

The Impact of work-family balance on occupational well-being

أثر التوازن بين العمل والأسرة على الرفاهية المهنية

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Abstract :

This study aimed to determine the effect of work-family balance on professional well-being. The study was based on the descriptive analytical method. A questionnaire was designed based on the standards of previous studies and distributed to a non-probability sample from a purposeful population of Sudanese airlines in the capital, Khartoum. (220) questionnaires were distributed and (210) questionnaires were retrieved, valid for analysis, at a rate of (96%). The results of the study found that there is a positive relationship between work-family balance and professional well-being in terms of the two dimensions (the leave system and services provided by the organization for the benefit of employees). Finally, the research included suggestions and recommendations for future research.

Keywords: Vacation system, Flexibility of work procedures, Services provided to employees, Economic well-being, Social well-being.

JEL classification codes: X1, XI2, XII3

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1- INTRODUCTION:

Many challenges have emerged facing a person at the level of his family and work life, and one of the most prominent of these challenges is the process of balancing between satisfying his multiple personal and family needs and fulfilling and committing to work requirements, especially since work for people has become greater than what was known in the past, as it has become a major share in achieving... Self-satisfaction that affects various aspects of his personal life (Marsh; McLennan, 2016). Which means that fulfilling work requirements and his ability to satisfy family obligations are two sides of the same coin, which is “balancing work and private life” (Tarig et, 2012, 578), (Watton; Xi, 2018).

1-1 The study Problem:

The problem of the study stems from the importance of the issue of occupational well-being, which in recent years has become the focus of many research and studies. There are few studies that have examined the relationship between work-family balance and professional well-being, such as the study (Zameer et al., 2020). Many studies have also addressed work-family balance, but the direct relationship between work-family balance and its impact on achieving professional well-being has not been studied. With all this interest in the subject of study at the global level, well-being has been studied (in Palestine, in the study of Khaled Abu Sultan, 2015), (Barker, 2018) (and the study of Nollenberger;.. et al., 2021)). Previous studies also addressed professional well-being with different methodologies, such as the study (Younis, 2016, which used the inductive approach), and the study (Kharnoub, 2016, which used the exploratory approach), but the studies that used the descriptive approach are few and rare, so the current study adopted the descriptive methodology. The well-being of employees has been addressed and studied extensively in the economic and social sectors, such as the study (Ahmed Jassim et al., 2011, economic sector) and the study (Samira Shind et al., 2013, social sector). However, in this current study, the well-being of employees in the services sector will be addressed. .

1-2 Study questions:

- 1/ What is the relationship between work balance and well-being?
- 2/ What is the level of well-being of workers in Sudanese companies?
- 3/ What is the level of family and work balance among employees in Sudanese companies?

1-3 Objectives of the study:

- 1/ Explain the relationship between work balance and well-being
- 2/ Knowing the level of well-being of workers in Sudanese companies.
- 3/ Knowing the level of family and work balance among employees in Sudanese companies.

1-4 The importance of studying:

1-4-1 Theoretical importance:

This study is expected to contribute in several aspects, as it helps to identify the factors that work to achieve balance between work and family, and contributes to determining the extent of the impact of work-family balance on the well-being of employees, and also tests the relationship between balance and well-being, as studies that have dealt with this relationship are no less than, It is expected that it will help future researchers conduct more studies on well-being and balance.

1-4-2 Practical importance:

This study is expected to help decision makers better understand well-being and work-family balance, and to help Sudanese managers or companies in the future by providing them with many theoretical concepts about work-family balance and well-being. These variables are also expected to help in knowing the extent of the impact of work-life balance. I want my employees to feel comfortable.

1-5 Procedural definitions:

1-5-1 Balance of work and family:

It is the employee's fulfillment of both work requirements and family obligations in a way that ensures the employee's psychological and functional stability in order to achieve the employer's interest (Smith; et al, 2022).

