

Table 5.10 shows the effects of three main categorized work-life balance programs on perceived organizational performance. In the full sample (all agencies), dependent care program index is significant and negatively associated with perceived organizational performance (-0.584). Flexible work program index is negative and significantly associated with perceived organizational performance (-1.907) in U.S. federal agencies. Health-related assistance program has a positive significant relationship with perceived organizational performance (1.995) in U.S. federal agencies.

Leadership support has a positive and non-significant relationship with perceived organizational performance (0.173) in U.S. federal agencies. The interaction of dependent care program and Leadership support is positive and significantly associated with perceived organizational performance (0.132). Hypothesis 8-a is supported, since there is an evidence that leadership support moderates the effect of dependent care programs on perceived organizational performance in U.S. federal agencies.

The interaction of flexible work program and Leadership support is positive and significantly associated with perceived organizational performance (0.481) in U.S. federal agencies. Hypothesis 8-b is supported, since there is an evidence that leadership support moderates the effect of flexible work programs on perceived organizational performance in U.S. federal agencies.

The interaction of health-related assistance program and Leadership support is negative and significantly associated with perceived organizational performance (-0.474) in U.S. federal agencies. Hypothesis 8-c is not supported, since there is no evidence that leadership support moderates the effect of health-related assistance program on perceived organizational

performance in U.S. federal agencies. Minority is positive and not significantly associated with perceived organizational performance (0.024). Being males is positive and not significantly associated with organizational performance (0.072). Federal employees that fall under the age group of 40 years and above have a negative non-significant association with perceived organization performance (-0.153).

Still on Table 5.10, for feminine agencies, there is a non-significant positive relationship between dependent care program and perceived organizational performance (4.083). Flexible work program is positive and non-significantly associated with perceived organizational performance (2.501) in feminine agencies. Health-related assistance program has a negative non-significant relationship with perceived organizational performance (-9.679) in feminine agencies.

Leadership support has a negative association with perceived organizational performance, it is not significant (-2.102) in feminine agencies. The interaction of dependent care program and Leadership support is negative and not significantly associated with perceived organizational performance (-0.956) in feminine agencies. Hypothesis 8-d is not supported, since there is no evidence that leadership support moderates the effect of dependent care programs on perceived organizational performance.

The interaction of flexible work program and Leadership support is negative and non-significantly associated with perceived organizational performance (-0.641) in feminine agencies. Hypothesis 8-e is not supported, since there is no evidence that leadership support moderates the effect of flexible work programs on perceived organizational performance in U.S. federal agencies.

The interaction of health-related assistance program and Leadership support is positive and not significantly associated with perceived organizational performance (2.312) in feminine agencies. Hypothesis 8-f is not supported, since there is no evidence that leadership support moderates the effect of health-related assistance programs on perceived organizational performance in feminine agencies. Minority has a non-significant positive association with perceived organizational performance (0.225). Being male is positive and non-significantly associated with perceived organizational performance (1.171). Federal employees that fall under the age group of 40 years and above have a negative not significant association with perceived organization performance (-0.384).

Still on Table 5.10, for masculine agencies, there is a non-significant negative relationship between dependent care program index and organizational performance (-0.018). Flexible work program is negative and significantly associated with perceived organizational performance (-1.938) in masculine agencies. Health-related assistance program has a positive and not significant relationship with perceived organizational performance (1.536).

Even though Leadership support has a positive association with perceived organizational performance, it is not significant (0.291) in masculine agencies. The interaction of dependent care program and Leadership support is negative and not significantly associated with perceived organizational performance (-0.011) in masculine agencies. The interaction of flexible work program and Leadership support is positive and significantly associated with perceived organizational performance (0.464) in masculine agencies. The interaction of health-related assistance program and Leadership support is negative and non-significantly associated with perceived organizational performance (-0.347) in masculine agencies. Minority has a non-

CHAPTER 6

DISCUSSION AND CONCLUSION

This study examines the relationship between three different categories of work-life balance policies on perceived organizational performance among federal agencies, and how leadership support moderates this relationship in feminine and masculine organizations. The goal of this chapter is threefold. First, it discusses the research findings between work-life balance policies and perceived organizational performance among federal agencies in general, and the moderating effect of leadership support and highlights the differences in this relationship between feminine and masculine organizations. Second, this chapter discusses the implication of the study findings. Third, this chapter explains the limitation of this study and future research followed by the conclusion.

