

Material affluence, time affluence and well-being among managers in Egypt

Ronald J. Burke

Prof. Dr., York University

Ghada El-Kot

Arab Academy for Science and Technology
and Maritime Transport

Nisan/April 2009, Cilt/Vol: 11, Sayı/Num: 2, Page: 11-24
ISSN: 1303-2860, DOI: 10.4026/1303-2860.2009.0098.x

Makalenin on-line kopyasına erişmek için:

<http://www.isgucdergi.org/?p=makale&id=359&cilt=11&sayi=2&yil=2009>

To reach the on-line copy of article:

<http://www.isguc.org/?p=article&id=359&vol=11&num=2&year=2009>

Makale İçin İletişim/Correspondence to:

Ronald J. Burke, rburke@schulich.yorku.ca

© 2000- 2009

“İşGüç” Endüstri İlişkileri ve İnsan Kaynakları Dergisi
“İşGüç” Industrial Relations and Human Resources Journal

Nisan/April 2009, Cilt/Vol: 11, Sayı/Num: 2

ISSN: 1303-2860, DOI: 10.4026/1303-2860.2009.0098.x

Editör/Editor-in-Chief

Aşkın Keser (Kocaeli University)

Editör Yardımcıları/Co-Editors

K.Ahmet Sevimli (Uludağ University)

Gözde Yılmaz (Kocaeli University)

Uygulama/Design

Yusuf Budak (Kocaeli University)

Yayın Kurulu / Publishing Committee

Dr.Zerrin Fırat (Uludağ University)

Doç.Dr.Aşkın Keser (Kocaeli University)

Prof.Dr.Ahmet Selamoğlu (Kocaeli University)

Yrd.Doç.Dr.Ahmet Sevimli (Uludağ University)

Yrd.Doç.Dr.Abdulkadir Şenkal (Kocaeli University)

Yrd.Doç.Dr.Gözde Yılmaz (Kocaeli University)

Dr.Memet Zencirkıran (Uludağ University)

Uluslararası Danışma Kurulu / International Advisory Board

Prof.Dr.Ronald Burke (York University-Kanada)

Assoc.Prof.Dr.Glenn Dawes (James Cook University-Avustralya)

Prof.Dr.Jan Dul (Erasmus University-Hollanda)

Prof.Dr.Alev Efendioğlu (University of San Francisco-ABD)

Prof.Dr.Adrian Furnham (University College London-İngiltere)

Prof.Dr.Alan Geare (University of Otago- Yeni Zelanda)

Prof.Dr. Ricky Griffin (TAMU-Texas A&M University-ABD)

Assoc. Prof. Dr. Diana Lipinskiene (Kaunos University-Litvanya)

Prof.Dr.George Manning (Northern Kentucky University-ABD)

Prof. Dr. William (L.) Murray (University of San Francisco-ABD)

Prof.Dr.Mustafa Özbilgin (University of East Anglia-UK)

Assoc. Prof. Owen Stanley (James Cook University-Avustralya)

Prof.Dr.İşık Urla Zeytinoğlu (McMaster University-Kanada)

Danışma Kurulu / National Advisory Board

Prof.Dr.Yusuf Alper (Uludağ University)

Prof.Dr.Veyssel Bozkurt (Uludağ University)

Prof.Dr.Toker Dereli (Işık University)

Prof.Dr.Nihat Erdoğmuş (Kocaeli University)

Prof.Dr.Ahmet Makal (Ankara University)

Prof.Dr.Ahmet Selamoğlu (Kocaeli University)

Prof.Dr.Nadir Suğur (Anadolu University)

Prof.Dr.Nursel Telman (Maltepe University)

Prof.Dr.Cavide Uyargil (İstanbul University)

Prof.Dr.Engin Yıldırım (Sakarya University)

Doç.Dr.Arzu Wasti (Sabancı University)

Dergide yayınlanan yazılardaki görüşler ve bu konudaki sorumluluk yazarlarına aittir.

Yayınlanan eserlerde yer alan tüm içerik kaynak gösterilmeden kullanılamaz.

All the opinions written in articles are under responsibilities of the authors.

None of the contents published can't be used without being cited.

Material affluence, time affluence and well-being among managers in Egypt*

Ronald J. Burke

Prof. Dr., York University

Ghada El-Kot

Arab Academy for Science and Technology and
Maritime Transport

Abstract:

Purpose – Kasser and Sheldon (2009) reported that Time affluence (TA) may be a more important predictor of subjective well-being than Material Affluence (MA) in samples of US college students and working adults. This research replicated their work among managers and professionals working in a variety of organizations and industries in Egypt. a large Muslim country having Islamic values.

Design/methodology/approach - Data were collected from 242 respondents, 146 males and 96 females, using anonymously completed questionnaires, a 48% response rate. Measures included personal demographic and work situation characteristics, stable individual difference personality factors, job demands, work outcomes, after-work recovery experiences, and indicators psychological well-being.

Findings - MA and TA were significantly correlated ($r=.22, p<.001$), and managers indicated higher levels of MA than TA. Managers working more hours per week, and managers earning higher incomes, reported less Ta; work hours and income had no relationship with MA. Managers scoring higher on personality factors likely to be associated with greater work investment indicated lower levels of TA. Managers working in more intense jobs also indicated lower levels of TA. Managers indicating less TA reported higher levels of job stress; managers indicating higher levels of MA indicated more job stress and higher intentions to quit. Finally, managers indicating higher TA also reported less work-family conflict and fewer psychosomatic symptoms.

