



THE INFLUENCE OF WORK LIFE BALANCE ON THE PERFORMANCE OF NURSES
IN A PRIVATE HOSPITAL IN DURBAN

by

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Submitted in partial fulfilment of the requirements of the degree of

Masters of Commerce in Human Resource Management

in the School of Management, Information Technology and Governance

in the College of Law and Management Studies

at the University of KwaZulu-Natal (Westville Campus)

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July 2018

Declaration

I, Deanne Govindsamy, the undersigned hereby declare that the work presented in this extended research proposal is based on my own work and that all information sourced are completely and duly referenced. I also declare that I have not submitted this dissertation to any other institution of higher education to obtain an academic qualification.

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Acknowledgements

It has been a long and challenging task of completing this research dissertation and, therefore, I would like to take this opportunity to express my sincere gratitude to all those that have assisted in the completion of this research proposal.

First and foremost, I would like to express my deepest gratitude to God for giving me the ability and strength to persevere and maintain focus throughout my studies.

I would like to especially express my deepest gratitude to my supervisor Mr T. Vajeth for his patience and continuous guidance, without which, it would not have been possible to complete this project. I am truly grateful for the valuable and constructive critiques, advice and support which he has offered throughout the completion of my dissertation.

Most importantly, I would like to express my sincere gratitude to my parents, Marlon and Marlene Govindsamy for their undying encouragement and support. I am truly grateful for all effort that they have put into my studies and, therefore, it would have not been possible to achieve all that I have without their assistance and guidance.

Abstract

Work life balance can be defined as maintaining equilibrium between work and non-work responsibilities. People have limited time to perform various activities that are work related as well as non-work related and therefore it is imperative to ensure that individuals have the ability to satisfy responsibilities from both domains. An individual's inability to satisfy responsibilities from both domains adversely affects the performance at work as well as in their personal lives. Work life balance is a widely used concept, however, the influence it has on employee performance is not so easily seen. The importance and necessity of maintaining work life balance was previously seen as the responsibility of the individual however today, organisations are beginning to recognise the implications that work life balance has on the performance of the individual as well as the organisation. This study aims to close the gap that exists between work life balance and employee performance such that it contributes to the knowledge of enhancing performance. This study will investigate the influence of work life balance on the performance of nurses working in private hospital in Durban. The sample of participants for this study will be randomly selected and thereafter subjected to a self-administered questionnaire in order to solicit the desired results from the sample in an attempt to understand the influence of work life balance on the performance of nurses.

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Chapter 1

Introduction

1.1. Introduction

A great concern facing any organisation regardless of its size or purpose is its ability to achieve the desired objectives. An imperative factor that has the power to enhance or hinder this ability is the performance of its employees. Human resource management faces a critical issue that deeply threatens the performance of employees and that is work life balance. Work life balance has become a popular term that describes the increased need to achieve equilibrium between all facets of life. The trend of combining a career, marriage and parenthood has become increasingly prevalent due to financial pressure. This multi-faceted life has given rise to the concept of work life balance and the significance it has on the performance of an individual. An individual's inability to balance work and personal life domains has the potential to severely impede their performance at both work and personal lives (Poulose and Sudarsan, 2014).

The nursing profession plays a pivotal role in society as it serves to be a critical instrument in the preservation of life. In spite of the dire need for nurses, South Africa currently faces a shortage of qualified nurses. The reason for the shortage is the decline in number of individuals actually completing nursing courses, the closure of training institutions as well as the increase in number of nurses exiting the profession (Wissing, 2013). According to Wissing (2013) the shortage of nurses as well as the increase in patients has brought about excessive work demands on practicing nurses bringing about reduced performance. Health organisations in South Africa are now compelled to consider the work life balance of its employees as their performance contributes to the overall performance of the organisation. This study aims to investigate the influence that work life balance has on the performance of nurses in a private hospital in Durban.

