Outcomes of Work-Life Balance (WLB) across Two Different Nations: Iran and Spain

Ph.D Thesis By

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Abstract

The nature of work has changed in the last decades; rapidly expanding globalization has led to increased competition in the workplace. Moreover, the growth in female labor force participation has led to the forced shifting of traditional male/female roles which can cause mental stress and imbalanced life roles in populations that struggle to adapt to the new economic realities of globalization. In such demanding times, interest in research on Work-Life Balance (WLB) has increased in the academic as well as in the practitioner communities.

The growing research on WLB shows that balanced individuals experience higher self-esteem, higher job and life satisfaction, and higher job performance. Conversely, employees perceiving low WLB are shown to have higher stress levels, to be lower performers, and to be less committed to their organizations. But to date, less research has been done to identify the WLB impact in middle eastern countries where cultural traditions in the face of a modernized workforce have been slower to evolve.

In this thesis we developed three empirical studies to investigate the role of WLB in full time employees in Iran, an eastern society still steeped in traditional male/female roles but in the midst of modernizing its workforce, and we contrast the results with Spain, a more modernized western society. In all three empirical studies quantitative research has been performed. Structural Equation Modeling (SEM) has been used to analyze primary data. Data was collected by questionnaires distributed to full time employees from both public and private sectors in Iran and Spain.

The first study explores the antecedents and outcomes of WLB in Iran. The WLB relationships between job autonomy, work demands, job and life satisfaction, and turnover intentions among Iranian employees were investigated, with results showing that WLB is a significant factor in Iranian society and has a great impact on individuals' work and non-work roles.

The second empirical study explores the consequences of WLB on job and life satisfaction and burnout across nations (Iran and Spain). In addition, this inquiry investigates the role of employee organizational commitment as it pertains to WLB, job satisfaction, life satisfaction and burnout. The results confirm that regardless of culture, people who experience balance in their lives have more job and life satisfaction and are abler to cope with stress. Results of this study also confirmed that regardless of culture, individuals who enjoy high WLB are more committed to their organizations and feel more satisfaction overall; however, the results of the WLB relationship to burnout was only statistically significant in the Iranian sample.

The third empirical study focuses on Work-Family Conflict (WFC), Family-Work Conflict (FWC) and job burnout and their relationships with job satisfaction, life satisfaction and turnover intentions in Iran and Spain. Results confirm that individuals who experience lower WFC are more satisfied with their personal lives and jobs in both countries. The study results also show that burnout is negatively associated to job and life satisfaction while being positively associated with turnover intentions in both countries. The main contribution of this third study indicates that certain demands from work raise WFC, FWC, burnout, and turnover intentions and reduce job and life satisfaction, meaning that job demands can increase conflict between work and non-work roles and lead to cynicism and emotional exhaustion, regardless of the cultural background.

1. Introduction

1.1. *A brief history of the concept of WLB*

During the first half of the 20th century, most employers around the world assumed work and family were separate concepts, and in their viewpoint, family responsibilities of employees were not a concern at their firms. Likewise, traditional gender roles were firmly rooted in place, with men assumed to be the breadwinners and women relegated to caregiving and housework (Crompton, 1999). In the 21st century, scientists and scholars became interested in these two ''separate'' concepts of work and family (later extended to other non-work or "life" activities) and how either affected employee performance, noting that there was often conflict between the two (Frone, 2003). Consequently, investigation and exploration of Work-Life Balance (WLB) has grown over the decades. Based on the work of Kalliath & Brough (2008), WLB is ''the harmony between work and non-work responsibilities''.

One of the factors fueling WLB research was - and is - female participation in the workforce, which challenged the traditional gender roles that had formerly drawn a distinct line between the duties fulfilled by men, usually employed outside the home and women, usually in charge of family care. There was a noticeable shift in these roles during the first two world wars where women took up manual labor jobs traditionally held by men who had been drafted into the military to fight in other countries (Pradhan et al., 2016). The second big push came in the late 1960s, when formal obstacles to hiring females in the workplace in the US and Europe were gradually eliminated. In the United States the inequities between work and life duties increased because of the large participation of women in the workplace, particularly mothers (Swarnalatha & Rajalakshmi, 2012). Some European governments have begun to actively encourage women to participate in the labor market as well, including women with young children. The positive consequence of female participation in the workforce is that their salary protects families from

poverty and increases the rate of welfare (Esping-Andersen, 1999; Esping-Andersen et al., 2002). The negative consequences are the expected conflicts created in order to fulfill both family and work duties (Crompton & Lyonette, 2006).

A couple of decades later in the 1980s globalization became a reality and the nature of work changed significantly, with increasing pressure to perform better as well as to reduce costs in the workplace. Globalization is not a singular concept, it is multidimensional and includes a variety of activities and interactions pertinent to WLB such as technological, economic, political, cultural, and environmental. Each of these factors require different activities and relationships (Held et al., 1999). Globalization can cause job insecurity by placing pressure on employees due to increased competition, extra working hours and higher productivity expectations (Blair-Loy & Jacobs, 2003).

Another aspect of globalization is working hours have increased but wages have decreased. Dual-income families not only have become normalized, they are economically necessary for a large part of the population (Las Heras et al., 2017). Part of this is due to an overall increase in low-paid salaries, in low-level jobs and economic instability. Globalization appears to have substantially increased the need for balance between work and life and is a vital issue for everyone including women and men, parents and non-parents, singles and couples.

While these work-life imbalances were becoming a main issue in the human resource management field in the US and Europe, change was happening more slowly in middle eastern and Asian cultures, where traditional gender roles are still more common than in western countries. However, there has not been much research exploring the differences between WLB demands and conflicts in these two juxtaposing cultures, where western cultural solutions may not always apply evenly to Asian cultures. One of the aims of this paper is to explore the limitations of previous research based on cultural differences between East-West.

Within this current thesis are several contributions. First, this research focuses on antecedents and outcomes of WLB to better comprehend its impact in middle eastern society. Moreover, this work follows Haar & colleagues' (2014) recommendation to explore cultural dimensions by investigating the role of WLB in two distinct cultures and for this thesis we have chosen: Iran, a middle-eastern country which is currently transitioning from a traditional to a more modern phase; and Spain, a western European country that holds similar values of family life but is further along the transition of eliminating traditional gender roles. We chose comparative studies to concentrate on similarities and differences between the two countries.

Cultural factors may influence the relationships between work and non-work activities. Dual-earning families, having young children, elderly parents, and long working hours may negatively affect work-life balance, but so far, cultural differences within the realm of WLB have been understudied. There is also a special need for cross-national studies that can examine the interactions between public policies, human resources, and employees' needs and expectations at the individual level, all of which are closely interlinked to WLB outcomes (Bardoel & De Cieri, 2006; Kossek & Ollier-Malaterre, 2013). This study focuses on national culture dimensions in Iran and strives to find similarities and differences between Spanish and Iranian societies.

1.2. A brief look at other concepts associated to WLB

In the 21st Century, employees appear to feel more pressure from their jobs than ever before. Some factors that intensify this pressure include improvement in information technology, the need to respond speedily to clients, and augmentation of the quality of customer service. This type of pressure means extra time is spent in the workplace, time which could be dedicated to non-work activities. In the UK, France, Ireland, Italy, and The Netherlands, the pressure of extra job duties was studied and found to

negatively impact employees' free time, creating associated imbalances between work and personal lives (Guest, 2002).

Here we need to understand what "demand" is, and its relationship with WLB. Demands are "expectations, norms, or psychological requirements which must be answered by mental and physical attempts" (Voydanoff, 2004). The two main demands of employees are work demand and family demand. Work demand is defined as the perception an employee has regarding the pressures that arise from the work environment. For instance, the employee who wishes to fulfill specific responsibilities or to pursue individual work goals can create extra pressure from the job (Haar et al., 2019). Family demands are responsibilities and expectations within a family (Boyar et al., 2007). For instance, caring for children and/or an older family member can create fluctuating conflict and can lower balance between work and family. Accordingly, these two demands have substantial influence on individuals and their perceptions of balance (Haar et al., 2019).

In a situation where there are extra demands from life and work and yet no sign of balance is taken into account, conflict is very likely. Work-Family conflict (WFC) and Family-Work conflict (FWC) are the two main types of inter-role conflict of which pressure from one role is incompatible with pressure from another role, depending from where the pressure originates. These two types of inter-role conflict will be explored more deeply in the Literature review section. Conflict brings some negative outcomes for individuals, some of which have already been explored by earlier research, including job tension, role conflict, role ambiguity, life dissatisfaction, and relationship dissatisfaction. Netemeyer, Boles & McMurrian (1996) also mentioned employee turnover intentions as a negative result of WFC and FWC.

1.3. Work-Life Balance in Eastern societies

Economic growth in eastern societies in the last decades has created some of the same negative conditions plaguing western cultures, including longer working hours and extra pressure on employees. Unfortunately, in most eastern countries there is still a lack of employment regulation and family-friendly policies (Le, Newman, Menzies, Zheng, & Fermelis, 2020). According to Ratnesh, Ali, & Sinha (2019), in developing countries extended working hours are inevitable because of hard economic situations.

Generally, in eastern cultures the relationship between an individual and family is strong, meaning that a person will demonstrate their ties to family in several ways such as frequent visits and financial support. Work is an important factor since it aids a person to economically support his/her family. As a result, conflict between time spent with family and time spent on work demands would be unavoidable (Lu et al., 2010; Spector et al., 2007).

Regarding the Middle East, in particular Iran, which is the intended focus of this paper, Lagerström et al., (2010) declared that WLB is in its infancy and still insufficient. Most of research on WLB has been developed in western countries (Yang, Chen, Choi, & Zou, 2000; Karimi, 2009).

Iran was selected for this research because Iranian culture still has aspects of traditional gender roles. An individual's identity is tied to the identity of their gender within their family, and traditional roles still dominate. For example, women are still viewed as housekeepers while men are considered to be the breadwinners. However, traditional boundaries between work and life in Iranian society have been changing recently (Beigi et al., 2012). Moreover, in both middle-eastern and western societies globalization has intensified the pressure of competition, increasing both workload and hours spent at work, and yet the Middle East lags behind the West in acknowledging the conflict this brings to its people. Moreover, Iran already works an extra half day more than its western counterparts. For instance, the normal workweek in Iran starts on Saturday to Wednesday and every employee works eight hours per day; on Thursdays most employees are expected to

work a half day as well, averaging 44 hours per week (Araghi, 2002). These working hours are more than the standard 40-hour workweek in Europe and North America (Lu & Cooper, 2015).

The additional burden of extra time at work becomes relevant when traditional roles are replaced by more modern roles. This means that couples must juggle home and work together and men theoretically would participate more in domestic tasks. Unfortunately, there is insufficient research investigating the natural conflict this brings to families in middle-eastern societies such as Iran. Accordingly, exploring WLB in Iranian society is relevant (Sedoughi, Sadeghi, Shahraki, Anari, & Amiresmaili, 2016; Beigi et al, 2012; Karimi, 2009). In particular, one aim of this thesis is to shed more light on the issue of work-life balance in middle-eastern societies. The area which needs particular attention is in cross-national studies and comparing different nations with different cultures (Ollier-Malaterre & Foucreault 2017; Haar et al., 2019). In fact, extending cross-national research on WLB would be invaluable, owing to the fact that the employees' experience of WLB within the cultural structure of any society is notable (Haar et al., 2019). In focusing on the consequences of WLB in two distinct, culturally different nations (Iran and Spain), this thesis lays down the groundwork towards assisting employers in retaining their employees and in improving performance and commitment within the workforce.

Haar et al. (2014) focused on WLB effects across seven nations and they discovered that WLB is positively related to job and life satisfaction and negatively associated to anxiety and depression. In the same year, Brough et al. (2014) found that WLB had positive associations with job and family satisfaction but there was a negative relationship between WLB and psychological strain and turnover intentions. According to Haar & Brougham (2020), the WLB concept could be highly substantial for organizations and individuals because of the several positive outcomes such as job retainment and life satisfaction, and yet a gap exists in defining parameters such as job burnout, conflict criteria and culture specificity within the mediating role of WLB. This thesis strives to fill these gaps.

The thesis is organized into two sections; in the first section, a review of the existing literature develops the concept of WLB and the three associated constructs which include Work-Family Conflict (WFC), Family-Work Conflict (FWC), and Work-Family Enrichment (WFE). In the second section, three empirical studies exploring WLB, its antecedents and outcomes are developed:

- The first empirical study developed in this thesis explores the impact of WLB on individual outcomes of full-time employees in Iran. The research investigates the impact of WLB on job satisfaction, life satisfaction, and turnover intentions. Moreover, this first study explores the effects of a selected group of antecedents (job autonomy, work demands and supervisor work–family support) on WLB. For data analysis, confirmatory factor analysis and structural equation modeling in AMOS were used. This study indicated that WLB is indeed a significant component in Iranian society and has a strong effect on individuals' perceptions of performance in their work and non-work roles.
- The second empirical study explores the effects of WLB on job and life satisfaction in Iran and Spain and introduces the concept of "burnout". Confirmatory factor analysis and structural equation modeling in AMOS were used to test hypotheses.
- The third empirical study explores the relationships between work-family conflict and job burnout on job satisfaction, life satisfaction and employee turnover intentions in Iran and Spain. The model investigates whether there is a positive relationship between work demands, work-family conflict, job burnout and turnover intentions, as well as explores the negative relationship between work-family conflict and job and life satisfaction across cultures.

The results of this thesis mirror previous WLB research and contribute to the assumption that there are similarities in all cultures regarding WLB antecedents and outcomes but that there is nuance in how to form coherent policies by organizations within different cultures in order to create balance

in the lives of their employees. Finally, general conclusions of the thesis and opportunities for future research are presented.

2. Literature Review on Work-Life Balance (WLB), its antecedents and outcomes

Today WLB is a very substantial topic and a main concern for employers and employees since the absence of WLB may impact individuals' performance at work and personal life (Garg & Dawra, 2017). The attention to Work-Life Balance (WLB) has risen in recent years (Pasamar & Valle, 2015). This increase in attention has occurred because unbalanced relationships may negatively affect the mental health and performance of employees in organizations (Kalliath & Brough, 2008). Another reason for this attention is the growth of female employees, especially mothers (Crompton & Lyonette, 2006). Since the percentage of women, dual-earner families and single parenthood have increased in the workplace, many individuals face difficulties to manage life and job roles (McNall, Nicklin & Masuda, 2010).

Here we need a short explanation about the use of the term "balance". Previous scientists described "balance" differently, for instance, Greenhaus & Allen (2011) in their handbook presented several different definitions of balance from different scholars. Balance can be defined as a negotiation of role expectations between an individual and his/her partner within the home and work domains (Carlson et al., 2009). Balance is often considered as the absence of conflict between job and family duties (Duxbury & Higgins, 2001). Another definition of balance considered it as the degree of involvement and participation in multiple tasks (Greenhaus & Allen, 2011). Balance also can be described as consistency between body and mind. In psychological terms "we can see some people are more balanced than others and they can maintain it better" (Greenhaus & Allen, 2011). When sorting through these overlapping definitions, a common denominator of balance in work-life situations seems to be the individual's perception of a positive effect, such as being happy, satisfied and/or enjoying mental health in both job and personal life.

After understanding balance, we need to know what is "work" and what is "life" in the work-life balance concept. "Work" is perceived as a factor which is related to some sort of compensation whereas "life" can be defined as any factor outside of work. The definition of work in work-life balance is not so simple however, since work is officially defined as "paid employment" even though the time an employee spends in a daily commute or working from home should be considered. The definition of "life" is widespread since family life is only one part of it; leisure time and free time are also a part of life. Life can be defined as activities outside of work. Life is also free time when there is no commitment with organizations or companies. This definition is a little different from leisure time, which is specified as a special activity (Guest, 2002).

There are several definitions for WLB. House (1981) stated that "social support, including instrumental aid, emotional concern, provision of information, and appraisals that are intended to enhance the well-being of the recipient is one mechanism that may help employees to achieve balance through the accumulation of important resources." Clark (2000) describes work-life balance as "satisfaction and good performance at job and personal life along with a minimum of role conflict ". In the same year, Kirchmeyer (2000) described WLB as "obtaining satisfactory sense in all life domains and allocating enough resources such as energy, time, and commitment across domains." Greenhaus & his colleagues (2003) summed up WLB as equal parts of "time, involvement and satisfaction between multiple roles".

Later, Greenhaus & Allen (2011) defined WLB as "how much an individual's satisfaction with work and life roles are compatible with a person's life priorities at a specified time". Fleetwood (2007) explained WLB as a measure of control over where, when and how employees decide to fulfill their duties. Other scholars considered WLB as a coordination between one's life and job roles which is achieved by negotiations between an individual and his/her role-related partner (Grzywacz & Carlson, 2007). Kalliath & Brough (2008) reviewed six WLB concepts and distilled them down to two features of WLB. Consistent with previous definitions, in this thesis we align with Kalliath &

Brough's (2008) definition which emphatically states, "Work–life balance is the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities".

There are some theoretical models that help us to study work and life better. Zedeck & Mosier (1990) and O'driscoll (1996) illustrated these concepts in five models. The first model considered work and life as two different factors that have no influence on each other; this model is called the "Segmentation" model. The second model, "Spillover", explains how one item influences another item negatively or positively. The third model is the "Compensation" model which states that the lack of one factor in one domain could be compensated for in another domain. The fourth, called the "Instrumental" model, states that involvement in one domain causes success in another domain, such as an employee who works extra hours to assist his/her family to buy a house or car. And finally, the fifth model is a "Conflict" model which describes extra demands in work or family leading to overload in the individuals' life. While we do not use these models strictly in this thesis, the definitions may be useful to illustrate the multi-factorial application of work-life theory.

2.1.1. Antecedents of Work-Life Balance

Based on prior research and theory, work and family demands are expected to be important predictors of WLB, bringing about the possibility of the negative antecedents of Work-Family Conflict (WFC) and Family-Work Conflict (FWC), as discussed in the Introduction. Prior research in WLB tends to be global in nature and broad in definition, so we discuss work and family demands below. Some important antecedents to this thesis that cross most cultural lines are presented as well.

Work Demands

Work demands refer primarily to pressures arising from excessive workloads and typical workplace time pressures such as rush jobs and deadlines. Work demands are considered an influential factor in job stress and can include extra pressure from work such as job insecurity, lack of physical capacity,

overtime or time pressure (e.g. deadlines and rush tasks), according to Yang et al. (2000).

Two types of demands have been described: time-based and strain-based demands. Time-based demands are based on the amount of time which is dedicated to the work duties and is not allocated to activities outside work; extra hours of overtime or extra shift work are considered time-based demands. Several scholars have found that time-based work demands lead to conflict between work and family (Burke, 2002; Higgins et al., 2000; Yildirim, & Aycan, 2008). Spending long hours in the workplace (e.g. evenings and weekends) limits individuals' time for family duties. Accordingly, time-based work demands may cause lower levels of balance (Yildirim, & Aycan, 2008). Strain-based demands include such factors as job insecurity or physical incapacity and can lead to psychological spillover that influences the balance in an individual's life, increasing the likelihood of interference between job duties and family activities (Voydanoff, 2005).

Several western studies have consistently investigated the relationships between work demands and interference between work and non-work activities, including Frone et al. (1997) and Hammer et al. (2005). Byron's meta-analysis (2005) considered relationships of work demands such as working hours (22 samples) and perceived workload (10 studies) and found stronger relationships for (strain-based) workload than (time-based) working hours. Such findings have been replicated in European countries such as the Netherlands (e.g., Geurts et al. 2003). And although little research has been done in Asian countries, a general expectation that could be applied to any culture would be the conclusion noted by Haar et al. (2019), which states that higher levels of work demands will consume individuals' resources, decrease WLB and can be considered a negative antecedent of WLB.

Family Demands

Family demands are associated with time demands by tasks like housekeeping and childcare (Yang et al., 2000). Family demands include total expectations and the severity of responsibilities in the family (Boyar et al.

2007). It means caring for the children, parents, or other family members and is associated with higher levels of work-family conflict (Voydanoff, 2005). Therefore, parental status and family size could be predictors of conflict, with family demands rising in the face of parental duties and bigger family size. Thus, the physical and psychological resources of individuals are reduced. Indeed, family demands such as the age of the youngest child in the family or number of children lead to family interfering with job activities (Lu, Gilmour, Kao, & Huang, 2006). Accordingly, an individual's WLB may decrease when family demands increase. According to the Digg.com (2019) online map of average household sizes, middle eastern countries have the distinction of having relatively larger family sizes than Western countries, including extended family such as aging parents living within the same household. How this reflects within the context of WLB has been poorly researched and deserves attention.

