

WORK-LIFE -BALANCE IN QATAR: IMPLEMENTING TOWS ANALYSIS AS A VARIANT OF THE CLASSIC STRATEGIC TOOL, SWOT

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Abstract

Purpose

The overall goal of this paper is to explore via Gap and TOWS analysis if organizations are offering innovative benefits from the perspective of married employees that make being a working dad or mom easier in Qatar.

Design/methodology/approach

A large convenient sample of 824 working Qataris were surveyed, using a 15-item instrument based on previous research. The researchers used factor analysis to ascertain construct validity, based on two suitability tests: First, the Kaisers-Meyer-Olkin (KMO) measure of sampling adequacy generated a score of 0.807, well above the recommended level of 0.50. Second, the Bartlett test of sphericity result was significant (Chi Square = 2079.671, P= 0.00), indicating that there are adequate inter-correlations between the items which allow the use of factor analysis.

Findings

Findings of the gap analysis validate the trust – building model between leaders and followers from the employee’s perspective. The responses identified in this study enhance the trust in leaders who behave ethically, treat employees fairly, and promote work-life balance. This is an indication that Qatar’s National Vision 2030 introduced by Qatar government is transforming organizations’ values and attitudes in Qatar so that they perform beyond expectations. Additionally, findings of TWOS analysis identified four employer benefits items that are considered opportunities and eight employer benefits items that are identified as threats for the organizations in Qatar as a whole. Also, findings of path analysis confirm that the impact of “gap in perceived supervisor support” on “gap in perceived development of a caring organization” is strengthened via the intervening of “gap in perceived child-friendly working hours” and “gap in perceived parental leave”.

Originality

Qatar’s National Vision 2030 has set new future trends that demand changes in organizational culture and the empirical findings of this article should help decision and policy makers in Qatar to determine where change is possible and to focus on priorities as well as possibilities.

Keywords: Employee benefits, Factor analysis, SWOT analysis, TWOS analysis, Gap analysis, Factor analysis and Path analysis.

Introduction

One of the major issues that arises when discussing work – life balance is the caring of children and elderly people. Children and other dependents require an unlimited time and effort and may cause married people in general and married women in particular to leave jobs for childbearing and childrearing (taking care of children until they grow enough to take care of themselves). Most recently, there has been a growing interest in Qatar to create a supportive caring organization. Subsequently, the work–family agenda has been spread to encompass breastfeeding friendly workplace, child-friendly working hours, maternity, paternity and parental leave and other ways of helping parent in their child and elder care. Lero reports that “Much less is known about leave taking among fathers. What is known is that fathers may take several days off, but often as vacation days, rather than as parental leave.”(Lero, 2007; p.4). The overall aim of this paper is to show the possibilities of using the strategic TOWS analysis in enhancing the Work-Life -Balance policy and practice (WLB) in Qatar and to provide a strategic comprehensive view of the company's potential threats and opportunities with respect to WLB. As a consequence, there has been a call to implement the importance-performance analysis (IPA) as an analytical technique that could be used by management to investigate the gap in married employees' perception of workplace. The IPA is a two-dimensional grid based on perceived importance and perceived performance of attributes. Depending on the interplay of these two dimensions, expectancy gap and SWOT analysis can be derived. Recent research reveals that new development in strategic management, calls for using TWOS analysis instead of SWOT analysis. The TOWS analysis involves the same process of listing strengths, weaknesses, opportunities and threats as we do in a SWOT analysis, but with a TOWS analysis, threats and opportunities are examined first and weaknesses and strengths are examined last. Moreover, TOWS matrix is the acronym of the words: Threats, Opportunities, Weaknesses and Strengths and the unit in the TOWS analysis is not the company, but the whole industry. Michael D. Watkins in his article at the Harvard Business review states “this is not about whether to employ the tool: It’s about how to employ it. In particular, it’s about the order in which you should take teams through the four elements of the analysis. I’ve come to believe that the right sequence is threats and opportunities first and then strengths and weaknesses, and not the reverse; it should be done as TOWS and not as SWOT (Watkins, 2007). According to Michael Watkins of the Harvard Business Review, focusing on the external factors (threats and opportunities) at first should lead to a more valuable and creative conclusion that clarify what’s happening in the external settings. What the researcher is planning to do in the current research is exactly what Watkins himself advises us to do that we start in the reverse order looking threats and opportunities first. Consequently, the traditional IPA is empirically reconsidered in investigating the married employees' perception of creating a mom- friendly supportive workplace in Qatar. This paper shows two different IPA techniques of evaluating what should be improved to create a mom- friendly supportive workplace. First, it addresses the expectancy gap analysis. Then, the traditional IPA, that was first introduced by Martilla & James at the end of seventies of the twentieth century (1977). The present study focuses on married employees’ perception to identify attributes’ relevance. They are asked to rate attributes’ importance, ranging from “not important at all” to “very important” on a Likert scale and to rate the same attributes’ performance, typically ranging from “does not meet expectation at all” to “more than expectation” on a Likert scale. Performance represents married employee’s perception of the attribute delivered by the organization, while the importance refers to the assessment of the importance of those attributes by married employees.