6.1 Work-Life Balance Policies and Perceived Organizational Performance

This section discusses the result of each category of work-life balance policies and its relationship with perceived organizational performance within federal agencies in general, then in feminine and masculine organizations to assess which policy has the greatest impact on perceived organizational performance. This section organized is into three subsections. The first subsection discusses regression results of dependent care programs on perceived organizational performance. Second subsection discusses the regression findings of flex work programs on perceived organizational performance. Third subsection discusses the regression results of health-related assistance programs on perceived organizational performance.

6.1.1 Dependent care programs and Perceived Organizational Performance.

This study asserted that childcare programs have positive relationship with perceived organizational performance in the U.S. federal agencies. However, the result, as shown in chapter 5, is contrary to the expectation, and childcare has negative and significant impact on perceived organizational performance in the U.S. federal agencies. This finding run counter to the general research in both public and private sectors literature (e.g. Bae & Goodman, 2014; Clifton & Shepard, 2004; Lee & Hong, 2011; Ko et al., 2013; Perry-Smith & Blum, 2000). One possible explanation for this result might be the nature of childcare programs in its current form of implementation does not improve perceived organizational performance. For example, on-site childcare might not be appropriate or cost effective for all employees (Ezra & Deckman, 1996). Although on-site childcare might help in reducing transportation costs for parent, and employees will be in close proximity to their children (Feeney & Stritch, 2019). This closeness might create a lot of interruptions to the employees during the performance of their jobs, which in turn will affect their productivity, and organizational performance. Another possible reason can be found in Ezra and Deckman' (1996) study, they argue that childcare arrangements might help parents in striking a balance between the work domain and family domain, but it might not be sufficient to completely mitigates all conflicting issues between the two domains. This in turn, might affect perceived organizational performance.

The results of this study also show that eldercare programs have a positive but not significant relationship with perceived organizational performance. Although eldercare might help employees in striking balance between work and eldercare responsibility, which in turn improves perceived organizational performance (Ezra & Deckman, 1996; Kim & Wiggins, 2011;

S. Y. Lee & Hong, 2011; Saltzstein et al., 2001), employees might avoid using these programs because they believe that it can affect their promotional opportunities (Earhart et al., 1993). Therefore, the positive impact of these programs on perceived organizational performance is not significant. This would suggest organizations to encourage employees to use these policies.

Surprisingly, although women have usually been seen as the ones mainly responsible for caregiving responsibilities (Ko et al., 2013), the results of the study indicate that feminine organizations did not seem to show more positive and significant association between dependent care programs and perceived organizational performance. This is likely due to social changes in caregiving obligations and the fact that men became more involved in their family responsibilities, and they have caregiving obligations just like their female counterparts. In addition, women might be less satisfied with the current dependent care programs as they might not be sufficient in helping them to achieve balance between work requirements and caregiving responsibility.

Before moving to the next subsection, a general explanation for the unexpected results of dependent care programs could be referred to the fact that these policies are not beneficial for all employees. As mentioned in chapter 3 earlier, these policies are targeting employees with caregiving responsibilities (Kim & Lee, 2019), and this study measure work-life balance policies by using satisfaction of employees concerning these policies. Therefore, it is more likely that the most respondents of survey might not stand to benefit from dependent care policies and conceive them as unfair treatment from their organizations. Thus, they are more likely to not positively reciprocate back with improved perceived organizational performance within their organizations.