Job Autonomy

Job autonomy indicates that employees are capable of performing their tasks without any constraints or supervision (Thompson & Prottas, 2006). Prior scholars considered job autonomy as a factor which increases a sense of well-being and diminishes stress. Vera et al. (2016) found that job autonomy is an essential factor that assists employees to achieve WLB. Autonomy allows employees to have control over their time and to manage it better in order to better fulfill their home and job duties (Haar et al, 2019). Thus, job autonomy may cause employees to feel more balanced between home and job duties and creates positive viewpoints among them (Mas-Machuca, Berbegal-Mirabent & Alegre, 2016; ten Brummelhuis & Baker, 2012). The differences between perceptions of job autonomy in different cultures have not been well studied, but in this thesis, we hypothesize job autonomy as an individual, subjective perception that positively increases WLB and reduces WFC.

Perceived Organizational Support (POS)

Eisenberger, et al., (1986) suggested that Perceived Organizational Support (POS) is an antecedent of organizational commitment, specifically when employees perceive that their organization 1) values their contribution in the

form of tangible rewards such as pay and rank and 2) is committed to their well-being in the form of supportive policies and practices, such as flexible hours or increased supervisor support. They created a means to measure these two forms of perceived employer commitment, which they called the Survey of Perceived Organizational Support (SPOS). They used a social exchange view, based on the idea that people seek to maximize rewards and minimize costs in any given social relationship, to explain these two forms of perceived commitment.

According to Eisenberger et al. (1986), "employees develop global beliefs concerning the extent to which an organization values their contributions and cares about their well-being" (p. 501). The antecedent POS, while not specifically explored in this thesis, adds to the evidence of how an employee's positive perception of his/her organization becomes important in determining what kinds of new WLB policies should be added to benefit both employer and employee, and shows a lack of research in how cultural differences might shape those policies.

Supervisor Work–Family Support

Supervisor support is one of the work-domain resources that operates in several ways to facilitate the successful integration of work and family role demands. Supervisors may assist their employees' efforts to integrate work and family roles by providing instrumental support, such as allowing them to schedule their working hours or to leave when there is a family emergency. The support is also socio-emotional in nature. By expressing concern and empathy for employees' work-family challenges, and by affirming that employees' family responsibilities will not be held against them, supportive supervisors may increase employees' confidence and help to prevent the tensions and strains that can result from juggling between work and family demands (Wadsworth & Owen, 2007; Mas-Machuca et al.,2016). It can therefore be predicted that organizational policies that include empathetic supervisor support will have a positive relationship with WLB and would reduce WFC, and that this antecedent should be considered a global belief among employees of all cultures.

2.1.2. Work-Life Balance and its Outcomes

Job and Life Satisfaction

Valcour (2007) defined satisfaction as a general level of gratification which is acquired from an individual's assessment of how much job and life demands are compatible. Within the organizational behavior of an employee there are two components of satisfaction: job satisfaction and life satisfaction. Job satisfaction is something internally experienced by employees and includes a combination of psychological and physiological inputs; however, it can also be influenced by external factors such as family demands. It refers to the viewpoint and feeling of employees about their career and it consists of collections of beliefs and emotions towards a current job (Aziri, 2011).

According to Carlson & Kacmar (2000) life satisfaction is a broad concept that indicates the degree to which a person is happy or content with his or her life. Every person has his or her own unique desires, requirements, and priorities. It is the individual's assessment of quality of life (Shin & Johnson, 1978). Overall, the two components of satisfaction (i.e. job and life) may motivate employees and increase their performance in organizations (Eskildsen & Dahlgaard, 2000).

One substantial outcome of 'balance' is satisfaction (Clark, 2000; Kirchmeyer, 2000; Kofodimos, 1993). Balance in WLB has been associated with higher levels of satisfaction with work and non-work roles. Marks & MacDermid's study (1996) measured positive role balance by assessing the extent to which an individual is equally satisfied in all life roles.

The balance between professional careers and one's personal life may influence job satisfaction and employees' efficiency and productivity (Sharma, 2016), making WLB in the workplace a top priority for organizational policy, regardless of culture. Satisfaction in job and life can influence employees' decisions towards turnover behavior, particularly when individuals who perceive imbalance in their lives may seek alternative firms with more family-friendly policies (Brough et al., 2008; O'Driscoll et al., 2011). Previous studies

revealed that WLB is positively associated with an employee's commitment to the organization and individual outcomes such as job satisfaction and labor productivity (Perry-Smith & Blum, 2000; konrad & Mangel, 2000).

Allen et al. (2000) suggested studying work-life outcomes in three dimensions, which they divided into the following sections: (1) work-related outcomes (e.g. job satisfaction, turnover intentions, absenteeism and performance), (2) non-work-related outcomes (e.g. marital, family and life satisfaction, and family performance) and (3) psychological or stress-related outcomes (e.g. psychological strain, burnout and substance abuse). While these are considered global concepts within most WLB research, it is the opinion of this author that studying the impact of WLB outcomes as they apply to individual countries and cultures would provide useful nuance on the subject and is sorely lacking. The following paragraphs are devoted to defining the current literature regarding WLB outcomes in the most general sense.

Work-related Outcomes

Employees who experience WLB would be "more satisfied with their job and life roles since they engage in role activities which are salient to them" (Greenhaus et al., 2003). Allowing individuals to schedule their time and create balance between competing demands of work and home duties correlates with positive work-related outcomes. Accordingly, levels of work-life conflict can detract or eliminate an individual's performance while organizational support to WLB can enhance employee performance. Existence of WLB causes positive results in terms of work-related outcomes; for example, availability of flexible work hours is associated with job satisfaction and commitment for all personnel with family responsibilities (Nelson et al., 1990; Scandura & Lankau, 1997). Moreover, the presence of WLB has been linked to increased commitment and decreased turnover intentions (Chiu & Ng, 1999; Thompson, Beauvais, & Lyness, 1999).

Glissmeyer, Bishop, & Fass (2008) defined turnover intentions as the mediating element which occurs between negative factors encouraging an

employee to think about leaving his/her job (e.g., intent) and when he/she actually leaves the organization (e.g., turnover). Turnover intentions are a psychological response based on an individual's attitude towards the organization (Lum et al., 1998). Tendency to leave is a behavioral outcome which interrupts employees' attachment to the organization (Iverson & Roy, 1994). It can also be defined as the degree of likelihood that individuals may stop participating in an organization (Boshoff et al., 2002; Currivan, 1999). According to Elangovan (2001), intention to leave is a result of an attitudinal orientation or cognitive viewpoint about an organization. Grover & Crooker (1995) found that the existence of family-friendly benefits impacted employees' perceptions of how much their employers valued them, leading to higher job satisfaction and lower turnover intentions. The first and third empirical studies of this thesis investigate turnover intentions and job satisfaction as they relate to a specific culture.

Non-Work Related Outcomes

Non-work-related outcomes include marital, family and life satisfaction and performance. Previous research indicates that people who perceive balance between their work and life roles tend to be more satisfied with their life and report better physical and mental health (Brough et al., 2014; Carlson et al., 2009; Ferguson et al.,2012; Haar, 2013; Lunau et al., 2014; Greenhaus et al., 2003). Working mothers with young children and dual-earner families increase the likelihood that both partners have significant household duties in addition to their job duties (Bond et al., 1998). Work–family balance is defined as the accomplishment of role-related expectations that are negotiated and shared between an individual and his or her partners in the work and family domains (Grzywacz & Carlson, 2007). Therefore, non-work-related outcomes such as those investigated in the second and third empirical studies are based on an individual's perception of balance within his or her life roles. Recent refinements to the theoretical explanations of WLB focus on the inclusion of positive as well as negative relationships between work and life domains, largely via the recognition that multiple demands may facilitate, enrich and/or enhance some WLB outcomes (e.g. Hanson et al., 2006; Brough

et al., 2007; Wayne et al., 2007; OdleDusseau et al., 2012; Rantanen et al., 2013).

Psychological and stress-related outcomes

There is a negative relationship between WLB and psychological distress so that conflict is associated with higher levels of distress (Stephens, Townsend, Martire & Druley, 2001; Major, Klein & Ehrhart, 2002). WLB can be assessed by concentrating on the substantial consequences of outcomes pertaining to health, attitude and/or performance in both work and non-work (mostly family) domains. There is a strong negative relationship between work-life balance and psychological distress such that reduced balance is related with psychological distress (Stephens et al., 2001; Major et al., 2002). Long term stress in the workplace leads to burnout and was first observed in human service workers (Kim & Stoner, 2008). Burnout is the phenomenon of severe tiredness and lack of passion in the face of increasing demands. The key components of burnout are emotional exhaustion, cynicism, and withdrawal from the job along with a sense of a lack of usefulness (Maslach, Schaufeli & Leiter, 2001). Burnout leads to turnover intentions, according to the findings of Meral et al. (2018) who showed that the two key dimensions of burnout, namely emotional exhaustion and depersonalization, positively affects turnover intention. This concept is explored in the second empirical study of this thesis.

2.1.3. Conflict-related constructs within WLB research

Beigi et al. (2012) describes the Conflict model as a situation where employees who experience high levels of demand in all aspects of life will have some difficulties to choose between roles. This general description of conflict within WLB is considered global by this thesis and is expanded upon in general terms. There are two related constructs to WLB research (WF-Conflict and WF-Enrichment) that are developed in the following sections.

Inter-roles of Work-Family Conflict (WFC) and Family-Work Conflict (FWC)

Work-Family conflict (WFC) and Family-Work Conflict (FWC) are contrasting forms of inter-role conflict. Netemeyer et al. (1996) described inter-role conflict in situations where participation in one activity that creates role pressures does not match participation in other activities. Distinct tasks and responsibilities of work and family may create interference and negative spillover of one demand on the other (Byron, 2005). Both WFC and FWC can indicate how much activities from work and family are incompatible. FWC indicates conflict in which general demands from family duties such as time dedication to family can interfere with work-related duties (Netemeyer et al., 1996). WFC represents the conflict between work and family life, where work roles influence family roles (Frone, Russell& Cooper, 1992).

Fulfilling demands of multiple roles can become impossible when resources such as time and energy are limited. When job demands or family demands increase, individuals have to choose one requirement over the other, thus, leaving one or more requirements unfulfilled in either home or work roles. If work duties put pressure on individuals, the individual's influence diminishes at home, and vice versa. Thus, an employee with a requirement that cannot be met in either role may experience conflict. Sociologists have paid attention to WFC since the 1970s largely because dual-earning families increased exponentially in western countries during this period. Moreover, the percentage of single parents who were employed at the workplace rose (Bellavia & Frone, 2005).

An example of FWC would be when an employee has to take time off at work because of a sick child; WFC happens, alternatively, when long work hours do not allow an employee to arrive home in time to prepare a healthy meal. Previous scholars believe that work is the main source of conflict between work and family domains since many people do not have control over their work and job schedules. Emphasis is placed on the possibility of conflict due to factors such as hours spend at work, lack of organizational or supervisor support, mandatory work shift overtime, etc.

Other variables that affect WFC are education, age and mental or physical health. We can assume that educated individuals experience less WFC due to learned coping strategies and skills to deal with conflict as it arises. In regards to age and WFC, younger employees in the earlier stages of their careers often have to devote more energies to their organizations and consequently struggle between work and home duties (Beigi et al., 2012). Earlier studies revealed that WFC leads to poor health conditions as well as higher levels of stress and depression. Individuals who experience WFC tend to have greater psychological and physical health problems. Regarding psychological health, WFC leads to life dissatisfaction, mental problems, anxiety, and fear (Abd Razak, Yunus, Samsudin, Wahid, & Wahid, 2019).

Greenhaus & Beutell (1985) introduced three distinct types of WFC: time-, strain-, and behavior-based conflict. Time-based WFC occurs when the time spent in one role (e.g., hours at work, out-of-town meeting) makes it difficult to comply with expectations from another role. When time devoted to family duties (e.g. household responsibilities) interferes with job duties, FWC occurs (Baltes & Heydens-Gahir, 2003; Netemeyer et al., 1996). Strain-based conflict exists when elements of one role (e.g., role ambiguity, role pressure) cause stress and tension that affect the performance in another role (e.g. family duties) and vice versa. Behavior-based conflict occurs when patterns of behavior in one role are incompatible with behavioral expectations in another role and can lead to two forms of conflict (e.g. WFC and FWC).

According to Karimi (2006, 2009), more than 80% of previous inquiries on the topic of work and family conflict has been carried out in United States even though these modalities have been changing in developing countries as well. This indicates another gap in cross-cultural research that this thesis explores.

Work-Family Enrichment (WFE)

Work-Family Enrichment (WFE) is generally defined as participation in one role that increases the quality of life in another role. WFE is bidirectional which means that performing job requirements can improve an individual's personal

life, while fulfilling family tasks can improve the quality of job requirements, which is also known as Family-to-Work enrichment (FWE) (Greenhaus & Powell, 2006). Basically, WFE describes a situation under which work and family are not necessarily enemies, they could also be allies (Friedman & Greenhaus, 2000).

WFE is significantly different from WFC, FWC and WLB as it highlights positive spillovers between work and family domains. Enrichment concentrates on enhancing role fulfillment which can improve resources for different roles. For instance, positive spillover can happen when the positive experiences of one domain such as moods, behaviors, and values are transferred to another domain (Carlson, Kacmar, Wayne, & Grzywacz, 2006). Powell & Greenhaus (2004) described that enrichment occurs when resources can be transferred and used in ways that increase an individual's performance. Indeed, enrichment concentrates on the development of an employee's role fulfillment and the refinement of their quality of life (Wayne et al., 2004).

Based on Carlson et al. (2006), WFE has three dimensions: Capital, Affect and Development. The first item is Capital: WFE-Capital occurs when engagement in work improves psychological resources and creates feelings of security, confidence and good fulfillment which help employees to engage better in family duties. The second item is Affect: WFE-Affect occurs when participation in work leads to positive emotional feelings and attitudes, leading to positive outcomes in the family role. The third factor is Development: WFE-Development regards an employee's gains in developing resources such as skills, knowledge and behaviors, which can make them better family members.

Carlson et al. (2006) also looked bidirectionally at FWE and described its three dimensions as Development, Affect and Efficiency. In this context, FWE-Development occurs when participation in family duties leads to better knowledge, behaviors and skills with the result of being a better employee. FWE-Affect is more geared toward mood and attitude. It happens when participation in family duties result in positive feelings that help a person to be a better employee in organizations. The third factor includes both time and

efficiency. FWE-Efficiency happens when engagement in family duties allows for better focus on the job (Greenhaus & Powell, 2006).

To summarize, the current thesis explores antecedents and outcomes of WLB across distinct cultures. Some antecedents such as job autonomy and supervisor work-family support may have a positive impact on WLB, and some antecedents such as family demands and work demands may have negative impacts on WLB. This thesis aims to test if WLB has a significant impact on individuals' lives in the form of life satisfaction, job satisfaction, and decreased psychological distress across cultures.

The nuance in cultural differences is explored in the next section where three empirical studies have been included that investigated these factors across two different cultures.

3. First Empirical Study: Antecedents and Outcomes of WLB in Iran

3.1. First Empirical Study Introduction

Recent studies have considered Work–life balance (WLB) a relevant topic in the work-life research field (Greenhaus & Allen, 2011; Haar, Russo, Sune, & Ollier-Malaterre, 2014). Achieving balance between work and life domains is a challenge that full-time employees face. Despite its generality, there is still little research on the causes and effects of WLB (Kossek, Valcour, & Lirio, 2014). Most of the previous work in the work-life research field has focused on work-family conflict (Allen, Herst, Bruck, & Sutton, 2000). However, in this study, we aim to build on the concept of WLB as people's assessment of balance between their job and personal life (Greenhaus & Allen, 2011; Haar et al., 2014). Kalliath & Brough (2008) defined work-life balance based on the employees' understanding of balance between work and non-work roles. Allen et al. (2000) identified several effects of work-life balance, for example work-related outcomes like increased job satisfaction, reduced turnover intentions, reduced absenteeism and higher performance; and non-work-related outcomes like marital, family and life satisfaction. This research aims to study the antecedents and outcomes of WLB in Iran. We chose Iran because work-life issues in Middle East cultures are still understudied (Lagerström et al., 2010). Our literature review reveals that most studies on WLB have been carried out in the Western countries and, in particular, in USA. Thus, studying this topic in Middle East countries like Iran would be a research opportunity (Karimi, 2006). In Iranian culture, an individual's personality is related to the identity of the family (O'Shea, 2003). Fu & Shaffer (2001) revealed that regardless of the fact that Iranian women are now more educated, take part in the workforce, and have the same employment opportunities as men, they still hold primary responsibility for family duties. Traditional roles between men and women are still dominant in Iranian culture nowadays. In the past, men were considered the family members to provide livelihood while women

were committed to family responsibilities such as caregiving, cooking, and housekeeping. However, some social and economic changes are occurring in Iran recently, moving towards Western societies (Karimi, 2008). For instance, in the last decade, female participation in the workplace increased to 22% (Schwab, 2016). Economic changes such as globalization and growth of the global market are also playing out (Karimi & Nouri, 2009). In addition, the traditional family roles are slowly starting to change. For instance, men are becoming more involved in household duties (O'Shea, 2003). There is a larger number of female doctors, academic, athletes, and other professional jobs (O'Shea, 2003; Karimi, 2006). As a consequence, the traditional family is being replaced by a dual-career family (Karimi, 2009). Iran is facing a transitional period from traditional to modern (Karimi & Nouri, 2009; Beigi et al., 2012), while traditional rules are still dominant (Beigi et al., 2012). In such an evolving culture, we expect interesting results regarding the antecedents and effects of WLB.

Work-life balance is considered a measure of the quality of life which is assessed by the OECD life index (OECD, 2017). WLB describes how much an employee feels balance between work and non-work roles (Guest, 2002; Haar et al., 2014). WLB was firstly defined as satisfaction and a sense of harmony between different aspects of life like work, play and love (Kofodimos, 1993). Few years later, Greenhaus & Powell (2003) defined WLB as the degree to which a person is involved in his or her work and non-work activities and described three types of balance: time balance (same time between job and personal life), involvement balance (same psychological participation in job and life) and satisfaction balance (equal satisfaction between job and personal life). This definition is based on the individual's perception which contributes to individual's' perspective, preferences, targets and attitudes (Kossek et al., 2014). Occurring changes in families and workplaces like dual-earner families and employed women with young children may increase the probability of having significant household responsibilities besides work duties and experience distress (Bond, Galinsky, & Swanberg, 1997; Nishaat, 2017). To cope with these changes, some organizations started to apply new family support programs and policies (Lobel & Kossek, 1996). These policies include

flexible work hours, leaves or absence periods, etc. Although applying these policies may help employees to manage multiple job and family demands, perceptions of balance may not enhance accordingly (Allen, 2001). As a consequence, more studies are needed to investigate the antecedents and outcomes of WLB in different cultural contexts.

3.2. Hypotheses on the Antecedents and Outcomes of WLB in Iran

3.2.1. Job Satisfaction

The expected main effects of WLB are better health conditions and higher performance in work and non-work activities (Brough et al., 2014). Greenhaus et al. (2003) found that employees who experience balance are mentally healthier since they are able to create a sense of harmony in all their life roles. Wise & Bond (2003) found that the benefits of WLB include improved recruitment, retention, and job quality. We expect that Iranian employees who enjoy higher levels of WLB would experience higher levels of job satisfaction (Greenhaus et al., 2003) and that would help them to achieve progress in their careers. Thus, we hypothesize that:

Hypothesis 1: WLB is positively related to job satisfaction in Iran.

3.2.2. Life Satisfaction

Marks & MacDermid (1996) suggested that role balance is the intention to fulfill all roles with an attitude of attentiveness. Kirchmeyer, (2000) reported that balance means that work and other life roles receive similar levels of attention, devotion, and commitment. Clark (2000) found that work-family balance is related to high performance at both job and life with the lowest level of conflict between job and home roles. Some studies found that work-family balance increased employees' satisfaction at both family and work domains (Clark, 2000; Kirchmeyer, 2000). WLB may also increase satisfaction

with family roles (Greenhaus, Collins, & Shaw, 2003). Thus, we expect that WLB is likely to increase life satisfaction of Iranian employees:

Hypothesis 2: WLB is positively related to life satisfaction in Iran.

3.2.3. Turnover Intentions

Lack of WLB may influence turnover intentions because employees may find difficulties to equally enjoy all life roles. In some cases, finding a new job might be perceived as an option to better balance work and non-work activities (Noor & Maad, 2009). WLB practices were found critical for firms aiming to minimize their employees' turnover (Soon et al., 2005). Thus, we expect that Work-life balance may reduce turnover intentions among employees (Casper & Harris 2008). Accordingly, we hypothesize that:

Hypothesis 3: WLB is negatively related to turnover intentions in Iran.