1-5-2 Employee well-being:

Employee well-being can be defined as a set of programs, initiatives and services that aim to promote and improve the psychological, physical and mental health of employees (Sebastiano; Grando; Giangreco, 2017). Because of the importance it represents in developing their behavior, job performance and productivity, and improving their motivation to work, which reflects positively on their happiness and institutional loyalty, as employee well-being can be achieved through a happy and positive work environment. (Nasira 2023)

1-6 Balance between work and family:

1-6-1 The concept of balancing work and family:

As a result of the increasing importance of achieving a balance between work and life, this issue has been taken care of by researchers and organizations with the aim of finding the best mechanisms and methods to achieve the highest possible degree of this balance for all employees, and to clarify the foundations upon which the appropriate system must be established to achieve the phenomenon of balance between work and family. And how to plan it, and overcome the obstacles to its implementation. (Sandra; et all, 2023) The term balancing between professional and private life is the process of completely separating paid work from the rest of the obligations and areas of life without any overlap between the two fields (Pio,; et all; 2018), Balancing between work and private life is defined as a two-way process that takes into account the needs and requirements of employees as well as taking them at the same time for employees, while Rogers believes that balancing between work and private life refers to the method that combines work requirements and life requirements such as child care and social relationships. Sports and others (Raharjo; et all.,2019)

1-6-2 Definitions of work-family balance:

It is the process of satisfying home needs and work needs in a smooth flow with the least level of conflict between them (Rao, 2017, 9). It is the procedures and policies that the employee follows with the aim of fulfilling all work responsibilities and personal life responsibilities and reducing the overlap between them as much as possible in a way that guarantees the interest of the employee and the interest of the employer. (Arora; et all, 2017, 17), and it can also mean the optimal description of the balance between responsibilities. At work and responsibilities outside work, reaching this balance is considered the best possible way to separate work and private life. (Pangemanan; et all; 2017, 21), and the balance between work and life expresses the degree to which the individual subjectively realizes the adequacy of the time available to fulfill All work-related requirements and other requirements. Fiernaningsih; et all, 2019. And it also means balance between work and family, which is the individual's ability to fulfill the role expected of him in the field of work and family through negotiation or partnership between him and his partners in both fields, the family field and the work field. G rzywacz and Carlson 2007. The balance is one of the most important

elements and factors of quality of work life, and this is explained by Walton that the elements of quality of life include adherence to labor laws, balance between life and work, and social relationships in work life. (Latrash et al., 2021, p. 13).

1-6-3 Dimensions of work-family balance:

1-6-3-1 Vacation system:

It is a system that has a clear impact on the ability of employees to balance between work and private life, especially flexibility in the procedures for obtaining it and returning to work gradually after spending vacation time for any reason. Paid leave enhances the employee's ability to fulfill his personal life rights without having to return to work or give up vacation, especially in times of necessity. Thus, the organization's policies regarding the vacation system are of great importance for achieving flexibility in the lives of employees. (Breitenecker; et al, 2018, 22)

1-6-3-2 The organization's policies towards maternity, fatherhood and pregnancy:

Galinsky, Yund, and Friedman pointed out that organizations' policies toward working parents have a major role in achieving a balance between their work and private lives, thus greater achievement at work and alleviation of psychological and physical pressure (Chan; et al, 2020, 31). Exo also pointed out in his study that the factors that affect working parents' balance between work and personal life are the organization's policies related to balancing work and private life. Organizational culture and child care services. (Malik; et al, 2019, 9).

1-6-3-3 Flexibility of work procedures:

Some organizations seek to increase the ability of their employees to balance work and private life through tangible supervisory support and flexible work options. Flexible work options include both time flexibility, which means ease of obtaining a flexible work schedule, and work space flexibility, which means the ability to work from home and the ability to think about... Family matters during work in the official workplace, flexibility of evaluation, which means that the evaluation is based on achievement and not commitment and presence in the workplace only, and flexibility in compensation, which means that compensation and payment of wages are based on the employee's production and not based on time of presence and commitment to working hours (Quintana; et al, 2019, 11).