6.1.2 Flexible- Work Programs and Perceived Organizational Performance.

Furthermore, this study examines the impact of flexible working programs (alternative work schedules and telework) on perceived organizational performance in U.S. federal agencies. The results show that alternative work schedules have a negative significant relationship with perceived organizational performance in U.S. federal agencies. Despite the advantages that are associated with alternative work schedules, it also has its own problems such as supervision difficulties, and time scheduling management (Caillier, 2016). These problems might be the reason for the negative significant impact of this policy type on perceived organizational performance within federal agencies. In addition, Kim and Lee (2019) noted that alternative work schedules are not flexible enough to help employees balance their work-life responsibility as it involves small changes in work schedules, for example changing work hours from 9-5 schedules to 10-6 schedules. This slight modification might not be enough to help employees to positively reciprocate back with improved perceived organizational performances their organizations. Also, the long hours associated with compressed schedules might increase work stress among employees (Lee & Kim, 2010) which might negatively impact on perceived organizational performance.

Contrary to this study expectations and in consistence with Lee and Hong' (2011) findings, this study shows that telework has negative impact on organizational performance in U.S. federal agencies. This result can be explained by the fact that telework can affect employees' communication with their organizations and it might decrease employees' commitments and loyalty to their organizations, resulting in lower organizational performance (Lee & Hoang, 2011). Telework from home also might blur the lines between work and home

responsibilities (Caillier, 2016; Khalifa & Davidson, 2000) due to the interruptions that is likely to occur in the home working environment (Saltzstein et al, 2001). In addition, telework is associated with a lack and difficulties of supervision over employees (Newman & Mathew, 1999). This in turn, might lower employees' morals and negatively affect organizational performance (Lee & Hoang, 2011). This negative result of telework, raises a concern regarding the effectiveness of this policy during high uncertainty and crises times such as the current pandemic of COVID-19 where every employee experiencing shelter in place conditions have to work from home.

Additionally, the results do not show that the relationship between the alternative work schedule programs and perceived organizational performance is more positive in feminine organizations compared to masculine organizations. This is might be explained by the finding that flexible-work programs are offered to benefits all employees regardless of their gender, and men may prefer using these policies as it gives them more control over their work schedules (Feeney & Stritch, 2017). Although telework results are not significant in masculine type of organizations, its impact in feminine organization is positive, and significant. This is not surprising because women might tend to be more satisfied with working from home as this will allow them to be able to take care of their children and other home responsibilities. So generally, employees of feminine agencies tend to appreciate the provisions of telework programs within their organizations and this result in an increase in organizational performance through reciprocity.

In general, although flexible-working arrangements are offered to all employees, the participation in this is restricted to eligible employees such as teleworker (Kwon & Jeon, 2018).

There is a possibility that most of the survey respondents are not eligible to participate in these programs. Therefore, they will not be satisfied with it causing this unexpected result. Also, the composite effect of flexible work programs (using an index measure) within masculine organizations result in significant negative effect on perceived organizational performance.

6.1.3 Health-Related Assistance Programs and Perceived Organizational Performance.

The study also assesses the nature of the relationship between perceived organizational performance in the U.S federal agencies and two health-related programs, namely employee's assistance programs and wellness programs. Among all work-life balance policies that were tested in this study, employee's assistance programs are the only policy that has significantly positive impact on perceived organizational performance in U.S. federal agencies, in feminine agencies as well as in masculine agencies. This result is not surprising because employee assistance programs help employees to recover from serious non-work problems such as drugs addiction, alcoholism, and other important mental and personal problems that negatively affect perceived organizational performance (Jacobson & Sacco, 2012). This finding is also support the assertion of social exchange theory, which assumes that employees who are more likely to benefits from employee's assistance programs will feel that organizations care about them, and they will return the favor back to their organizations through adapting positive workplace behaviors that enhanced organizational performance.