3.2.4. Job Autonomy

Job autonomy has been defined as the degree of employees' independence, freedom and ability to self-organize work (Hackman & Oldham 1975, Ahuja, et al. 2007). Job autonomy is likely to influence employees' attitude towards their freedom to start, organize and fulfill work tasks (Kaldenberg & Becker, 1992; Xie & Johns, 1995). Thomas & Ganster (1995) found that higher autonomy at the workplace was associated to lower work-family conflict. Other scholars suggested that job autonomy would be beneficial to help employees to better manage their available resources according to job and family demands (Beauregard & Henry 2009). Autonomy provides employees freedom and flexibility to manage their workloads. Thus, higher autonomy might be associated to higher WLB. Therefore, we hypothesize that:

Hypothesis 4: Job autonomy is positively related to WLB in Iran.

3.2.5. Work Demands

Work demands have been defined as additional pressure due to high volume of work and working time such as deadlines (Yang et al. 2000; Boyar et al. 2003). Previous studies found that work demands like daily work hours, work pressure, and night shifts were negatively associated to balance (Burke, 2002; Voydanoff, 1988; Yildirim & Aycan, 2008). Byron (2005) found that the relationships between work demands and work-family conflict are significant. O'Driscoll, Brough & Biggs (2007) and Brough, O'Driscol, & Kalliath (2007) also investigated the influence of work demands on work-family conflict with similar results. From the balance perspective, working night shifts, weekends or long hours may reduce the time that would be devoted to non-work activities. Thus, we expect that higher work demands, like working time, workload, or irregular work schedules are likely to be associated to lower WLB (Yildirim & Aycan, 2008; Steiber, 2009). Accordingly, we state that:

Hypothesis 5: Work demands are negatively related to WLB in Iran.

3.2.6. Supervisor Work-Family Support

Giving and receiving social support from close relations may increase life satisfaction (Sultan, Kanwal, & Gul, 2017). A family-supportive supervisor assists employees to accommodate their family responsibilities (Thompson, Beauvais, & Lyness, 1999). Supervisors may collaborate with their staff to balance job and life roles by allowing them to organize their work time and resources or allowing them to leave the workplace in case of personal emergency events (Wang et al., 2008). Supervisor work-family support could be psychological, for instance showing care and concern to employees' family issues (Wadsworth & Owen, 2007; Ferguson et al., 2012). Therefore, the employees' skills and trust might be increased and this may prevent tensions and strains. However, work and life have been traditionally considered separate domains in Iran, and supervisors did not consider employees' life responsibilities as relevant to their work. Given this general lack of support

from supervisors in Iran, when it occurs, it might be perceived as something valuable by employees. As a consequence, supervisor support may increase WLB in Iran. Accordingly, we expect that:

Hypothesis 6: Supervisor work-family support is positively related to WLB in Iran.

Figure 1 illustrates the hypotheses stated above as relationships among the studied factors.

Figure 1. General Structural Model of the first study

Antecedents

Outcomes
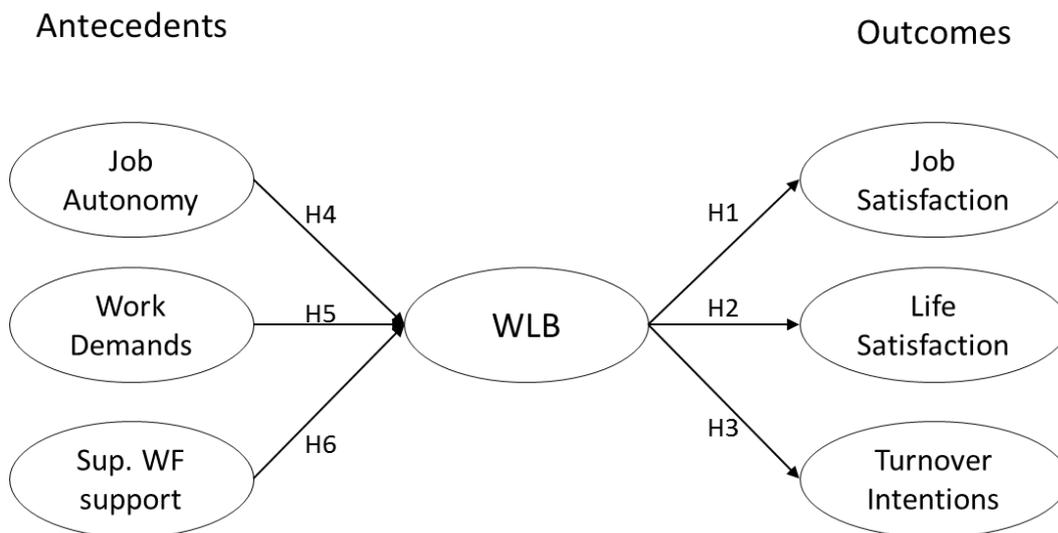
3.3. Methodology of the first empirical study

As mentioned above, we choose Iran since we found that there is still little research on WLB in this country as most studies in this field have been developed in Western countries and mostly in the USA (Karimi, 2009) and the Iranian society is evolving from traditional to modern family roles. To fill this gap, we developed an empirical study and we asked full-time Iranian employees about several factors related to work and life issues. It was necessary that participants were involved in a full-time job. We used questionnaires as they are the most prevalent method of obtaining data in management research (Moorman & Podsakoff, 1992). Questionnaires have some advantages; they are convenient to use, inexpensive, and they are a common method for measuring unobservable variables such as attitudes, ideas, and personalities (Moorman & Podsakoff, 1992). Since all the scale items were originally created in English, the questionnaire was translated into the Persian language for Iranian employees. Most of the questionnaires were distributed to the participants personally but in few cases, we sent them by email. We asked 203 employees to participate in this study and we finally received 136 completed questionnaires. The responses rate was 66%. The average age was 39.7 years. The sample gender was 25% female and 75% male. We used a 5-point Likert scale that ranges from 1-strongly disagree to 5-strongly agree in all the questionnaire items except where noted. We performed confirmatory factor analysis, reliability test and regression weight analysis. The scale items are described in the next section.

3.4. Constructs and Scales of WLB, its antecedents and outcomes

3.4.1. Study Variables

Work-Life Balance

WLB was measured by Haar's (2013) three items scale. The scale items are: "I am satisfied with my work-life balance, enjoying both roles", "Nowadays, I seem to enjoy every part of my life equally well", and "I manage to balance

the demands of my work and personal/family life well". The Cronbach's alpha is: 0.75.

Job Satisfaction

Job satisfaction was measured by the 4-items measure of Judge, Bono, Erez, & Locke (2005). The scale items are: "Most days I am enthusiastic about my work", "I feel fairly satisfied with my present job", "I find real enjoyment in my work", and the reversed item "I consider my job rather unpleasant". The Cronbach's alpha is: 0.73.

Life Satisfaction

Life satisfaction was measured by the 4-item scale of Diener, Emmons, Larsen, & Griffin (1985). The scale items are "In most ways my life is close to ideal", "The conditions of my life are excellent", "So far I have gotten the important things I want in life", and "If I could live my life over, I would change almost nothing". The Cronbach's alpha is: 0.80.

Job Autonomy

Job Autonomy is a multi-item measure built in prior research (e.g. Martin & Roman, 1996; Knudsen et al., 2003). Four items were asked about the respondent's perception of whether he/she can decide on his/her job. The items are: "I have a lot of say over what happens on my job", "I take part in job decisions that affect me", "I can decide how I do my work", and "I make a lot of decisions on my own". The items are rated on a 5-point scale (1 = never, to 5 = all the time). The Cronbach's alpha is 0.61.

Work Demands

We used three items to measure work-demands. These three items are based on work role pressures from Yang et al. (2000). The items are: "I often feel that I am being run ragged from work", "I am given too much work to do" and "I have more work to do than I can do well". The Cronbach's alpha is 0.68.

Supervisor Work-Family Support

Perceived supervisor support was assessed with five items from Eisenberger et al.'s (1986). These items ask about aid provided by the supervisor. These 5 items are: "My supervisor is helpful to me when I have a family or personal emergency", "My supervisor feels each of us is important as an individual", "My supervisor is helpful when I have a routine family or personal matter to attend to", "My supervisor is concerned about how employees think and feel about things" and "My supervisor is understanding when I have personal or family problems which interfere with my work". The Cronbach's alpha is 0.83.

3.4.2. Control Variables

In this study we introduced Age (years), Gender (coded as 1=female, 0=male) and Sector (coded as 1=public and 0=private) as control variables. Age, Gender, and Sector were chosen because of these control variables may influence the dependent variables. It is likely that age could influence WLB if experience gained through years might help to manage individual's life roles. Regarding gender, traditional roles between men and women are still dominant in Iranian culture nowadays. As a consequence, it is likely that work and family demands have higher effects on women (Beigi et al. 2012). Figure 2 shows the structural model including the items associated to each factor as well as the control variables.

Figure 2. Structural model including factors, observed variables and control variables
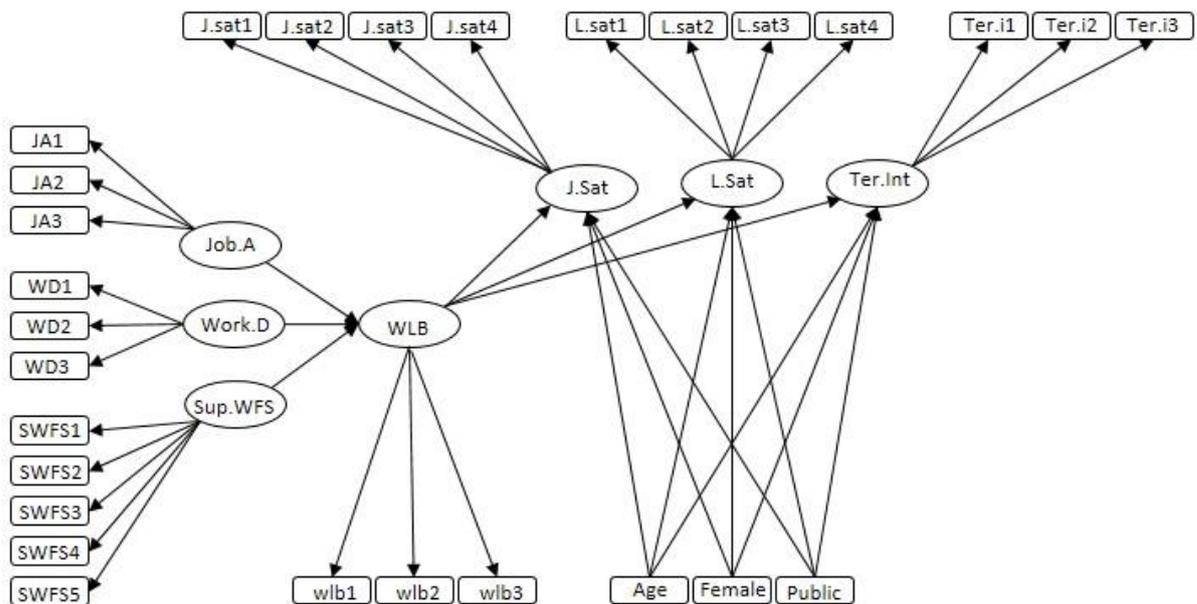
3.4.3. Measurement Model

Means and standard deviations of the observed variables are listed on Table 1. We performed CFA in AMOS.

Table 2 shows the correlations matrix between the studied factors. The measurement model included all the described factors: WLB, life satisfaction, job satisfaction, job autonomy, turnover intention, work demand, supervisor work-family support. Totally, the model fit the data well according to Williams, Vandenberg, & Edwards' (2009) recommendations. In our model Chi-square is 703,893, and degrees of freedom is 332, and p-value is p<0.000. In the study model RMSEA is 0,091 which is good enough to confirm that our sample is invariant metric and could be used in the analysis of a complex model (Williams et al., 2009).

Table 1. Means and Standard deviation of questionnaire items

Item	Mean	Std. deviation
ter.i1	3,867	,267
ter.i2	4,086	,289
ter.i3	4,147	,244
L.sat1	2,875	,282
L.sat2	2,680	,272
L.sat3	2,891	,237
L.sat4	2,073	,112
J.sat1	2,824	,180
J.sat2	2,465	,211
J.sat3	2,370	,175
J.sat4	3,139	,158
wlb1	3,103	,070
wlb2	2,934	,071
wlb3	3,368	,079
WD1	2,904	,088
WD2	3,096	,079
WD3	2,625	,078
JA1	3,044	,083
JA2	3,824	,059
JA3	3,397	,069
SWFS1	3,426	,074
SWFS2	3,500	,069
SWFS3	3,279	,080
SWFS4	3,221	,069
SWFS5	2,676	,086

Table 2. Correlation matrix of studied factors

	Work Dem.	Sup. WFS	Job Aut.	WLB	Turn. Int.	Life Sat.	Job Sat.	Age	Gender
Sup. WFS	-0,281								
Job Aut.	-0,196	0,060							
WLB	-0,597	0,361	0,258						
Turn. Int.	0,447	-0,457	-0,123	-0,282					
Life Sat.	-0,084	0,218	0,261	0,536	-0,170				
Job Sat.	-0,697	0,561	0,254	0,644	-0,760	0,467			
Age	-0,306	0,058	0,010	0,102	-0,429	0,015	0,382		
Gender	0,236	0,142	0,037	-0,082	-0,071	0,121	-0,093	-0,284	
Sector	-0,273	-0,159	-0,112	-0,013	-0,132	-0,284	0,070	0,219	-0,398

3.5. Results on the Antecedents and Outcomes of WLB in Iran

We tested the hypotheses using SEM in AMOS (Hypotheses 1-6). We obtained CMIN/DF: 2.120 which is a suitable value, as Carmines & McIver (1981) stated CMIN/DF would be acceptable and would show good fit between model and data if it is between the range of 2 to 1 or 3 to 1. Another model fit indicator CFI: 0,747 shows an acceptable fit between our model and data; and finally, RMSEA: 0,091 also indicates a moderate fit. In other words, there is a suitable fit between the model and the data (Williams et al., 2009; Hair et al., 2010).

Table 3 shows the results of path analysis using SEM to test our hypotheses. Table 3 shows that the relationship between WLB and job satisfaction is significant (p-value ≤ 0.001 and estimate is 1.266). WLB is positively related to job satisfaction. This finding supports hypothesis H1 at 99.9% reliability. We are able to confirm hypothesis H2 with 99.9% reliability as well, since the relationship between WLB and life satisfaction is significant and reliable (p-value ≤ 0.001). Results in table 3 support hypothesis H3 which indicates the relationship between WLB and turnover intention is negative and strong (estimate= -1.032). The p-value shows high reliability at confirming H3 (p-value ≤ 0.001). Regarding to the relationship between WLB and its antecedents we find that job autonomy has a positive and strong relationship towards WLB (estimate = 1.062). This is reliable at more than 95% reliability level (p-value= 0 .043); hence, job autonomy is positively related to WLB and we are able to confirm hypothesis H4. Results on table 3 also confirm hypothesis H5 which reveal that the relationship between work demands and WLB is reliable and negative (estimate = -0.398). Higher work demands decrease WLB. P-value shows this relationship is reliable at more than 99.9% (p-value <0.001). Finally, the relationship between supervisor work-family support and WLB is significant and positive. Table 3 shows high reliability at more than 99.9% (estimate = 0.343). Thus, we are able to confirm hypothesis H6 stating that higher supervisor support increases WLB. Regarding the control variables, we found that there are no significant relationships between gender and job satisfaction, and life satisfaction.

However, we found a significant relationship of gender towards turnover intentions (estimate = -0.422, p-value = 0.004), which indicates that female employees have lower turnover intentions than male employees. Regarding other control variables, Table 3 shows that age has a positive relationship towards job satisfaction (estimate = 0.017; p-value ≤ 0.001), and a negative relationship towards turnover intentions (estimate = -0.035; p-value ≤ 0.001) showing that elder employees are more satisfied with their jobs and have less intentions to leave the company than the younger employees. We cannot confirm the relationship between age and life satisfaction. Findings on Table 3 also show a significant relationship between sector and life satisfaction showing that public employees are less satisfied with their lives (estimate = -0.137, p-value = 0.034). We could not confirm the influence between the sector and the other outcomes variables.

3.6. Discussion on the Antecedents and Outcomes of WLB in Iran

This study inquired about the antecedents and outcomes of WLB in Iran. Particularly, we investigated whether Job Autonomy, Work Demands, and Supervisor Work-Family Support impact WLB, which, in turn may impact job satisfaction, life satisfaction and turnover intentions of Iranian employees. We found consistent support for WLB antecedents and outcomes in Iran as showed on Figure 3. We found strong support for the hypothesized relationships between WLB and job satisfaction, life satisfaction and turnover intentions, in the expected directions. This study extends the previous research on Work-Life Balance that has been mostly done in developed countries (Karimi, 2006). It is important to note that the studied country still has significant differences from western countries including its system about gender roles. Thus, our paper tried to understand the functioning of WLB with regards to values and opinions of Iranian employees. In Iran, the number female employees have increased and traditional family roles where the man was the only breadwinner started to be replaced by dual-career families (Karimi, 2009).

Table 3. Structural model path analysis results

	Estimates	S.E	C.R	P Label
WLB <--- Job.A	1.062	,525	2.024	.043
WLB <--- Work.D	-,398	,105	-3,779	***
WLB <--- Sup.WFS	,343	,087	3,926	***
J.Sat <--- WLB	1,266	,227	5,572	***
L.Sat <--- WLB	,854	,206	4,136	***
Ter.Int <--- WLB	-1,032	,210	-4,923	***
J.Sat <--- Age	,017	,004	4,118	***
L.Sat <--- Age	,000	,007	-,008	,994
Ter.Int <--- Age	-,035	,006	-5,480	***
J.Sat <--- Sector	,012	,038	,311	,755
L.Sat <--- Sector	-,137	,065	-2,117	,034
Ter.Int <--- Sector	,056	,058	-,969	,332
J.Sat <--- Gender	,006	,094	,059	,953
L.Sat <--- Gender	,183	,160	1,149	,251
Ter.Int <--- Gender	-,422	,145	-2,915	,004

Karimi (2008) mainly focused on work-family conflict in Iran. She considered some antecedents such as gender, marital status, age, and working hours. We strived to get a broader perspective and we analyzed work-life balance, as well as its relationships with contextual factors, so we included job autonomy, work demand, and supervisor work-family support as antecedents of WLB while, at the same time, we studied job satisfaction, life satisfaction and turnover intentions as outcomes of WLB. In addition, we introduced control variables such as age, gender, and sector. The current study has remarkable contributions to the previous studies about work-life interaction. This research shows that WLB as a concept is different from work-family conflict and work-family enrichment (Valcour, 2007). WLB reveals different views of thinking about the intersection between job and life. In the current study, employees have been selected from a wide variety of economic activities, such as higher education, public institutions, and private companies. We found strong support for WLB to be related with all the studied outcomes. We found that WLB increases job and life satisfaction and

decreases turnover intentions in Iran. These results suggest that people who feel balanced tend to stay on the job (Casper & Harris, 2008) and are more satisfied with their jobs and lives. The results of this research align with previous studies which describe outcomes of WLB developed in Western countries (Allen, 2001; Brough & O'Driscoll, 2005; Brough et al. 2014). Regarding the antecedents of WLB, we found that there is a significant relationship between supervisor work-family support and WLB. Having a supportive supervisor increases individuals' WLB. Our results also suggest that lower work demands are associated to higher levels of WLB. Regarding job autonomy we found a beneficial effect of job autonomy on WLB. This suggests that employees enjoying higher job autonomy and having supportive supervisors are more balanced and experience a higher sense of harmony between their work and personal life. This is the first study, to our knowledge, that evaluates the antecedents and outcomes of WLB in Iran. These results may hold true in other Middle East countries.