1-6-3-4 Services provided to employees:

Services provided to employees in the workplace that contribute to increasing the employee's ability to balance work and private life. (Sánchez; et all, 2019, 17).

1-7 Professional well-being:

1-7-1 The concept of professional well-being:

Occupational well-being can be defined as a group of programs, initiatives, and services that aim to enhance and improve the psychological, physical, and mental health of employees (Duan; Yue, 2019), because of the importance it represents in developing their behavior, job performance, and productivity, and improving their motivation to work, which reflects positively on their happiness, belonging, and institutional loyalty. Job well-being can be achieved through a happy and positive work environment. (Marzouq, Khattab, 2020).

1-7-2 The importance of professional well-being:

The job well-being programs adopted by the entity have a profound and direct impact on enhancing the positive feelings of employees and are reflected in their performance, human relations, and professional and personal development in the work environment. It also affects their health and mental and psychological characteristics. (Mashrour and Thalja, 2020)

Employee happiness is greatly affected by the nature of work and the quality of time they spend in the workplace, as a happy and positive environment and job well-being programs support employee performance and efficiency and enhance the positive culture that characterizes the work environment, which reflects positively on the ability of entities to maintain their employees and their ability to innovate and enhances their happiness and harmony in the workplace. Work environment (Abubaker, Zakariya, 2019).

(Mashrour, Bouthalija) 2020 stated that job well-being includes many aspects of human life. Employee well-being in the workplace, which is considered one of the factors that enhance and improve the work environment, has many positives, such as increasing the employee's productivity and having positive expectations regardless of the circumstance. It increases his self-confidence and makes him feel personally in the organization.

1-7-3 Dimensions of professional well-being:

1-7-3-1 Economic well-being:

It is that part of social well-being that is dealt with directly or indirectly by the monetary measure. (Muhammad et al., 2016, p. 35).

1-7-3-2 Social well-being:

It is a group of socially oriented activities and programs aimed at improving the level of the individual and society. (Al-Abbasi et al., 2021, 202).

2- Method:

The research methodology is the link between the achieved knowledge, theoretical and applied accumulation and the possibility of its application in business organizations. Therefore, the researchers did what was necessary in order to verify the credibility and coherence in order to reach the objectives of the study. It contains the proposed study model as well as the study hypotheses and the research methodology. The sample population to which the study was applied, in addition to the sources of data collection used in the study and its steps, and the statistical analysis methods that were used to analyze the data and then achieve the objectives of the study.

2-1 Study methodology:

The study relied on the descriptive approach, where reference is made to books, previous research, and specialized literature in this field, which will increase the content of this research in its theoretical and applied aspects. This approach does not stop at describing the phenomenon only, but rather goes beyond that to analyze its reality and interpret its results by processing the study data to arrive at explanations. It can be generalized to increase the balance of knowledge about the phenomenon under study. The descriptive approach depends on collecting facts and information, comparing them, interpreting and analyzing them to reach acceptable generalizations. (Al-Saadi study, 2012)

2-2 Study population:

The study population consists of the service sector in Sudan (airline companies and agencies), where the sampling method was relied upon because it is not possible to study the entire population, and even if possible, the time and cost element do not allow this. (Uma Sekaran 2016)

2-3 Study sample:

A non-probability (purposive) sample consisting of 210 items was used, and it was distributed to employees in companies operating in the service sector in Khartoum State.

2-4 Study tool:

This study relied on a questionnaire to collect data and information from the study sample. Then, a questionnaire was prepared about (the modifying role of job suitability in the relationship between work and family balance and its impact on achieving professional well-being).