An unexpected result can be observed regarding wellness programs and its relationship with perceived organizational performance. Although improving performance is a primary goal of wellness programs (Sabharwal et al., 2019), this study findings show that wellness programs is associated with negative relationship with organizational programs at (0.01) level of

significance. This could be due to the view that wellness programs might become a source of pressure for employees as it takes time away from other personal responsibility, and this can result in challenges in mitigating work-life conflict (Dumond, 2012). In addition, the voluntary participation in wellness program might bias the result of analysis (Sabharwal et al., 2019). This may suggest that adopting more of wellness programs in its current form of implementation is not enough to improve organizational performance in federal agencies.

Surprisingly, masculine organizations do not show increased positive association between employee's assistance programs and perceived organizational performance as compared to feminine agencies. This is probably due to the stigma associated with this policy, as it was originally implemented to benefit those who suffer from drug addiction, alcoholism, and mental issues (Benavides& David, 2010; Johnson, 1985). Unlike women who are more likely to use self-referral sources (Brodziaski & Goyer, 1987), men might be stigmatized since they are more likely to be referred to assistance programs with the added pressure of supervisors (Brodziaski & Goyer, 1987; Johnson & O'Neill, 1989).

Furthermore, the results of this study do not indicate that an increased positive relationship between wellness programs and perceived organizational performance within feminine agencies as compared to masculine agencies. As mentioned above, this program might be a source of pressure, particularly for women with children since they might feel guilty for taking time away from their family responsibilities (Dumond, 2012; Zoller, 2004). In the full model analysis, wellness program worsens the perceived organizational performance of feminine agencies more as compared to masculine.

6. 2 The Moderating Effect of Leadership Support.

The study examines the role of leadership support in moderating the relationship between work-life balance policies and organizational policies. As suggested by Ko, Hur and Smith-Walter (2013), the impact of these policies is moderated by other variables. Also, scholars have argued that supervisor support can influence employees' perception of work-life balance policies and moderate its impacts (e.g. Batt & Valcour, 2003; Thompson & Prottas, 2006). In this study, I hypothesize that leadership support will moderate the relationship between each type of work life balance policy and perceived organizational performance in the U.S. federal agencies. As with high level of leadership support, the relationship between work-life balance policies and organizational policies will positively increase.

Leadership support moderates the relationship between perceived organizational performance and both dependent care programs (using an index measure) in the U.S. federal agencies. Specifically, leadership support moderates positively the relationship between childcare programs and perceived organizational performance in U.S. federal agencies. This is not surprising because employees might feel that leadership care about their children. So, employees are more likely to positively pay back to their organizations. However, leadership support does not positively moderate the relationship between eldercare program and perceived organizational performance in U.S. federal agencies. As Earhart, Middlemist and Hopkins (1993) noted, eldercare is "hidden problem". So, even with leadership support employee might not be satisfied with these programs and avoid using them as they view them as a threat source for their career advancement.

Leadership support shows a positive moderating effect on the relationship between flexible work programs (using an index measure) and perceived organizational performance in

U.S. federal agencies. Specifically, leadership support positively moderates the effect of alternative work schedule and perceived organizational performance in U.S. federal agencies, and negatively moderates the relationship between telework and perceived organizational performance in U.S. federal agencies. This finding is conflicting with Kwon and Jeon' (2018) argument that leadership support to telework programs is crucial to maximize the effectiveness of these programs. One possible reason for this unexpected result could be that telework cons (as mentions above) outweigh its prose. Thus, even with supportive leadership, telework does not seem to be an effective way to enhance organizational performance in U.S. federal agencies in general.

Leadership support moderates the relationship between health-related assistance programs (using an index measure) and perceived organizational performance negatively in U.S. federal agencies. Specifically, the results show that the moderating effect of supervisor support on the relationship between employee assistance programs and perceived organizational performance is significantly negative in U.S. federal agencies. This may be due to the problem where supervisors are not well trained to deal with the sensitive issues associated with employee's assistance programs (Gilbert, 1994; Johnson & O'Neill, 1989). In this case, untrained supervisors might add more pressure on troubled employees resulting in lower organizational performance. The results also indicate that the interaction between supervisor support and wellness programs is positively and non-significantly associated with organizational performance. This could be due to inadequate satisfaction of employees about wellness programs even with the support of their immediate supervisors.

