical framework and the literature review.

First, hypothetical help disclosing people's endeavors to accomplish a solid balance between serious and fun activities can be acquired from different sources, for example, "Maslow's hierarchy theory and McClelland's motivational needs theory (Morgan 2007, Gray & Antonacopoulou 2004, Roberts 1994). As per Maslow's theory the focal precept is that just unsatisfied needs impact conduct, fulfilled needs don't. A person's attention on work alone will be insufficient to accomplish absolute fulfillment with life; consequently, a solid balance between fun and serious activities is essential. To add, McClelland's theory state that the individuals need to have relations, other than those built at work.

Another theory is the job demand- control (D-C) model to understand the relation between job stress and work environment (Karasek, 1979; Karasek & Theorell, 1990), which was then developed to contain support (Johnson & Hall, 1988). Such as work life balance practices and policies to reduce job stress (Chiang et al., 2010).

Studies shows that having a balance between fun and serious activities benefits the businesses and representatives. It impacts business accomplishment or help laborers. For example, an early review showed how the arrangement of adaptable working time courses of action permitted retired individuals, to re-work since they had the option to decide when to work in accordance to their different responsibilities and their capacity to work (Hogarth & Bosworth, 2009).

According to McDonald & Bradley (2005), work life balance is good for the organization and the individuals. Employees will have higher engagement thus higher commitment (Naithani, 2009), reduced absenteeism and turnover (McDonald & Bradley, 2005) and finally employees will have job satisfaction that will enhance their morale and productivity (Schaefer, 2007) in which this will impact customer satisfaction.

Moreover, the three element model supported the relationships and hypothesis.

It is a three-component model, which includes an interface between the representative and likelihood of the worker leaving the association. These three parts are normative, affective and continuous Meyer and Allen (1991). Each part is negatively related to turnover, however the relation strength level differ among them (Mthieu & Zajac, 1990; Meyer et al., 2002; Williams & Hazer, 1986).

Committed workers are bound to stay in the association more than uncommitted representatives Meyer and Allen (1991). Committed representatives fill in holes left by others and such workers are more averse to leave holes in service (Batt, 2002) and to be helpful (Meyer et al., 2002) that will lead to customer satisfaction (Nishii et al., 2008).

Furthermore, we have the planned behavior theory. The hypothesis of arranged conduct is a dispositional way to deal with the expectation of conduct (Ajzen, 1991). Ajzen brings up that the

hypothesis of arranged conduct "is a hypothesis intended to foresee and clarify human conduct in explicit settings". A person's convictions lead to demeanor development, which prompts expectations, which eventually predicts how one will act. It is supposed that work/life equilibrium would likewise be a critical indicator of turnover aims (Fisher-McAuley et al., 2003).

3.2 Relationships

1-Relationship between work life balance and employee's commitment

Studies have shown that a person view of balance between serious and fun activities are identified with work fulfillment, life fulfillment and commitment (Allen et al, 2010). Work life balance has a positive impact on organizational commitment (Azeem & Akhtar, 2014; Dhammika, 2016; Gupta & Gupta, 2013; Nayak & Sahoo, 2015; Wijaya & Dewi, 2017). Work life balance is positively related to organizational commitment (Shankar & Bhatnagar, 2010).

H1: There is a positive relationship between work life balance and employees' commitment.

2-Relationship between work life balance and turnover

According to Noor (2011), there is an important relationship between work life balance and turnover intention. Also, Fox and Fallon (2003) stated that employee's having balance between work and life activities has decreased their intention of leaving the organization. Since, companies that are implementing work life balance policies have seen a decrease in turnover intention (Lestari & Margaretha, 2021).

Research has additionally proved a negative relationship between work life balance and turnover intention (Fayyazi & Aslani, 2015).

H2: There is a negative relationship between work life balance and employees' turnover.

3-Relationship between work life balance and job satisfaction

Gregory and Milner (2009) stated that companies that have work life balance programs leads to higher employee job satisfaction. Hanglberger (2010) states that there is a positive relationship between work life balance and job satisfaction. Moreover, a study done in India in the banking sector shows that work life balance is related to job satisfaction (Dev, 2012) and this was assured by (Allen et al, 2010).

Employee satisfaction is very important to the organization in which it will effect customer satisfaction (Organ, 1997; Bailey & Dandrade, 1995). Organizations that have strategies to improve employee satisfaction will experience higher employee productivity and better performance which will lead to enhanced customer satisfaction (Sageer et al., 2012). Work life balance and job satisfaction effect customer service (Yadav & Dabhade, 2014). Work life balance practices will effect job satisfaction and this will effect customer satisfaction (Lazar et al., 2010).

According to Netemeyer et al. (1996), work life balance is positively linked to job satisfaction.

H3: There is a positive relationship between work life balance and job satisfaction.

4-Relationship between work life balance and cultural dimensions

An impressive examination shows that work-family struggle is less unfavorable to people in collectivistic than in individualistic societies (Lu et al., 2010; Luet al., 2006; Spector et al., 2004, 2007; Yang et al., 2000). Accomplishing equilibrium ought to be more crucial for individuals in individualistic societies, since it is considered more fundamental in individualistic cultures to make every moment count and to recuperate from the pressure and strains related to work

(Spector et al., 2004, 2007). However, individuals in collectivistic societies will in general see work life imbalance in a less dangerous way as they perceive it as an unavoidable expense in advancing family prosperity (Aryee et al., 1999).

Generally, ladies have been viewed as nurturers and parental figures and appointed all jobs that are associated with dealing with family. Men have been viewed as providers and they should perform work jobs to acquire and uphold the family, but this is changing and more women are entering the workforce (Sundaresan, 2014).