1.2. Background of the study

The concept of work life balance dates back to the 1930's and involved the use of reduced working hours with four shifts of 6 hours a week instead of the usual 3 shifts of 8 hours per week in W.K Kellogg Company which resulted in improved productivity and performance (Naithani, 2010). Prior to the 1970's the work domain and family domain were considered to be separate spheres of life as people failed to realise that aspects of work could affect

personal lives while one's personal life could take a toll on work (Naithani, 2010). It, therefore, becomes evident that these domains in life cannot be treated as separate factors but rather as different facets of life that is integrated and requires balance.

Work life balance can be defined as maintaining equilibrium between work and personal responsibilities such that an individual is able to successfully carry out responsibilities in both work and family life (Moon & Roh, 2010). Without such equilibrium or an imbalance between work and family life, several consequences may arise that may threaten the performance of an individual with regards to work and non-work activities. Poulouse and Sudarsan (2014), proposed that the continuous inability to manage work and personal life domains will result in reduced employee commitment, decreased job satisfaction, diminished employee productivity, increased absenteeism, decreased employee retention and increased turnover rates. For this reason, the study of work life balance and its impact on job performance is imperative.

The nursing profession of South Africa currently is in dire need for a sense of work life balance as the work environment is deteriorating due to the increased number of patients and the declining number of nurses. Nursing is a physically demanding occupation as it directly deals with the physical care of people and coupled with an increasing workload and shift changes, nurses stand a great chance of imbalance between work and personal domains. The declining number of nurses adds more strain on the remaining staff, which affects their ability to ensure work life balance. Polifko (2009) states that work life balance is becoming a major concern for the nursing profession as it reduces the quality of performance which affects the health care of thousands or even millions of people.

1.3. Problem statement

This study focuses on identifying the relationship that exists between work life balance and employee performance, particularly how work life balance influences the performance of nurses practicing in a private hospital in Durban. Dolan and Holt (2008) state that unmanageable workload, staff shortages, shift work and significant stress currently burden the backbone of South African hospitals which is the nursing function. Nursing is a physically demanding profession and together with the abovementioned factors, maintaining work life balance is becoming a serious challenge. Equilibrium is defined as a state in which opposing forces are balanced, however, the nursing environment has fallen short in recognising and remedying the imbalances that exist between the demands from work and

non-work activities which has resulted in increased stress, decrease in the attraction and retention of staff, lowered job satisfaction and reduced quality of patient care (Polifko, 2009).

Furthermore, the performance of nurses in private hospitals directly affects profitability, which serves as an additional reason to ensure enhanced performance (Wissing, 2013). Nurses currently working in a private hospital are deemed to face the difficult challenge of maintaining the fragile balance between work and non-work domains. The failure in this challenge has the potential to affect the performance of nurses and ultimately affecting the performance of hospitals.

1.4. The nursing profession in South Africa

In keeping with the purpose of this study, it is imperative to explore the current context of the nursing profession. According to Wissing (2013) the nature of the nursing profession requires nurses to deliver care to the sick, weak, traumatised, wounded and dying patients entrusted to them thereby, enhancing human quality of life. For this reason, the nursing profession can be considered an integral part of the healthcare system. However, the current environment is becoming a significant barrier for enhanced performance of nurses. South Africa is currently faced with what can be referred to as a ‘nursing crisis’. The crisis in this profession can be attested to the shortage of nurses, disinterest in the profession, a lack of caring ethos, closure of nursing colleges, expansion of nursing responsibilities and a lack of required resources which often results in reduced quality of care (Singh & Mathuray, 2018). The shortage of nurses has the greatest impact to the state of the profession as this has worsened the challenges within the profession. According to the South African Nursing Council (2018) the nursing profession is burdened with an ever increasing work load as the population of South Africa grows. Wising (2013) states that this crisis has contributed to a severely compromised quality of care as hundreds of patients are served by a single nurse and therefore, providing even the most basic care is almost impossible at times. The shortage of nurses as well as the increase in patients has brought about excessive work demands on practicing nurses bringing about reduced performance. Table 1.1 illustrates the provincial distribution of nurses and the estimated total population within the province, thus highlighting the alarming issue of the strained profession.