Research limitations/implications – Since data was collected at only one point in time questions of causality could not be addressed. Study highlights the need for more comparative and cross-cultural studies of human resource management.

Practical implications – Findings highlight the role of work hours and TA as factors in psychological well-being of Egyptian managers.

Originality/value – This is the first study of MA and TA in Egypt. The findings were consistent with previous results and extended our understanding of correlates of MA and TA.

Paper type – Research paper

Keywords: Material affluence, time affluence, managers in Egypt

* Preparation of this manuscript and conduct of the research was supported in part by the College of Management and Technology, Arab Academy for Science and Technology and Maritime Transport. and York University. We thank the organizations that cooperated and our respondents for their participation.

What does it mean to have a satisfying life? Many developed Western countries (e.g., the US, the UK) and some developing ones (e.g., Russia) have emphasized material affluence (MA) though a growing body of research findings have indicated that money does not "buy" happiness (see Burke, 2006, 2009). Kasser and Sheldon (2009) argue instead that time affluence (TA) is more likely to be related to happiness and subjective well-being. They reported results from four studies that supported their position.

In their first study involving a sample of 1078 adults conducted in the US, TA was significantly and positively correlated with both job and family satisfaction. Income however was also significantly and positively correlated with both satisfaction measures as well.

In their second study, again using a sample of US adults, both TA and MA had positive and significant correlations with measures of subjective well-being (SWB) while work hours and family income had non-significant but positive relationships with SWB. MA and TA were significantly correlated ($r=.24, p<.05$). College students participated in their third study which indicated that TA was positively correlated with SWB while MA was not. Both mindfulness and the satisfaction of psychological needs partially mediated the TA-SWB relationship. Students reporting more TA indicated higher levels of SWB because they experienced more mindfulness and greater satisfaction of their psychological needs. In this study, MA and TA were positively correlated ($r=.18, p<.06$). One hundred and forty-five adults took part in their fourth study; MA and TA were positively and significantly correlated ($r=.30, p<.05$). They found that both MA and TA were significantly correlated with SWB; hours worked and income were also related to SWB. Again mindfulness and the satisfaction of psychological needs partially moderated the TA-SWB relationship

Why should TA increase one's satisfaction and well-being? If one has TA, they can also have time to engage in activities such as mindfulness that meet important psychological needs. Kasser and Brown (2003) found that

work hours were negatively correlated with life satisfaction in a sample of US adults. In addition most workers, typically in developed countries, want to work fewer hours and have more free time (Hayden, 2003).

Work Hours and their Effects

It is likely that individuals working more hours have less TA. The last decade has seen increasing interest in work hours and their effects. There is some evidence that work hours increased during this time in particular occupations (e.g., managers and professionals) in some countries (e.g., US, UK) while work hours decreased among blue-collar workers (Golden, 2006). There is also some evidence that long work hours are associated with negative effects on SWB, family functioning, and workplace errors, accidents and injuries (Burke, 2006; Burke & Cooper, 2008; Dembe, Erickson, Delbos & Banks, 2005; Sparks, Cooper, Fried & Shirom, 1997; van der Hulst, 2003).

The effects of long work hours have not been consistent however. For example, Hewlett and Luce (2006) found an extremely high level of job satisfaction among two large samples of managers and professionals at high organizational levels working in "extreme jobs", jobs in which they worked 60 or more hours per week. Some of these managers indicated a preference for working a few fewer hours per week in the future and some managers were concerned about the potential effects of these long work hours on their families and their health. Individuals in "extreme jobs" reported high levels of challenge, meaning, and rewards, both psychological and financial, in explaining their high levels of satisfaction.

Using their concept of TA, Kasser and Sheldon (2009) address the issue of work hours in a different way emphasizing instead the time available to individuals when work hours are considered. How much time is left over to undertake other satisfying activities?

Are MA and TA culture bound?

An important question is whether MA and TA operate in the same way in less developed

and less materialistic countries in which individuals may not work as many hours. Burke, Koyuncu, Fiksenbaum and Demirer (2009) attempted to replicate and extend the Kasser and Sheldon (2009) study of women and men working in the manufacturing sector in Turkey. This sample worked long hours and earned significantly less income than did the adults in the US sample. MA and TA were uncorrelated in this sample though positively and significantly correlated in the US samples. Income emerged as a significant predictor of MA but not TA. Hierarchical regression analyses, controlling for both personal demographics and work situation characteristics, showed that MA and TA were significant predictors of most work outcomes (e.g. job satisfaction, job stress) and indicators of psychological well-being (e.g., psychosomatic symptoms, life satisfaction) These findings partially replicated the Kasser and Sheldon US results and extend them to women and men working in a single occupation in a country having different cultural values. They concluded by suggesting that further research on MA and TA be carried out in still other countries having different values and levels of development than North America.

The present study examined MA and TA among a large sample of women and men holding managerial and professional jobs in various organizations and industries in Egypt. A summary of some important aspects of the Egyptian culture particularly as it relates to work and to family is now provided to place the study in a larger context.