Figure 3. Path analysis results of studied factors in SEM
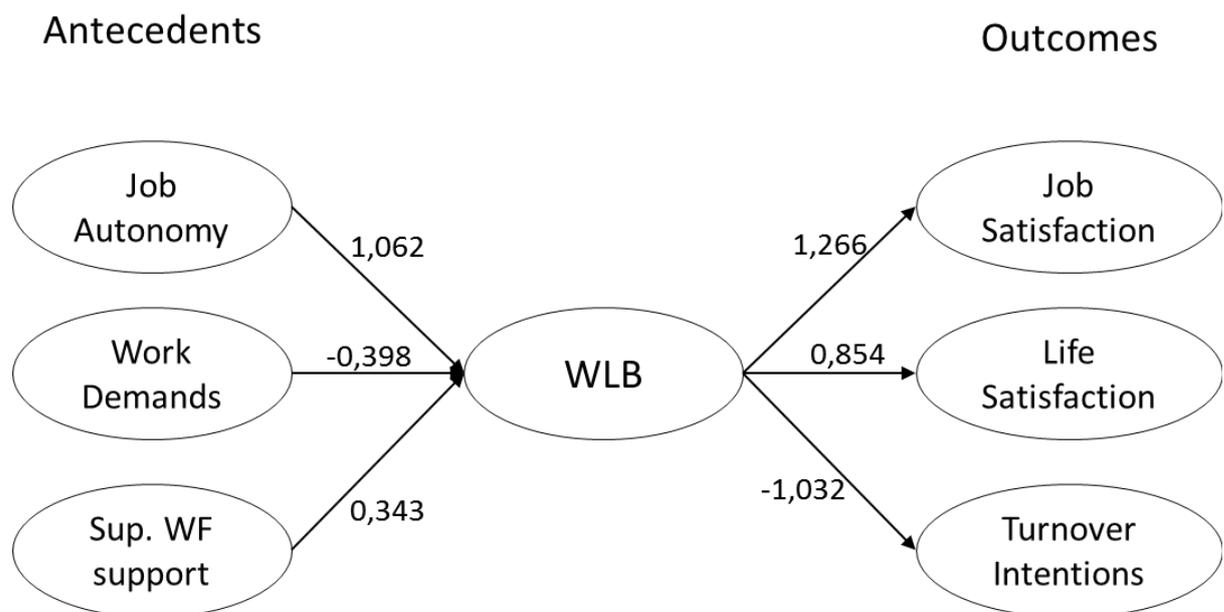
4. Second Empirical Study: Employee WLB, Satisfaction and Burnout in Iran and Spain

4.1. Introduction to the Second Empirical Study

In the first half of the 20th century there was no questioning about the interface between the work and non-work activities since there were two prevalent assumptions: a) full-time employees were mostly men b) women were unpaid workers who did caregiving and domestic work (Crompton, 1999). However, in the 1970s these assumptions were challenged in Western societies due to women's involvement in the workplace. Western societies shift towards equality policies increased the need for WLB policies (Sparks, Faragher & Cooper, 2001). Therefore, within the EU, work-life balance became a new priority (Crompton & Lyonette, 2006). More recently, Swarnalatha & Rajalakshmi (2012) claimed that work-life balance became an important issue in developing countries as well. Nowadays, women enjoy a professional career and men develop domestic tasks equally in most countries, so that their traditional roles have been replaced. Consequently, firms need to support and promote their employees balance between their multiple roles such as work and non-work (Cengiz & Er, 2018). Arun (2013) argued that working people have multiple roles to carry out: besides employee role, one has additional roles such as son/daughter, husband/wife, father/mother, etc. As a result, interactions between roles may lead to a lack of satisfaction, increased stress or burnout. Backhaus (2015) stated that these multi-role tensions are part of everyone's life nowadays, as work demands are intensifying. Guest (2002) indicated that some work strain can be ascribed to elements like technological advancement, the necessity to quick response to clients, and improving the quality of customer service. Increasing work demands may require employees to stay longer hours at their workplace, cause exhaustion, or compel them to work from home. Perrons, Fagan, McDowell, Ray & Ward (2005) found that role tensions expand in dual-earner couples or single parents, in a way that hinders balancing different responsibilities. In this context, balancing job and personal domains is a

critical challenge for almost all individuals (Valcour, 2007). As a result, research attention to work and non-work interface has increased but, regardless of its generality, not enough research still exists on this topic (Greenhaus & Allen, 2011) as most of the studies are related to work-family conflict (Hall, Kossek, Briscoe, Pichler, & Lee, 2013). However, we focus on WLB based on Greenhaus & Allen (2011) and Haar (2013) perspective which conceives WLB from an individual's multiple roles in addition to work and family roles. Exploring the outcomes of WLB consists of investigating employees' viewpoints regarding their career, their fulfillment, and their wellness (Brough et al., 2014). Further research is still needed to explore the effects of work and life balance across countries (Kossek, Valcour, & Lirio, 2014). We aim to fill this gap studying WLB in two different countries and examining its impact on organizational commitment, job satisfaction, life satisfaction, cynicism and emotional exhaustion.

This study aims to provide evidence that WLB is a central factor that explains individuals' outcomes in organizations and to shed light on the complexity of the interface between work and life. Another contribution of this research is to show that WLB is a general topic across different cultures. Lagerström et al. (2010) stated that work-life topic is rarely investigated in Middle Eastern societies; therefore, we aimed to fill this gap and we chose Iran, particularly to compare a Middle Eastern country with a Western country. Current investigation measures WLB influence on individuals of both countries and finds that there are mostly similarities than differences among them. For example, in Eastern societies like Iran one's identity is strongly correlated to his/her family's identity (O'Shea, 2003). Men and Women still play traditional roles in Iran; where women still hold primary responsibility for family tasks despite their higher-level education and their increased participation at the workplace (Fu & Shaffer, 2001). In the previous decades men were expected to supply essential needs for their family while women were expected to dedicate their efforts to caregiving, cooking, and housekeeping (Fu & Shaffer, 2001). Recent studies show that Iran employed women have raised to 22% (Schwab, 2016) and traditional families are being changed to dual-earner families (Karimi, 2009). Beigi et al. (2012) suggest that Iran is going through

a transition from a traditional to a modern society and it is worth being investigated. For these reasons, this study explores the relationships between WLB and the above-mentioned outcomes (life satisfaction, job satisfaction and burnout) in Iran and Spain. We believe studying a Middle Eastern culture in contrast to a European culture might be of interest for cross-cultural research on the work-life interface.

Garg & Dawra (2017) suggested that WLB is a very relevant research topic and it is a main concern for employers and employees, as lack of balance may affect individuals' performance at work and their personal lives. Eby et al. (2005) suggested that exploring WLB should respond this question: Are people expectations toward their job and life roles compatible or not? There are several definitions for WLB, Clark (2000) defines WLB as "satisfaction and good functioning at work and at home, with a minimum of role conflict". Kirchmeyer (2000) described WLB as obtaining satisfactory sense in all life domains and allocating enough resources such as energy, time, and commitment across domains. Greenhaus & Allen (2011) defined WLB as the amount of individual's satisfaction with work and life roles. Kalliath & Brough (2008) offered a broad definition of WLB as an individual's understanding of accordance between work and non-work activities and provide growth in line with their personal life. WLB is strongly determined by an individual's ability to manage multiple roles which include work, life, sport, community, etc. (Haar, 2013; Pasamar & Valle, 2015). Yuile, Chang, Gudmundsson & Sawang (2012) described WLB as a situation in which demands from work and non-work roles are met by allocating equal time to both responsibilities. We conceive WLB as a unique concept for each person and one that depends on his/her targets, priorities, and opinions (Kossek et al., 2014).

Some research studies have explored work-family balance, a concept theoretically close to WLB and related to career satisfaction (Saraih et al., 2019), job satisfaction and organizational commitment (Carlson, Grzywacz, & Zivnuska, 2009). Greenhaus, Collins & Shaw (2003) suggested three forms of work-family balance: time balance (equal time between work and family), involvement balance (equal psychological involvement in work and family)

and satisfaction balance (equal satisfaction with work and family). Aryee, Srinivas & Tan (2005) confirmed that work-family balance is related to higher organizational commitment and job satisfaction. Similarly, Clarke et al. (2004) confirmed that work-family balance is related to greater marital satisfaction. Thus, we believe that higher WLB might be positively related to life and work outcomes.

We argue that achieving WLB is a challenge for all employees, since their sense of balance may be influenced by many factors such as social and technological changes or job and life demands (Aryee et al., 2005). Social changes include dual-career parents, working women with young children, dual-income families, and single parents (Clark & Weismantle, 2003). These changes may cause tensions between life roles (Duxbury & Higgins, 2001; Beauregard, 2011). In order to decrease these tensions, some organizations implement family-friendly policies such as marital aid, emotional support, or flexible schedules (Richardsen, Burke & Mikkelsen, 1999; Thomas & Ganster, 1995). These family support programs also contribute to increase WLB (Delecta, 2011).

Drago & Kashian (2003) suggested that it is better to focus on work and life rather than work and family balance, since it is likely that some employees do not have a traditional family. For instance, some employees are single or they do not have children. The focus on life is broader, as it extends to all life domains in addition to the family domain (Lambert & Kossek, 2004). Thus, WLB offers more opportunities to understand the interface between work and other life roles than the work-family balance concept (Haar, 2013). Some studies have examined the relationships between WLB and employee satisfaction, anxiety and depression (Haar et al., 2014). However, existing research has not studied the potential relationships between WLB and burnout, nor has it studied the role of organizational commitment as a mediating factor. To fill this gap, this research examines the following: first, we analyze the relationships between WLB and the three potential effects regarding life and job satisfaction, and burnout; and, second, we investigate the mediating role that organizational commitment plays in these

relationships. Overall, we underpin our hypotheses using the fit and balance theory (Voydanoff, 2005) which states that individuals may experience balance when they perceive fit between the resources at their disposal and the demands of their social environment. From this perspective, balance is associated with lower tensions and strain reduction. We suggest that individuals perceiving balance between their different life roles are more likely to experience satisfaction and to cope with tensions and strain.

4.2. Hypotheses on the relationships between WLB, satisfaction and burnout across cultures

4.2.1. Work-life balance, satisfaction and burnout

Prior studies have explored the relationships between WLB and employees' satisfaction (e.g. Brough et al., 2014; Haar et al., 2014) showing that employees who enjoy balance are more satisfied with their jobs and lives. Consistent with these studies we posit that employees experiencing WLB may also experience high satisfaction. We base our rational on the notion that balance is associated with lower tensions between work and life domains and with a general sense of harmony. We also believe that people participating in different activities that are relevant to them may be more satisfied with their jobs and lives.

In particular, this study aims to test the relationships between WLB and employees' satisfaction in two domains: their jobs and their lives. Regarding job satisfaction, it is the degree to which employees like or dislike their jobs (Spector, 1997). Previous studies found that WLB is positively related to career satisfaction (Saraih et al., 2019) and job satisfaction (Haar, 2013; Carlson et al., 2009). Balanced individuals might experience lower tensions and high satisfaction with their jobs (Bruck, Allen, & Spector, 2002; Warner & Hausdorf, 2009). Aligned with these findings, we hypothesize that:
Hypothesis 1: WLB is positively related to job satisfaction across cultures.

Regarding life satisfaction, Guest (2002) suggested that satisfaction and well-being at home and in one's personal life could be an outcome of WLB. Later studies supported that experiencing WLB may enhance perceptions of life satisfaction (Balmforth & Gardner, 2006; Frone, 2003). People who perceive balance between their work and life domains may feel life satisfaction because they are equally participating in activities that are salient to them (Greenhaus et al., 2003; Brough et al., 2014, Carlson, Grzywacz, & Zivnuska, 2009). Thus, work-life balance can be highly important for all employees, regardless of their culture (Kossek et al., 2014), and it may have an impact on people's well-being (Lyness & Judiesch, 2014). Accordingly, we introduce the following hypothesis:

Hypothesis 2: WLB is positively related to life satisfaction across cultures.

Job burnout is a kind of psychological strain that describes how much employees feel overwhelmed (Kyei-Poku, 2014, Maslach et al., 1996). According to Maslach, Schaufeli & Leiter (2001) job burnout is a response to a prolonged stress in the work environment and is composed of two dimensions: cynicism and emotional exhaustion. On the one hand, emotional exhaustion occurs when a person feels his/her energy drains and realizes that his/her organization consumes all of one's energy (Maslach et al., 1996). On the other hand, employee cynicism is characterized by negative viewpoints arising out of disappointment, disillusionment, and humiliation in relation to the organization and its managers in the workplace (Dean, Brandes, & Dharwadkar, 1998). Leiter & Maslach (2009) suggested that job burnout is a sort of behavioral disorder that causes psychological pressure on people and consequently leads to lower level of efficiency and lack of psychological health. Other scholars have defined it as a syndrome of emotional exhaustion, loss of meaning at work, feelings of ineffectualness, and considering people as objects rather than human beings (Shanafelt et al., 2015). Demerouti et al. (2001) defined two stages for burnout; a first stage occurs when high job demands create overload and lead to extreme fatigue, and second stage occurs when lack of job support such as supervisor support leads to intention to leave the organization. Some studies suggested that high demands from

job or family domains may contribute to increase work and family conflict and this conflict may increase burnout (Anderson et al., 2002; Bryson, Warner-Smith, Brown, & Fray, 2007). We base on this rationale to argue that it is likely that employees enjoying WLB may experience lower job burnout regardless of their cultural context. Consequently, we introduce the following hypothesis:

Hypothesis 3: There is a negative relationship between WLB and job burnout across cultures.

4.2.2.Organizational commitment, satisfaction and burnout

Some studies have explored the relationships between organizational commitment and employees' satisfaction with their personal lives (Judge & Watanabe, 1993; Vanaki & Vagharseyyedin, 2009). Previous research has found that higher emotional attachment to the company is related to higher satisfaction in one's personal life (Hammonds, 1997). Similarly, other scholars have indicated that positive employee attitudes towards their organizations may influence their life satisfaction (Goleman, Boyatzis, & McKee, 2002). Based on the notion that emotions on one domain (work) may transfer back and forth to another domain (life) (Wayne, Grzywacz, Carlson, & Kacmar, 2007), we hypothesize that:

Hypothesis 4: There is a positive relationship between organizational commitment and life satisfaction across cultures.

Support from the organization, existing justice, and appreciation may create positive feelings among employees and eventually lead to higher level of confidence and commitment (Devece, Palacios-Marqués, & Pilar Alguacil, 2016). Organizational commitment is an important factor that may influence work behaviors such as job satisfaction, high productivity, and low turnover (Cohen, 2003). Individuals who feel aligned with their organization values are more committed and performing (Tayebiniya & Khorasgani, 2018; Rusu, 2019). Some scholars suggested that committed employees are more

satisfied with their jobs (Appelbaum et al. 2000; Baltes, Briggs, Huff, Wright, & Neuman, 1999; Eslami & Garakhani, 2012). Aligned with existing research, we hypothesize that:

Hypothesis 5: There is a positive relationship between organizational commitment and job satisfaction across cultures.

A study by King & Sethi (1997) explored the relationships between organizational commitment and burnout. Other researchers found that committed employees are less likely to experience burnout (Halbesleben & Buckley, 2004; Wright & Hobfoll, 2004). In contrast, more recent studies have shown evidence pointing in the opposite direction, namely finding that employees who devote more time and commitment to their organizations are more likely to experience burnout (Korunka, Tement, Zdrehus, & Borza, 2010). These contradictory results have motivated us to explore whether the negative relationships between organizational commitment and burnout hold in the studied countries. Therefore, we introduce the following hypothesis:

Hypothesis 6: There is a negative relationship between organizational commitment and burnout across cultures.

4.2.3. The mediating role of organizational commitment

Work-life balance may assist individuals to handle their job and life roles and increase their commitment to the organization (Lambert, 2000). Thomas & Ganster (1995) found that organizational policies can reduce tensions between life and work responsibilities, and it can improve one's commitment to the company and consequently their life satisfaction. Allen (2001) suggested that organizations that provide support for families may increase WLB as well as commitment to the company because employees are more attracted to workplaces that have flextime and work-life benefits. Examples of work-life benefits would be family leave, flextime, and economic aid for child care (Eaton, 2003; Grover & Crocker, 1995). When individuals can balance their work and personal life roles, commitment with their

organizations may increase and it may lead, in turn, to higher job and life satisfaction and lower burnout (Beauregard & Henry, 2009). Therefore, our expectation is:

Hypothesis 7: Organizational commitment mediates the relationships between WLB and the studied outcomes a) Life satisfaction, b) Job satisfaction, and c) Burnout.

4.3. Methodology of the Second Empirical Study

4.3.1. Samples and Procedures

The authors personally collected data from two countries (Iran and Spain), where the participants were full-time employees from various companies. Questionnaires were used for data collection since they are a popular method for gathering data in management research, the reason being that questionnaires are convenient to use, inexpensive, and they are a prevalent method for measuring variables like perspectives, ideas, and personalities (Moorman & Podsakoff, 1992). The authors used their personal networks and home universities' support to collect data from a broad range of employees. Participants were asked to encourage their own contacts' participation following the snowball sampling method. 410 full-time employees were invited to participate in this study and, in the end, 136 completed questionnaires were received from Iran and 127 completed questionnaires were received from Spain. For the Iranian sample, the response rate was 66%. The average age was 39.7 years; the gender was 25% female and 75% male. For the Spanish sample, the response rate was 60% and the average age was 39.7 years. The gender was 50% female and 50% male. A 5-point Likert scale was used ranging from 1-strongly disagree to 5-strongly agree in all the questionnaire items.

4.3.2. Measurement

Questionnaire items for the second empirical study are listed on Table 4. WLB was measured by Haar's (2013) three items scale. The Cronbach alpha is 0.75 for the Iranian sample and 0.79 for the Spanish sample. Job satisfaction was measured using the three-item measure of Judge, Bono, Erez, & Locke (2005). The Cronbach alpha is 0.73 for the Iranian sample and 0.86 for the Spanish sample. Life satisfaction was measured using the three-item scale of Diener, Emmons, Larsen, & Griffin (1985). The Cronbach alpha is 0.80 for the Iranian sample and 0.78 for the Spanish sample. Burnout was measured using six items from the Maslach Burnout Inventory (Maslach et al., 1996). The Cronbach alpha is 0.86 for the Iranian sample and 0.92 for the Spanish sample. Organizational commitment was measured using the five-item scale of Meyer & Allen (1997). The Cronbach alpha is 0.85 for the Iranian sample and 0.82 for the Spanish sample. In this study, we have introduced three control variables: Sector (1=public and 0=private), Gender (1=female, 0=male), and Married (1=yes, 0=no). Sector, Gender, and Married were chosen because they have potential relationships with the dependent variables. We selected gender because the number of full-time employed women has increased in both of the studied countries (Pasamar & Valle, 2015; O'Shea, 2003).

Table 4: Questionnaire items for the second empirical study

Observed Variables	Questionnaire items
Life.S1	I am satisfied with my life
Life.S2	So far I have gotten the important things I want in life
Life.S3	If I could live my life over, I would change almost nothing
Job.S1	Each day at work seems like it will never end (reversed)
Job.S2	I find real enjoyment in my work
Job.S3	I consider my job rather unpleasant (reversed)
WLB1	I am satisfied with my work-life balance, enjoying both roles
WLB2	Nowadays, I seem to enjoy every part of my life equally well
WLB3	I manage to balance the demands of my work and personal life well
Em.Ex1	I feel used up at the end of the workday
Em.Ex2	Working all day is a strain for me
Em.Ex3	I feel burned out from my work
Cyn1	I have become less interested in my work since I started this job
Cyn2	I have become less enthusiastic about my work
Cyn3	I have become more cynical about whether my work contributes anything
Org.C1	I would be very happy to spend the rest of my career with this organization
Org.C2	I feel as if this organization's problems are my own
Org.C3	I do not feel a strong sense of "belonging" to my organization (reversed)
Org.C4	I do not feel "emotionally attached" to this organization (reversed)
Org.C5	I do not feel like "part of the family" at my organization (reversed)

Sector may influence WLB, as private companies may have tight schedules or higher pressure to achieve their performance goals. Finally, we chose married because work and family demands may have a greater effect on married individuals as married employees may care more about their family and work demands.

Figure 4: Hypothesized Structural Model of the second study
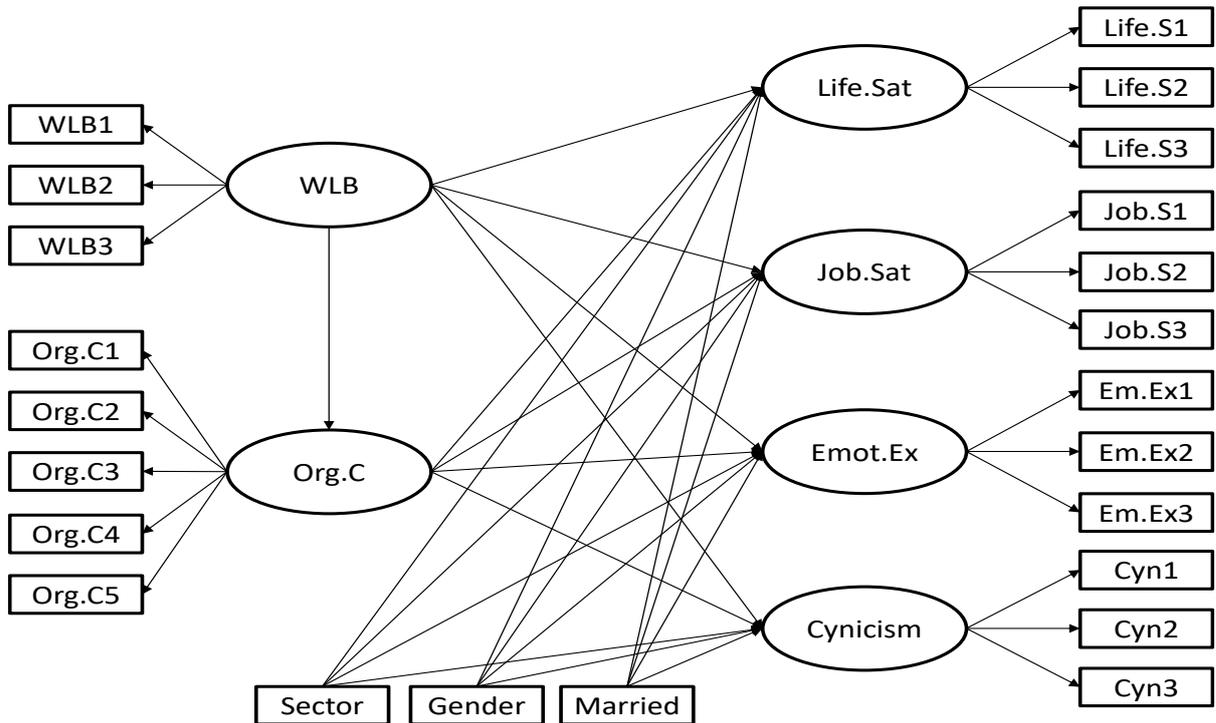
4.4. Results on the Relationships between WLB, Satisfaction and Burnout in Iran and Spain

Table 5 shows descriptive statistics of the observed variables. Multi-group CFA was performed in AMOS to confirm that the measurement model fits the sample data. The threshold values for the goodness-of-fit indices were selected according to Williams, Vandenberg & Edwards (2009). CFA was performed to the measurement model which included all the study factors: WLB, organizational commitment, life satisfaction, job satisfaction and, emotional exhaustion. Overall, the measurement model could fit the data well. Regarding the Iranian sample, results show a good fit to the data, thus meeting all the minimum requirements: $\chi2 = 494.633$, df = 208 (p-value = 0.000), CFI = 0.78, RMSEA = 0.101, and PCLOSE = 0.000. Regarding the Spanish sample, the results also show a good fit to the data: $\chi2 = 494.389$, df = 213 (p-value = 0.000), CFI = 0.77, RMSEA = 0.102, and PCLOSE = 0.000.