Literature Review

Theories on Family-Friendly Management

Many researchers have developed theories to address the different issues of the work-life. From the pool of these theories, this researcher selects a few suitable theories to provide some explanations to the development of a just and caring organization. Previous research show that the institutional, the high involvement management and the situational are the theories identified to explain the adoption of family-friendly practices. Moreover, empirical evidence reveal that no single theory best predicts the adoption of family-friendly practices. Institutional theory focuses on the relationship between the organization and society (Paauwe, 2004; p.4). In fact, institutional theory gives emphasis to the importance of legitimacy of being seen by stakeholders, including employees, in compliance to both laws and social norms (Boxall 2006, p.61). For instance, on the subject of work-life balance practices it is presumed that private large sized organizations and public sector organisations are faced with greater pressure to

conform to laws and social norms due to their visibility. Pasamar argues that “the perception of institutional pressures determine the position of the company with regard to work-life balance” (Pasamar, 2011; p. 15). Furthermore, Pasamar and Valle believe that “In times of global crisis it seems relevant to explore both the question of whether institutional pressures influence organizational behavior and the positive and negative consequences implementing work–life practices” (Pasamar and Valle, 2014; p.1130). A different theory that provide some explanations to the development of a just and caring organization is the high involvement management theory which is every so often treated as the same one as high performance work systems. It seeks to stimulate commitment from their workers by introducing family-friendly policies (Berg ,2003; p.172). Two contrasting views have been proposed to explain the adoption of high involvement management. One opinion argues that high involvement management leads to more rewarding, challenging and meaningful work. The second view claims that high involvement management increases the workload. Wood and Menezes found that “results for high involvement management are not as predicted because it increases anxiety and is independent of job satisfaction” (Wood and Menezes, 2011; p. 1586). That said, Rantanen and colleagues believe that “A good starting point to the building of a work environment supporting this beneficial work-life balance is to take the following two things into account. First, the need for policies and, second, supervisors supporting employee needs in situational perspective, organizations are assumed to respond to local circumstances rather than to societal normative pressures (Wood et al.,2003; p.228). The situational theory explains the adoption of work-life policies by the management of organizations in terms of pressures to increase productivity and profitability and to deal with employee recruitment and retention problems (Felstead et al., 2002). Jenkins argue that “Under this perspective, organizations respond to local circumstances rather than feeling the need to conform to societal norms and pressures” (Jenkins, 2015; p.45).