Women find it more difficult to have work life balance than men, due to the responsibility they have towards the family (Duxbury & Higgins 1991). Ladies are more probable than men to utilize work life balance policies and practices and to have a low feeling of qualification to progress in their vocations in the event that they do as such (Herman & Lewis, 2012).

Accordingly, the perception and meaning of work life balance may differ across different cultures (Lewis & Beauregard, 2018). Consequently, it is estimated that the relationship between work life balance and the dependent variables examined in this study may differ across different cultures.

H4: The relationship between work life balance, commitment, job satisfaction and turnover differ across cultures.

Chapter Four

Research Methodology and Analysis

Procedures and methodology

This segment is prearranged to introduce the used techniques for this examination and the applied methods. The information assortment strategy will be explained as well as the amount of populaces of the review, instrumentations used, theoretical framework in addition to data analysis.

4.1 Construct Operationalization:

This examination is quantitative search, in which a self-administrated was used to quantify the connection between the selected factors for this paper. The survey include scales that are considered reliable and valid in past investigations. The development and dissemination of this overview were chosen as the method of this research in which they are well-known as a quick method of gathering information just as being a cheap strategy. Google forms were used for information assortment and testing to develop the questionnaire in the format of a soft copy.

This research is conducted on people working in different sectors and across different cultures.

The purpose behind choosing these members as a sample for the research is because there is a limited research about the outcome of work life balance on employee's commitment, turnover and job satisfaction.

The survey contains 46 close-ended question and they are divided into nine sections: the consent form, demographics, work life balance, commitment, job satisfaction, turnover, collectivism vs. individualism and masculinity vs. femininity. The developed survey is voluntary in which employee can choose either to continue the survey or to quit.

First, the consent part in which employees responding to the survey where asked whether they like to participate in the survey or they don't. Second, the demographic part in which it measure the demographic variables such as the age, educational level, years of work experience, gender, organizational level and country of origin. The third part explored the effect of work life balance. The fourth part measures the level of employees' turnover within their occupations. The fifth part is measuring employees' level of job satisfaction in the company. The sixth part measures the levels of three types of commitment: affective commitment, continuance commitment, and normative commitment. The seventh part measure the level of collectivism vs. individualism. The eighth part measure the level of masculinity vs. femininity.

At last, a thank you note was presented to the employees that have contributed in the survey.

Section one: consent

It is an introduction for the questionnaire in which it provides information about the study for the participants and it respects their privacy. It explains the purpose of the research and it contains a statement assuring respondent's confidentiality. This research is voluntary and confidential.

Participants are given the option either to participate in the study or not to.

Section two: demographic

In this section employees are asked to answer six demographic question that are: age, educational level, years of work experience, gender, organizational level and country of origin.

Section three: work life balance

This section contains 5 questions that measure the level of work life balance. It was presented with “The questions in this section aim to measure the level of work life balance”. The work life balance questionnaire is measured at a 5-point scale where (1= strongly disagree, 5=strongly agree).

Section Four: Turnover

This section contains 5 questions that measure turnover. It was presented with “The questions in this section aim to measure the level of turnover intention”. The turnover questionnaire is measured at a 5-point scale where (1= strongly disagree, 5=strongly agree).

Section Five: Job Satisfaction

This section contains 3 questions that measure job satisfaction. It was presented with “The questions in this section aim to measure the employee’s job satisfaction level”. The job satisfaction questionnaire is measured at a 5-point scale where (1= strongly disagree, 5=strongly agree).

Section Six: Commitment

This section consists of three parts in order to measure the three different types of commitment. The types of commitment are: 1- affective commitment and it contains 6 questions to measure the level of affective commitment. 2- Continuous commitment and it contains 6 questions to

measure the level of continuous commitment. 3- Normative commitment and it contains 5 questions to measure the level of normative commitment. It was presented with “The questions in this section aim to measure the employee’s level of commitment”. The commitment questionnaire is measured at a 5-point scale where (1= strongly disagree, 5=strongly agree).

Section Seven: Collectivism vs. Individualism

This section contains 6 questions that measure the degree of collectivism vs. individualism. It was presented with “The questions in this section aim to measure the degree of collectivism and individualism”. The questionnaire is measured at a 5-point scale where (1= strongly disagree, 5=strongly agree).

Section Eight: Masculinity vs. Femininity

This section contains 5 questions that measure the degree of masculinity vs. femininity. It was presented with “The questions in this section aim to measure the degree of masculinity vs. femininity”. The questionnaire is measured at a 5-point scale where (1= strongly disagree, 5=strongly agree).

Section Nine: Thank you note

In this last section, a thank you note is presented at the end of the survey “Thank you for participating in this survey!” to the employees that contributed to the research.

4.2 Scale Development

Work life balance scale development:

The original scale for work life balance was developed by Netemeyer, et al., (1996) which consists of 5-items questionnaires to measure. These 5-items are measured on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Turnover scale development:

The scale for turnover was developed by Donnelly, Quirin and O'Bryan (2003) which consists of 3-items questionnaires to measure. These 3-items are measured using 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Job satisfaction scale development:

The scale for job satisfaction was developed by Edward and Roth-bard's (1999) which consists of 3- items questionnaires to measure. These 3-items are measured using 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Commitment scale development:

The scale for commitment was developed by Meyer, Allen and Smith (1993) which consists of 18-items questionnaires. This scale is categorized into three classes: a) affective commitment, b) continuance commitment, and c) normative commitment. The first class is made up of 6 questions as well as the second class while the third class is made up of 5 questions, and all are measured on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Collectivism vs. Individualism scale development:

The scale for collectivism vs. individualism was developed by Dorfman and Howell (1988) which consists of 6- items questionnaires to measure. These 6-items are measured using 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Masculinity vs. femininity scale development:

The scale for masculinity vs. femininity was developed by Dorfman and Howell (1988) which consists of 5- items questionnaires to measure. These 5-items are measured using 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

4.3 Objectives and Hypothesis:

The objectives of this study is to:

- 1- Analyze the outcome of work life balance on commitment and turnover and job satisfaction.
- 2- Testing the hypothesis is derived from the theoretical framework of this paper.