We performed measurement invariance tests in order to validate the factor structure and to confirm that the studied factors are sufficiently equivalent across country groups. Measurement invariance tests were performed by Multi-group Confirmatory Factor Analysis, which investigates the goodness-of-fit index (Cheung & Rensvold, 2002). The degree of invariance is estimated by the Likelihood Ratio Test, which measures differences in $\chi 2$ between two models (Cheung & Rensvold, 2002). It is important to test measurement invariance, particularly in cross-cultural research (Chen, 2008; Fontaine, 2005). This test should be applied before starting composite variables for a path analysis, as this allows checking whether variables of different groups (i.e. Iran and Spain) describe the same meanings of scale items (Milfont, Duckitt, & Wagner, 2010). Firstly, we implemented a configural test, created two sample groups (Iran and Spain) and obtained a model fit for the unconstrained and fully constrained models of both samples. Then we performed a chi-square difference test for two groups and found that both groups are invariant. Table 6 shows the results of the invariance test, showing that both groups are not different at the model level. Thus, we could perform path analysis using SEM.

Table 5: Descriptive statistics of observed variables, Iran and Spain

Var.	\multicolumn{4}{c}{Iran}	\multicolumn{4}{c}{Spain}
	Mean	Std. Deviation	Skewness	Kurtosis	Mean	Std. Deviation	Skewness	Kurtosis
Life.S1	3.264	0.862	-0.683	0.076	3.850	0.797	-0.677	0.355
Life.S2	2.830	1.022	0.135	-0.674	4.118	0.685	-0.455	0.265
Life.S3	2.051	0.929	0.908	0.658	3.047	1.053	-0.054	-0.584
Job.S1	3.389	1.048	-0.564	-0.698	4.007	0.946	-0.813	0.360
Job.S2	2.948	0.960	-0.150	-0.348	3.661	0.944	-0.534	0.150
Job.S3	3.639	0.899	-0.892	0.319	4.433	0.822	-1.828	4.120
WLB1	3.102	0.845	-0.422	-0.194	3.566	0.913	-0.614	0.244
WLB2	2.933	0.853	-0.380	-0.560	3.393	0.837	0.054	-0.555
WLB3	3.367	0.925	-0.743	0.193	3.448	0.948	-0.502	-0.522
Em.Ex1	2.963	0.946	0.127	-1.075	2.165	1.484	2.538	8.908
Em.Ex2	2.779	0.9482	0.457	-0.827	2.559	1.504	1.993	6.093
Em.Ex3	2.323	0.859	1.166	1.616	2.086	1.291	2.714	11.587
Cyn1	2.433	1.052	0.991	0.265	1.787	1.445	3.295	13.216
Cyn2	2.441	0.956	0.866	-0.047	2.307	1.400	1.903	6.530
Cyn3	2.492	0.981	1.167	0.847	2.118	1.546	2.365	7.491
Org.C1	3.102	1.063	-0.358	-0.740	3.378	1.140	-0.395	-0.450
Org.C2	3.294	0.989	-0.389	-0.926	3.346	1.157	-0.493	-0.568
Org.C3	3.323	1.002	-0.510	-0.803	3.952	1.146	-0.035	2.329
Org.C4	3.448	0.972	-0.663	-0.497	3.850	1.069	-0.684	-0.291
Org.C5	3.272	1.131	-0.461	-0.811	2.992	1.306	0.123	-1.117

Valid N (Iran): 136, Valid N (Spain): 127

Table 7 shows SEM results for both samples. Regarding the Iranian sample, the structural model had a good fit to the data, meeting all minimum requirements: $\chi 2$ = 494.633, df = 208, (p-value = .000), CFI = 0.78, and RMR = 0.080. The Iranian data in Table 7 show that WLB is significantly related to job satisfaction (estimate = 0.261, p-value = 0.014) and life satisfaction (estimate = 0.351, p-value = 0.004), supporting Hypotheses 1 and 2. Thus, WLB is positively related to job and life satisfaction. Work-life balance also significantly impacts emotional exhaustion (estimate = -0.547, p-value < 0.001) and cynicism (estimate = -0.334, p-value = 0.011). This finding confirms that WLB is negatively related to burnout, thus confirming Hypothesis 3. Overall, employees experiencing work-life balance report higher life and job satisfaction and lower burnout. Regarding the relationships between organizational commitment and life satisfaction, we found that there are no significant relationships (estimate = 0.074, p-value = 0.115), so Hypothesis 4 cannot be confirmed for the Iranian sample. We found significant relationships between organizational commitment and job satisfaction (estimate = 0.423, p-value < 0.001), emotional exhaustion (estimate = -0.273, p-value < 0.001) and cynicism (estimate = -0.465, p-value < 0.001). Thus, organizational commitment is positively related to job satisfaction and negatively related to job burnout. Accordingly, we can confirm Hypotheses 5 and 6. Finally, WLB is significantly related to organizational commitment (estimate = 0.833, p-value < 0.001), and this confirms that organizational commitment partially mediates the relationships between WLB and the studied outcomes, as stated by Hypothesis 7.

Table 6: Invariance test, Iran and Spain

Overall Model	Iran				Spain			
	Chi-square	df	p-val	Invariant?	Chi-square	df	p-val	Invariant?
Un-constrained	478.75	159			244.7	159		
Fully constrained	474.03	156			244.6	158		
Number of groups		2				2		
Difference	4.72	3	0.193	Yes	0.1	1	0.752	Yes

Table 7 also shows SEM analysis results for the Spanish sample. Results show that work-life balance is significantly related to life satisfaction (estimate = 0.236, p-value = 0.004) and to job satisfaction (estimate = 0.258, p-value = 0.002). Thus, we can confirm Hypotheses 1 and 2. The relationships between WLB and emotional exhaustion and cynicism are not significant. Similarly, the relationships between organizational commitment and life satisfaction are not significant (estimate = 0.087, p-value = 0.153); thus, we cannot confirm Hypotheses 3 or 4 for Spain. Regarding the relationships between organizational commitment and job satisfaction, emotional exhaustion, and cynicism: organizational commitment is positively related to job satisfaction (estimate = 0.367, p-value < 0.001) and negatively related to cynicism (estimate = -0.484, p-value = 0.014), but it is not significant for emotional exhaustion (estimate= -0.264, p-value = 0.134). Thus, employees committed to the organization reported higher job satisfaction and lower cynicism. As a result, we can confirm Hypotheses 5 and 6. Results also show that work-life balance is significantly related to organizational commitment (estimate = 0.218, p-value = 0.043), such that organizational commitment also partially mediates the relationships between WLB and the studied outcomes in Spain, which therefore confirms Hypothesis 7. The structural model also had a good fit to the Spanish data, meeting all minimum requirements: χ2 = 494.389, df = 213, (p-value = .000), CFI= 0.77, and RMR = 0.233.

4.5. Discussion on the Relationships of WLB, Satisfaction and Burnout in Iran and Spain

This study investigated the impact of WLB and organizational commitment on job and life satisfaction and employee burnout across two different countries. Particularly, the study focused first on the relationships between WLB and life satisfaction, job satisfaction, and job burnout in Iran and Spain, and, if so, whether or not this impact is similar in both countries. Results confirm that

employees who experience WLB are more satisfied with their jobs and lives in both countries; however, WLB is associated with lower burnout only in Iran. These results align with prior research that has found the positive outcomes of WLB; for example, Lyness & Judiesch (2014) and Kossek et al. (2014). These results show that individuals who are living a balanced life are more satisfied regardless of their cultural background and are able to cope with different tensions from work and non-work domains. Accordingly, individuals are more satisfied when they experience WLB because it is consistent with their personal preferences and societal values, regardless of their country (Haar et al., 2014).

Regarding the outcomes of organizational commitment, we found that organizational commitment is strongly related to higher job satisfaction and lower burnout across the studied countries; but it is not associated to life satisfaction. These results confirm that those employees who are more identified with the goals and values of their organizations are more satisfied with their jobs and resilient, thus they have better ways to cope with job strains. These results extend existing research on the relationships between organizational commitment and burnout to a wider variety of workers which was previously focused on professional collectives like IS professionals (King & Sethi, 1997) or female nurses (Peng et al., 2016).

Additionally, results confirm the partial mediation role of organizational commitment between WLB and the studied outcomes both in Iran and Spain. The mediation role of organizational commitment involves that employees who enjoy greater WLB are also more committed to their organizations and, in turn, experience higher satisfaction and lower burnout. This mediated relationship is justified as organizations implementing WLB practices are signaling they care about their employees' professional and personal lives and thus contribute to align the organization's goals and values with their employees' goals and values, which in turn positively influence employees' satisfaction and reduce burnout regardless of the studied country.

Table 7: Final structural model results for both study samples

Path	Iran				Spain			
	Estima-tes	S.E	C.R	P Label	Estima-tes	S.E	C.R	P Label
Org.C <- WLB	0.833***	0.188	4.430	***	0.218*	0.107	2.028	0.043
Life.Sat <- WLB	0.351**	0.121	2.899	0.004	0.236**	0.081	2.903	0.004
Job.Sat <- WLB	0.261*	0.107	2.451	0.014	0.258**	0.083	3.101	0.002
Em.Ex <- WLB	-0.547***	0.148	-3.684	***	-0.232	0.171	-1.363	0.173
Cynicism <-WLB	-0.334*	0.132	-2.534	0.011	-0.090	0.178	-0.507	0.612
Life.Sat <- Org.C	0.074	0.047	1.578	0.115	0.087	0.061	1.429	0.153
Job.Sat <- Org.C	0.423***	0.067	6.313	***	0.367***	0.101	3.618	***
Em.Ex <-Org.C	-0.273***	0.074	-3.705	***	-0.264	0.176	-1.497	0.134
Cynicism <- Org.C	-0.465***	0.082	-5.637	***	-0.484*	0.197	-2.460	0.014
Life.Sat <- Sector	-0.056	0.073	-0.769	0.442	0.012	0.067	0.177	0.859
Job.Sat <- Sector	0.011	0.090	0.128	0.898	0.176	0.094	1.873	0.061
Em.Ex <- Sector	0.108	0.115	0.938	0.348	-0.169	0.207	-0.816	0.414
Cynicism <- Sector	0.022	0.110	0.202	0.840	0.008	0.217	0.038	0.970
Life.Sat <- Married	-0.151	0.091	-1.669	0.095	0.236*	0.101	2.338	0.019
Job.Sat <- Married	0.356**	0.109	3.265	0.001	0.182	0.117	1.554	0.120
Em.Ex <- Married	0.069	0.136	0.511	0.609	0.043	0.260	0.167	0.867
Cynicism <- Married	0.124	0.130	0.954	0.340	0.263	0.273	0.962	0.336
Life.Sat <- Gender	0.014	0.070	0.198	0.843	-0.057	0.041	-1.392	0.164
Job.sat <- Gender	0.183*	0.088	2.068	0.039	0.007	0.053	0.137	0.891
Em.Ex <- Gender	0.120	0.112	1.071	0.284	0.128	0.119	1.069	0.285
Cynicism <- Gender	-0.084	0.107	-0.788	0.430	0.052	0.125	0.412	0.680

*** P Label <0.001, ** P Label <0.010, * P Label <0.050

Regarding country differences, despite that the number of working women in Iran has been growing in the last decade, women keep carrying out domestic tasks at home (Beigi et al., 2012). Consequently, married women workers in Iran experience higher family pressures in contrast to Spain due to their mixed (modern and traditional) societal values (Fu & Shaffer, 2001). On the contrary, working time in Spain is longer than in Iran, which is a limiting factor to balancing work and other life roles in Spain and contributes to increased job strain (Pasamar & Valle, 2015). Therefore, although balancing work and life roles is positive for both studied countries, their social and cultural contexts may involve different reasons leading to these different outcomes which should be studied in more detail.

Overall, this study contributes to the emerging WLB research in different ways. First, the study findings strengthen the research on WLB by introducing organizational commitment and considering its impact on work and life outcomes for employees in two different countries. This study highlights the importance of focusing on WLB instead of on work-family conflict since WLB more broadly reflects individual life roles and related decisions that are part of contemporary society (Hall et al., 2013). Second, this is one of the first studies that investigates the outcomes of WLB and organizational commitment in a middle eastern country and compares it with a European country. This is important since we compare two cultural systems that have different values and beliefs about work, family and life in general. Third, this study revealed that WLB alleviates emotional exhaustion and cynicism, but only in Iran. Fourth, this study contributes to the generalizability of work-life concepts, usually developed in western countries, to other regions less explored by management research (Ollier-Malaterre et al., 2013). In conclusion, the current research emphasizes the critical role of WLB and organizational commitment in improving job and life satisfaction and reducing burnout across nations.

5. Third Empirical Study: Work-Family Conflict and Burnout across countries

5.1. Third Empirical Study Introduction

Middle eastern societies are currently changing from traditional to modern lifestyles (Karimi, 2009; Beigi et al., 2012). This social transformation involves changes in both the work and family domains (Karimi, 2009). As the traditional social roles of caregiving women and breadwinning men transition into more modern roles in which women pursue their professional careers and job aspirations, some issues affecting the work-family interface may emerge (Yang et al., 2000). However, only a few studies have focused on how these social changes impact the interface of work and family roles in middle eastern countries (Yang et al., 2000; Karimi, 2006).

It has already been shown that these social and demographic changes are occurring in Iran (Beigi, et al., 2012). According to the Statistical Centre of Iran, the percentage of employed females grew from 9.59% in 2009 to 15.9% in 2016 (Statistical Centre of Iran, 2016) and the literacy rate of 15-24-year-old women in Iran was 97.7% in 2014 (Statistical Centre of Iran, 2014). The main goal of this research is to gain a deeper understanding not only of work-family conflict and burnout among Iranian employees, but also of their potential effects on satisfaction and turnover intentions.

Additionally, a call has been made to extend work and family research across nations (Ollier-Malaterre, 2016; Karimi, 2009), which is an important endeavor because most current research only covers western countries, and the results may not transfer directly to other cultural contexts. Thus, the second goal of this study is to analyze the work context from a cross-national perspective by comparing a middle eastern country (Iran) with a western country (Spain). To accomplish this, this study will explore some factors from the work context (work demands) and their relationships to work-family conflict and burnout in both countries. Finally, this study will analyze and

compare the impact of these factors on employee satisfaction and turnover intentions across countries.

Work and family are the most important parts of many people's lives. However, high demands from the work and family domains may create work-family conflict (Lambert, 1990). Work-Family Conflict (WFC) is described as an incompatible inter-role conflict in which demands from work and family do not fit. The conflict occurs when pressures from work and family domains are incompatible, and this incompatibility prevents participation in different roles (Greenhaus & Beutell, 1985). In particular, conflict between work and family domains arise when one domain affects the other domain (Edwards & Rothbard, 2000). Higher conflict may cause less mind-concentration, exhaustion, job dissatisfaction, and withdrawal behavior (Warokka & Febrilia, 2015). Employee satisfaction is a relevant factor that may lead to positive outcomes for organizations (Dev & Sengupta, 2017). On the personal domain, earlier studies showed a negative influence of conflict on employees' health and well-being (Frone et al., 1992; Greenhaus & Parasuraman, 1986), as well as a negative impact on life satisfaction, marital satisfaction, and mental well-being including health issues (Demerouti, Nachreiner, Bakker, & Schaufeli, 2001, Chandola et al., 2004). WFC has been associated with scarcity theory, which states that personal resources like energy or time are limited and that allocating more resources to one role means allocating fewer resources to another role (Edwards & Rothbard, 2000). Therefore, conflict is more likely to be experienced by those family members who actively participate in work and family roles at the same time (Greenhaus & Powell, 2003).

Work-Family Conflict moves in two directions: Work-to-Family Conflict (WFC) and Family-to-Work Conflict (FWC) (Karimi, 2009). WFC occurs when demands from work interfere with family demands while, in contrast, FWC happens when family demands interfere with work demands (Frone et al., 1997; Greenhaus & Parasuraman, 1999). Some factors such as limited time and energy for performing work and family roles have been associated with work-family conflict, which needs be better understood (Boyar et al., 2008).

Work-family conflict has also been associated with burnout syndrome (Leiter & Durup, 1996; Kossek & Ozeki, 1999). Some studies have revealed that relationships might exist between work-family conflict, burnout and health issues (Demerouti et al., 2001, Major, Klein, & Ehrhart, 2002). Conflicting job demands and high job expectations may lead to burnout. Burnout may occur at any job, although it may increase as a result of work conditions like high job demands, severe client problems and high customer demand (Maslach et al., 2001). Maslach & Jackson's (1981) model of burnout consists of two major dimensions: emotional exhaustion and cynicism. This research interest is to first shed light on the antecedents and consequences of WFC and burnout in a middle eastern country (Iran), and then compare these results with a European country (Spain).

5.2. Hypotheses on the relationships between WFC and Burnout across countries

Work demands are defined as pressures from extreme workloads and time limitations such as rush jobs and deadlines (Yang et al., 2000). Work demands are related to work stressors such as high work pressure, emotional demands, and overtime pressure (Bakker et al., 2004). As a consequence, burnout may increase (Hakanen, Bakker, & Schaufeli, 2006). High work demands use up an individual's intellectual and physical resources, and they may eventually create burnout (Schaufeli & Bakker, 2004). Maslach & colleagues (2001) explained that individuals who experience strong work demands -such as overtime hours or exceedingly demanding clients are consistently prone to feel burnout, especially emotional exhaustion. When individuals work in a high-pressure environment, they may spend extra energy on performing tasks, and exerting that extra energy may consequently lead to exhaustion (Bakker et al., 2004). Accordingly, we predict that work demands are associated with burnout across countries. Therefore, we hypothesize that:

Hypothesis 1: Work demands are positively related to a) emotional exhaustion and b) cynicism across both countries.

Spending more time at work means that individuals have less time for other non-work activities (Frone et al., 1997). A lack of available time for family activities makes it difficult for individuals to meet their family responsibilities (Voydanoff, 2005). Therefore, greater demands from work may limit an individual's time, energy, and attention, thereby creating conflicts between the work and family domains (Michel et al., 2011). Accordingly, some researchers argue that greater work demands may lead to work-family conflict (Carlson & Kacmar, 2000). Long hours of work may lead to fatigue and irritability; thus, higher levels of work demands can be related to work-family conflict (Parasuraman, & Simmers, 2001; Carlson & Kacmar, 2000). Therefore, we hypothesize that:

Hypothesis 2: Work demands are positively related to both dimensions of conflict, labeled a) WFC and b) FWC across both countries.

Burnout diminishes employees' energy, causes negative attitudes toward the company, and makes employees prone to work ineffectively (Singh, Goolsby, & Rhoads, 1994). Some research found that burnout is related to decreased job satisfaction (Maslach, et al., 2001), while other studies note that it leads to stress, emotional exhaustion, and a cynical viewpoint toward work, all of which are associated with less job satisfaction (Halbesleben & Buckley, 2004; Maslach et al., 2001). Job satisfaction has been conceptualized as individuals' feeling toward their profession (Dev & Sengupta, 2017). Burnout may affect individuals negatively and decrease employee confidence. Accordingly, employees have less energy for problem solving and reduce their efforts on the job. As a result, feelings of burnout can be associated negatively with employee satisfaction. Based on these arguments, we hypothesize that:

Hypothesis 3: The two major dimensions of burnout a) emotional exhaustion and b) cynicism are negatively related to job satisfaction across both countries.