In term of gendered institutions, the moderating effect of leadership support does not seem to have an increased positive impact between the association of perceived organizational performance and both dependent care programs in feminine organizations. This could be due to the inadequate support provided by supervisors when dependent care programs are provided within feminine and masculine agencies. Also, it could be that supervisors support in feminine agencies are not that unique and very helpful to employees in feminine agencies as compared to masculine agencies. In term of flexible work programs, leadership support has positive moderating effect with only alternative work schedules in feminine organization. Similarly, leadership support has only positive moderating effect on the relationship between wellness program and perceived organizational performance in feminine organizations. this is not surprising because women are more likely to participate in wellness programs (Aldana et al., 2005; Hall et al., 2017; Joslin et al., 2006), and employers are more likely to encourage female employees and provide with incentive to participate in wellness programs (Batorsky et al., 2016; Mattke et al., 2014). Therefore, female employees are more likely to feel that leadership care about their health and wellbeing, and they will return the favor back to their organizations through adapting positive workplace behaviors that enhanced organizational performance.

6. 3 Implications of the Study

The findings of this study have several implications for policy makers and managers in public agencies. The results show that employees' satisfaction with work-life balance policies does not appear to help federal agencies in improving their organizational performance. With the exception of employee's assistance programs, other work-life balance policies do not seem to have significant and positive impact on perceived organizational performance in U.S. federal

agencies in general. Thus, federal agencies should invest more in employee's assistance programs, and facilitate using them. It also should provide the appropriate training to supervisors who are responsible for referring employees to these programs to maximize the program's benefits (Johnson & O'Neill, 1989).

Although the results do not show significant and positive impact of the remaining work-life balance policies on perceived organizational performance in U.S. federal agencies in general. This should not prevent federal agencies from offering these policies. However, it is important for federal agencies to re-evaluate work-life balance policies and take actions to maximize its benefits and minimize the drawbacks. For example, federal agencies need to remove the barriers of participating in dependent care programs and increase the access to it. This is because it has been shown that the percentage of employees participating in dependent care programs is only 2% (OPM, 2011), which is less than expected. Federal agencies also might need to improve the quality of childcare services, and reconsider offering a variety of dependent care services that allow employees to choose the best services that suits their caregiving needs instead of one "service fits all" (Feeney & Stritch, 2019). With regard to eldercare programs, the findings indicate that it has positive but not significant effect on perceived organizational performance. Thus, it is important for federal agencies to encourage eligible employees to use these services without concern about their promotion opportunities.

Although flexible work programs (e.g. telework and alternative work schedules) are the most widely used among other work-life balance policies (Caillier, 2016), the findings of the study do not indicate that flexible work programs have significant positive impact on perceived organizational performance in U.S. federal agencies in general. So, it is extremely important for

organizations that in taking future decisions, measures are put in place to improve the current form of the programs, for example, providing different pattern of work hours schedules to provide employees with more flexibility (Lee & Kim, 2019), and this well-tailored programs will improve its impact on organizational performance. Specially now with the current pandemic of COVID-19, more than ever employees are teleworking. Thus, it is important for government to improve the effectiveness of this policies as it appears to be the one of the safest ways for employees to perform job. This might be done through the encouragement of communications between teleworkers and their organizations and by providing employees with incentives to increase their self-discipline.

Wellness programs have negative association with perceived organizational performance. Wellness programs might fail in achieving its expected results because it does not allow employees children to participate in the activities center, which, in turn will increase work life conflict for employees particularly female employees, as they feel that wellness programs take time from their children and family responsibilities (Zoller, 2004). This should encourage policy maker and public managers to allow employees children and other family member to participate in wellness programs to maximize its benefits.