Hypotheses:

H1: There is a positive relationship between work life balance and employees' commitment.

H2: There is a negative relationship between work life balance and employees' turnover.

H3: There is a positive relationship between work life balance and job satisfaction.

H4: The relationship between work life balance, commitment, job satisfaction and turnover differ across cultures.

Data Collection:

The data for this thesis will be collected by inviting workers working in Lebanon and in Canada and other countries to contribute to the study by filling the survey. The purpose of this study is to develop a structural equation causal model to improve the understanding of the impact of work life balance on employee's commitment and job satisfaction and turnover intention.

4.4 Conceptual Framework for Data Analysis:

SPSS and other statistical techniques will be used to test the hypothesis and answer the questions that were modeled in chapter one as follows:

1. Tabular and graphical illustration of data will be used to determine the major characteristics of the selected sample for the study.
2. The validity and reliability of the Questionnaire will be tested using Factor Analysis and reliability coefficients.
3. Relations between variables will be tested using Chi-square test.
4. Multiple regression analysis will be used in decomposing the relation between variables in the hypothetical model that was diagrammed in chapter two into direct and in direct effects.

Chapter Five

Data Analysis

Descriptive Statistics

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	200	63.3	63.3	63.3
	Male	116	36.7	36.7	100.0
	Total	316	100.0	100.0	

Table 1 Gender

Referring to the above table, 200 of the respondents were females and 116 of the respondents were males.

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	119	37.7	37.7	37.7
	30-39	96	30.4	30.4	68.0

40-49	63	19.9	19.9	88.0
50-59	30	9.5	9.5	97.5
60+	8	2.5	2.5	100.0
Total	316	100.0	100.0	

Referring to the above table, the age of 119 of the respondents were between 20-29 years where 96 of the respondents were between 30-39 years and 63 of the respondents were between 40-49 years.

However, 30 respondents were between 50-59 years and 8 respondents were 60 years.

Educational level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	.3	.3	.3
BS/BA	150	47.5	47.5	47.8
Doctorate	8	2.5	2.5	50.3
Masters	113	35.8	35.8	86.1
Other	44	13.9	13.9	100.0
Total	316	100.0	100.0	

Table 2 Educational Level

Referring to the above table, the education level of 150 respondents was BS/BA and 8 respondents have Doctorate level.

However, 113 respondents have Master degree and 44 respondents have other educational levels.

Years of experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	.6	.6	.6
1—5	102	32.3	32.3	32.9
6--10	65	20.6	20.6	53.5
Over 10	147	46.5	46.5	100.0
Total	316	100.0	100.0	

Table 3 Years of Experience

Referring to the above table, 102 respondents have experience between 1-5 years where 65 respondents have experience between 6-10years and 147 respondents have more than 10 years of experience.

Organizational level:

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	11	3.5	3.5	3.5
Middle management	80	25.3	25.3	28.8
Non- management	135	42.7	42.7	71.5
Operational management	47	14.9	14.9	86.4
Senior management	43	13.6	13.6	100.0
Total	316	100.0	100.0	

Table 4 Organizational Level

Referring to the above table, 80 respondents have middle management and 135 respondents have non- management level.

However, 47 respondents have operational management level and 43 respondents have senior management level.

Country of origin

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Canada	23	7.3	7.3	7.3
Lebanon	166	52.5	52.5	59.8
USA	127	40.2	40.2	100.0
Total	316	100.0	100.0	

Table 5 Country of Origin

Referring to the above table, 23 respondents are from Canada where 166 respondents are from Lebanon and 127 respondents are from USA.

Work Life Balance Descriptive Statistics

<i>AVERAGE</i>	
Mean	3.7992
Standard Error	0.046320916
Median	3
Mode	3
Standard Deviation	0.890511878
Sample Variance	0.793011406
Kurtosis	-0.284790469
Skewness	0.02733363
Range	4
Minimum	1
Maximum	5
Sum	774.8
Count	316

The descriptive statistics for the work life balance variable are shown in the following table. According to the Likert Scale, this variable has a mean of 3.7992, which falls into the neutral group. The total number of respondents who completed the surveys was 316. It's between 1

(strongly disagree) and 5 (Strongly agree). Because the majority of respondents scored neutral, this indicates that they are feeling indifferent about their work environment on a general basis.

Turnover Descriptive Statistics

<i>AVERAGE</i>	
Mean	3.534
Standard Error	0.082373
Median	3
Mode	3
Standard Deviation	1.144313
Sample Variance	1.309453
Kurtosis	-0.93116
Skewness	0.127078
Range	4
Minimum	1
Maximum	5
Sum	791
Count	316

An analysis of descriptive statistics for the turnover variable is provided in the preceding table.

The Likert Scale places this variable in the neutral category, as shown by the respondents' mean score of 3.534. The total number of respondents who completed the surveys was 316. It's between 1 (Strongly Disagree) and 5 (Strongly Agree). This indicates that the majority of those polled had

a score of 0, indicating that they have no strong feelings about leaving the company where they are employed.

Job Satisfaction Descriptive Statistics

<i>AVERAGE</i>	
Mean	3.392667
Standard Error	0.064332
Median	3.666667
Mode	4
Standard Deviation	1.017179
Sample Variance	1.034652
Kurtosis	-0.3294
Skewness	-0.35002
Range	4
Minimum	1
Maximum	5
Sum	864.6667
Count	316

The above table analyzes the descriptive statistics related to the job satisfaction variable. As it can be noted the respondents scored a mean of 3.392 over this variable which falls into the neutral category under the Likert Scale. As for the N it scored 316 which is the total number of respondents which answered the questionnaires. The minimum and maximum is between 1 (Strongly disagree) and 5 (Strongly Agree). It means that the average of the respondents scored neutral which means that they are feeling neutral in the workplace regarding job satisfaction.