Research on Creating Supportive Workplaces for Married Employees

Based on previous research, one may conclude that there has been little theoretical and / or empirical research that assists in advancing our understanding of work-life balance in Qatar. In fact, most of the published research has been about information surrounding working conditions and laws reported by ILO and other organizations. For instance, it has been reported that the duration of maternity leave (in national legislation) in Qatar is 50 days ; the duration of maternity leave in Qatar (in weeks) is 7 weeks ; the amount of maternity leave cash benefits (100% of previous earnings) and the source of funding of maternity leave cash benefits in Qatar is the employer liability. What’s more, there is no paternity leave (Addati et al, 2014; pp: 140-163).The current climate at work places married people as incompatible couples. As such, married people are becoming more conscious of their internal customers’ rights and of the gaps between their expectations and the reality of having a supportive workplace. Not only does this gap present a challenge for firms, it is also likely to contribute to employees’ work-life conflict and satisfaction. Heymann, and his colleagues report that “One particular policy that could advance a range of sustainable development goals (SDGs) and importantly improve maternal and infant health is paid parental leave” (Heymann, 2017). A review of the literature finds that extending the interval of paid leave increases frequency of breastfeeding (Baker and Milligan, 2008; Chuang et al, 2010; Huang and Yang, 2015; Kottwitz et al, 2016). The research on child-friendly working hours is very complex because of the many impacts at play. Connor and Wright believe that “mandatory paid paternity leave should be implemented to reduce the child care responsibilities on mothers and expedite their return to the workforce after having children. Likewise, incentives for taking parental leave should also encourage both parents to spend time with their children rather than current trends which show women are more likely to take leave than men” (Connor and Wright,2013; p.324). That being said, the basis of the current research is to determine if a gap exists between married employees’ perception of the importance of having a friendly workplace and actual delivery of such a place. An organizational performance on an attribute that falls below importance of really having that attribute will cause frustration and dissatisfaction, whereas a performance that exceeds the importance will please married employees. Closing this gap by companies in Qatar will be consistent with previous research that calls organizations to satisfy their internal customers’ needs and to build long-term relationships with them (Ziethaml et al., 2003).

Research on Expectancy Gap Analysis

Magal and Levenburg concluded that the literature concerning the simultaneous implementation of importance and performance has followed two methodological streams. One emphasizes the identifying of performance gaps, which is typically measured as performance minus importance and the other produces a four-

quadrant matrix that identifies areas needing improvement as well as areas of effective performance (Magal and Levenburg, 2005; p.2). To close this gap, management must be committed to improving work place environment to meet married employees' expectations. Lovelock et al. (2004), suggests that management must design physical evidence to meet customers' expectations. What's more, employees should understand the roles they are to play in the company and it is important for both employees and management in the company to have the authority to change policies and procedures (Parasuraman et al., 1988). The finding of Picolo and his associates "demonstrates that, by using Improvement Gap Analysis, it is possible to verify the impact of changes in the performance of operational strategies through customer satisfaction" (Picolo et al., 2016; p.48).

Research on Traditional Importance – Performance Analysis

Since the influential work by Martilla and James (1977), the IPA technique has gained popularity among researchers. This analysis is known as the strategic SWOT analysis, that is used to help companies in deciding which factor to measure and use as a potential indicator that can be built upon for developing strategies which may build on the strengths, eliminate the weaknesses, exploit the opportunities and counter the threats. Almost all previous research call for analyzing the external environment (threats and opportunities), and internal environment (weaknesses and strengths). The overall goal of this analysis is to have a clear understanding of the areas of potential that can be built upon for strategy making (Bacon, 2003; Deng, 2008; Eskildsen & Kristensen, 2006; Siniscalchi, Beale, & Fortuna, 2008; Slack 1994; Yavas & Shemwell.2001; Van Ryzin et al., 2007). Together, how important each factor (importance) and how well each factor is performed (performance) provide a basis for SWOT as shown in Table1.

Table1

		Importance	
		Low	High
Performance	High	Strength	Opportunities
	Low	Weakness	Threats

A) Threats:

These areas are the areas of concern which include those items that are considered critical but are not always performed. These items should become priority and should be improved soon.

B) Opportunities:

Opportunity items include the items that are considered highly important factors to married employees and in fact they receive high performance ratings. The message here for decision makers at companies in Qatar to keep it up and exploit those strong items that should be the area of celebration. These items are considered critical and are currently performed; thus, these items should be celebrated and maintained.

C) Weakness:

These areas are the areas of consideration which included those items that are considered relatively less important and are not always satisfactory performed. These are the lowest priority for improvement but should be considered for future attention.

D) Strength:

These are items that are considered strength in companies. These items should be the areas of consideration which include those items that are considered relatively less important and are often highly performed.

Need for the Study

A study such as the one conducted here is recommended by experts in this area. Lero believes “there is a need for more research into workplace supports that may make returning to work less stressful and more family friendly. Specific examples could include flexibility in workplace scheduling and gradual reintegration at work, the promotion of breastfeeding, and the provision of reliable, high-quality infant care” (Lero, 2007, p.6).