The study also examined the role of leadership support in moderating the relationship between work-life balance policies and perceived organizational performance. With an exception to wellness programs, alternative work schedule program and childcare programs, leadership support does not appear to positively moderate the relationship between the work-life balance policies and perceived organizational performance. Previous researchers have theoretically suggested that supportive supervisors can influence employees' perception of work-life balance

policies and moderate its impacts (e.g. Batt & Valcour, 2003; Thompson & Prottas, 2005).

However, supervisors sometimes are not well trained to provide support in proper ways, or their behaviors and styles can negatively impact employees' work- attitudes. Thus, it is important for organization to provide special training to supervisor.

The study findings also show that at times, the type of organizations determine the effect that work-life policies have on perceived organizational performance. Specifically, telework showed a significant positive association on perceived organizational performance within feminine agencies. Employee assistance program also had more positive significant association in feminine agencies as compared to masculine agencies. However, the other four work life balance programs alone did not show more positive significant association with perceived organizational performance within feminine agencies as compared to masculine agencies. So, for feminine organizations seeking to improve their organizational performance, it will be important to encourage using telework programs and employee's assistance programs among its employees.

6.4. Research Limitation and Future Studies

Just like other studies, this research has several limitations. First, it uses subjective measures to assess organizational performance. Although subjective measures of performance are strongly correlated to objective measures (Boyne & Walker, 2004), using actual measure of organizational performance might produce accurate results. Future studies could use objective measure of organizational performance to increase the results accuracy. In addition, the study uses the degree of satisfaction to a program to measure work-life balance policies, this might bias the study results since not all respondent might stand to benefit from these policies. To reduce

the probability of bias, future studies might consider measuring participation in work-life balance policies.

Another limitation of the study relates to the sample size. The study uses Federal Employee Viewpoint Survey (FEVS) to create a panel dataset by aggregating the mean responses at the agency level. This, in turn, result in reducing the sample size. In addition, the measures of work-life balance were not available in FEVS after 2015. Therefore, the study measures work-life balance policies over the period from 2011 to 2015 because the measures were consistent over this period.

Moreover, this study has another limitation associated with generalizability. Although Fernandez et al, (2015) argued that FEVS data provides representativeness, generalizability, consistency, availability, and compatibility with other government data sources. This research focuses on public employees of the federal government, this suggest that the findings of this research may not be applicable to all public employees in the U.S.

Despite these limitations, the study contributes to the field of public administration in several ways. It examines differential impact of each work-life balance policies that are provided by the U.S. federal agencies on perceived organizational performance to assess which policy has the largest impact. With an exception to employee's assistance programs, the study shows that work-life balance policies in its current form of implementation are not sufficient to improve perceived organizational performance in the U.S federal agencies, and that the type of organizations does not make a difference. The study also shed light on rarely addressed work-life balance policies in the literature such as eldercare, employee's assistance programs, and wellness programs.

6.5 Conclusion

Organizational performance is the ultimate goal of public organizations (Rainey, 2014). It is even more important for federal agencies as its performance affects nearly everyone in the U.S. who in total pays trillions of dollars as taxes each year to fund the work of the federal government (Pellegrino, 2015). With the social and demographic changes in the American workforce such as increasing numbers of females in the workforce, dual careers families, five generations of workers, and an aging population (Beauregard & Henry, 2009), as well as demands of the work environment, employees start to encounter conflicts between work requirements and personal life responsibilities. This conflict between the two domains affects employees' work- attitude and productivity (Facer & Wadsworth, 2008), which in turn, can negatively impact organizational performance. As a response, federal government began offering work-life balance policies to help employees to achieve work-life balance and improve their organizational performance. Although improving organizational performance is one of the ultimate goals of work-life balance policies (Lee & Hoang, 2011), few empirical studies have examined this relationship in the public sector (Ko et al., 2013; Lee & Hoang, 2011). This study contributed by addressing this gap in literature.