Affective Commitment Descriptive Statistics

<i>AVERAGE</i>	
Mean	3.153333
Standard Error	0.023406
Median	3.366667
Mode	3
Standard Deviation	0.784417
Sample Variance	0.713041
Kurtosis	0.575342
Skewness	-0.25585
Range	4
Minimum	1

Maximum	5
Sum	837.3333
Count	316

The above table analyzes the descriptive statistics related to the affective commitment variable. As it can be noted the respondents scored a mean of 3.153 over this variable which falls into the neutral category under the Likert Scale. As for the N it scored 316 which is the total number of respondents which answered the questionnaires. The minimum and maximum is between 1 (Strongly disagree) and 5 (Strongly Agree). It means that the average of the respondents scored neutral which means that they are feeling neutral in the workplace regarding affective commitment.

Continuous commitment Descriptive Statistics

<i>AVERAGE</i>	
Mean	3.516667
Standard Error	0.052872
Median	3.5
Mode	3
Standard Deviation	0.835973
Sample Variance	0.698851

Kurtosis	0.267954
Skewness	-0.27894
Range	3.833333
Minimum	1
Maximum	5
Sum	879.1667
Count	316

The above table analyzes the descriptive statistics related to the continuous commitment variable. As it can be noted the respondents scored a mean of 3.516 over this variable which falls into the neutral category under the Likert Scale. As for the N it scored 316 which is the total number of respondents which answered the questionnaires. The minimum and maximum is between 1 (Strongly disagree) and 5 (Strongly Agree). It means that the average of the respondents scored neutral which means that they are feeling neutral in the workplace regarding continuous commitment.

Normative commitment Descriptive Statistics

<i>AVERAGE</i>	
Mean	3.1352
Standard Error	0.048237

Median	3.4
Mode	3
Standard Deviation	0.76269
Sample Variance	0.581696
Kurtosis	0.868022
Skewness	-0.81682
Range	3.6
Minimum	1
Maximum	5
Sum	828.8
Count	316

The descriptive statistics for the normative commitment variable are shown in the following table. According to the Likert Scale, this variable has a mean value of 3.135, which falls into the neutral group. The total number of respondents who completed the surveys was 316. It's between 1 (Strongly Disagree) and 5 (Strongly Agree). It implies that the majority of respondents scored neutral, which indicates that they have a neutral attitude about normative commitment in the workplace.

Collectivism Vs Individualism Descriptive Statistics

<i>AVERAGE</i>	
Mean	3.3352
Standard Error	0.018237
Median	3.4
Mode	3
Standard Deviation	0.56269
Sample Variance	0.581696
Kurtosis	0.868022
Skewness	-0.81682
Range	3.6
Minimum	1
Maximum	5
Sum	828.8
Count	316

The descriptive statistics for the collectivism Vs Individualism variable are shown in the following table. According to the Likert Scale, this variable has a mean value of 3.135, which falls into the neutral group. The total number of respondents who completed the surveys was 316. It implies that the majority of respondents scored neutral, which indicates that they have a neutral attitude about normative commitment in the workplace.

Masculinity Vs Femininity Descriptive Statistics

<i>AVERAGE</i>	
Mean	1.153333
Standard Error	0.033406
Median	3.466667
Mode	3
Standard Deviation	0.784417
Sample Variance	0.713041
Kurtosis	0.575342
Skewness	-0.25585
Range	4
Minimum	1
Maximum	5
Sum	837.3333
Count	316

The above table analyzes the descriptive statistics related to the masculinity vs femininity. As it can be noted the respondents scored a mean of 1.153 over this variable which falls into the

masculine category under the Likert Scale. As for the N it scored 316 which is the total number of respondents which answered the questionnaires.

Validity and Reliability

Communalities

	Initial	Extractio n
WLB	1.000	.810
Turnover Intention	1.000	.762
Satisfaction	1.000	.801
Affective Commitment	1.000	.744
Continuous Commitment	1.000	.758
Normative Commitment	1.000	.899
Collectivism	1.000	.775
Masculinity	1.000	.810

Extraction Method: Principal Component

Analysis.

Referring to the above validity and reliability analysis and referring to the rule of thumb, it can be noted that if the Cronbach Alpha is lower than 0.5 it means that the collected data is not valid, and if the Cronbach Alpha is between 0.5 and 0.7 it means that the collected data is valid but

contain some bias, and if the Cronbach Alpha is higher than 0.7 it means that the collected data is valid and ready for statistical analysis.

It can be noted that:

- WLB scored a Cronbach Alpha of 0.810
- Turnover Intention scored a Cronbach Alpha of 0.762
- Satisfaction scored a Cronbach Alpha of 0.801
- Affective Commitment scored a Cronbach Alpha of 0.744
- Continuous Commitment scored a Cronbach Alpha of 0.758
- Normative Commitment scored a Cronbach Alpha of 0.899
- Collectivism scored a Cronbach Alpha of 0.775
- Masculinity scored a Cronbach Alpha of 0.810

Referring to the above results it can be noted that all the scales are valid and reliable and ready for statistical analysis.