Egyptian cultural values

There has been increasing research attention devoted to business in the Middle East over the past two decades. Egypt is similar to other Middle Eastern countries in some ways but different in others (Ali, 1999; 2005; Muna, 1980). Hofstede (1980) found that all Middle Eastern countries shared similar societal and cultural values. These countries indicated large power differences, scored high on uncertainty avoidance, scored low on individualism (or high on collectivism) and scored only slightly above average on masculinity. Egypt is a patriarchal society with boys more highly

valued than girls (El-Ghannam, 2001, 2002), and strict gender roles with women responsible for home and family (Ali, 2005; Metcalfe, 2006; 2007, 2008; Mostafa, 2003). Hofstede concluded that the small number of women in the workforce generally and their absence at senior levels of management and in politics, reflected religious values (Islam) more than masculine values (see also El-Saadawi, 2002; Sidani, 2005).

Work has traditionally been seen as a male activity associated with the provider and bread winner role. Women have been seen as responsible for home and family and not for work. Women represented only 23% of the total labor force in Egypt in 2001 (Ramzy, 2002). In addition, it has been difficult to undertake human resource management research in Egypt since many organizations are not interested in such research and many managers do not want their subordinates to participate in research that might be critical of their performance (Ali, 2005; Budhwar & Mellahi, 2007)

But Egypt is in transition; Researchers (El-Kot & Leat, 2008, Leat & El-Kot, 2007) have shown that human resource practices in Egypt tend to reflect a combination of those based on traditional cultural values and newer practices developed in the Western world. There are now an increasing number of women in the workforce (Al-Lamky, 2007; Jamali, Safieddine & Daouk, 2006). In addition, an increasing number of Egyptians are being educated with women's numbers in university approaching those of men (Mostafa, 2003). Egypt is a patriarchal and traditional society (Ali, 2005; Metcalfe, 2007; Sharebi, 2002) and Egyptian organizations use human resource management practices that are patriarchal (Japer, 2001). Egypt places a high value on the family (Metcalfe, 2006). Egypt currently has a high unemployment rate. The Egyptian education system is weak and needs improving to prepare graduates for the reality of work in the 21st century. (Tyler & Holmes, 2008). Because of these factors Egypt has shown only slow economic development (Ali, 2005; Budhwar & Mellahi, 2007).

The Islamic work ethic (IWE) does place a high value on work and hard work (Ali & Al-

Owaihan (2008) report on the development of a measure of the Islamic Work Ethic (IWE) and its presence. The IWE views work as a virtue, necessary for one's contribution to a full and balanced life. They identified four components in the IWE: effort, competition, transparency, and socially responsible conduct. Effort is held in high regard in the IWE. Ali (1988) reports data using his IWE scale from 150 Arab Muslim students studying in US universities, and from managers in Kuwait, the UAE and Arabia, showing very high endorsement for the IWE. But one must accept these findings with some caution since self-report scores on the IWE may not translate to working hard in one's organization and the receipt of benefits from these work efforts. Yousef (2001a, 2001b), in two analyses of data collected in the United Arab Emirates, reported that scores on Ali's IWE were positively correlated with measures of job satisfaction, organizational commitment, and locus of control suggesting that the IWE functioned as expected as an indicator of work motivation.

This brief review of Egyptian cultural values suggests that both work and family are important life domains for working men and women, and being a developing country, both MA and TA are likely to be relevant and meaningful concepts. But the economic standard of living of citizens in Egypt is lower than that of citizens of the US. In addition, values in the Egyptian society are different from those in the US (Hofstede, 1980), the family having a higher priority in Egypt, and a clearer division of roles and expectations about women at work in Egypt. Would TA emerge as a significant predictor of satisfaction and well-being in Egypt? Would MA play a more important role given the lower economic standard of living experienced by citizens in Egypt?

The present study

The following hypotheses were considered, based on the few published studies of MA and TA.

1. The measures of both MA and TA would be highly reliable and positively and significantly correlated.
2. Work hours would be positively related with MA and negatively related with TA.

3. Income would be positively related with both MA and TA.

4. Stable personality characteristics associated with higher levels of work investment would be positive related to MA and negatively related to TA.

5. Job demands would be negatively related to both TA and MA

6. Both MA and TA would be positively related to work outcomes.

7. Both MA and TA would be positively related to indicators of psychological well-being.

Method

Procedure

Data were collected between October 2008 and January 2009 from service and manufacturing organizations in two Egyptian cities (Alexandria and Cairo). Members of the research team contacted about 50 organizations in these cities requesting their participation in the research. The 24 cooperating organizations then provided a list of managers and professionals to the researchers. Service organizations included telecommunications, banks, educational institutions, and a maritime service provider. Manufacturing organizations included pharmaceutical, petroleum companies, and production companies focusing upon production of milk, juice and food. Approximately 500 managers and professionals were contacted; of which 242 provided completed questionnaires, a 48% response rate. Questionnaires were completed anonymously in English. The respondents are best described as a large convenience sample of Egyptian managers and professionals in a variety of industries.

Respondents

Table 1 presents the demographic characteristics of the sample. Over half were male (60%), almost all worked full-time (93%), over half were 30 years of age or younger (61%), most were single (62%), without children (64%), were university graduates (95%), worked 40 hours a week or less (42%), were in middle management (33%), supervised others (66%), earned over LE 25,000 a year of income (46%),

a had relatively short job and organizational tenures (over half having 2 years or less job tenure-60% and over one third having two years of less of organizational tenure -37%), and worked in organizations of varying sizes, the average being about 1000 employees. Respondents fell into several functions: IT and logistics, 16%; marketing and sales, 14%; finance, 13%; production, 11%; and customer service, 9%.