It is important for public organizations to assess which policy has the largest impact on perceived organizational performance, therefore, this study examined the impact of six work-life balance policies organized into three categories , namely dependent care programs, flexible-work- programs, and health related assistance programs on perceived organizational performance in the U.S. federal agencies in general. Also, this study examined the moderating effect of leadership support on the relationship between work-life balance policies and perceived

organizational performance, and to what extent the organizational type makes a difference in the results.

Drawing on the social exchange theory, this study expected that work-life balance policies would have significant positive relationship with perceived organizational performance in the U.S. federal agencies, and that leadership support will have a significant positive moderating effect. The study also expected that the relationship between work-life policies and perceived organizational performance will be more positive in feminine organizations compared to masculine organizations. However, the findings do not support all these expectations. With the exception of employee's assistance programs, work-life balance policies do not seem to have significant positive impact on perceived organizational performance. In terms of moderations effect, the results indicate that leadership support only have significant positive moderation effect on the relationship between perceived organizational performance and childcare programs, alternative work schedules wellness programs in all U.S. federal agencies. Leadership support also has significant positive moderation impact on the relationship between perceived organizational performance with alternative programs, and wellness programs in feminine organizations.

The findings of the study emphasizes the need for federal agencies to assess and evaluate the impacts of work-life balance policies to show that the benefits of such policies exceed its cost, and to provide evidence to the citizens who bare the high cost of these programs through the payment of taxes (Lee & Hong, 2011). It also encourages public administration scholars to conduct more systematic research on work-life balance policies to provide more concrete evidence on its importance in the public sector context.

APPENDIX A

CLASSIFICATION OF U.S. FEDERAL AGENCIES

FEMININE AGENCIES

Code	Agency Name
HE	Department of Health and Human Services
ED	Department of Education
HU	Department of Housing and Urban Development
SZ	Social Security Administration
VA	Department of Veterans Affairs
TR	Department of the Treasury

MASCULINE AGENCIES

Code	Agency Name
AG	Department of Agriculture
AJ	National Endowment For The Arts
EB	Export Import Bank
IF	Inter-American Foundation
IN	Department of the Interior
ST	Department of State
NN	National Aeronautics and Space Administration
SN	National Gallery of Art
SB	Small Business Administration
DN	Department of Energy
TD	Department of Transportation
GS	General Services Administration
BD	Merit Systems Protection Board
OM	Office of Personnel Management
HS	Department of Homeland Security
ST	Department of State
DD	DoD 4th Estate
AF	Department of the Air Force
AM	U.S. Agency for International Development
AR	Department of the Army
BF	Defense Nuclear Facilities Safety Board
HF	Federal Housing Finance Agency
DJ	Department of Justice
EP	Environmental Protection Agency
NU	Nuclear Regulatory Commission

SE Securities and Exchange Commission
CM Department of Commerce
DL Department of Labor
FC Federal Communications Commission
FJ Chemical Safety/Hazard Investigation Bd
KS Corp For National and Community Service
MC Federal Maritime Commission
BF Defense Nuclear Facilities Safety Board
OS Occupational Safety & Health Review

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BIOGRAPHICAL SKETCH

Diana Al-Fayez was born in Amman, Jordan. She attended the University of Jordan and received her bachelor's degree in Economics in 2006 and an MPA in 2009. After that, she started her professional career at the Jordan Investment Commission – the sole government organization responsible for attracting foreign direct investment. Diana took lead roles in the Human Resources Department, and in the Investment Window Development Department at the Jordan Investment Commission. In 2015, Diana was awarded a full scholarship from the University of Jordan to pursue her PhD overseas. She joined the Public and Nonprofit Management PhD program at The University of Texas at Dallas in Fall 2016. In her last year in the doctoral program, she received a TA position, and had the pleasure of teaching a class for Negotiation and Conflict Management. Diana's research interests include organizational performance and public policy, human resource policies, administrative reforms, and financial reforms. Diana's main ambition is to contribute to the field of public management, and to improve society by making it a better place to live for all.