Regression One: Work-Life Balance and Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	.307 ^a	.094	.091	.02406
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a. Predictors: (Constant), Work Life Balance

		Coefficients			
		Unstandardized		Standardized	
		Coefficients		Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	.090	.005		19.687
	Work Life Balance	.240	.042	.307	5.713

a. Dependent Variable: Commitment

Referring to the above regression analysis it can be noted Work-Life balance variable scored a P-Value (0.00) < 0.05, and T (5.713) > 2 and Beta (0.307), meaning that work-life balance tends to have a positive significant relationship with commitment, and by that it can be noted that the hypothesis that states that:

H1: There is a positive relationship between work life balance and employees' commitment is supported.

This means that for every 1 unit increase in work-life balance, employees' commitment tends to increase by 0.307 units.

This model scored R² of 9.4% which means that this model only covers 9.4% of the variables that tends to affect commitment in the workplace, as for 90.6% of the variables are not covered in this model.

Regression Two: Work-Life Balance and Turnover

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.227 ^a	.051	.048	.03669

a. Predictors: (Constant), Work Life Balance Average

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.137	.007		19.651	.000
	Work Life Balance Average	-.264	.064	-.227	-4.124	.000

a. Dependent Variable: Turnover Intention Average

Referring to the above regression analysis it can be noted Work-Life balance variable scored a P-Value (0.00) < 0.05, and T (-4.124) > 2 and Beta (-.227), meaning that work-life balance tends to have a negative significant relationship with turnover intention, and by that it can be noted that the hypothesis that states that:

H2: There is a negative relationship between work life balance and employees' turnover is supported.

This means that for every 1 unit increase in work-life balance, turnover intention tends to decrease by 0.227 units.

This model scored R^2 of 5.1% which means that this model only covers 5.1% of the variables that tends to affect turnover intention in the workplace, as for 94.9% of the variables are not covered in this model.

Regression Three: Work-Life Balance and Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.405 ^a	.011	.008	.02940

a. Predictors: (Constant), Work Life Balance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.133	.006		23.873	.000

Work Life Balance	1.906	.051	.405	37.372	.043
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a. Dependent Variable: Satisfaction

Referring to the above regression analysis it can be noted Work-Life balance variable scored a P-Value (0.043) < 0.05, and T (37.372) > 2 and Beta (.405), meaning that work-life balance tends to have a positive significant relationship with job satisfaction, and by that it can be noted that the hypothesis that states that:

H3: There is a positive relationship between work life balance and job satisfaction is supported. This means that for every 1 unit increase in work-life balance, satisfaction tends to increase by 0.405 units.

This model scored R² of 1.1% which means that this model only covers 1.1% of the variables that tends to affect satisfaction in the workplace, as for 98.9% of the variables are not covered in this model.

Regression Four: Work Life Balance, Commitment, Job Satisfaction, Turnover and Cultures

Model Summary

Country of origin	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Lebanon	1	.321 ^a	.103	.097	.02453
North America	1	.259 ^a	.018	.010	.02058

a. Predictors: (Constant), Work Life Balance

Coefficients

Country of origin	Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
			B	Std. Error	Beta		
Lebanon	1	(Constant)	.092	.007		12.997	.000
		Work Life Balance	.262	.061	.321	4.335	.000
North America	1	(Constant)	.099	.006		15.821	.000
		Work Life Balance	.198	.065	.324	3.046	.034

a. Dependent Variable: Commitment

The above regression analysis aims to cover the relationship between Work-Life Balance and Commitment among different cultures after splitting the data on SPSS. As it can be noted in the model that the relationship between Work-Life Balance and Commitment in Lebanon scored P (0.00) < 0.05, and T (12.997) > 2 and Beta (0.321), which means that this relationship is

significant in Lebanon and this means that for every 1 unit increase in Work-Life Balance, the commitment in Lebanese Culture tends to increase by 0.32 units.

As for the Work-Life Balance and Commitment in North America scored $P(0.034) < 0.05$, and $T(3.046) > 2$ and Beta (0.324), which means that this relationship is significant in North America.

Model Summary

Country of origin	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Lebanon	1	.069 ^a	.005	-.001	.03862
North America	1	.421 ^a	.106	.098	.03225

a. Predictors: (Constant), Work Life Balance

Coefficients^a

Country of origin	Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
			B	Std. Error	Beta		
Lebanon	1	(Constant)	.112	.011		10.085	.000

		Work Life Balance	-.484	.095	-.069	-5.094	.039
North America	1	(Constant)	.152	.010		15.541	.000
		Work Life Balance	-.393	.102	-.421	-3.841	.000

a. Dependent Variable: Turnover Intention Average

The above regression analysis aims to cover the relationship between Work-Life Balance and turnover intention among different cultures after splitting the data on SPSS. As it can be noted in the model that the relationship between Work-Life Balance and turnover intention in Lebanon scored $P(0.039) < 0.05$, and $T(-5.094) > 2$ and Beta (-0.069) , which means that **this relationship is negatively significant** in Lebanon and this means that for every 1 unit increase in Work-Life Balance, the turnover intention in Lebanese Culture tends to decrease by 0.69 units.

However the Work-Life Balance and turnover intention in United States scored $P(0.00) > 0.05$, and $T(-3.841) > 2$ and Beta (-0.421) , which means that this **relationship is negatively significant in North America** and which means for every 1 unit increase in Work-Life Balance, turnover intention tends to decrease by 0.421 units in North America Culture.

Model Summary

Country of origin	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Canada	1	.112 ^a	.012	-.035	.03056
Lebanon	1	.177 ^a	.031	.026	.03271

a. Predictors: (Constant), Work Life Balance

Coefficients^a

Country of origin	Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
			B	Std. Error	Beta		
North America	1	(Constant)	.151	.020		7.680	.000
		Work Life Balance	.087	.170	.112	.515	.612
Lebanon	1	(Constant)	.143	.009		15.097	.000
		Work Life Balance	.186	.081	.177	2.309	.022

a. Dependent Variable: Satisfaction

The above regression analysis aims to cover the relationship between Work-Life Balance and satisfaction among different cultures after splitting the data on SPSS. As it can be noted in the model that the relationship between Work Life Balance and satisfaction in North America scored P-Value (0.612) > 0.05, and T (.515) < 2 and Beta (0.112) **which means that there is no relationship among the mentioned variables in North America.**

As for Work-Life Balance and turnover intention in Lebanon scored P (0.022) < 0.05, and T (2.309) > 2 and Beta (0.177), which means that **this relationship is positively significant** in Lebanon and this means that for every 1 unit increase in Work-Life Balance, the satisfaction in Lebanese Culture tends to decrease by 0.17 units.