Burnout makes employees feel exhausted, disappointed, and broken down, which in turn may lead to serious negative outcomes such as reduced life satisfaction (Hayes & Weathington, 2007). Hayes & Weathington, (2007)

showed that burnout creates personal distress such as emotional exhaustion, sleep disturbance, and marital problems, all of which negatively impact life satisfaction. Some scholars found that the personal lives of individuals suffer some negative consequences of burnout, such as anxiety, depression, and other mental health issues. Hakanen et al. (2006) indicated that emotional exhaustion and cynicism among employees cause negative life outcomes that are associated with reduced health. Therefore, we hypothesize that:

Hypothesis 4: The two major dimensions of burnout a) emotional exhaustion and b) cynicism are negatively related to life satisfaction across both countries.

Several scholars found that burnout is a critical reason behind turnover intentions (Halbesleben & Buckley, 2004; Podsakoff, LePine, & LePine, 2007). In fact, burnout reduces an individual's concern for the organization and increases the possibility of withdrawal behaviors among employees (Bakker et al., 2004; Colligan & Higgins, 2006; Pandey et al., 2019). Initially, when individuals feel burnout, the rate of absenteeism and physical isolation increases and employees avoid contact with their colleagues and customers. Eventually, they may leave their jobs, organizations, or even careers (Bedeian, 2007; Watt & Piotrowski, 2008). Leiter & Maslach (2009) found that cynicism causes psychological withdrawal, which is related to social withdrawal from work. Based on these arguments, we hypothesize that:

Hypothesis 5: The two major dimensions of burnout a) emotional exhaustion and b) cynicism are positively related to turnover intentions across both countries.

As mentioned above, work-family conflict occurs when demands of one domain are not compatible with the demands of the other domain. Thus, this conflict may affect both job and life satisfaction (Burke, 1988; Greenhaus & Beutell, 1985). Burke (1988) considered a sample of police officers and found that a high level of WFC leads to less job satisfaction. Similarly, Bacharach et al. (1991) considered a sample of nurses and engineers, which revealed that work interfering with family is associated with less job satisfaction. Thomas

& Ganster (1995) also showed that work interfering with the family domain is negatively associated with job satisfaction. Increased amounts of WFC and FWC are related to less job satisfaction (Adams, King, & King, 1996; Thompson & Blau, 1993; Pandey et al., 2019). Many researchers have found that WFC and FWC are related to lower job satisfaction (Parasuraman & Greenhaus, 2002). As a consequence, we hypothesize that:

Hypothesis 6: The two dimensions of conflict labeled a) WFC and b) FWC are negatively related to job satisfaction across both countries.

Empirical research has reported that both WFC and FWC negatively influence life-related outcomes (Adams et al., 1996). For instance, Mauno & Kinnunen (1999) found that conflict at work is negatively related to personal life satisfaction. Major, Klein, & Ehrhart (2002) indicated that job conflicts may negatively affect mental health and life satisfaction. Barnett & Gareis (2002) reported that work conflicting with life tasks is associated with poorer satisfaction with life. Other scholars also found a negative relationship between WFC and life satisfaction. For example, Higgins et al. (1992) considered 220 employees in his study and found that work conflicting with family is associated with less life satisfaction. Other studies found that both work-family conflict and family-work conflict are negatively associated with happiness (Lu et al., 2006; Kossek & Ozeki, 1998; Barnett & Gareis, 2002). Based on these arguments, we expect a negative relationship to exist between both forms of conflict and life satisfaction. Thus, we hypothesize that:

Hypothesis 7: The two dimensions of conflict labeled a) WFC and b) FWC are negatively related to life satisfaction across both countries.

Previous studies suggest that when the job domain interferes with the family domain, turnover intentions increase (Frone et al., 1992; Balmforth & Gardner, 2006). This may happen because some employees may feel that leaving their jobs is a solution to resolving their work-family conflicts (Bellavia &Frone, 2005; Boyar, Maertz, Pearson, & Keough, 2003). In this sense, Shaffer et al. (2001) found that both WFC and FWC are associated with

turnover intentions, and Haar (2004) found that high work-family conflict encourages individuals to leave their organization. Thus, we expect positive relationships to exist between the two dimensions of conflict and turnover intentions across countries, and we hypothesize that:

Hypothesis 8: The two dimensions of conflict labeled a) WFC and b) FWC are positively related to turnover intentions across both countries.

Figure 5. Theoretical model tested in the third study
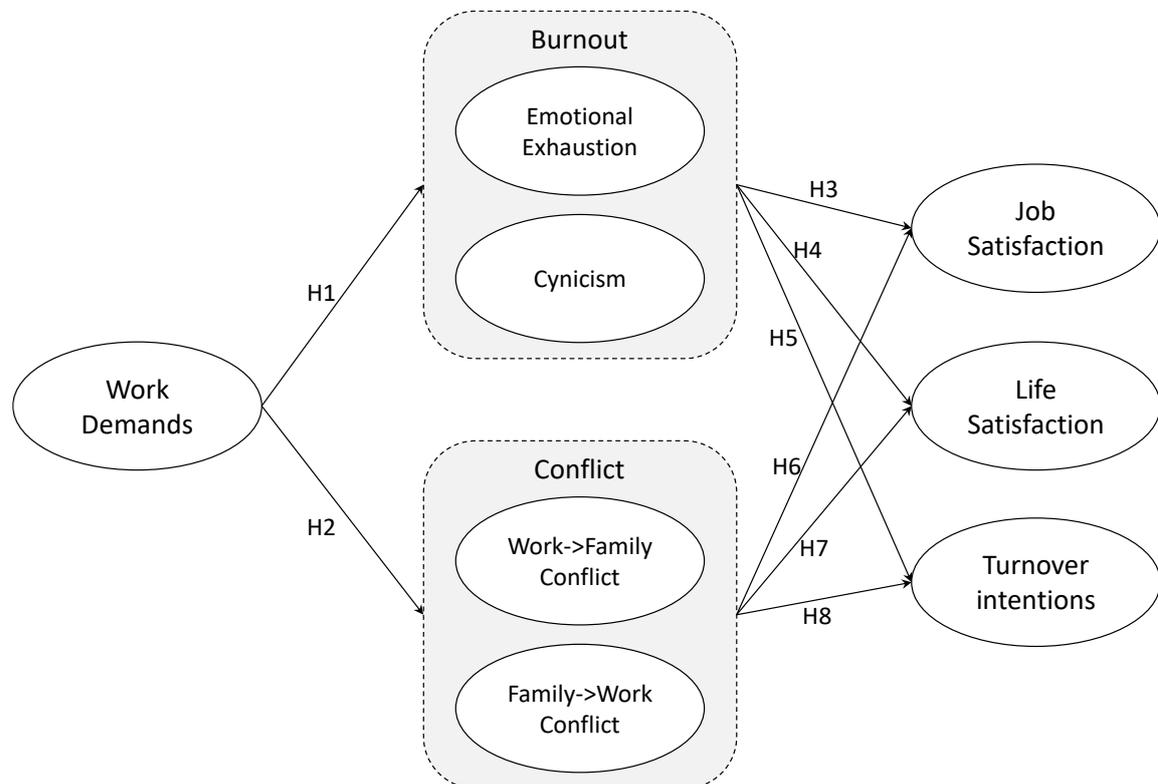
5.3. Third Empirical Study Methods

5.3.1. Samples and Procedures

Data were collected from two countries (Iran and Spain) and included two separate samples. Questionnaires were used for data collection because they are suitable, economical, and are a common method for assessing unobservable variables such as personal views and thoughts (Moorman & Podsakoff, 1992). The questionnaires were sent to 410 individuals who were full-time employees from various companies (210 from Iran and 200 from Spain), and 263 questionnaires were fully answered (136 from Iran and 127 from Spain). In the Iranian sample, the average age was 39.7 years while 25% of the participants were female and 75% were male. In the Spanish sample, the average age was 39.7 while 50% of the participants were female and 50% were male. The questionnaires were translated into the country's language (i.e., Persian and Spanish) and back-translated to English. All questionnaires were paper printed and delivered with a pre-paid envelope. A brief introduction was provided with instructions explaining the overall purpose of the study, the institution details, and the research team who was carrying out the study. The respondents were aware that the surveys were anonymous and that only the aggregate collected data would be analyzed.

5.4. Constructs and Scales of the Third Empirical Study

All questionnaire items ranged from 1 = strongly disagree to 5 = strongly agree. Cronbach's alpha for all items reached acceptable reliability within every sample. The two samples were utilized separately in order to test scale reliability and factor validity. After testing for measurement invariance, the hypotheses were tested independently for each sample using path analysis with AMOS.

5.4.1. Outcome Variables

Job Satisfaction

Job satisfaction was measured using a 3-item measure by Judge, Bono, Erez, & Locke (2005). The scale items are: "Most days I am enthusiastic about my work"; "I feel fairly satisfied with my present job"; and "I find real enjoyment in my work". The Cronbach alpha is 0.76 for Iran and 0.89 for Spain.

Life Satisfaction

Life satisfaction was measured by Diener, Emmons, Larsen, & Griffin (1985), with items being "In most ways my life is close to ideal"; " The conditions of my life are excellent"; and "So far I have gotten the important things I want in life". The Cronbach alpha is 0.79 for Iran and 0.73 for Spain.

Turnover Intentions

Turnover intentions were measured by using 3 items from the scale developed by Kelloway, Gottlieb, & Barham (1999), with items being "I am thinking about leaving my organization "; "I am planning to look for a new job"; and "I intend to ask people about new job opportunities". The Cronbach alpha is 0.83 for Iran and 0.88 for Spain.

5.4.2. Mediating Variables

Burnout

Burnout was measured by 6 items from the Maslach Burnout Inventory (MBI; Maslach, et al., 1996). Three items measured the dimension of exhaustion: "I feel used up at the end of the workday"; "I feel tired when I get up in the morning and have to face another day on the job"; and "Working all day is really a strain for me". Three other items measured the cynicism dimension: "I have become less interested in my work since I started this job"; "I have become less enthusiastic about my work"; and "I doubt the significance of my work". The Cronbach alpha is 0.83 for Iran and 0.90 for Spain.

Work-Family Conflict

WFC was measured using the 3 items of the strain-based scale of work interference with family from Carlson, Kacmar & Williams (2000). These items are: "When I get home from work I am often too frazzled to participate in family responsibilities"; "I am often so emotionally drained when I get home from work that it prevents me from contributing to my family"; and " Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy". The Cronbach alpha is 0.77 for Iran and 0.87 for Spain.

Family-Work Conflict

FWC was measured using the 3 items of the strain-based scale of family interference with work from Carlson, Kacmar & Williams (2000). These items are: "Due to stress at home, I am often preoccupied with family matters at work"; "Because I am often stressed from family responsibilities, I have a hard time concentrating on my work"; and "Tension and anxiety from my family life often weakens my ability to do my job". The Cronbach alpha is 0.72 for Iran and 0.74 for Spain.

5.4.3. Antecedent Variable

Work Demands

Work demands were measured using the 3 items of Yang et al. (2000): "I often feel that I am being run ragged from work"; "I am given too much work to do"; and "I have more work to do than I can do well". The Cronbach alpha is 0.68 for Iran and 0.85 for Spain.

5.5. Results on the Relationships between WFC and Burnout across Countries

5.5.1. Confirmatory Factor Analysis (CFA)

CFA was performed using AMOS v.24 for the Iranian and Spanish database. The measurement model had a good fit to the data, meeting all minimum requirements (Williams et al., 2009): $\chi2=477.187$, DF=221, P-value= .000, CFI=0.84, RMSEA=0.093 for Iran and $\chi2=362.770$, DF=223, P-value=0.000, CFI=0.92, RMSEA=0.071 for Spain. The correlations between latent variables are shown in Tables 8 and 9.

Table 8. Iran Correlation matrix of studied factors

	FWC	Cynicism	WFC	Turnover Intentions	Work Demands	Life satis-faction	Job Satis-faction
Cynicism	0.365**						
WFC	0.353**	0.520***					
Turnover Intentions	0.277*	0.607***	0.265*				
Work Demands	0.267*	0.692***	0.774***	0.451***			
Life Satisfaction	-0.330**	-0.140	-0.167	-0.199	-0.107		
Job satisfaction	-0.423***	-0.741***	-0.523***	-0.736***	-0.702***	0.473***	
Emotional Exhaustion	0.526***	0.660***	0.615***	0.469***	0.835***	-0.159	-0.707***

*** P-val <0.001, ** P-val <0.01, * P-val<0.05

Table 9. Spain correlation matrix of studied factors

	FWC	Cynicism	WFC	Turnover Intentions	Work Demands	Life satis-faction	Job Satis-faction
Cynicism	0.078						
WFC	0.587***	0.103					
Turnover Intentions	0.120	0.243*	0.034				
Work Demands	0.269*	0.284**	0.363***	0.127			
Life Satisfaction	-0.333**	-0.169	-0.314**	-0.190	-0.090		
Job satisfaction	-0.221*	-0.477***	-0.090	-0.499***	-0.226*	0.401***	
Emotional Exhaustion	0.276*	0.917***	0.352**	0.137	0.471***	-0.232*	-0.374**

*** P-val <0.001, ** P-val <0.01, * P-val<0.05

5.5.2. Invariance Test

Measurement invariance was tested to check whether the respondents of the two countries answered the questionnaire equally (Bou & Satorra 2010). The Likelihood Ratio Test measures χ2 difference between the two models (Cheung & Rensvold, 2002). Performing a measurement invariance test is important for a cross-cultural research (Chen, 2008; Fontaine, 2005), since this test investigates whether or not different groups (e.g., Iran and Spain) define the same scale items (Fischer et al., 2009; Milfont, Duckitt, & Wagner, 2010). Initially, we performed a configural test, created two groups (Iran and Spain), and acquired good model fits for the unconstrained and fully constrained models. After that, we applied a chi-square difference test for both samples and found that the groups were not equal. Therefore, we performed two structural analyses separately, one for each sample. Table 10 shows the results for the measurement invariance test.

Table 10. Invariance test, Iran and Spain

Invariance test for SWFS	Chi-square	df	P-Val	Invariant?
Overall Model				
Unconstrained	867.433	460		
Fully constrained	995.689	490		
Number of groups		2		
Difference	128.256	30	0.000	No

5.5.3. SEM Analysis and Results

SEM analyses were performed to examine the influences across country samples. These analyses allow seeing similarities and differences between countries. SEM results are presented in Table 11. Hypotheses were tested using SEM on AMOS v.24. The analyzed model included work demands as predictor; job burnout, WFC, and FWC as mediators; and job satisfaction, life satisfaction, and turnover intentions as outcomes. The structural model had a good fit to the data, meeting all minimum requirements: Chi-square=528.672, DF=233, CFI=0.82, RMSEA=0.097 for Iran and Chi-square = 389.212, DF= 233, CFI=0.91, RMSEA=0.073 for Spain.

Table 11 shows the analysis results. For the Iranian sample, Table 11 shows that work demands are significantly related to emotional exhaustion (path coefficient=1.111, p-value< 0.001) and cynicism (path coefficient=1.003, p-value< 0.001). Work demands are significantly associated with WFC (path coefficient=0.955, p-value< 0.001) and FWC (path coefficient=0.429, p-value< 0.001). Emotional exhaustion and cynicism are significantly related to job satisfaction (path coefficient=-0.314, p-value=0.047 and path coefficient=-0.734, p-value< 0.001, respectively). Cynicism is significantly related to turnover intentions (path coefficient=0.885, p-value< 0.001). And FWC is significantly related to life satisfaction (path coefficient=-0.492, p-value=0.008). Thus, these results confirm hypotheses H1.a, H1.b, H2.a, H2.b, H3.a, H3.b, H5.b, H7.b for Iran.

Table 11. Structural model results for both studied countries

Iran				
	Estimates	**S.E**	**C.R**	**P Label**
H1.aWork.Demand-> Emotional Exhaustion	1.111	0.188	5.902	***
H1.bWork.Demand-> Cynicism	1.003	0.186	5.401	***
H2.a Work.D -> WFC	0.955	0.186	5.130	***
H2.b Work.D -> FWC	0.429	0.124	3.462	***
H3.a Emotional Exhaustion -> Job.Satisfaction	-0.314	0.158	-1.983	0.047
H3.bCynicism-> Job.Satisfaction	-0.734	0.153	-4.792	***
H5.b.Cynicism-> Turnover.Intentions	0.885	0.184	4.806	***
H7.b.FWC-> Life.Satisfactions	-0.492	0.184	-2.671	0.008
Spain				
	Estimates	**S.E**	**C.R**	**P Label**
H1.aWork.Demand-> Emotional Exhaustion	0.274	0.083	3.313	***
H1.bWork.Demand-> Cynicism	0.296	0.087	3.421	***
H2.a Work.D -> WFC	0.219	0.061	3.591	***
H2.b Work.D -> FWC	0.156	0.058	2.694	0.007
H3.b.Cynicism-> Job.Satisfaction	-3.099	1.510	-2.051	0.040
H4.b.Cynicism-> Life.Satisfaction	-1,179	,585	-2,016	,044
H5.b.Cynicism-> Turnover.Intentions	2.690	1.185	2.270	0.023
H6.b.FWC-> Job.Satisfaction	-0.283	0.125	-2.255	0.024
H7.b.FWC-> Life.Satisfaction	-0.217	0.123	-1.763	0.078

Table 11 also shows the results for the Spanish sample. Results show that work demands are significantly related to emotional exhaustion (path coefficient=0.274, $p < 0.001$) and cynicism (path coefficient=0.296, p-value< 0.001). There are significant relationships between work demands and WFC (path coefficient=0.219, p-value<0.001) and FWC (path

coefficient=0.156, p-value=0.007). Regarding the outcomes, cynicism is significantly negatively related to job satisfaction (path coefficient=-3.099, p-value= 0.040) and life satisfaction (path coefficient=-1.179, p-value=0.044) but positively related to turnover intentions (path coefficient= 2.690, p-value= 0.023). Finally, we found a significant relationship between FWC and life satisfaction (path coefficient=-0.217, p-value= 0.078) and job satisfaction (path coefficient=-0.283, p-value= 0.024). Therefore, these results confirm H1.a, H1.b, H2.a, H2.b, H3.b, H4.b, H5.b, H6.b, and H7.b for Spain.

5.6. Discussion on the relationships between WFC and Burnout across countries

This investigation expands on existing work-family conflict research by including antecedents and outcomes that are previously understudied in cross-country analysis. An important contribution of this study is that the relationships between work demands, job satisfaction, life satisfaction and turnover intentions are moderated by burnout, WFC and FWC. The results of this study suggest that higher levels of work demand increase burnout, WFC, and FWC. At the same time, burnout and work-family conflict increase turnover intentions while reduce job and life satisfaction (Boyar et al., 2007; Warokka & Febrilia, 2015). These results help us better understand the interactions between mediators and outcomes, because it confirms that employees who experience burnout and conflict between the work and life domains are less satisfied with their job and life and are more prone to leave the organization in both countries.

The aim of this study was to investigate the antecedents and outcomes of burnout and work-family conflict across two countries. Study results show that in both countries greater work demands were related to increased burnout, WFC, and FWC. These findings align with other studies that have investigated the impact of work demands on burnout, WFC, and FWC in other national contexts (Maslach, et al., 2001; Boyar et al., 2008). The results

reveal that burnout is negatively associated with job satisfaction and life satisfaction in both countries, such that burnout reduces job satisfaction and life satisfaction. In addition, cynicism from burnout is positively related to turnover intentions in both countries, meaning that burnout increases turnover intentions. In addition, these findings show that FWC has a negative impact on life satisfaction, meaning that conflict in the work or family domains causes negative effects in one's personal life (Halbesleben & Buckley, 2004; Greenhaus & Beutell, 1985).

This research contributes to the research on WFC/FWC and burnout in several ways. First, this study reinforces the research on WFC/FWC and burnout by introducing work demands as an antecedent and job satisfaction, life satisfaction and turnover intentions as outcomes. Second, results highlighted the importance of considering burnout, WFC and FWC as mediators. Third, this is one of the first investigations that examines the impact of burnout, WFC and FWC in Iran and compares it with a Western country. In summary, this study helps to better understand the impact of burnout, WFC, and FWC on personal life and job outcomes across nations.

The study findings show that work demands are strongly related to burnout, WFC, and FWC, indicating that when job demands increase, conflicts between life and job responsibilities also arise and create negative reactions, as has been shown previously in the work of Maslach, et al., 2001; Carlson & Kacmar, 2000; Boyar et al., 2008. Indeed, greater work demands not only increase conflicts between one's work and personal life, but they also lead to burnout syndrome, resulting in employees feeling less satisfied. Results have shown that these effects are mostly the same across the two studied countries.