CURRICULUM VITAE

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Education History

Doctor of Philosophy in Public Affairs August 2020
The University of Texas at Dallas
Department of Public and Nonprofit Management

Master of Public Administration January 2009
The University of Jordan
Department of Public Administration

Bachelor of Economics January 2006
The University of Jordan
Department of Economics

Professional Experience

Graduate Teaching Assistant and Instructor Spring 2020
The University of Texas at Dallas, Richardson - Texas

Instructor for Course Developed and Taught
PA4345 Negotiation and Conflict Management

Invited Guest Lecturer
PA7320 Advanced Human Capital Research and Theory
(Topic: Privatizing Human Resources Function in the Public Sector) Fall 2019

Head of the Investment Window Development Department
Jordan Investment Commission, Amman - Jordan July 2015 -August 2016

- Covered the whole investment process (More backward integration, e.g. research, investment targeting and forward integration, e.g. services, after care and evaluations)
- Proactive rather than reactive approach to investment promotion (Focused on carrying out targeted promotion activities and ensuring availability of solid networking)
- Transformation from a public service non-profit institution into a business for profit institution (Defined revenues /cost and link budget to performance)
- Capacity building (Including environment, internal operations, resources and relationships with related parties, learning, accumulation of knowledge to match JIC's development and growth with the expected growth in Jordan's investment environment)

Head of Human Resources Department

Jordan Investment Commission, Amman- Jordan

February 2011 -July 2015

- Responsible for all HR disciplines –compensation and benefits, training and development, employees' relations, and recruitment and selection
- Prepared job descriptions for all positions
- Prepared manual of performance appraisal system including guidelines, explanatory list of appraisal criteria
- Proposed Change Management program
- Proposed a list of short, mid-term HRM strategies

Economic Researcher

Jordan Investment Commission, Amman- Jordan

January 2010 – February 2011

- Conducted research and prepared reports on issues related to investment in Jordan and the Region
- Formulated plans to address economic problems related to the investment
- Collected and processed economic and statistical data using sampling techniques and econometric methods

Teacher

Ministry of Education, Amman - Jordan

Fall 2009

Publications

Diana AL-Fayez. (2019) “Financial Reforms in Jordan: Prospects and Challenges”. Book Chapter- Global Encyclopedia of Public Administration, Public Policy, and Governance.

Professional Conferences Presentations

- Predicting Organizational Performance in the U.S. Federal Agencies: Can Family Friendly Policies Make A Difference?” WSSA 2019. San Diego, California.
- “Managing Financial Crisis: Exploring the Impact of Municipal forms of Government” WSSA 2019. San Diego, California.

Professional Memberships

- Pi Alpha Alpha Honor Society (PAA)
- American Society for Public Administration (ASPA) (2016-Present)
- Western Social Sciences Association (WSSA) (2019-present)

Training Courses and Seminars

- Economic Development Workshop – USAID (Amman, Jordan) – May 2010
- Seminar by Lord Digby Jones– Jordan Strategy Forum (Amman, Jordan) May 6, 2013
- The Fifth Arab HR Conference “HR Matrix XCBM, Driving your employee’s performance to organizational effectiveness” (Amman, Jordan) May 8-12,2011
- HR Management as a Strategic Business partner in Organization Workshop” (Amman, Jordan) May9, 2012
- Strategic planning for the institutional development and Change Management workshop” (Amman, Jordan) June 13-15,2011

Voluntary work

- Teaching assistantship with English as a Second Language (ESL) program that is held by Prestonwood Baptist church/ Plano Campus. <https://www.eslclassesinplano.com/>
- A founding member in “YWJA” young Women AL-Giza district Association which was mainly concerned about decreasing the percentage of uneducated females in Jordan.