This leads us to validate the following hypothesis:

H4: The relationship between work life balance, commitment, job satisfaction and turnover differ across cultures is supported.

Correlations

			Correlations			
Country of origin			WLB	Turnover Intention	Commitment	Satisfaction
Lebanon	WLB	Pearson	1	-.079	.094	.209**
		Correlation				
		Sig. (2-tailed)		.309	.230	.007
		N	166	166	166	166
	Turnover Intention	Pearson	-.079	1	.280**	.408**
		Correlation				
		Sig. (2-tailed)	.309		.000	.000
		N	166	166	166	166
	Commitment	Pearson	.094	.280**	1	.355**
		Correlation				
		Sig. (2-tailed)	.230	.000		.000
		N	166	166	166	166

Satisfaction		Pearson	.209**	.408**	.355**	1
		Correlation				
		Sig. (2-tailed)	.007	.000	.000	
		N	166	166	166	166
North America	WLB	Pearson	1	-.305**	.145	.138
		Correlation				
		Sig. (2-tailed)		.000	.105	.121
		N	127	127	127	127
	Turnover Intention	Pearson	-.305**	1	.335**	.312**
		Correlation				
		Sig. (2-tailed)	.000		.000	.000
		N	150	150	150	150
	Commitment	Pearson	.145	.335**	1	.093
		Correlation				
		Sig. (2-tailed)	.105	.000		.297
		N	150	150	150	150
Satisfaction	Pearson	.138	.312**	.093	1	
	Correlation					
	Sig. (2-tailed)	.121	.000	.297		
	N	150	150	150	150	

Referring to the above Pearson Correlations it can be noted that **in Lebanon** the Work Life Balance (WLB) tend to have a negative relationship with Turnover Intention in which it scored Pearson Coefficient (PC) of -0.79, and WLB tends to have a positive significant relationship with Commitment and satisfaction in which it scored PC of 0.094 and 0.209 respectively.

As in North America, it can be note that WLB tends to have a negative relationship with turnover intention in which it scored -0.305, and tends to have a positive relationship with commitment and satisfaction in which it scored 0.145 and 0.138 respectively.

It can be noted that in North America, the relationship among between Work-Life Balance, Turnover Intention, Commitment and Satisfaction tends to be stronger than that of the relationship in Lebanon and that can be noticed from the Pearson Coefficients in which in North America the Coefficients are much higher than that of Lebanon

Chapter Six

Discussion, Recommendations and Conclusion

6.1 Discussion

This section of the study will provide the discussion about the research hypothesis based on the statistical tests implemented in the previous chapter. The main aim of this research is to study the impact of work-life balance on commitment, turnover and satisfaction.

The Effect of Work-Life Balance on Commitment

The results showed that there is a positive relationship between work-life balance and affective commitment. Culture norms are assumed to have a role in the link between work-life balance and affective commitment, but organizational standards might also play a role. Organizational newbies may benefit from being socialized by their coworkers in order to better understand what is expected of them in the workplace. In the context of cultural norms, affective commitment is taught in a fairly broad meaning. Additionally, affective commitment may grow as the consequence of acts the business takes on behalf of the employee, including early socialization experiences.

Both work-life balance and commitment may rise as a result of an employee's perception that the business is generous. This study indicated that employee WLB level was substantially and positively linked with emotional commitment, continuation commitment, normative commitment, and organizational commitment. (Shabir & Gani, 2020) employs social exchange theory to explain

the positive relationship between WLB and organizational commitment. According to this hypothesis, when workers are treated kindly by the business, they will feel forced to reciprocate in good attitudes or actions towards the source of the treatment.

When workers reach a high degree of WLB, particularly via the company's supply of WLB practices, they believe they are (Hasan et al., 2021) favorably treated and will reciprocate in ways that benefit the business, such as greater dedication.

The above discussion had led to the validation of the following hypothesis:

H1: There is a direct positive relationship between work-life balance and commitment.

The Effect of Work-Life Balance on Turnover

The results showed that there is an inverse relationship between work-life balance and turnover. Employee performance may be affected by individuality and turnover intention since work-life balance is highly linked to dedication. The findings of this study aligns with the findings of (Oyewobi et al., 2019)

The present study's major goal was to examine the influence of work-life balance on the performance of workers. According to the data, work-life balance has a considerable influence on employee turnover. As a result, the need of developing and implementing sound policies and procedures for achieving a work-life balance was raised.

The above discussion had led to the validation of the following hypothesis:

H2: There is a direct negative relationship between work-life balance and turnover.

The Effect of Work-Life Balance on Satisfaction

The correlation between work-life balance and satisfaction in the American sample was predicted. Perhaps a third factor, such as age or organizational tenure, is to blame for this correlation between work-life balance and happiness.

Employees who are older and consequently less likely to match retirement benefits if they switch companies later in their careers tend to be more satisfied. An employee's buildup of self-investment in a company may also result in a feeling that alternative suitable choices do not exist.

There are some employees who believe that they have invested too much in their present company and hence are reluctant to leave, even if it is for a better opportunity elsewhere. Work-life balance and satisfaction were shown to be linked in the aggregated data set in this research.