Table 1.1 Provincial distribution of nursing manpower vs population of South Africa

Province	Population (estimate)	Nursing manpower as at 31/12/2017	Ratio of nursing manpower to population within province
Western Cape	6 510 312	32 248	202:1
Eastern Cape	6 498 682	29 578	220:1
Northern Cape	1 213 996	3 671	331:1
Free State	2 866 678	13 505	212:1
KwaZulu Natal	11 074 783	71 564	155:1
Northwest	3 856 173	18 074	213:1
Gauteng	14 278 668	74 925	191:1
Mpumulanga	4 444 212	14 795	300:1
Limpopo	5 778 442	28 719	201:1

(Adapted from South African Nursing Council, 2018)

The reason for the shortage is the decline in number of individuals actually completing nursing courses, the closure of training institutions, as well as the increase in number of nurses exiting the profession (Wissing, 2013). With the shortage of qualified nurses and the population the remaining nurses are faced with excessive workload. According to Buhlunu, Daniel and Southall (2007) nurses function in an environment characterised by unmanageable work load, staff shortages, lack of support staff and lack of resources which has added strain to the performance of nurses. The above mentioned environment contributes to the inability to attract and retain staff. The current state of the profession has gained the attention of many given the crucial role of nurses in relation to providing quality care and improving the quality of life, this profession is in a dire need for remedial action and intervention., The nursing function is the single largest component in the healthcare industry and is critical in fulfilling the objective of the institution in relation to providing high quality care and, therefore, dwelling into solutions that has the potential to help improve this profession is essential.

1.5. Research questions

- a. What is the influence of individual factors of work life balance on work performance?
- b. What is the influence of social factors of work life balance on work performance?
- c. What is the influence of organisational factors of work life balance on work performance?

1.6. Research objectives

- a. To examine influence of individual factors of work life balance on work performance.
- b. To examine influence of social factors of work life balance on work performance.
- c. To examine influence of organisational factors of work life balance on work performance.

1.7. Significance of the study

This study aims to contribute to the existing knowledge of work life balance and illustrate the imperativeness of such a concept. The study and its results have the potential to be very useful to other academicians and researchers who may also be interested in pursuing research in the same area. This study will help them understand the concept and all it encompasses including the factors that may affect work life balance. Furthermore, this study aims to become a source of knowledge for all those who want to delve into work life balance, not limited to academicians and researchers. In addition to the academic contribution, the study aims to help the management of healthcare institutions adopt measures within the context of work life balance to assist in aiding higher performance from nurses. The findings of such a study can be utilised to understand the reality of work life balance among nurses and hence allow for recommendations to be made to remedy the situation. The results have the potential to assist healthcare institutions with problems associated with work life balance by developing strategies and policies that encourage achieving balance. Given the challenging work environment combined with the consequences of poor performance of nurses, it is essential to understand and aim to achieve work life balance as it contributes to improved performance, hence, the results can be used to motivate people within the profession to pursue balance between work and personal domains.

1.8. Justification for the research

As mentioned in the problem statement, the nursing environment faces several constraints that have the potential to hinder a nurse's ability to maintain the fragile balance between work and personal domains resulting in compromising performance in both domains. It is critical to conduct this study to understand the extent to which work life balance affects job performance of nurses. By not understanding the impact of imbalance on performance then remedying the situation would be a challenge resulting in compromising the care and health of several patients.

1.9. Chapter outlines

Chapter 2 will be a review of literature comprising of work life balance and employee performance. The extensive literature that will be reviewed will look into the different categories and factors of work life balance as well as the different factors influencing employee performance such that the relationship between these variables becomes evident. Reviewing the work done by previous researchers allow for a deeper understanding of the variables in this study and hence will allow the researcher to identify the connection between work life balance and employee performance.

Chapter 3 will focus on the research methodology. It will comprise of a description of the sampling methods and processes that have been chosen to select participants. A self-administered questionnaire would be utilised as a data collection instrument. In addition to the above it also illustrates the statistical analysis which comprises of validity and reliability tests as well as data analysis which involved both descriptive and inferential statistics. This chapter will be concluded with an explanation of the ethical considerations of the study.