Purpose

The overall goal of this paper is to explore via Gap and TOWS analysis if organizations are offering innovative benefits from the perspective of married employees that make being a working dad or mom easier in Qatar.

Procedures and Methodology

Sample Selection

After getting the approval from Qatar Foundation and Qatar University’s Internal Review Board (IRB), data for this study was collected by SESRI using Computer Assisted Personal Interviewing (CAPI) during the fall 2017. From the 807 questionnaires that were returned, only 632 were completed by non-single employees. The selected sample encompasses 575 (91%) married, 20 (3.2%) separated, 24 (3.8%) divorced and 13 (2.1%) widowed. Two hundred and fifty two (39.9%) are married women employees with an average age of 40 years as compared to 380 (60.1%) married men employees with an average age of 44 years. The selected sample has three kids on the average.

Establishing the Construct Validity and Reliability of the Instrument

Based on personal experience and a review of the literature, the researcher constructed a 15 work – life balance Likert – scale items questionnaire in addition to the personal data. Factor analysis as a data reduction technique was carried out to test the construct validity of the questionnaire. Two tests were conducted to decide the suitability of factor analysis. First, the Kaisers-Meyer-Olkin (KMO) measure of sampling adequacy generated a score of 0.807, well above the recommended level of 0.50. Second, the Bartlett test of sphericity result was significant (Chi Square = 2079.671, P= 0.00), indicating that there are adequate inter-correlations between the items which allow the use of factor analysis. Principal axis factoring was used as an extraction method and oblique rotation was used as a rotation method. Four factors were extracted using a criterion of an Eigen value greater than 1. The four -factor solution accounted for 63.732% of the total variance and shown in Table 2:

Table2

Structure Matrix

	Component			
	1	2	3	4
Gap8 Onsite breast feeding	.889	.115	.318	-.322
Gap9 Onsite childcare facility	.877	.096	.298	-.320
Gap 11 Financial assistance for childcare nursery	.843	.105	.380	-.386
Gap 12 Financial assistance for sports membership	.697	.080	.375	-.513
Gap10 Reduced hour options after return from maternity leave	.604	.193	.289	-.305

S1 my direct supervisor is fair and does not show favoritism in responding to employ	.125	.821	.044	-.057
S2 my direct supervisor is responsive to my needs when i have family or personal ma	.058	.814	.048	-.054
S3 There is effect 2-way communication between direct supervisor and me	.183	.791	-.129	-.036
Gap2 A leave available to fathers at birth of child	.348	.042	.797	-.210
Gap4 Parental leave to father and mother to take care of born child	.487	.120	.733	-.270
Gap1 Parental leave prior to the delivery date of a child	.185	-.180	.701	-.337
Gap3 A leave available to mothers at birth of child	.241	.049	.646	-.302
Gap6 Flexible working hrs., to take care of dependents in general	.298	.012	.291	-.900
Gap5 Flexible working hrs., after return from maternity leave	.381	.039	.375	-.823
Gap7 Telecommuting and working from home to take care of dependents in general	.505	.211	.292	-.731

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

- The first factor is labelled “gap in perceived development of a caring organization” and is highly reliable, as shown by Cronbach's alpha = 0.840). Factor one accounts for 32.998% of the total variance and is defined by five items with factor loadings greater than 0.60.
- The second factor is labelled “gap in perceived supervisor support” and is highly reliable as shown by its Cronbach's alpha = 0.729). Factor two accounts for 13.719% of the total variance and is defined by three items with factor loadings greater than 0.79.
- The third factor is labelled “gap in perceived parental leave” and is highly reliable as shown by its Cronbach's alpha = 0.731). Factor three accounts for 8.837% of the total variance and is defined by four items with factor loadings greater than 0.64.

- The fourth factor is labelled “perceived child-friendly working hours” and is highly reliable, as shown by Cronbach's alpha = 0.762. The fourth factor accounts for 8.178% of the total variance and is defined by three items with factor loadings greater than 0.73.

Performance - Importance Gap Analysis

Respondents were asked to respond to the scales on twelve attributes that are related to the married employees' perception of the “performance” and the “importance”. Each response uses a 4- point Likert scale: very important (1), somewhat important (2), Not important (3), and Not at all important (4) for the importance section and uses a 5- point Likert scale: More than expectation (1), Meet expectation (2), Less than expectation (3), does not meet expectation at all (4) and Employer doesn't offer at all (5) for the performance section. Table 3 shows that the average of perceived gaps of performance minus importance on these attributes are positive.