6. General Conclusions of this Thesis

This doctoral research provides significant conceptual clarification about the relationships between work and life in a middle eastern society like Iran, where traditional gender roles are still in place but still lag behind western countries like Spain. The relationship between WLB and its antecedents and outcomes has been investigated in view of Haar & colleagues' (2014) assertion that previous research based on cultural differences between eastern and western cultures is limited and needs more study, particularly in the face of increasing gender equality in the workplace and the effects of globalization on employees around the world. In this thesis, we attempted to answer the questions, "What are the outcomes of WLB in Iran and Spain? Are the outcomes of WLB equal between these two vastly different countries? And are these outcomes influenced by cultural dimensions?" In this context, the effects of antecedents (job autonomy, work demands, and supervisor work-family support) on WLB have been investigated and found to be remarkably similar, with few exceptions. Moreover, the mediating role of WLB with its outcomes (job satisfaction, life satisfaction, turnover intentions, and burnout) has been explored. To the best of our knowledge, investigating the relationship between WLB and burnout in Iranian society is rare and possibly novel. The results conform to those of previous studies, including Haar & colleagues' research (2014).

Three component studies have been included toward this goal. The first study, "A National Study on the Antecedents and Outcomes of Work-Life Balance in Iran", includes analysis of responses from Iranian employees from economically-diverse private and public organizations. The second study, "Outcomes of Work–Life Balance on Job Satisfaction, Life Satisfaction, and Burnout: A Study Across Two Cultures" reflects on the similarities of selected outcomes between two diverse cultures; and the third and final empirical study, "A Cross-national Study on Work-Family Conflict and Burnout", looks at how these previously understudied antecedents might mediate outcomes such as turnover intentions and job and life satisfaction.

As suggested by Beigi et al (2012), the first empirical study expands prior research on WLB in Iran, which has been to date, an understudied country in the WLB field. The role of WLB in recent decades emphasizes the importance of balance between job duties and home responsibilities. This study investigated whether antecedents of job autonomy, work demands, and supervisor work-family support influenced WLB in Iran, and if so, how these effects impacted outcomes of job satisfaction, life satisfaction and turnover intentions in Iranian employees. The results suggest that as with western cultures, Iranian people who experience work-life balance are more satisfied with their life and job roles and have less tendency to leave their organizations.

The second empirical inquiry explored whether WLB and organizational commitment influenced the outcomes of life satisfaction, job satisfaction and job burnout in Iran and Spain, and, if so, whether this impact was similar between the two countries. This study developed WLB and organizational commitment research by introducing their relationships with selected outcomes (life satisfaction, job satisfaction, emotional exhaustion, cynicism) across cultures. The results of this study proved that there is a significant positive relationship between WLB and job and life satisfaction in both countries, however, a significantly negative relationship between WLB and burnout existed only in Iran. This study's results also indicated that the existence of WLB policies, i.e., a show of organizational commitment, would mediate the negative outcomes of burnout features such as emotional exhaustion and cynicism of employees in both countries. Regardless of cultural differences, having WLB policies in the workplace would aid employees to achieve better satisfaction with job and life roles and improve their commitment to their organization, reducing turnover intentions.

And in the third empirical study developed in this thesis we explored the antecedents and outcomes of Work-Family Conflict (WFC), Family-Work Conflict (FWC), and burnout in Iran and Spain. An important contribution of this research is the relationships between work demands, job satisfaction, life satisfaction and turnover intention which is moderated by burnout, WFC and

FWC. It revealed that higher levels of work demand increase burnout, WFC, and FWC. The results suggest that burnout is negatively associated to job and life satisfaction while being positively associated with turnover intentions in both countries. Moreover, this study proved that FWC negatively affects life satisfaction; therefore, conflict in either work or family creates a negative impact on personal life. The main contribution of this inquiry indicates that certain demands from the work raise WFC, FWC, burnout, and turnover intentions and reduce job and life satisfaction, meaning that demands from the job increase conflict between job and personal life duties and lead to cynicism and emotional exhaustion. Few studies have explored this relationship between antecedents and outcomes of WLB in Iran. Therefore, an important contribution of this thesis is in the comparison of results from Iran with results from western countries such as Spain or the U.S.

The life of an individual is not just the time they spend at work but also includes the time dedicated to other life roles. When these two roles conflict, negative outcomes arise, such as decreased satisfaction and increased psychological stress. Work and non-work-related outcomes in WLB need to be explored by organizations in equal measure to promote job and life satisfaction and reduce burnout and turnover intentions in their employees. And despite the move towards gender equality and globalization, cultural nuance can still provide organizations the tools to better equip their employees to achieve WLB.

In making WLB a priority, organizations are better able to create balance for their employees, and the knockdown effect is better physical and mental health along with increased satisfaction in all roles this, in turn, reduces job burnout and increases organizational commitment and better productivity in the workplace. The thesis' results prove that WLB is positively associated to job and life satisfaction and negatively related to turnover intentions and burnout across two cultures. It was also shown in the results that burnout, WFC, and FWC have significant negative relationships with life satisfaction, job satisfaction, and turnover intentions across countries. This thesis concludes that regardless of culture or country, organizations that implement

WLB in the workplace will most likely reap the benefits of a healthier, more productive workforce.

7.   Opportunities for Further Research on WLB

This research has several limitations but these are presented here as opportunities for further investigation within the WLB field. First, gender egalitarianism is a relevant topic which was not fully explored in this research but cited as one of the variables that is changing the nature of the social contract between employers and employees, thus, investigating gender egalitarianism in middle eastern societies might be a future avenue of research and provide some cultural nuance that could aid organizations in creating WLB policies. Dual-income families are increasingly more common and have wider implications in WFC and FWC.

Rapid changes in both workforce and workplace due to globalization are also relevant and create a need for ongoing research as the changing variables effect both antecedents and outcomes of WLB. Globalization has been linked to job insecurity, increased competition, longer work hours alongside lesser wages, and higher productivity expectations (Blair-Loy, & Jacobs, 2003). The effects of globalization go beyond borders and includes both women and men, parents and non-parents, singles and couples, but each country could have its own unique WLB issues.

A third avenue of study could be cultural variables such as Individualism/Collectivism (I/C) which were not examined in this research; further research is needed that focuses on cultural dimensions, particularly as global organizations are increasingly hiring workers from other countries and need to deal with the cultural differences that can arise in this context. Exploring WLB in other countries and cultures helps to understand better the antecedents and outcomes of WLB and discover similarities and differences between cultures.

Work-Family-Enrichment (WFE) was touched upon in this thesis in terms of creating positive pathways of organizational support and is a relevant topic to WLB which might be explored in future studies among more nations.

Some outcomes of WFC and FWC such as depression, anxiety, and marital dissatisfaction were not explored in this paper, and could be relevant to organizations who wish to maintain their employees' organizational commitment and productivity.

There are four other cultural dimensions which influence WLB, WFE, and work-life conflict that were not explored in this research, namely power distance, uncertainty avoidance, humane orientation (Haar et al., 2014) and specificity/diffusion. Creating meaningful comparative research for organizations is challenging and exploring these dimensions could help clarify the process.

Some of the many antecedents of WLB not investigated in this study include job insecurity, employee voice and job involvement and therefore would be a new avenue of research in an Iranian population or in other middle eastern countries.

And finally, this study of contrasting cultures only concentrated on two countries, thus, it would be beneficial to replicate this research in other countries around the world. The results of this investigation should be generalized with caution since only one middle eastern country was explored, thus, conducting new research with more middle eastern societies that are contrasted with western societies would be beneficial and add to the extensive WLB research that until recently has been mostly produced in western countries. It is the opinion of this author that future research on creating organizational WLB policies that are country- or culture-specific would build on these results.

8.   References

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9. Annexes

9.1. Research Questionnaire in Persian

با سپاس از حضور شما در کار تحقیقاتی ما.

لطفا به سولات زیر پاسخ دهید و سوالات را در صفحات بعد دنبال کنید:

سن شما چه قدر است؟ ....جنسیت: زن....مرد....

چه مدت است که شما در شغل کنونی خود مشغول به کار هستید؟ (چند سال)

در طول هفته معمولا چند ساعت کار می کنید؟

بر طبق قرارداد چند ساعت قرار است کار کنید؟

وضعیت تاهل شما چیست؟ متاهل....مجرد....

آیا شما دارای فرزند هستید؟   تعداد؟   سن فرزندان؟

سطح تحصیلا شما چه قدر است؟

سمت شما در شغل کنونی چیست؟

شرکتی که شما برای آن کار می کنید دولتی، خصوصی، و یا مستقل است؟

هرچند وقت یکبار دیر در محل کار حاضر می شوید(دور گزینه دایره بکشید):

هرگز   خیلی کم   گاهی اوقات   زیاد   به طور مداوم

محاسبه کنید تعداد روزهای کاری ای که غیبت داشتید(در طول 3 ماه اخیر) به علت دلایلی به غیر از بیماری ......

تا چه اندازه با این اظهارات موافقید. این اظهارات نماینده عقیده و فلسفه شما درباره سازمانی است که در آن کار می کنید هستند. (اظهارات بیان کننده فلسفه یا عقیده شما درباره سازمانی است که در آن کار می کنید، اگرچه آنها عقیده شخصی شما نیستند اما می توانند نظر و فلسفه شما را بیان کنند.)

به شدت موافق	موافق	نه موافق و نه مخالف	مخالف	به شدت مخالف	پرسش	شماره
					به این فکر می کنم که سازمانی را که در آن کار می کنم ترک کنم.	1
					برنامه دارم که در جستجوی یک کار جدید باشم.	2
					در نظر دارم که از مردم درباره فرصت های کاری جدید بپرسم.	3
					هیچ برنامه ای ندارم که مدت بیشتری در این سازمان به کارم ادامه بدم.	4
					در بیشتر جنبه ها زندگی من به حالت ایده آل نزدیک است.	5
					شرایط زندگی من عالی است.	6
					من در حال حاضر از زندگی خود راضی هستم.	7
					تا به اکنون چیزهایی مهمی که از زندگی می خواستم بدست آورده ام.	8
					اگر دوباره می توانستم زندگی کنم هیچ چیز را تغییر نمی دادم.	9
					اکثر روزها با اشتیاق سر کار حاضر می شوم.	10
					از شغل کنونی خود کاملا احساس رضایت می کنم.	11
					هرروز کاری به نظر تمام نشدنی است.	12
					من لذت واقعی را در کارم پیدا کردم.	13
					من کارم را نسبتا ناخوشایند می دانم.	14
					من از تعادل بین کار و زندگی ام راضی هستم و از هردو نقش لذت می برم(نقش در محیط کار و خانه)	15
					این روز ها به نظر می رسد که از تمام بخش های زندگی ام به طور یکسان لذت می برم.	16
					من به خوبی تعادل بین نیاز های کاری و خانوادگی ام را مدیریت می کنم.	17
					برای من بسیار خوشایند است که بقیه شغل حرفه ایم را در این سازمان بگذرانم.	18
					من واقعا احساس می کنم مشکلات این سازمان، مشکلات خودم هستند.	19
					من حس قوی تعلق به این سازمان ندارم.	20
					من از لحاظ احساسی خودم را متعلق به این سازمان نمی دانم.	21
					من یک حسی شبیه به اینکه این سازمان بخشی از خانواده ام است ندارم.	22
					این سازمان تاحد زیادی معنای شخصی برای من دارد.	23
					من قدرت زیادی برای تصمیم گیری درباره چیزهایی دارم که در مورد شغلم اتفاق می افتد.	24
					من در تصمیمات شغلی ای شرکت می کنم که بر من تاثیر می گذارد.	25
					من می توانم تصمیم بگیرم که چه طور کارم را انجام دهم.	26

گزینه

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						متن سوال	ردیف
						تصمیمات بسیاری را خود به تنهایی اتخاذ می کنم.	27
						من نگران امنیت شغلی خود هستم.	28
						من شخصا در مورد اخراج شدنم نگران هستم.	29
						من خود شخصا نگران آینده شغلی خود در این سازمان هستم.	30
						بیشترین میزان رضایت من از زندگی مربوط به خانواده ام می شود.	31
						مهم ترین مسایلی که در زندگی من اتفاق می افتد مربوط به خانواده ام می شود.	32
						بیشترین میزان رضایت من از زندگی مربوط به شغلم می شود.	33
						مهم ترین مسایلی که در زندگی من اتفاق می افتد مربوط به شغلم می شود.	34
						وقتی که ایده جدیدی به فکرم می رسد که می تواند به کارم سود برساند سعی می کنم آن را اجرا کنم.	35
						از همکارانم می خواهم نصیحتم کنند تا بدانم چه طور کارها را انجام بدم.	36
						گاهی در محیط کار مشکلات را با کارفرمایم مطرح می کنم.	37
						تاکنون چندین بار تلاش کرده ام تا شرایط کار در اینجا را تغییر دهم.	38
						دیدگاهم راجع به فعالیت های کاری و غیرکاری ام:	39
						من اخیرا تعادل خوبی بدست آورده ام بین زمانی که باید در محل کارم باشم و زمانی که برای فعالیت های غیر کاری ام می گذارم.	40
						من به سختی می توانم بین فعالیت های کاری و غیر کاری ام تعادل ایجاد کنم.	41
						احساس می کنم اخیرا تعادل بین فعالیت های کاری و غیر کاری ام در مسیر درستی قرار گرفته است.	42
						به طور کلی بر این عقیده ام که بین فعالیت های کاری و غیر کاری ام تعادل وجود دارد.	43
						بقیه سوال ها مربوط به نقش شما در محیط کار و خانواده است.	
						کارم بیشتر از آنکه تمایل دارم مرا از فعالیت های خانوادگی ام دور می کند.	1
						زمانی که به کارم اختصاص می دهم مرا از شرکت کردن در فعالیتها و وظایف خانودگی ام باز می دارد.	2
						من مجبور هستم از وظایف خانوادگی ام دست بکشم به خاطر زمانی که مجبورم برای فعالیت های کاری ام بگذارم.	3
						زمانی که برای فعالیت های خانوادگی ام می گذارم اغلب تداخل پیدا می کند با فعالیت های کاری ام.	4
						زمانی که من برای خانواده ام می گذارم اغلب باعث می شود که نتوانم زمان برای فعالیت های کاری ام بگذارم که می تواند برای حرفه ام مفید باشد.	5

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						من مجبورم از فعالیت های کاری ام دست بکشم به خاطر زمانی که باید برای فعالیت های خانوادگی ام بگذارم.	**6**
						وقتی از محیط کار به خانه بر میگردم اغلب آن قدر خسته ام که در وظایف خانوادگی ام شرکت نمی کنم.	**7**
						وقتی از محیط کار به خانه بر میگردم اغلب آن قدر خسته ام که نمی توانم در مسئولیت های خانوادگی شرکت کنم و کمک کننده باشم.	**8**
						به علت فشار زیاد در محیط کار، گاهی اوقات وقتی به خانه می آیم به قدری مضطرب هستم که نمی توانم کارهای که از آن لذت می برم انجام دهم.	**9**
						به علت وجود استرس در محیط خانه اغلب در محیط کار هم درگیر مسائل خانودگی هستم.	**10**
						به این خاطر که به علت مسئولیت های خانوادگی ام استرس دارم معمولا زمان زیادی در محیط کارم طول می کشد تا بتوانم تمرکز کنم.	**11**
						اضطراب و تنش ناشی از زندگی خانوادگی ام اغلب تواناییم را در محیط کارم تضعیف می کند.	**12**
						مشغولیتم در محیط کار	
						به من کمک می کند تا دیدگاه های متفاوت را درک کنم و این مسئله به من کمک می کند تا عضو بهتری در خانواده باشم.	**13**
						به من کمک می کند تا دانش بیشتری بدست بیاورم و این مسئله به من کمک می کند تا عضو بهتری در خانواده باشم.	**14**
						به من کمک می کند تا مهارت هایی بدست آورم و عضو بهتری در خانواده باشم.	**15**
						مرا در شرایط روحی خوبی قرار می دهد و این مسئله به من کمک می کند تا عضو بهتری در خانواده باشم.	**16**
						به من احساس شادی می دهد و این مسئله کمک می کند تا عضو بهتری در خانواده باشم.	**17**
						به من حس بشاش بودن می دهد و این مسئله کمک می کند تا من عضو بهتری در خانواده باشم.	**18**
						به من کمک می کند تا احساس رضایتمندی کنم و این به کمک می کند تا عضو بهتری در خانواده باشم.	**19**
						به من حس کمال می دهد و این مسئله کمک می کند تا عضو بهتری در خانواده باشم.	**20**
						به من احساس موفقیت می دهد و این مسئله کمک می کند تا عضو بهتری در خانواده باشم.	**21**
						مشغولیت من در محیط خانوادگی ام	
						به من کمک می کند تا دانش بدست بیاورم و این به من کمک می کند تا کارمند بهتری باشم.	**22**
						به من کمک می کند تا مهارت هایی بدست آورم و کارمند بهتری باشم.	**23**
						به من کمک می کند تا دانشم را درباره موضوعات جدید افزایش دهم و این به من کمک می کند تا کارمند بهتری باشم.	**24**

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						مرا در شرایط روحی خوبی قرار می دهد و این کمک می کند تا من کارمند بهتری باشم.	25
						به من حس شادی می دهد و این کمک می کند تا من کارمند بهتری باشم.	26
						به من حس بشاش بودن می دهد و این کمک می کند تا من کارمند بهتری باشم.	27
						مانع از این می شود که من زمانم را در محیط کار هدربدهم و این کمک می کند تا کارمند بهتری باشم.	28
						مرا سوق می دهد به این سمت که در زمان کار بر آن تمرکز کنم و بتوانم کارمند بهتری باشم.	29
						سبب می شود تا من بهتر بتوانم بر روی کارم تمرکز کنم و کارمند بهتری باشم.	30
						در مورد سرپرستم	
						او به عنوان یک شخص به من توجه دارد.	31
						زمانی که من مشکل شخصی یا خانوادگی دارم، نقش او کمک کننده است.	32
						او احساس می کند همه ما به عنوان یک انسان مهم هستیم.	33
						نقش او کمک کننده است زمانی که من یک مسئله معمول شخصی یا خانوادگی دارم.	34
						او توجه می کند که کارمندان چگونه فک٧ می کنند یا احساس می کنند درباره مسائل.	35
						زمانی که من مشکل شخصی یا خانوادگی دارم، او متوجه می شود.	36
						خانواده ام	
						به من کمک می کنند زمانی که شرایط اضطراری شخصی یا خانوادگی دارم.	37
						نقش کمک کننده دارند زمانی که اضافه کار دارم.	38
						به طور مرتب به من کمک می کنند تا بتوانم بین زندگی شخصی و کارم تعادل ایجاد کنم.	39
						می توان به آنها تکیه کرد برای حل مشکلات زندگی زمانی که نیاز است.	40
						در زمینه کارم	
						اغلب احساس می کنم که از شدت کار بسیار خسته ام.	41
						اغلب به من حجم زیادی کار داده می شود.	42
						کارهایی که باید انجام دهم بیشتری از حدی است که بتوانم آنها را خوب انجام دهم.	43
						خانواده من	
						وظایف خانوادگی سبب می شود که من احساس خستگی کنم.	44
						برای من بسیار دشوار تا بتوانم همه آنچه را که به عنوان یک عضو خانواده انجام دهم، به انجام برسانم.	45
						حجم کاری که باید در خانه انجام دهم بیشتری از حدی است که بتوانم آن را به درستی انجام دهم.	46
						رابطه ام با شریک زندگی ام	