Measures

Table 1
Demographic Characteristics of Sample

Gender	N	%	Age	N	%
Male	146	60.3	2y or less	23	30.2
Female	98	39.7	2 to 50	24	30.5
			31-35	29	37.0
			36-40	23	29.4
Work status			41-45	23	29.4
Full time	226	93.4	46 or older	40	16.5
Part time	16	6.6			
Marital status			Length of marriage		
Married	92	38.0	1-5 years	36	40.0
Single	150	62.0	6-10	23	24.4
			11-15	7	7.8
			16-20	19	21.1
Parental status			21-25	17	18.9
Children	36	14.5	26 or more	4	4.4
No children	226	91.5			
Education			Number of children		
High school	12	5.0	0	15	60.0
Bachelors	185	75.6	1	27	11.2
Masters	35	14.4	2	44	18.2
			3 or more	16	6.6
Hours worked			Income US\$		
40 or less	102	42.1	\$10,000 or less	62	25.6
41-45	51	21.1	\$10,001-\$15,000	16	6.6
46-50	49	20.7	\$15,001-\$20,000	22	9.1
51-55	7	2.9	\$20,001-\$25,000	30	12.4
56-60	20	8.2	\$25,001 or more	112	46.3
61 or more	12	5.0			
Organizational level			Supervisory duties		
Non management	50	20.9	Yes	161	66.5
Lower management	56	23.1	No	81	33.5
Middle management	80	33.1			
Senior management	36	14.9	Job tenure		
			1-2 years	14	59.9
Organizational tenure			3-5	31	21.1
1-2 years	90	37.2	6-10	43	17.8
3-5	35	22.7	11 or more	3	1.2
6-10	36	23.2			
11 or more	41	16.9	Function		
Organizational size			Finance	32	13.2
250 or less	39	20.2	Production	26	10.7
251-500	36	14.9	IT	23	9.5
501-1000	47	19.4	Customer service	22	8.1
1001-2000	34	14.1	Marketing	18	7.4
2001-5000	50	20.9	Sales	17	7.0
5001 or more	6	2.5	Logistics	17	7.0

MA and TA

The measures of MA and TA developed by Kasser and Sheldon (2009) were used in this research to facilitate replication and extension. Managers rated each item on a five-point scale (1=Strongly disagree, 3=Neither agree nor disagree, 5=Strongly agree). MA contained 8 items (alpha=.82). An item was "I have been able to buy what I want." TA also contained 8 items (alpha=.75). One item was "I have had enough time to do what I need to do."

Personal Demographic and work Situation Characteristics

A number of personal demographics (e.g., age, gender, level of education, marital and parental status) and work situation characteristics (e.g., organizational level, job and organizational tenure) were measured by single items (see Table 1).

Stable Individual Difference Personality Characteristics

Three stable individual difference personality characteristics were included.

Need for Achievement (NACH) was measured by a five item scale (α=.62) developed by Steers and Braunstein (1976). One item was "I try very hard to improve on my past performance at work."

Workaholic Behavior

Two workaholic behavior scales developed by Mudrack (2006) were included. One, Non-required work, had 4 items (α=.82). An item was "Thinking of ways to improve the quality of work provided to customers and/or co-workers." The other, Control others, also had 4 items (α=.74). One item was "fixing problems created by other people".

Job Demands

Two job demands were included. Work hours were assessed by a sin-

gle item. Respondents indicated the number of hours they worked in a typical week.

Work intensity was assessed by a 15 item scale ($\alpha = .74$). Some items were taken from Hewlett and Luce (2006) while others were developed by the researchers. Items included: "an unpredictable flow of work", "availability to clients 24/7", and "a large scope of responsibility that amounts to more than one job".

Work and Well-Being Outcomes

A wide range of outcome variables were included in this study covering both work and extra-work domains. These variables were consistent with those typically used in studies of work and well-being more generally (e.g., Barling, Kelloway & Frone, 2005; Schabracq, Winnubst & Cooper, 2003).

Work Outcomes

Four work outcomes were included.

Job satisfaction was measured by a seven item scale ($\alpha = .80$) developed by Kofodimos (1993). An item was "I feel challenged by my work."

Career satisfaction was assessed by a five item scale ($\alpha = .88$) created by Greenhaus, Parasuraman and Wormley (1990). One item was "I feel satisfied with the progress I have made in my career to date."

Job stress was measured by a nine item scale ($\alpha = .59$) developed by Spence and Robbins (1992). One item was "Sometimes I feel like my work is going to overwhelm me."

Intent to quit was measured by two items ($\alpha = .84$) used previously by Burke (1991). One item was "Are you currently looking for a different job in a different organization? (Yes/no).

Psychological Well-Being

Four aspects of psychological well-being were considered.

Exhaustion was measured by a nine item scale ($\alpha = .74$), part of the Maslach Burnout Inventory, developed by Maslach, Jackson and Leiter (1996). An item was "I feel emotionally drained from my work."

Work-Family Conflict

Three aspects of work-family conflict were as-

sessed using scales developed by Carlson, Kacmar and Williams (2000). These measured time-, strain-, and behavior-based work-family conflict, each having 3 items. The 9 items scale had a reliability of .83.

Psychosomatic symptoms was measured by a nineteen item scale ($\alpha = .85$) developed by Quinn and Shepard (1974). Respondents indicated how frequently they had experienced each physical symptom (e.g., headaches, difficulty sleeping) in the past year.

Life satisfaction was assessed by a five item scale ($\alpha = .84$) created by Diener, Emmons, Larsen and Griffin (1985). A sample item was "I am satisfied with my life."