2-5 Study hypotheses:

There is a relationship between work-family balance and professional well-being

The following hypotheses stem from it:

1. There is a relationship between work-family balance and occupational well-being (after economic well-being)

There is a relationship between the vacation system and economic well-being

There is a relationship between the organization's policies towards motherhood, fatherhood and pregnancy and economic well-being.

There is a relationship between flexibility of work procedures and economic well-being

There is a relationship between the services provided by the organization for the benefit of employees and economic well-being.

2. There is a relationship between work-family balance and professional well-being (after social well-being)

There is a relationship between the leave system and social welfare.

There is a relationship between the organization's policies towards motherhood, fatherhood, pregnancy and social welfare.

There is a relationship between flexibility of work procedures and social well-being.

There is a relationship between the services provided by the organization for the benefit of employees and social well-being.

2-6 Study model:

The model of this study contains the independent variable, which is work-family balance, which affects the dependent variable, which is occupational well-being.

Professional well-being: Economic well-being Social well-being	Balance between work and family: Leave system The organization's policies towards parenting, motherhood and pregnancy Flexibility of work procedures Services provided by the organization for the benefit of employees
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Figure No. (1): shows the relationship between work-family balance and professional well-being

Source: Prepared by researcher 2022

2-7 Field study procedures

This section deals with a description of the study methodology, the population and sample of the study, as well as the design of the measurement tools used and the methods of preparing them. This section also includes an evaluation of the measurement tools to ensure their validity and the extent of their application, in addition to the statistical treatments by which the data were analyzed and the study hypotheses were tested, as follows:

2-7-1 Reliability and validity analysis of the study model:

Consistency analysis is used to find the internal consistency of the data and it ranges from (0 to 1). The AlphaCroNbach value was calculated to find the internal consistency of the data. If the AlphaCroNbach coefficient values are closer to (1), the internal consistency of the variables is considered large, and to make a decision on the required AlphaCroNbach value. This depends on the purpose of the research. In the initial stages of basic research, Nunnally (1994) indicates that a reliability of (0.50-0.60) is sufficient and that increasing credibility to more than 0.80 may be excessive. However, (Hair et al, (2010) suggested that the alpha-crystal value should be more than 0.70. However, alpha-crystals of 0.50 and above are also considered acceptable in the literature (Bowling, 2008). The AlphaCroNbach value is relied upon by calculating the composite reliability (CR), as well as calculating (MSV, MaxR(H), AVE) to ensure the validity of the model. The following table shows the alpha after confirmatory factor analysis.

Table No. (1): Shows the results of the Cronbach's Alpha (CR) test:

	CR	AVE	MSV	ASV
Economic well-being	0. 684	0. 331	0. 529	0. 239
Vacation system	0. 650	0. 529	0. 529	0. 133
Services_available Parenting,	0. 727	0. 689	0. 795	0. 347
motherhood, and pregnancy	0. 586	0. 509	0. 548	0. 269
Social_welfare	0. 848	0. 692	0. 775	0. 297

References

Significance of Correlations:

† $p < 0. 100^*$ $p < 0. 050^{**}$ $p < 0. 010^{***}$ $p < 0. 001$

Source: Prepared by researcher 2022

From the table above it is clear that the value of (CR) for all dimensions is greater than the condition specified by (Hair et al, 2010).

2-7-2 Person Correlation Analysis:

Correlation analysis was used between the variables of the study in order to identify the correlation between the independent variables and the dependent variable. The closer the degree of correlation is to the correct one, this means that the relationship is strong between the two variables, and the lower the degree of correlation is from the correct one, the weaker the relationship between the two variables, and the relationship may be direct. Or inverse. In general, the relationship is considered weak if the value of the correlation coefficient is less than (0.30), and it can be considered moderate if the value of the correlation coefficient ranges between (0.30 - 0.70), but if the value of the correlation is more than (0.70) The relationship between the two variables is considered strong.