						از ویژگی های شخصیتی و عادت های شخصی شریک زندگی ام احساس رضایت می کنم.	47
						از ارتباطمان احساس شادی می کنم و احساس می کنم شریک زندگی ام مرا به خوبی درک می کند.	48
						بسیار احساس رضایت می کنم درباره طریقی که ما تصمیم گیری می کنیم و مشکلات را حل می کنیم.	49
						بسیار احساس رضایت می کنم درباره طریقی که ما مدیریت می کنیم زمانی را که می خواهیم با هم بگذرانیم.	50
						تا چه انرازه با اظهارات زیر موافق هستید:	
						کار باید اولویت اول شخص در زندگی باشد.	1
						ساعات طولانی کار در شرکت راه رسیدن به پیشرفت است.	2
						بهتر است مسائل کاری از خانوادگی جدا نگه داشته شود.	3
						صحبت کردن درباره زندگی خارج از محیط کار یک تابو است.	4
						ابراز مشغولیت و علاقه به مسائل غیر کاری به عنوان یک رفتار سالم در نظر گرفته می شود.	5
						کارمندانی که به شدت درگیر مسائل خانوادگی هستند نمی توانند خیلی در مسائل کاری شرکت کنند.	6
						شرکت کردن در نیاز های شخصی مانند مرخصی گرفتن برای فرزند بیمار مورد مخالفت قرار می گیرد.	7
						کارمندان باید مسائل شخصی خود را در خانه بگذارند.	8
						یکی از راه های پیشرفت در این شرکت این است که مسائل غیر کاری خارج از محیط کار نگه داشته شوند.	9
						افرادی که برای مسائل شخصی مرخصی می گیرند، افراد مسئولی شناخته نمی شمند.	10
						فرض بر این است که کارمندان سازنده کسانی هستند که مسائل کاری را قبل از مسائل شخصی زندگی قرار می دهند.	11
						به کارمندان فرصت کافی داده می شود تا هم مسئولست های شغلی و هم مسئولیت های خانوادگی را بدرستی انجام دهند.	12
						انعطاف نشان دادن به کارمندان برای تکمیل کارشان به عنوان یکی از استراتژی های تجارت در نظر گرفته می شود.	13
						کارمند اید آل کسی است که 24 ساعت شبانه روز در دسترس باشد.	14
						لطفا بیان کنید تا چه اندازه موارد زیر را تجربه کرده اید.	
						احساس خستگی شدید می کنم از کارم.	1
						در پایان روز کاری حس می کنم از تمام توانم استفاده شده است.	2
						صبح ها وقتی از خواب بلند می شوم احساس خستگی می کنم و باید با یک روز کاری دیگر مواجه شوم.	3
						کار کردن در تمام روز حقیقتا به من فشار وارد می کند.	4

						به شدت احساس خستگی می کنم از کارم.	**5**
						میزان علاقه ام به کار کم شده است از زمانی که این کار را شروع کرده ام .	**6**
						میزان اشتباقم به کار کم شده است.	**7**
						در مورد ارتباط کارم با مسائل مختلف دچار بدبینی شده ام.	**8**
						درباره اهمیت کارم دچار شک شده ام.	**9**
						من فقط می خواهم کارم را انجام دهم و نمی خواهم اذیت شوم.	**10**
						لطفا بیان کنید تا چه اندازه موارد زیر را در روزهای اخیر احساس کرده اید؟	
						توبه کردن	**1**
						گناهکار یا مقصر بودن	**2**
						سزاوار سرزنش	**3**
						اشتیاق	**4**
						علاقه مندی	**5**
						مصمم	**6**
						هیجان زده	**7**
						الهام گرفته	**8**
						ناراحت	**9**
						تحریک پذیر	**10**
						ترسیده	**11**
						خجالت زده	**12**
						وحشت زده و عصبی	**13**
						راحت	**14**
						آرامش	**15**
						آسودگی	**16**
						دلواپس	**17**
						نگران	**18**
						عصبی	**19**
						مشتاق	**20**
						خوش بین	**21**
						خوشحال	**22**
						افسردگی	**23**
						غمگین بودن	**24**
						بدبختی	**25**
						لطفا بیان کنید هر چند وقت یکبار این نوع رفتارها را انجام می دهید.	
						کمک به شخصی که غایب بوده است.	
						با میل و علاقه وقتتان را برای کسانی می گذارید که مشکلاتی در ارتباط با کار دارند.	
						برنامه کاری خود را طوری تنظیم می کنید که تا سازگار با ساعات مرخصی دیگر کارمندان باشد.	

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							به سختی تلاش می کنید تا افراد جدید در گروه احساس راحتی کنند.
							با حسن نیت و توجه با همکارتان برخورد می کنید حتی در روزهای کاری پرمشغله و یا شرایط سخت مربوط به مسائل شخصی.
							از زمان خود می گذرید برای کمک به دیگران چه مشکلشان شخصی باشد چه نباشد.
							به دیگران در انجام وظایفشان یاری می رسانید.
							اموال شخصی خود را به اشتراک می گذارید برای کمک به دیگران.
							در فعالیت هایی شرکت می کنید که ضروری نیست اما به اهداف سازمان کمک می کند.
							با تحولات سازمان همراه می شوید.
							از سازمان دفاع می کنید وقتی که دیگر کارمندان از آن انتقاد می کنند.
							زمانی که در حضور دیگران سازمان خود را نشان می دهید به آن افتخار می کنید.
							برای بهبود عملکرد سازمان ایده ارئه می دهید.
							به سازمان اظهار وفاداری می کنید.
							برای حفاظت در برابر مشکلات بالقوه سازمان اقدام می کنید.
							درباره اهداف سازمان توجه نشان می دهید.

9.2. Research Questionnaire in Spanish

Edad: _____

Sexo: Hombre_____   Mujer_____

Trabaja por cuenta: Ajena_____ Propia_____

¿Cuánto tiempo lleva en su puesto actual? _____(en años)

¿Cuántas horas trabaja semanalmente? _____ (hrs/semana)

¿Cuántas horas de trabajo semanal establece su contrato? _____ (hrs/semana)

¿Vive en pareja? No_____ Sí _____

En caso afirmativo, ¿Su pareja trabaja en la actualidad?: Sí_____ No_____

¿Tiene hijos? No _____ Sí _____

En caso afirmativo, ¿Cuántos? _____   Edad/es:_____

Nivel de estudios completados: _____

Profesión: _____

Sector en el que trabaja (marque uno):

Sector privado_____ Sector público____ Organización No lucrativa____

1. ¿Con qué frecuencia llega tarde del trabajo?	Nunca	Ocasionalmente	De vez en cuando	A menudo	Siempre

2. Indique orientativamente el número de días que ha faltado al trabajo por motivos distintos a enfermedad en los últimos tres meses: _____

Por favor marque el número que mejor represente su opinión. Indique el grado de acuerdo o desacuerdo con las siguientes afirmaciones:

Totalmente de acuerdo					
De acuerdo					
Neutro					
Desacuerdo					
Totalmente en desacuerdo					
1. Estoy pensando en dejar la organización donde trabajo.	1	2	3	4	5
2. Estoy planteándome buscar un nuevo trabajo.	1	2	3	4	5
3. Tengo intenciones de informarme sobre nuevas oportunidades de trabajo.	1	2	3	4	5
4. No pienso seguir en mi organización mucho más tiempo.	1	2	3	4	5
5. En muchos aspectos, mi vida es ideal.	1	2	3	4	5
6. Mi vida es excelente.	1	2	3	4	5
7. Estoy satisfecho/a con mi vida.	1	2	3	4	5
8. Hasta ahora, he tenido las cosas importantes que he querido en la vida.	1	2	3	4	5
9. Si pudiera vivir de nuevo, no desearía cambiar nada de mi vida.	1	2	3	4	5
10. La mayoría de días estoy ilusionado/a con mi trabajo.	1	2	3	4	5
11. Me siento bastante satisfecho/a con mi trabajo actual.	1	2	3	4	5

12. En el trabajo, los días parecen no acabar nunca.	1	2	3	4	5
13. Disfruto verdaderamente con mi trabajo actual.	1	2	3	4	5
14. Considero que mi trabajo es bastante desagradable.	1	2	3	4	5
15. Me siento satisfecho/a con mi equilibrio entre la vida profesional-personal, disfrutando con ambos roles.	1	2	3	4	5
16. Últimamente parece que disfruto de cada momento de mi vida.	1	2	3	4	5
17. Consigo equilibrar bien las demandas de mi vida profesional y familiar.	1	2	3	4	5
18. Sería muy feliz si pudiera pasar el resto de mi carrera profesional en esta organización.	1	2	3	4	5
19. Realmente siento como míos los problemas de esta organización.	1	2	3	4	5
20. No tengo una verdadera sensación de pertenencia en mi organización.	1	2	3	4	5
21.No me siento emocionalmente vinculado/a a mi organización.	1	2	3	4	5
22. No siento mi organización como parte de mi familia.	1	2	3	4	5

23. Esta organización tiene un gran significado para mí.	1	2	3	4	5
24. Tengo mucho poder de decisión sobre lo que sucede en mi trabajo.	1	2	3	4	5
25. Tomo parte en decisiones que afectan a mi puesto de trabajo.	1	2	3	4	5
26. Puedo decidir cómo hacer mi trabajo.	1	2	3	4	5
27. Tomo muchas decisiones por mi cuenta.	1	2	3	4	5
28. Estoy particularmente preocupado/a por la seguridad de mi puesto de trabajo.	1	2	3	4	5
29. Personalmente, estoy preocupado/a por poder ser despedido/a.	1	2	3	4	5
30. Estoy preocupado/a por mi futuro en mi organización.	1	2	3	4	5
31. Las mayores satisfacciones en mi vida proceden de mi familia.	1	2	3	4	5
32. Lo más importante que me sucede en la vida está relacionado con mi familia.	1	2	3	4	5
33. Las mayores satisfacciones en mi vida proceden de mi trabajo.	1	2	3	4	5
34. Lo más importante que me sucede en la vida está relacionado con mi trabajo.	1	2	3	4	5
35. Cuando tengo una idea que puede mejorar mi puesto de trabajo, hago un esfuerzo para implantarla.	1	2	3	4	5
36. Si tuviera que pedir consejo sobre cualquier asunto lo pediría a mis compañeros de trabajo.	1	2	3	4	5
37. A veces hablo sobre los problemas del trabajo con mi jefe.	1	2	3	4	5

38. He hecho varios intentos para cambiar mis condiciones de trabajo.	1	2	3	4	5

Las siguientes preguntas están relacionadas con sus roles en el trabajo y en la familia

1. Mi trabajo me aleja de las actividades familiares más de lo que me gustaría.	1	2	3	4	5
2. El tiempo que debo dedicar a mi trabajo me impide participar por igual en las tareas domésticas.	1	2	3	4	5
3. Debo abandonar las tareas familiares por la cantidad de tiempo que debo dedicar a las responsabilidades laborales.	1	2	3	4	5
4. El tiempo que debo dedicar a las responsabilidades familiares a menudo interfieren con las responsabilidades laborales.	1	2	3	4	5
5. El tiempo que paso con mi familia me impide dedicarme a actividades laborales que serían útiles en mi carrera profesional.	1	2	3	4	5
6. Falto a actividades laborales debido a la cantidad de tiempo que dedico a las responsabilidades familiares.	1	2	3	4	5

7. Cuando vuelvo a casa del trabajo suelo estar tan cansado/a que no puedo participar en las tareas familiares.	1	2	3	4	5
8. Al volver del trabajo suelo estar tan agotado/a emocionalmente que no puedo contribuir en las tareas familiares.	1	2	3	4	5
9. Debido a las presiones del trabajo, cuando llego a casa estoy demasiado estresado/a para hacer cosas que me gustan.	1	2	3	4	5
10. Suelo estar preocupado/a en el trabajo pensando en los problemas familiares.	1	2	3	4	5
11. Puesto que suelo estar estresado/a con las responsabilidades familiares, tengo dificultades para concentrarme en el trabajo.	1	2	3	4	5
12. La tensión y la ansiedad de mi vida familiar suelen debilitar mis capacidades para realizar mi trabajo.	1	2	3	4	5
Mi implicación en el trabajo…					
13. Me ayuda a comprender diferentes puntos de vista y me permite ser mejor como miembro de la familia.	1	2	3	4	5
14. Me ayuda a adquirir nuevos conocimientos y esto hace que sea un mejor miembro en la familia	1	2	3	4	5
15. Me permite adquirir habilidades que me hacen ser mejor en la familia.	1	2	3	4	5
16. Me pone de buen humor y esto me permite ser mejor miembro de la familia.	1	2	3	4	5

17. Me hace sentir bien y me ayuda a ser mejor miembro de la familia.	1	2	3	4	5
18. Me hace feliz y esto me ayuda a ser mejor miembro de la familia.	1	2	3	4	5
19. Hace que me sienta realizado y me ayuda a ser mejor miembro de la familia.	1	2	3	4	5
20. Me ofrece un sentimiento de responsabilidad y me ayuda a ser mejor en la familia.	1	2	3	4	5
21. Me aporta un sentimiento de éxito que me ayuda a ser mejor en la familia.	1	2	3	4	5
Mi implicación en la familia...					
22. Me permite adquirir nuevos conocimientos y esto me ayuda a ser mejor trabajador/a.	1	2	3	4	5
23. Me permite adquirir habilidades que me ayudan a ser mejor trabajador/a.	1	2	3	4	5
24. Me permite expandir mi conocimiento en nuevos temas que son útiles en mi trabajo.	1	2	3	4	5
25. Me pone de buen humor, lo que me hace ser mejor trabajador/a.	1	2	3	4	5
26. Me hace sentir bien y esto me ayuda a ser mejor trabajador/a.	1	2	3	4	5
27. Me hace feliz y esto me ayuda a ser mejor trabajador/a.	1	2	3	4	5
28. Hace que no malgaste el tiempo de trabajo y esto me ayuda a ser mejor trabajador/a.	1	2	3	4	5
29. Me anima a aprovechar más el tiempo de trabajo y me ayuda a ser mejor trabajador/a.	1	2	3	4	5

30. Hace que esté más centrado en el trabajo y esto me hace mejor trabajador/a.	1	2	3	4	5

9.2.1.1.   Mi jefe/a…

31. Está interesado/a por mí como persona	1	2	3	4	5
32. Es atento/a cuando tengo una urgencia personal o profesional.	1	2	3	4	5
33. Siente que somos importantes como individuos.	1	2	3	4	5
34. Es servicial cuanto tengo que atender asuntos personales o familiares.	1	2	3	4	5
35. Manifiesta su preocupación sobre cómo se sienten o piensan los empleados.	1	2	3	4	5
36. Es comprensivo/a cuando tengo un problema personal o familiar que interfiere con mi trabajo.	1	2	3	4	5
Mi familia…					
37. Me ayuda cuando hay una urgencia personal o familiar.	1	2	3	4	5
38. Me ayuda cuando tengo que hacer trabajo extra.	1	2	3	4	5
39. Me permite equilibrar mis responsabilidades personales y profesionales de forma regular.	1	2	3	4	5
40. Puedo confiar en ella para ayudarme en cualquier asunto cuando sea necesario	1	2	3	4	5
Sobre mi trabajo:					
41. A menudo me siento agotado/a por el trabajo.	1	2	3	4	5
42. Me dan demasiado trabajo.	1	2	3	4	5
43. Tengo más trabajo del que puedo hacer correctamente.	1	2	3	4	5
Sobre mi familia:					

44. Mis tareas familiares/domésticas me dejan agotado.	1	2	3	4	5
45. Es difícil hacer todo lo que debería hacer como parte de la familia.	1	2	3	4	5
46. Tengo más trabajo en casa/familia del que puedo hacer correctamente.	1	2	3	4	5
Sobre mi pareja… (en caso de no tener dejarlo en blanco)					
47. Estoy satisfecho/a con su carácter y sus hábitos	1	2	3	4	5
48. Estoy contento/a de nuestra comunicación y siento que me comprende	1	2	3	4	5
49. Estoy muy contento/a sobre cómo tomamos decisiones y resolvemos los conflictos.	1	2	3	4	5
50. Estoy muy contento con la forma de organizar el tiempo que pasamos juntos.	1	2	3	4	5

En qué medida piensa que las siguientes afirmaciones representan la filosofía de su organización (no se trata de sus creencias personales, sino de lo que opine sobre su organización):

Totalmente de acuerdo					
De acuerdo					
Neutro					
En desacuerdo					
Totalmente en desacuerdo					
1. El trabajo debería ser lo prioritario en la vida.	1	2	3	4	5
2. La forma de promocionar es estando muchas horas en el trabajo.	1	2	3	4	5

3. Lo mejor es mantener los temas familiares separados del trabajo.	1	2	3	4	5
4. Se considera tabú hablar de temas ajenos al trabajo.	1	2	3	4	5
5. Expresar interés en temas ajenos al trabajo se considera saludable.	1	2	3	4	5
6. Los empleados/as que están muy comprometidos/as en su vida personal no se comprometen con su trabajo.	1	2	3	4	5
7. Atender necesidades personales, como atender a los hijos si están enfermos, está mal visto.	1	2	3	4	5
8. Los problemas deben quedarse en casa.	1	2	3	4	5
9. La forma de promocionar en esta empresa es mantener tu vida privada fuera del trabajo.	1	2	3	4	5
10. Los/as que se toman tiempo libre para atender cuestiones personales no están comprometidos/as con su trabajo.	1	2	3	4	5
11. Los/as empleados/as más productivos/as son los/as que anteponen el trabajo a la familia.	1	2	3	4	5
12. Se dan grandes oportunidades para atender a las responsabilidades profesionales y personales.	1	2	3	4	5
13. Ofrecer flexibilidad para realizar el trabajo se considera una forma estratégica de dirigir la empresa.	1	2	3	4	5
14. El/La empleado/a ideal es el/la que está disponible 24 horas al día.	1	2	3	4	5

En qué medida experimenta lo siguiente:

Siempre					
Pocas veces a la semana					
Pocas veces al mes					
Pocas veces al año					
Nunca					
1. Me siento emocionalmente agotado/a por mi trabajo.	1	2	3	4	5
2. Me siento explotado/a al final de la jornada de trabajo.	1	2	3	4	5
3. Me siento cansado/a cuando me levanto por la mañana y debo ir a trabajar.	1	2	3	4	5
4. Trabajar todo el día me genera mucha tensión.	1	2	3	4	5
5. Estoy quemado por el trabajo.	1	2	3	4	5
6. Desde que empecé en este puesto perdí el interés por mi trabajo.	1	2	3	4	5
7. Me he vuelto menos entusiasta por mi trabajo.	1	2	3	4	5
8. Me he vuelto más cínico/a acerca de si mi trabajo sirve para algo.	1	2	3	4	5
9. Tengo dudas sobre la importancia de mi trabajo.	1	2	3	4	5
10. Sólo quiero hacer mi trabajo sin que me molesten.	1	2	3	4	5
¿Con qué frecuencia tiene estos comportamientos?					
1. Ayudo a los que han estado ausentes.	1	2	3	4	5
2. Me ofrezco para ayudar a los que tienen problemas en el trabajo.	1	2	3	4	5

3. Adapto mi horario de trabajo a las peticiones de otros empleados/as que han pedido tiempo libre.	1	2	3	4	5
4. Me esfuerzo para hacer que los/as nuevos/as empleados/as se sientan acogidos/as en el grupo de trabajo.	1	2	3	4	5
5. Muestro interés hacia los/as compañeros/as, incluso en los momentos más difíciles (tanto en el trabajo como en situaciones personales).	1	2	3	4	5
6. Reservo tiempo para ayudar a los que tienen problemas en, o fuera del trabajo.	1	2	3	4	5
7. Ayudo a otros en sus obligaciones.	1	2	3	4	5
8. Comparto mi material y experiencia con otros para ayudarles en su trabajo.	1	2	3	4	5
9. Atiendo a tareas que no me corresponden, pero que ayudan a mejorar la imagen de la organización.	1	2	3	4	5
10. Estoy al día sobre los asuntos de la organización.	1	2	3	4	5
11. Defiendo la organización cuando otros/as empleados/as la critican	1	2	3	4	5
12. Me muestro orgulloso/a cuando represento a la organización en público.	1	2	3	4	5
13. Aporto ideas para mejorar el funcionamiento de la organización.	1	2	3	4	5
14. Manifiesto lealtad a la organización.	1	2	3	4	5
14. Tomo medidas para prevenir a la organización de problemas potenciales.	1	2	3	4	5
15. Demuestro interés por preservar la imagen de la organización.	1	2	3	4	5

Más abajo hay un conjunto de sensaciones y emociones. Por favor, lea cada palabra e indique en qué medida se ha sentido de este modo en las <u>últimas semanas</u>.

Mucho					
Bastante					
Relativamente					
Poco					
Nada					
1. Arrepentido/a	1	2	3	4	5
2. Culpable	1	2	3	4	5
3. Censurado/a	1	2	3	4	5
4. Entusiasmado/a	1	2	3	4	5
5. Curioso/a	1	2	3	4	5
6. Decidido/a	1	2	3	4	5
7. Emocionado/a	1	2	3	4	5
8. Inspirado/a	1	2	3	4	5
9. Disgustado/a	1	2	3	4	5
10. Irritable	1	2	3	4	5
11. Asustado/a	1	2	3	4	5
12. Avergonzado/a	1	2	3	4	5
13. Nervioso/a	1	2	3	4	5
14. Cómodo/a	1	2	3	4	5
15. Relajado/a	1	2	3	4	5
16. Tranquilo/a	1	2	3	4	5
17. Inquieto/a	1	2	3	4	5
18. Preocupado/a	1	2	3	4	5
19. Tenso/a	1	2	3	4	5
20. Ilusionado/a	1	2	3	4	5
21. Optimista	1	2	3	4	5
22. Alegre	1	2	3	4	5

23.Deprimido/a	1	2	3	4	5
24.Triste	1	2	3	4	5
25.Afligido/a	1	2	3	4	5