These findings are not surprising. According to the IMF, Qatar is “The small Middle Eastern country often ranks as one of the richest countries in the world per capita. Qatar's population is approximately 2.27 million, giving it a total GDP of approximately \$124,930 per person and making it the richest country in world as of 2017” (Fortune, 2017). What's more, “Qatari organizations, which have traditionally supported disadvantaged groups through philanthropy, through donating money to charities, are shifting their stance and increasingly addressing these issues through sustainable strategic, their Corporate Social Responsibility (CSR) programs” (CSR Plus, 2015). Critical areas for sustainable development that have been identified are: the opening and operating of a child care center, paid paternity leave, flexible working hours after returning from maternity leave, onsite breastfeeding room and telecommuting or working from home in order to care for dependents. These issues are supported by Qatar's National Vision 2030 which calls for different development areas such as “Social Development - development of a just and caring society based on high moral standards, and capable of playing a significant role in the global partnership for development”(Qatar National Vision 2030, p.6). To address these challenges and other work- life balance problems, companies in Qatar started to dedicate their efforts to afford a balance between work obligations and family demands for the working mothers. Findings of the current study empirically validate the trust – building model between leaders and followers from the employee's perspective. The responses identified in this study enhance the trust in leaders who behave ethically, treat employees fairly, and promote work-life balance. This is an indication that Qatar's National Vision 2030 introduced by Qatar government is transforming (changing) organizations' values and attitudes in Qatar so that they perform beyond expectations. Gordon and his colleagues argue that “Transformational leadership is based on the idea that the leader can transform or change subordinates' values and attitudes so that they perform beyond expectations” (Gordon et al., 2014, p.45).

Table 3

		Gap in Perceived Development of a Caring Organization	Gap in Perceived Parental Leave	Gap in Perceived child-friendly working hours
N	Valid	360	360	360
	Missing	272	272	272
Mean		1.6644	1.1854	1.3278

Path Analysis

The researcher in the current study used path analysis to investigate the effects of antecedents and consequences to the gap in perceived development of a child caring organization as shown in Table 4 through 6 and Graph 1. In regressing the dependent variable “gap in perceived development of a caring organization” on four independent variables “gap in perceived parental leave, perceived child-friendly working hours, gap in perceived supervisor support, and age of married employees” it was found that the regression equation is highly significant ($F=64.966$, $p=.000$; and the R^2 is 0.360). The regression analysis shows that three independent variables out of four variables are significant in predicting perceived development of a child caring organization, the variable “Age of

Married Employee” proved not to be significant. Moreover, Table 4 through Table 6 shows that “gap in perceived parental leave” and “gap in perceived child-friendly working hours” are more significant than “gap in perceived supervisor support” in predicting and explaining the variation in “gaps in perceived development of a caring organization”.

Table 4

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.600 ^a	.360	.354	1.03247

a. Predictors: (Constant), Perceived child-friendly working hours, Gap in Perceived Supervisor Support, Gap in Perceived Parental Leave

Table 5

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	207.762	3	69.254	64.966	.000 ^b
	Residual	369.902	347	1.066		
	Total	577.664	350			

a. Dependent Variable: Gap in Perceived Development of a Child Caring Organization

b. Predictors: (Constant), Perceived child-friendly working hours, Gap in Perceived Supervisor Support, Gap in Perceived Parental Leave

Table 6

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.604	.154		3.936	.000
	Gap in Perceived Supervisor Support	.215	.090	.104	2.405	.017
	Gap in Perceived Parental Leave	.287	.043	.315	6.682	.000
	Perceived child-friendly working hours	.309	.039	.379	7.995	.000