Results

Descriptive Statistics-MA and TA

These two scales were significantly and positively correlated ($r = .22$, $p < .001$). The mean values of MA and TA were 3.6 and 2.9, respectively indicating more MA than TA. MA and TA were correlated .01 (ns) in the Turkish study, and the mean values for MA and TA were 3.5 and 3.3, respectively). The Egyptian and Turkish samples indicated similar levels of MA but the Egyptian sample indicated less TA than did the Turkish sample. Kasser and Sheldon did not provide these data in their US studies. Women in the Egyptian study indicated similar levels of TA as did men (2.8 and 2.9, respectively). but women indicated higher levels of MA than did men (3.8 and 3.5, $p < .05$, respectively). But women and men in the Turkish study indicated similar levels of MA (3.5 and 3.3, respectively) and levels of TA (3.2 and 3.3, respectively).

Analysis Plan

Hierarchical regression analyses were first undertaken in which MA and TA were separately regressed on two blocks of predictor variables entered in a specified order. The first block of predictors were personal demographics ($N = 5$) and included, age, gender, and level of education. The second block of predictors that were entered were work situation characteristics ($N = 4$) and included organizational level, organizational size, and job tenure. When a block of predictors accounted for a significant

amount or increment in explained variance on a given criterion variable ($p < .05$) individual items or variables within such blocks having significant and independent relationships with a criterion variable were identified ($p < .05$). Then both MA and TA were separately regressed on three blocks of predictors in four different analyses; personal demographics and work situation characteristics serving as the first two blocks of predictors in all analyses, the third block of predictors being income, hours worked, stable personality characteristics ($N=3$) and job demands ($N=2$) in four different analyses. . Finally, to determine the effects of MA and TA, work outcomes and indicators of psychological well-being were separately regressed on three blocks of predictors; same first two blocks as in all previous analyses, and MA and TA as the third block of predictors. These analyses controlled for the effects of both personal demographics and work situations on the various work outcomes and indicators of psychological well-being before considering the contribution of MA and TA.

Predictors of MA and TA

Table 2 shows the results of hierarchical regression analyses in which measures of MA and TA were regressed on the two blocks of predictors. Both blocks of predictors accounted for a significant amount or increment in explained variance on MA. Women, younger managers, managers that were married, and managers at higher organizational levels indi-

Table 2

Personal Demographic and Work Situation Predictors of Material Affluence and Time Affluence

<u>Material Affluence</u>	R	R ²	Change R ²	F
<u>Personal demographics</u>	.28	.08	.08	.01
Gender (.27)				
Age (.10)				
Marital status (.28)				
<u>Work situation characteristics</u>	.46	.21	.13	.001
Organizational level (.38)				
<u>Time Affluence</u>				
<u>Personal demographics</u>	.28	.08	.08	.01
Marital status (.19)				
Education level (.18)				
Age (.26)				
<u>Work situation characteristics</u>	.52	.10	.02	.004

cated higher levels of MA ($Bs = .27, -.40, .28$ and $.38$, respectively). One block of predictors, personal demographics, accounted for a significant amount of explained variance on TA. Married managers, managers with more education and younger managers indicated higher levels of TA ($Bs = -.49, .18$, and $-.26$, respectively).

Income, MA And TA

Table 3 presents the results of hierarchical regression analyses in which MA and TA were separately regressed on three blocks of predictors (personal demographics, work situation characteristics, income). Income accounted for significant increment in explained variance on TA but not on MA. Managers earning more income indicated less TA. ($B = -.21$).

Table 3

Income, Material Affluence and Time Affluence

<u>Material Affluence</u>	R	R ²	Change R ²	F
<u>Personal demographics</u>	.28	.08	.08	.01
Gender (.27)				
Age (.10)				
Marital status (.28)				
<u>Work situation characteristics</u>	.46	.21	.13	.001
Organizational level (.46)				
<u>Income</u>	.46	.21	.00	.004
<u>Time Affluence</u>				
<u>Personal demographics</u>	.28	.08	.08	.01
Marital status (.19)				
Education level (.18)				
<u>Work situation characteristics</u>	.52	.10	.02	.004
<u>Income</u> (.21)				

Work hours, MA and TA

Table 4 shows the results of hierarchical regression analyses in which MA and TA were separately regressed on three blocks of predictors (personal demographics, work situation characteristics, hours worked). Hours worked accounted for a significant increment in explained variance on TA but not on MA. Managers working more hours indicated less TA ($B = -.18$) When both income and hours worked were entered as the third block, they accounted for a significant increment in explained variance on TA but not on MA. Managers earning more income and managers working more hours indicated less TA ($Bs = -.21$ and $-.17$, respectively).