Chapter 4 will provide the results obtained from the statistical analysis carried out on the data collected. The results will be discussed highlighting important factors. The discussion of the findings would be done in relation to the aims and objectives of the study in order to understand the relationship of the variables

Chapter 5 is the final chapter in which recommendations will be made and the study concluded. Recommendations will be based on the findings and would provide suggestions to remedy weak areas. Finally a comprehensive conclusion will be discussed which will highlight the focal areas of the study.

1.10. Conclusion

In essence, work life balance ensures that both work and non-work demands are addressed without neglecting any facet of life. It allows an individual to attain balance between work and personal lives and therefore prevent the individual from excelling in one domain while compromising the other. General practitioners and specialists are faced with duties that are unpredictable in nature and therefore it becomes easy to neglect their personal lives. With an imbalance between work and non-work demands several consequences arise and this includes compromised performance. For this reason, it is imperative to understand the necessity of maintaining a healthy work life balance. This chapter examined the background of the

concept so as to facilitate the understanding of the importance of work life balance. Furthermore, it provided the significance and justification for the research which brought into focus the problem areas in the nursing profession that required understanding and therefore emphasised the need for work life balance in relation to the impact it has on employee performance.

Chapter 2

Literature Review

2.1. Introduction

The nursing profession is currently facing a crisis as several factors hinder the ability of a nurse to function at an optimal level in private hospitals in South Africa. This situation has brought into light a solution that could potentially aid the performance of nurses, this is work life balance. Many organisations including health care organisations are looking into the concept of work life balance as means to enhance performance of a struggling profession. From a nursing perspective, the importance of a high quality work life balance is the positive influence on the performance of employees in several industries including health care organisations (Almalki, FitzGerald & Clark, 2012). Proper work life balance is a key area of concern for organization as this has the potential to improve employee's performance and ultimately improve the performance of the organisation. It is imperative to understand the concept prior investigating the influence it has on performance,

This chapter aims to provide a sound theoretical framework which sets the foundation for understanding the construct in the study. The concept of work life balance together with the various factors that influence the quality of work life balance will be examined. In addition, this chapter will unpack the dimensions of employee performance. Due to the purpose of this study it is essential to provide a comprehensive review of previous studies that have measure the profound relationship between work life balance and employee performance so as to gain understanding of the influence work life balance would have on the performance of nurses.

2.2. Theoretical framework

There are several theories that have guided work life balance studies such as the segmentation model, spill-over model, compensation model and conflict model to name a few. However, this paper utilises the boundary theory to study the influence work life balance has on the performance of nurses in a public hospital. Current years are seeing changes in role perspectives such as females becoming the primary bread winners, males dominating in parental care or dual career parents to name a few as well as technological improvements such as emails, smart phones and devices, hence, maintaining clear boundaries have become increasingly challenging. The boundary theory aims to provide a productive framework to

examine the interplay between work and non-work domains as well as the potential consequences (Linley, Harrington & Garcea, 2010).

The boundary theory illustrates that a boundary exists around each domain of an individual's life. The boundary theory focuses on two outcomes namely the meaning that people would assign to work and non-work domains and the ease and frequency of transitioning between roles (Linley, Harrington & Garcea, 2010). Firstly, preserving balance mean different things for different people which are contingent on the importance they place on each domain. Secondly, people play differing roles in each domain such as a person who would transition from a parent and spouse to an employee at work. The domains and various roles signify the boundaries that people have. These boundaries form the basis for understanding how balance between work and non-work domains differs in people and how it affects their functioning.

A key assumption of the boundary theory holds that boundaries between domains may vary in the degree of integration and segmentation. Integration of boundaries refer to easy transitioning between work and personal domains such that both domains influence each other for example leaving the workplace to meet demands of the family or planning for work while being at home (Daniel & Sonnentag, 2016). Segmentation on the other hand, refers to viewing work and personal life as separate domains that have no influence on each other for instance carrying out work solely at the office only or not attending to family demand during working hours (Daniel & Sonnentag, 2016). According to Gervais and Millear (2016), the integration-segmentation distinctions forms a continuum and every individual will determine their work life balance based on the value they place on domains and the preferred level of integration or segmentation. Individuals would therefore enact different versions of integration or separation in their choice to either blur (integrate) or intensify (segment) boundaries.