A person's feeling of belonging and devotion to a certain organization should improve if the individual has spent a significant amount of time there. This circumstance has been argued to be a catalyst for personal or non-societal collectivism, which is noteworthy to notice.

Employees who are older, and hence less likely to match retirement benefits if they change organizations later in their careers, tend to be happier. Self-investment in a firm might lead to an employee's belief that there are no other viable options. The study findings are similar to those of (Daxini et al., 2019) which stated that there is a direct relationship between work-life balance and satisfaction.

Some workers are hesitant to quit their current firm because they feel they have spent too much time and money there. This study found that work-life balance and satisfaction were associated in the aggregated data set. A compelling argument has been made that this situation serves as a stimulus for personal or non-social collectivism.

The above discussion had led to the validation of the following hypothesis:

H3: There is a direct positive relationship between work-life balance and satisfaction.

6.2 Comparison Study

Lebanese culture placed a greater emphasis on the collective over individualism, which may explain why respondents from Lebanon were more committed than those from North America. Group-oriented culture is not always translated into workplace-oriented culture. Lebanese people, on the other hand, tend to have minimal attachment to a company since their most important interactions are with their families rather than with their coworkers.

A Lebanese, on the other hand, is more concerned with the status of his or her family ties than he or she is with his or her career.

In order to better understand the role of both cultural and organizational elements in the formation of organizational loyalty, future study should explore these aspects individually and in combination. People in collectivistic cultures are expected to have a strong sense of devotion to their group, which is seen to be a precursor to affective commitment. Normative affective commitment was found to be linked to collectivism in the Lebanese sample.

In contrast to those in the United States, those in Lebanon were substantially more collectivist in their views. On the other hand, in the United States, there was little difference in the reported levels of individualism and collectivism. As a result, there may be less of a social impetus to develop loyalty to an organization because it is the "right thing to do," and less affective commitment.

However, the reliability analysis in this research found that the scale assessing affective commitment had a lower degree of reliability than is typically recognized in Lebanon, which raises some questions about the association between any of the hypothesized antecedents and affective commitment. This was not a result of a single item on the scale, according to item analysis. Because Lebanon is a country in change, this might be a factor. This study's participants are on the edge of that change since their chosen sector of employment is technologically sophisticated and is becoming more attractive to international enterprises.

New employment possibilities are becoming increasingly prevalent in this sector as a result of increased investment in this area. Affective commitment scale items include statements like, "I think that people these days move from company to company too frequently." Since the job market in Lebanon is a very good one, with future prospects also bright, the economic and political nature of the Lebanese sample worked in may play a role in how participants respond to statements in this scale. The reduced dependability in the Lebanese sample may be due to the specific sample employed in this investigation

Work life Balance is compared and contrasted with job satisfaction, dedication, and turnover in both a Western (North America) and a Lebanese (Lebanon). Respondents in Lebanon and the United States were asked to fill out a questionnaire. This study uses hierarchical regression analysis to examine how closely each hypothesized antecedent is linked with emotional, continual, and normative commitment. It establishes construct equivalence. Each country's responses are examined and contrasted in this study.

Lebanese sample show a correlation between job satisfaction and dedication to the job as for the North American one it doesn't show any correlation. The expected impact of collectivism on

normative commitment is somewhat supported in both populations, but the hypothesized antecedents to continuing commitment are not detected in either sample. In the United States and Lebanon, different types of connections are taking shape. However, additional analysis is needed to validate the significance of these results.

Additional warning evidence is provided by the findings, which show that Western organizational ideas should not be applied blindly to emerging countries like Lebanon. Future study should explore additional jobs and professions, as well as the application of these findings to other levels of the organization, as a consequence of this research. Using two distinct cultural settings, this study tests the theoretically hypothesized antecedents of organizational commitment. According to the findings given in this study, while formulating organizational theories, it is necessary to consider the context. Additional findings point to particular actions that might be helpful in Lebanon to raise both normative and emotional commitment, and these are discussed in detail in the report.

6.3 Methodological contributions

Due to the exploratory objective of this research in combination with a pragmatist constructivist approach, there was room for an experimental design that was most applicable to the context. CST is relatively new to the field, as Klein et al. (2020) have introduced their paper along with the presentation of eight propositions regarding the parameters and characteristics of this theory. Cross and Swart's (2020) study was written right before the introduction of CST, however, without theorizing commitment as systems, their pragmatist approach towards commitments and professionalism was essentially capturing the same idea on how commitments might work. This study adapted their visual method on envisioning individuals' commitment system, towards a

critical incident drawing technique with a reflecting interview. This technique has been proven to be very effective for guiding an interview that aims to capture two different states of mind, within one respondent. Besides the effectiveness of comparing these two different states, the respondents also indicated themselves that actively reflecting upon their commitments, was an exhilarating exercise helpful in contemplating what really is important in their lives. Additionally, this technique has proven to be very helpful to bring the complexity of individuals' systems, to their active awareness and consciousness. This technique is therefore a qualitative contribution, of which both fields can benefit to better understand how complex social systems are shaped in the minds of individuals.

6.4 Limitations and future research

This study raises new issues and opens up new avenues for investigation in the future. Some of these discrepancies are the consequence of the study's limitations or the fact that other factors were not included.

First and foremost the research addressed the impact of work-life balance on commitment, job satisfaction and turnover between Lebanon and North America. Commitment within the same workplaces or organizations may alter the unique aspects of the balanced and unbalanced systems revealed in this research. If the findings of this study are taken as a starting point, subsequent research should examine the effects of these commitment systems on other vocations or employment groups. In addition, respondents with some degree of autonomy in their job activities were included in this study's sample since we thought that this would provide us the greatest insight into how respondents structure their personal commitment. Work arrangements that allow for more

autonomy should be tested against one other to evaluate how this impact employee commitment systems.