Table 4

Work hours, Material affluence and Time Affluence

<u>Material Affluence</u>	R	R ²	Change R ²	F
<u>Personal demographics</u>	.28	.08	.08	.01
Gender (.27)				
Age (.41)				
Marital status (.29)				
<u>Work situation characteristics</u>	.46	.21	.13	.001
Organizational level (.38)				
<u>Work hours</u>	.46	.22	.01	.004
<u>Time Affluence</u>				
<u>Personal demographics</u>	.28	.08	.08	.01
Marital status (.46)				
Education level (.22)				
<u>Work situation characteristics</u>	.32	.10	.02	.004
<u>Work hours (.18)</u>	.36	.13	.03	.01

Personality Characteristics, MA and TA

Table 5 shows the results of hierarchical regression analyses in which MA and TA were separately regressed on three blocks of predictors (personal demographics, work situation characteristics, three personality characteristics). Personality characteristic accounted for significant increments in explained variance on both MA and TA. Managers scoring higher on Control of others reported less MA ($B=-.21$); managers scoring

Table 5

Personality Factors, Material Affluence and Time Affluence

<u>Material Affluence</u>	R	R ²	Change R ²	F
<u>Personal demographics</u>	.28	.08	.08	.01
Gender (.23)				
Age (.42)				
Marital status (.30)				
<u>Work situation characteristics</u>	.46	.21	.13	.001
Organization level (.40)				
Organization size (.12)				
<u>Personality</u>	.50	.25	.04	.01
Control of others (.21)				
<u>Time Affluence</u>				
<u>Personal demographics</u>	.28	.08	.08	.01
Marital status (.32)				
Age (.29)				
<u>Work situation characteristics</u>	.32	.10	.02	.004
<u>Personality</u>	.48	.23	.13	.001
Wsch (.234)				
Control of others (.21)				
Non required work (.12)				

higher on need for achievement, managers scoring higher on Control of others, and managers scoring higher on Non-required work, indicated less TA ($Bs=-.24, -.21,$ and $-.12,$ respectively).

Job Demands, MA and TA

Table 6 shows the results of hierarchical regression analyses in which MA and TA were separately regressed on three blocks of predictors (personal demographics, work situation characteristics, two job demands). Job demands accounted for a significant increment in explained variance on TA but not on MA. Managers perceiving greater work intensity indicated lower levels of TA ($B=-.30$)

Table 6

Job Demands, Material Affluence and Time Affluence

<u>Material Affluence</u>	R	R ²	Change R ²	F
<u>Personal demographics</u>	.28	.08	.08	.01
Age (.43)				
Gender (.29)				
Marital status (.28)				
<u>Work situation characteristics</u>	.46	.21	.13	.001
Organizational level (.40)				
Organizational size (.13)				
<u>Job demands</u>	.48	.23	.02	.004
<u>Time Affluence</u>				
<u>Personal demographics</u>	.28	.08	.08	.01
Marital status (.42)				
Age (.28)				
Education level (.11)				
<u>Work situation characteristics</u>	.32	.10	.02	.004
<u>Job demands</u>	.48	.23	.13	.001
Work intensity (.30)				

MA, TA and Work Outcomes

Table 7 presents the results of hierarchical regression analyses in which four work outcomes were separately regressed on three blocks of predictors (personal demographics, work situation characteristics, two measures of affluence). Affluence accounted for a significant increment in explained variance on two of the four work outcomes: job stress and intent to quit. Managers scoring lower on TA and managers scoring higher on MA reported higher levels of job stress ($Bs=.19$ and $-.25,$ respectively). In addition managers scoring higher on MA indicated greater intentions of quitting ($B=.22$).

Table 7

Material Affluence, Time Affluence and Work Outcomes

<u>Work Outcomes</u>	<u>R</u>	<u>R²</u>	<u>Change R²</u>	<u>F</u>
<u>Job satisfaction</u>				
<u>Personal demographics</u>	.21	.06	.06	.01*
Marital status (.31)				
Education level (.13)				
<u>Work situation characteristics</u>	.44	.20	.14	.001
Organization tenure (.29)				
Job tenure (.29)				
Organizational level (.19)				
Organizational size (.18)				
<u>Affluence</u>	.46	.22	.02	.18*
<u>Career Satisfaction</u>				
<u>Personal demographics</u>	.21	.04	.04	.18*
<u>Work situation characteristics</u>	.29	.08	.04	.01*
<u>Affluence</u>	.29	.08	.00	.18*
<u>Job Stress</u>				
<u>Personal demographics</u>	.20	.04	.04	.18*
<u>Work situation characteristics</u>	.26	.07	.03	.18*
<u>Affluence</u>	.42	.17	.10	.001
MA (.24)				
TA (.19)				
<u>Intent to Quit</u>				
<u>Personal demographics</u>	.36	.13	.13	.001
Age (.40)				
Education level (.20)				
Gender (.16)				
<u>Work situation characteristics</u>	.39	.16	.03	.18*
<u>Affluence</u>	.44	.20	.04	.01
MA (.22)				

MA, TA and Psychological Well-Being

Table 8 shows the results of hierarchical regression analyses in which four indicators of psychological well-being were separately regressed on the same three blocks of predictors. Affluence accounted for a significant increment in explained variance on three of them (work-family conflict, psychosomatic symptoms, life satisfaction). Managers scoring higher on TA indicated less work-family conflict and fewer psychosomatic symptoms (Bs=-.56 and -.29, respectively).