Table No. (2): Correlations: (Group number 1 - Default model)

			Estimate
Vacation_system	<-->	Services_available	043 .
Vacation_system	<-->	Parenting, motherhood, and pregnancy	301 .
Services_available	<-->	Parenting, motherhood, and pregnancy	749 .
Vacation_system	<-->	Social_welfare	-. 085
Vacation_system	<-->	Economic_welfare	733 .

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Services_available	<-->	Social_welfare	887 .
Services_available	<-->	Economic_welfare	531 .
Parenting, motherhood, and pregnancy	<-->	Social_welfare	647 .
Parenting, motherhood, and pregnancy	<-->	Economic_welfare	473 .
Social_welfare	<-->	Economic_welfare	426 .

Source: Prepared by researcher 2022

2-8 Hypothesis testing:

There is a relationship between the balance between family and work and economic well-being

For the purpose of identifying the significance of the effect between the variables, the research relied on structural equation modeling, in which the path analysis method was used, which means studying and analyzing the relationships between one or more independent variables, whether these variables are continuous or discrete. The significance level (0.05) was relied upon to judge. On the significance level of the effect, where the calculated significance level was compared with the value of the approved significance level. The effects are considered statistically significant if the value of the calculated significance level is smaller than the considered significance level (0.05) and vice versa. The following table shows path analysis values.

Table No. (3): shows the path for testing direct hypotheses:

			Estimate	.S. E	.C. R	P
Social welfare	--->	Vacation_system	-. 098	091 .	-1. 095	272 .
Social welfare	--->	Services_available	897 .	196 .	4. 618	***
Social welfare	--->	Parenting, motherhood, and pregnancy	-. 041	307 .	-. 138	891 .
Economic welfare	--->	Vacation_system	459 .	120 .	3. 802	***
Economic welfare	--->	Services_available	446 .	175 .	2. 541	012 .
Economic welfare	--->	Parenting, motherhood, and pregnancy	-. 317	291 .	-1. 088	275 .

Source: Prepared by researcher 2022

2-9 Hypothesis testing summary:

Hypothesis	Support level
There is a positive relationship between the leave system and social well-being	Did not support
There is a positive relationship between available services and social well-being	Supported
There is a positive relationship between parenting, pregnancy and social well-being	Did not support
There is a positive relationship between the leave system and economic well-being	Supported
There is a positive relationship between available services and economic well-being	Supported
There is a positive relationship between parenting, pregnancy and economic well-being	Did not support
Level of support for the hypothesis	Partial support

3-Results:

3-1 Introduction:

This research contains a presentation of the most important results extracted from this study and a discussion of them with the results of previous studies in terms of agreement and disagreement, as well as the theoretical and applied effects of the study, in addition to the challenges and shortcomings of the current study, and finally a presentation of a set of proposals for future research.

The results of this study were reached using the statistical program (SPSS) to analyze the questionnaire in order to obtain reliability, factor analysis, exploratory, confirmatory, correlation, path analysis and other methods of descriptive statistics and inferential statistics to answer the research questions and test the hypotheses, where the research questions were as follows:

- 1- What is the impact of the balance between work and family on professional well-being?
- 2- What is the level of well-being of employees in Sudanese companies?
- 3- What is the level of balance between work and family for employees in Sudanese companies?

3-2 Summary of results:

There is no positive relationship between the leave system and social well-being.

There is a positive relationship between the services provided by the organization for the benefit of employees and social well-being.

There is no positive relationship between the organization's policies towards parenting, work and social welfare.

There is a positive relationship between the leave system and economic well-being.

There is a positive relationship between the services provided by the organization for the benefit of employees and economic well-being.

There is no positive relationship between the organization's policies towards parenting, work and economic well-being.

Job suitability does not modify the positive relationship between the leave system and social well-being.