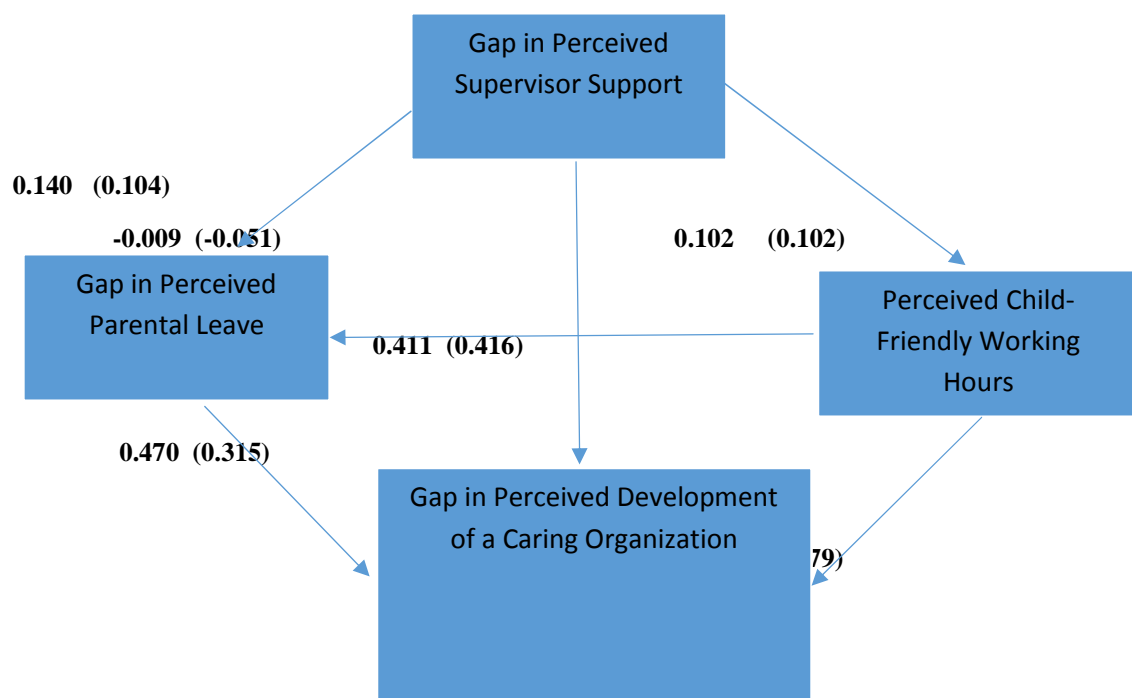
a. Dependent Variable: Gap in Perceived Development of a Child Caring Organization

The prediction equation for predicting “Gap in Perceived Development of a Child Caring Organization” in standardized scores is:

Figure 1 shows the findings of the path analysis. The true direct effect in this causal model is shown between the parentheses while the other numbers are the Pearson zero-order relations. The findings of the path analysis confirm that the impact of “gap in perceived supervisor support” on “gap in perceived development of a child caring organization” is strengthened via the intervening of “gap in perceived child-friendly working hours” and “gap in perceived parental leave”. The prediction equation in standardized scores:

$$Z_y = .104 Z_{x1} + .315 Z_{x2} + 0.379 Z_{x3}$$

Figure 1



TOWS as a Variant of SWOT Analysis

There are twelve relevant items measuring how important each employer benefit to the future achievement of work-life balance (importance) and at the same time these same twelve items used to measure how well each employer benefit is performed (performance) towards work-life balance in the organization in Qatar. Together the importance and performance estimates provide a basis for SWOT /TOWS analysis. Findings of this study shows that four employer benefits items out of twelve measured benefits items (Table 5 through Table 8) are considered opportunity while eight employer benefits items out of twelve measured benefits items (Tables 9 through Table16) are considered threats for the organizations in Qatar as a whole. The four opportunity employer benefit items include statements that are considered highly important factors and in fact they receive high performance ratings. The message here for decision makers at the selected companies in Qatar is to keep up these opportunity items by celebrating and maintaining them. These opportunity employer benefit items are composed of two Perceived Maternity and Parental Leave: (1) Perceived paid maternity leave and ,(2) Perceived Parental Leave, and two Perceived child-friendly working hours: (1) Perceived flexible working hour after returning from maternity leave

and, (2) Perceived flexible working hours to care for dependents more generally as shown in Table 7 through Table 10.