Discussion

Our results provided only partial support for the hypotheses that guided the research. Measures of MA and TA were highly reliable and positively and moderately correlated. In addition, work hours, job demands, and personal-ity characteristics associated with greater work

Table 8

Material Affluence, Time Affluence and Psychological Well-Being

<u>Psychological Well-Being</u>	<u>R</u>	<u>R²</u>	<u>Change R²</u>	<u>F</u>
<u>Job Satisfaction</u>				
<u>Personal demographics</u>	.33	.11	.11	.001
Gender (.15)				
<u>Work situation characteristics</u>	.38	.14	.03	.18*
<u>Affluence</u>	.39	.14	.01	.18*
<u>Work-family conflict</u>				
<u>Personal demographics</u>	.21	.04	.04	.18*
<u>Work situation characteristics</u>	.32	.10	.06	.01
Organization size (.23)				
<u>Affluence</u>	.64	.41	.31	.001
Time (.36)				
<u>Psychosomatic Symptoms</u>				
<u>Personal demographics</u>	.31	.10	.10	.001
Age (.33)				
<u>Work situation characteristics</u>	.39	.16	.06	.01
Organization size (.14)				
Organizational level (.18)				
<u>Affluence</u>	.48	.23	.07	.001
Time (.29)				
<u>Life Satisfaction</u>				
<u>Personal demographics</u>	.24	.06	.06	.01*
Marital status (.37)				
<u>Work situation characteristics</u>	.26	.08	.02	.01*
<u>Affluence</u>	.30	.09	.01	.01*

investments were found to negative relationships with TA (see Tables 3, 4 and 5) . and levels of TA were associated with some of the psychological well-being indicators (see Table 7) Our hypotheses regarding the correlates of MA received less support however. It is not clear whether this reflects the Egyptian culture, characteristics of our managerial sample, or the measure of income that we used. Unfortunately we did not provide enough categories at the top end of the income scale so several managers were clustered at the highest income level that was provided.

The results partially replicated US and Turkish findings however. TA as suggested by Kasser and Sheldon (2009) emerged as a significant predictor of psychological well-being ..Although Kasser and Sheldon did not include work outcomes in their studies, we expected that MA would be predictive of these as well as potentially predictive of psychological health, extending the Kasser and Sheldon work to another domain. . There was limited support for these hypothesized relationships.

Although MA and TA have received very little research attention to date this work suggests that both are promising leads to understanding individual satisfaction and health in the workplace. In addition, as reflects in this study and our previous research in Turkey (Burke, Koyuncu, Fiksenbaum & Demirer, 2009), we endorse Kasser and Sheldon's call for more cross-cultural research using these concepts.

Limitations of the research

This research, like most others, has some limitations. First, all data were collected using self-report questionnaires raising the small possibility of responses being affected by use of a common method. Second the data were collected at one point in time making it difficult to establish causal relationships. Third, a few of the measures had levels of internal consistency reliability below the generally accepted level of .70. Fourth, although the sample was relatively large, it was not likely a representative sample of Egyptian managers and professionals in the manufacturing sector. Fifth, the sample was relatively young, single and without children; it is not clear the extent to which these results would generalize to an older sample having both children and longer work and organizational tenure. Sixth, the extent to which these findings would generalize to respondents working in other industrial sectors or respondents in other countries is yet to be determined.

Future research directions

Research on MA and TA is just beginning (Kasser & Sheldon, 2009; Burke Koyuncu, Fiksenbaum & Demirer, 2009), though it builds on earlier studies of the role of both money and time on satisfaction and subjective well-being. As a consequence, future research is wide open. We agree with Kasser and Sheldon that it is important to conduct studies of MA and TA in various countries and cultures and the present study moves us in that direction. We also believe that an emphasis on gender differences would add to our understanding of MA and TA. Finally, the inclusion of positive concepts such as optimism, resilience, and joy to supplement the emphasis on negative concepts such as exhaustion and psychosomatic symptoms would add balance to the research findings (Cameron, Dutton & Quinn, 2003).

References

- Abdalla, I. (1996) Attitudes towards women in the Arabian Gulf Region. *Women in Management Review*, 11, 29-39.
- Al-Lamky, A. (2007) Feminizing leadership in Arab societies: The perspectives of Omani female leaders. *Women in Management Review*, 22, 49-67.
- Ali, A. J., (2005) Islamic perspectives on management and organization. Cheltenham, UK: Edward Elgar.
- Ali, A. (1999) Middle East competitiveness in the 21st century's global market. *Academy of Management Executive*, 1, 102-108.
- Ali, A. (1998) Scaling an Islamic work ethic. *Journal of Social Psychology*, 128, 575-583.
- Ali, A. J., & Al-Owaihian, A. (2008) Islamic work ethic: A critical review. *Cross Cultural Management*, 15, 5-19.
- Barling, J., Keloway, E. K., & Frone, M. R. (2005) *Handbook of work stress*. Thousand Oaks, CA: Sage Publications.
- Budhwar, P., & Mellahi, K. (2007) Introduction: Human resource management in the Middle East. *International Journal of Human Resources Management*, 18, 2-10.
- Burke, R. J. (2009) Greed. In R. J. Burke & C. L. Cooper (eds.) *Research companion to corruption in organizations*. Cheltenham, UK: Edward Elgar. in press.
- Burke, R. J., & Cooper, C. L. (2008) *The long work hours culture: Causes, consequences and choices*. Bingley, UK: Emerald Publishers.
- Burke, R. J., Koyuncu, M., Fiksenbaum, L., & Demirer, H. (2009) Time affluence, material affluence and well-being among Turkish managers. Unpublished manuscript. Schulich School of Business, York University. Toronto. Canada