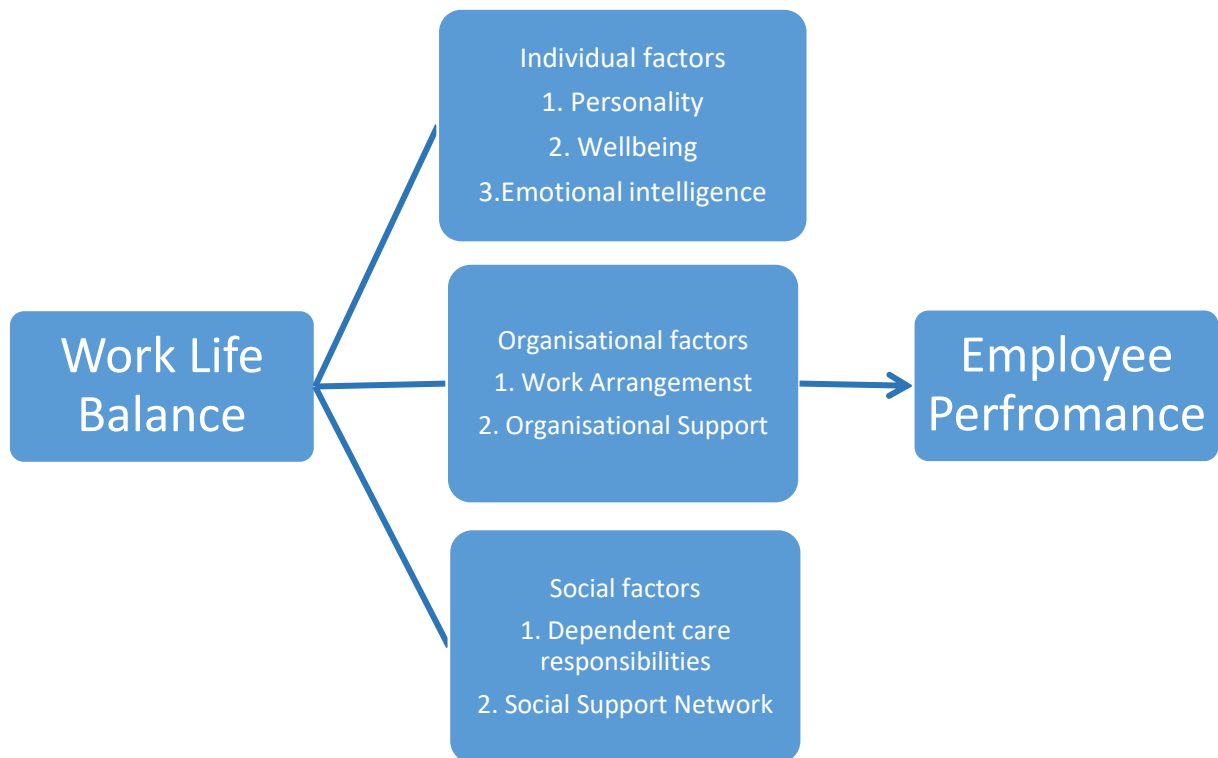
Furthermore, the extent of integration or separation of boundaries is dependent on two dimension namely flexibility and permeability. Flexibility is defined as the ability to relax a domain boundary so as to meet the demands of the other domain (Kleinman, 2009). For example, a working parent with work domain flexibility would be able to leave work early to take their sick child to a doctor's appointment. Permeability is defined as elements from one domain that is readily and easily crossed to the other domain (Kleinman, 2009). For instance, an individual with personal domain permeability would be able to take work calls in their personal time. These factors contribute to the interaction between work and personal life

domains. According to Linley, Harrington and Garcea (2010), highly permeable and flexible boundaries allow for integration while impermeable and inflexible boundaries facilitate segmentation. In essence, based on flexibility and permeability of boundaries one is able to achieve a desired level of integration and segmentation between work and personal domains, thus, achieving preferred level of work life balance.