Work and personal life may not be clearly separated in various cultures, resulting in a variety of balanced and unbalanced systems. Future research should take into account cross-cultural comparisons on the implementation of commitment systems and the WLB idea. This research was a component of a master's thesis, which meant that it had to adhere to strict time limits. Because of this, no more visual analysis has been performed on the drawings. In addition to that, in our study the majority of surveyed employees were females, so future studies may try to have balance between male and female respondents for better analysis. Furthermore, although this study has initially demonstrated significant differences in the relationships among some of the variables between the Lebanese and North American samples, those differences need be validated further in the future by employing deeper statistical analysis. There's room for improvement in visual analysis tools if we want to learn more about the psychological processes involved in generating meaning from 50 different people. For future investigations, the exploratory approach of this study may be substituted by more explicit interview question. A better knowledge of the dynamics of these properties in both balanced and unbalanced systems may result as a result of this study. This research could have studied additional variable such as anxiety, motivation, engagement or performance. In addition to that, future research may use other cultural dimensions.

6.5 Practical implications

This research was able to fulfill its exploratory purpose by responding how work-life balances and imbalances influence commitment, turnover and job satisfaction. Having a better understanding of

how both balanced and unbalanced commitment systems, as well as their reinforcing effect employees, helps managers make better decisions. The research have found a link between work life balance and commitment. For management practices that aim to better engage their employees, this research gives fresh insight on WLB via the use of commitment systems.

In the wake of the COVID-19 epidemic and the rise in mental health difficulties among employees, fresh views are needed on the work-life balancing act. Individuals, work, and life are all discussed in connection to one another in this research. Commitment systems and WLB can no longer be considered without taking into account the meanings attached to commitments and the settings in which they are anchored. WLB integration requires new insights, since a greater grasp of dynamics now allows for adjustments in research to the holistic dynamic whole rather than static portions at once.

6.6 Conclusion

To sum up, the key objective of this research was to examine the outcome of work life balance on commitment, turnover and job satisfaction across two distinct cultures. And due to financial situation and the world wide pandemic organizations should implement work life balance practices. To the extent that ideas created outside of Lebanon's environment are applied to the workplace, care must be used. According to current research, it is possible that the concepts of individualism and collectivism may not be universally applicable regardless of the cultural context in which they were established. Individualism and collectivism as psychological characteristics may have a significant influence on an employee's capacity to perform successfully at work if they are matched with the socio-cultural context in which they work.

Affective, continuation, and normative commitment were shown to be connected with collectivism in the US, a non-collectivist society, while commitment alone was observed in Lebanon. As a result, this shows that activities like team building and group-based incentives may lead to norms of commitment toward the organization in Lebanon. These long-term behavioral patterns have been linked to a "general inclination to be loyal" in collectivist situations by this commitment to the organization. In Lebanon, job satisfaction was shown to be a stronger predictor of commitment than in the United States. With regard to desired outcomes such as decreased absenteeism and turnover and enhanced organizational citizenship behavior, the combination of emotional and normative commitment has been proven to have the highest degree of success. It is thus imperative that the antecedents of both normative and emotional commitment in the Lebanese environment be addressed by companies to maximize the advantages for both workers and organizations.

Consequently, HR managers and experts should solve and handle any problem related to work life balance by trying to implement work life balance practices and motivating employees' to utilize them.

At last, this paper will be an enhancement for future investigations that attempt to test new exploration headings and to figure out more benefits for organizations by developing a work life balance environment.

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Appendix

Work life balance

- The demands of my work interfere with my life away from work.
- The amount of time my job takes up makes it difficult to fulfil other interests.
- Things I want to do at home do not get done because of the demands of my job.
- My job produces strain that makes it difficult to fulfil other responsibilities and duties.
- Due to work, I have to make changes to my plans for activities away from work.

Turnover intention

- I plan to remain with my current organization until I retire.
- I plan to remain with my current organization for at least two years.
- I plan to remain with my current organization for at least five more years.

Job Satisfaction

- All in all, the job I have is great.
- In general, I am satisfied with my job.
- My job is very enjoyable.

Affective Commitment

- I would be very happy to spend the rest of my career with this organization.
- I really feel as if this organization's problems are my own.
- I do not feel emotionally attached to this organization.
- I do not feel a strong sense of belonging to my organization.

- I don't feel like part of the family at my organization.
- This organization has a great deal of personal meaning for me.

Continuous Commitment

- Right now, staying with my organization is a matter of necessity as much as desire.
- It would be very hard for me to leave my organization right now, even if I wanted to.
- Too much of my life would be disrupted if I decided I wanted to leave my organization now.
- I feel that I have too few options to consider leaving this organization.
- If I had not already put so much of myself into this organization, I might consider working elsewhere.
- One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.

Normative Commitment

- I don't feel any obligation to remain with my current employer.
- This organization deserves my loyalty.
- Even if it were to my advantage, I do not feel it would be right to leave my organization now.
- I would not leave my organization right now because I have a sense of obligation to the people in it.
- I owe a great deal to my organization.

Collectivism vs. Individualism

- Group welfare is more important than individual rewards.
- Group success is more important than individual success.
- Being accepted by the members of your workgroup is very important.
- Employees should pursue their goals after considering the welfare of the group.
- Managers should encourage group loyalty even if individual goals suffer.
- Individuals may be expected to give up their goals in order to benefit group success.

Masculinity vs. Femininity

- Meetings are usually run more effectively when they are chaired by a man.
- It is more important for men to have a professional career than it is for women to have a professional career.
- Men usually solve problems with logical analysis; women usually solve problems with intuition.
- Solving organizational problems usually requires an active, forcible approach which is typical of men.
- It is preferable to have a man in a high level position rather than a woman.