- Burke, R. J., (1991) Early work and career experiences of female and male managers and professionals: Reasons for optimism? *Canadian Journal of Administrative Sciences*, 8, 224-230.
- Carlson, D., Kacmar, J., & Williams, L. (2000) Construction and initial validation of a multi-dimensional measure of work-family conflict. *Journal of Vocational Behavior*, 56, 249-278.
- Cameron, K. S., Dutton, J. E., & Quinn, R. E., (2003) Positive organizational scholarship: foundations of a new discipline. San Francisco: Berrett-Koehler.
- Dembe, A. E., Erickson, J. B., Delbos, R. B., & Banks, S. M. (2005) The impact of overtime and long work hours on occupational injuries and illnesses: New evidence from the United States. *Occupational and Environmental Medicine*, 62, 588-597.
- Diener, E., Emmons, R. A., Larsen, R. J., & Griffin, S. (1985) The Satisfaction with Life Scale. *Journal of Personality Assessment*, 49, 71-75.
- El-Ghannam, A. (2002) Analytical studies of women's participation in Arab societies. *Equal Opportunities International*, 21, 1-18,
- El-Ghannam, A. (2001) Modernization in Arab societies: The theoretical and analytical view. *International Journal of Sociology and Social Policy*, 21, 99-131.
- El-Kot, G., & Leat, M. (2008) A survey of recruitment and selection practices in Egypt. *Education, Business and Society: Contemporary Middle eastern Issues*, 1, 200-21.
- El-Saadawi, N. (1982) Women and Islam. *Women's Studies International Forum*, 5, 193-206.
- Greenhaus, J. H., Parasuraman, S., & Wormley, W. (1990) Organizational experiences and career success of black and white managers. *Academy of Management Journal*, 33, 64-86.
- Hewlett, S. A., & Luce, C. B. (2006) Extreme jobs: The dangerous allure of the 70-hour work week. *Harvard Business Review*, December, 49-59.
- Hofstede, G. (1980) Culture's consequences: International differences in work-related values. Beverly Hills, CA: Sage Publications.
- Jamali, D., Safieddine, A., & Daouk, M. (2006) The glass ceiling: Some positive trends from the Lebanese banking sector. *Women in Management Review*, 21, 625-642.
- Japer, N. (2001) Bargaining with a patriarchy: Gender, voice and spatial development in the Middle East. *Arab Studies Quarterly*, 23, 101-102.
- Kasser, K. T., & Sheldon, K. M. (2009) Time affluence as a path towards personal happiness and ethical business practice. Empirical evidence from four studies. *Journal of Business Ethics*, 94, 243-255.
- Kofodimos, J. (1993) *Balancing act*. San Francisco: Jossey-Bass.
- Leat, M., & El-Kot, G., (2007) HRM practices and policies in Egypt: The influence of national context? *International Journal of Human Resources*.
- Maslach, C., Jackson, S. E., & Leiter, M. P. (1996). *Maslach Burnout Inventory*, 3rd ed. Palo Alto, CA: Consulting Psychologists Press.
- Metcalfe, B. D. (2008) Women in management and globalization in the Middle East. *Journal of Business Ethics*, 83, 85-100.
- Metcalfe, B. D. (2007) Gender and human resource management in the Middle East. *International Journal of Human Resources Management*, 18, 54-74.
- Metcalfe, B. D. (2006) Exploring cultural dimensions of gender and management in the Middle East. *Thunderbird International Business Review*, 48, 93-102.

- Mostafa, M. M. (2003) Attitudes towards women who work in Egypt. *Women in Management Review*, 18, 252-268.
- Mudrack, P. E. (2006) Understanding workaholism: The case for behavioral tendencies. In R. J. Burke (ed.) *Research companion to working time and work addiction*. Chichester, UK: Edward Elgar. pp. 108-128.
- Muna, F. (1980) *The Arab executive*. London: MacMillan.
- Quinn, R. P., & Shepard, L. J., (1974) The 1972-73 Quality of Employment Survey. Ann Arbor, MI: Institute for Social Research, University of Michigan.
- Ramzy N. (2002) Arab women and labor: A study of three Arab societies. *Journal of the social Sciences*, 30, 579-607.
- Schabracq, M. J., Winnubst, J. A. M., & Cooper, C. L. (2003) *The handbook of work and health. psychology*. West Sussex, UK: John Wiley.
- Sherabi, H. (2002) Modernism and religious thought. *Al Rai* 18 October, p. 236.
- Sidani, Y. (2005) Women, work and Islam in Arab societies. *Women in Management review*, 20, 496-512.
- Sparks K., Cooper, C. L., Fried, Y., & Shirom, A. (1997) The effects of hours of work on health: a meta-analytic review. *Journal of Occupational and Organizational Psychology*, 70, 391-408.
- Spence, J. T., & Robbins, A. S. (1992) Workaholism: Definition, measurement, and preliminary results. *Journal of Personality Assessment*. 58, 160-178.
- Steers, R. M., & Braunstein, D. N. (1976) Manifest Needs Questionnaire. In J. Cook, et al. (eds.) *Experience of work: A compendium and review of 249 measures and their use*. New York: Academic Press. pp. 159-160.
- Tyler, M., & Holmes, E., (2008) Higher education reforms in Egypt: Preparing graduates for Egypt's changing political economy *Education, Business and Society: Contemporary Middle Eastern Issues*, 1, 175-185.
- van der Hulst, M. (2003) Long work hours and health. *Scandinavian Journal of work, Environment and Health*, 29, 171-188.
- Yousef, D. A. (2001a) Islamic work ethic: A moderator between organizational commitment and job satisfaction in a cross-cultural context. *Personnel Review*, 30, 152-169.
- Yousef, D. A., (2001b) The Islamic work ethic as a mediator of the relationship between locus of control, role conflict and role ambiguity. *Journal of Managerial Psychology*, 15, 283-302.