Table 7

Qper1- Parental Leave (Leave available prior to the delivery date of a child) *

Qimpt1- Parental Leave (Leave available prior to the delivery date of a child)

Cross-tabulation

Count

	Qimpt1- Parental Leave (Leave available prior to the delivery date of a child)		Total
	Low	High	
Qper1- Parental Leave High (Leave available prior to the delivery date of a child)	13	191	204
Low	18	138	156
Total	31	329	360

Table 8

Qper3- paid maternity leave(a leave available to mothers at the time the birth of a child) *

Qimpt3-paid maternity leave(a leave available to mothers at the time the birth of a child)

Cross-tabulation

Count

	Qimpt3-paid maternity leave(a leave available to mothers at the time the birth of a child)		Total
	Low	High	
Qper3- paid maternity High leave(a leave available to mothers at the time the birth of a child)	5	280	285
Low	4	71	75
Total	9	351	360

Table 9

Qperf5- flexible working hours after returning from maternity leave * Qimpt5- flexible working hours after returning from maternity leave Cross-tabulation

Count

	Qimpt5- flexible working hours after returning from maternity leave		Total
	Low	High	
Qperf5- flexible working hours after returning from maternity leave High	4	217	221
Low	7	132	139
Total	11	349	360

Table 10

Qperf6- flexible working hours to care for dependents more generally. * Qimpt6- flexible working hours to care for dependents more generally. Cross-tabulation

Count

	Qimpt6- flexible working hours to care for dependents more generally.		Total
	Low	High	
Qperf6- flexible working hours to care for dependents more generally. High	8	322	330
Low	18	284	302
Total	26	606	632

The following eight tables show the employer benefits that are considered the areas of concern for the selected companies in Qatar which include those statements that are considered critically important but at the same time they are not always implemented (performed). These eight employer benefits: (1) Perceived paid paternity leave, (2) Perceived parental paid leave, (3) Perceived telecommuting or working from home in order to care for dependents, (4) Perceived onsite childcare facility, (5) Perceived onsite breastfeeding room (6) Perceived part-time, job sharing or other reduced-hours options, (7) Perception of providing financial assistance with childcare nursery and, (8) Perception of providing financial assistance for sports membership. These eight employer benefits should become priority for the decision makers at the selected companies in Qatar and should be improved soon.

Table 11

Qperf2- paid paternity leave (a leave available to fathers at the time the birth of a child * Qimpt2- paid paternity leave(a leave available to fathers at the time the birth of a child Cross-tabulation

Count

	Qimpt2- paid paternity leave(a leave available to fathers at the time the birth of a ch		Total
	Low	High	
Qperf2- paid paternity High leave(a leave available to Low fathers at the time the birth of a ch	29	137	166
	157	180	337
Total	186	317	503

Table 12

Qperf4- parental paid leave (a leave available to mothers and fathers in order to care * Qimpt4- parental paid leave (a leave available to mothers and fathers in order to care Cross-tabulation

Count

	Qimpt4- parental paid leave (a leave available to mothers and fathers in order to care		Total
	Low	High	
Qperf4- parental paid leave High (a leave available to mothers Low and fathers in order to care	20	189	209
	80	214	294
Total	100	403	503

Table 13

Qperf7- telecommuting or working from home in order to care for dependents more general * Qimpt7- telecommuting or working from home in order to care for dependents more general Cross-tabulation

Count

	Qimpt7- telecommuting or working from home in order to care for dependents more general		Total
	Low	High	
Qperf7- telecommuting or High working from home in order to care for dependents more general	31	227	258
Low	63	311	374
Total	94	538	632

Table 14

Qperf8- onsite breastfeeding room * Qimpt8- onsite breastfeeding room Cross-tabulation

Count

	Qimpt8- onsite breastfeeding room		Total
	Low	High	
Qperf8- onsite breastfeeding High room	16	97	113
Low	80	167	247
Total	96	264	360

Table 15

Qperf9- onsite childcare facility * Qimpt9- onsite childcare facility Cross-tabulation

Count

	Qimpt9- onsite childcare facility		Total
	Low	High	
Qperf9- onsite childcare High facility	10	95	105
Low	75	180	255
Total	85	275	360

Table 16

Qperf10- part-time, job sharing or other reduced-hours options * Qimpt10- part-time, job sharing or other reduced-hours options Cross-tabulation

Count

	Qimpt10- part-time, job sharing or other reduced-hours options		Total
	Low	High	
Qperf10- part-time, job sharing or other reduced-hours options High	30	224	254
Low	76	302	378
Total	106	526	632