4-Discussion:

The results of the study indicated that there is a partial relationship between work-family balance and professional well-being, as the results demonstrated the existence of a relationship between the services provided by the organization for the benefit of employees and professional well-being, and the leave system and professional well-being, in contrast to the other dimension, which is the organization's policies towards parenting and pregnancy, so that there is no relationship between them. And professional well-being, and in comparison with the results of the study (Abu Sultan, 2015), there is a clear relationship between policies and flexibility of work procedures and the balance between work and private life, and this result is consistent with the study (Mashroor et al., 2020), which proved the existence of a positive relationship between the balance between work and family. The institution's vision, and the results of Khaled Abu Sultan's 2015 study, are consistent with the current study, as the flexibility of the leave system allows employees sufficient space to fulfill their various obligations, and this is what the current study has proven.

The results of this study differed from the study (Younis et al., 2016), which concluded that there was no effect of the balance between work and family on job satisfaction.

5-Conclusion:

5-1 Theoretical influences:

The current study tested the relationship between work-family balance and professional well-being. The study examined these variables in terms of definitions, dimensions, characteristics, relationship between variables, and methods for measuring each variable. The theoretical importance of this study comes from knowing the role that work-family balance and professional well-being contribute to at work. And the influences focused on it. The results showed that the balance between work and family has a partial impact on occupational well-being in its dimensions (economic and social).

5-2 Applied effects:

Through the results of the current study, which demonstrated the existence of a partial positive relationship between work-family balance and professional well-being, it becomes clear to us the extent of the importance of work-family balance as a factor influencing professional well-being that organizations can adopt to select, maintain, and retain employees suitable for the job. Therefore, this study urges decision makers to pay attention. The employee's well-being, taking care of his personal life, and working to find a balance between it and work, through flexible work procedures that help employees and also providing services that help employees find this balance, as well as choosing a flexible and effective leave system, putting the right person in the right place, and providing the employee's economic and social well-being. In order for employees to become more satisfied and open to work, which reflects on performance in a positive way, the current study dealt with the balance between work and family in four dimensions. The dimension of flexibility of work procedures was deleted because it does not correspond to the reality of the work environment under conditions in Sudan, which may be compatible in other countries.

5-3 Study limitations:

The study's limitations were represented in all stages of the research and included the following points:

- 1- The study was limited to one sector only, which is the aviation sector, and the size of the study sample, as the study sample was limited to a specific area of airline companies in Sudan (airlines operating in Khartoum State) and did not include any other state, and this limits the possibility of generalizing the results of the study.
- 2- Some airline companies did not agree to allow the distribution of the questionnaire, as the questionnaire was delivered to the company's responsible authorities, which undertook the distribution process, as well as the filling out of some questionnaires by non-targeted individuals (individuals who are not permanent in the service), which led to the exclusion of many questionnaires, knowing that this It led to a reduction in the percentage of distribution and return of questionnaires.
- 3- The study used only the questionnaire tool to collect data, in addition to the presence of many tools used in collecting data.
- 4- The study addressed the balance between work and family through these dimensions (the leave system, the region's policies towards parenting and work, flexibility of work procedures, and the services provided by the organization for the benefit of employees). These dimensions may not represent all the dimensions of the

balance between work and family that were mentioned in the studies. The previous one.

5- The accuracy of transferring concepts may be affected by the translation of previous foreign literature into Arabic.

5-4 Future recommendations and proposals:

Based on the results of the study, the researcher recommends the following recommendations:

1/ Conduct more studies related to work-family balance on different dimensions, other than the dimensions used in the current study.

2/ Conduct a study on work-family balance from the point of view of the institution as a whole. Thus, the study population will be institutions and human resources managers, not employees

3/ Studying the balance of work and family and its relationship to professional well-being, while trying to address a different variable or adding an intermediary variable to the study.

4/ Conducting other similar applications of the same study with the same dimensions and measures based on other sectors, with the aim of forming a comprehensive picture of the possibility of generalizing these measures and knowing their quality to form useful measures that serve the fields of science and scientific research on work-family balance and professional well-being.

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