Table 17

Qperf11- providing financial assistance with childcare nursery (0 till 5 years old) fees * Qimpt11- providing financial assistance with childcare nursery (0 till 5 years old) fees Cross-tabulation

Count

	Qimpt11- providing financial assistance with childcare nursery (0 till 5 years old) fees		Total
	Low	High	
Qperf11- providing financial assistance with childcare nursery (0 till 5 years old) fees High	8	183	191
Low	25	287	312
Total	33	470	503

Table 18

Qperf12- providing financial assistance for sports membership (gym/clubs) *

Qimpt12- providing financial assistance for sports membership (gym/clubs)

Cross-tabulation

Count

	Qimpt12- providing financial assistance for sports membership (gym/clubs)		Total
	Low	High	
Qperf12- providing financial assistance for sports membership (gym/clubs) High	23	223	246
Low	89	297	386
Total	112	520	632

Discussion

Every employee works in expectation of some work benefits. Certain employee benefits and also the quantity of the employee benefits are important factors of job satisfaction (Artz, 2010). "The extent to which workers are able to obtain perceived job rewards is conceptualized to be a function of their degree of control over their employment situations" (Kalleberg, 1977). According to Maslow's hierarchy of needs, employee benefits can be divided into four types: (1) physical demand benefits such as paid leaves (2) security demand benefits such as day-care and education benefits (3) social demand benefits such as gym membership and paternity or maternity leaves and (4) self-actualization demand benefit such as flexible working time (Hong et al, 1995). Employees needs vary depending on gender, marital, age and education level. Female employees place more emphasis on leave taking benefits while male employees place more emphasis on entertainment and self-actualization benefits. Entertainment and self-actualization as well are very more important needs for single employees while married employees place more importance on child education and monetary benefits. Employees who are 31 years and under seek monetary and security measures while employees between 31 and 35 years of age tend to look for self-actualization and social demands benefits. Employees with higher educational levels stress on psychological benefits (social and self-actualization programs) while employees with lower-educational levels emphasize on material benefits (physical and security measures) (Hong et al, 1995).

Conclusion

Two parental leave benefits: 1- Parental Leave (leave available prior to the delivery date of a child); 2- Paid maternity leave (a leave available to mothers at the time the birth of a child and two flexible working hour benefits: 1- flexible working hours after returning from maternity leave; 2- flexible working hours to care for dependents more generally are considered highly important for employees and at the same time they are very well performed at the companies in Qatar. These benefits should be maintained. This implies that companies in Qatar have some built-in opportunities that they can take advantage off such as taking advantage of the media's interest in implementing CSR by mounting an aggressive public relations campaign that educates new companies and satisfy the needs of employees looking for more benefits. Eight employer benefits are considered threats: 1- paid paternity leave (a leave available to fathers at the time the birth of a child); 2- parental paid leave (a leave available to mothers and fathers in order to care for their children); 3- telecommuting or working from home in order to care for dependents more general; 4- onsite breastfeeding room; 5- onsite childcare facility; 6- part-time, job sharing or other reduced-hours options; 7- providing financial assistance with childcare nursery (0 till 5 years old) fees; 8- providing financial assistance for sports membership (gym/clubs). These threat items show that one of the biggest threats companies in Qatar face are focused in eight areas that are considered very important for employees as benefits but

at the same time employees believe that these benefits are not implemented (performed) well in Qatar. Companies in Qatar should respond before the threat items roll out their employees' satisfaction. Findings of this study is should help decision and policy makers in Qatar to identify their opportunities for success and adjust and refine their plans mid-course. Besides, should help decision and policy makers in Qatar to determine where change is possible and to focus on priorities as well as possibilities. In sum, the Qatar's National Vision 2030 has set new future trends that demand changes in organizational culture. The new legislation in Qatar is supposed to make it harder for companies to survive unless they identify employees' benefits and change. There are three main objectives behind providing employee benefits from the perspective of management: to meet the minimal level of physical and psychological demands of employees so that they can focus on their work, to compete with other companies at an equal level and to provide social and traditional benefits to observe national and social tradition and values (Hong et al, 1995). Creating a highly supportive workplace is definitely a challenge, but it is worth the effort.

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