Extreme segmentation or integration creates difficulties in maintaining a work life balance as each individual would have their preferred level of integration and segmentation. Furthermore, the integration-segmentation continuum applies independently for both domains. For instance, an individual may take personal calls while at work however refuse to take work calls on personal time. This example illustrates a situation in which the personal domain is integrated with work domain while the work domain is segmented from the personal domain (Kleinman, 2009). Hence, the preferred level of integration or segmentation differs from person to person and shaped the desired level of work life balance. Gervais and Millier (2016) states that if an individual is unable to maintain their desired level of balance which is dependent on the integration-segmentation continuum this will lead to dissatisfaction and poor functioning in both domains.

Based on the ideas set forth in the above mentioned theory, it is imperative to draw out framework that will illustrate the relationship between the variables under study. The aim of this study is to understand the influence that work life balance has on employee performance. As discussed in the boundary theory an individual may achieve enhanced performance between work and personal demands through the preservation of their desired level of balance. For the purpose of this study, work life balance can be unpacked into three categories, namely, individual factors, organisational factors and social factors. These factors largely dictate the balance achieved by an individual and, therefore, influence their performance in all domains. This study opts to investigate the level of influence each of these factors of work life balance has on their work performance. Figure 2.1 illustrates the influence of work life balance and employee performance. The proceeding sections will unpack the independent and dependent variables which are work life balance and employee performance respectively.

Figure 2.1 Direction of influence of work life balance and employee performance



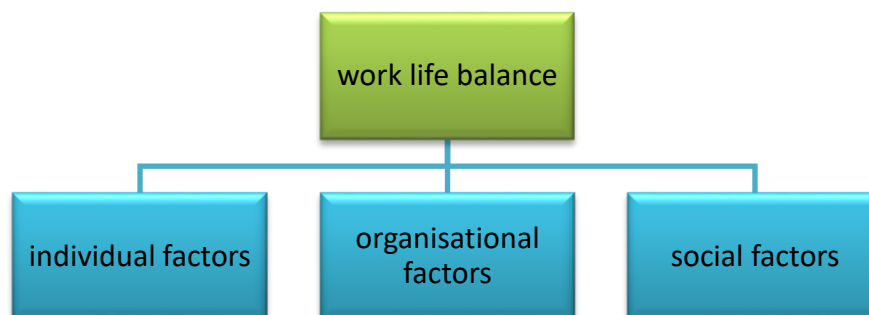
(Adapted from Poulouse and Sudarsan, 2014)

2.3. Work life balance

The concept of work life balance is not new to the as there are several studies conducted on this construct. This has given rise to several definitions of the term ‘work life balance’. However, according to Raiden and Raisanen (2013) a simplified definition of this concept refers to an individual’s ability to successfully engage in both work related as well as non-work related activities while simultaneously preventing excessive pressure from one domain undermining the satisfactory involvement of the other. This definition implies that work life balance is achieved when individuals meet all goals and demands of both work as well as personal life domains without neglecting any aspect of an individual’s life for the betterment of other aspects. For example, an individual may be over invested in their career and this may result in lesser time and effort dedicated to personal and family responsibilities. Successful performance in one domain should not come at the expense of another and therefore individuals should strive to achieve a balance. Work life balance assists employees to be efficient in both work and personal roles as it allows employees the ability to gain control over the various roles they play (Arif & Farooqi, 2014).

The initial interest in work life balance originated from individuals being overworked. Overworked individuals experienced role conflict resulting from incompatible pressure from both life domains (Potgieter & Barnard, 2010). Changes in the demographics of the labour profile have fueled the continued interest into the impact of work life balance. Changes such as women entering the labour market, dual career couples, single parents as well as legislations demanding diversity have intensified the necessity of balance between life domains (Potgieter & Barnard, 2010). The growing interest into this phenomenon has triggered an increase in research aimed at understanding the importance and potential consequences of work life balance. The attainment of work life balance is increasingly becoming a priority in the contemporary world as evidence into its positives outcomes has been revealed. Arif and Farooqi (2014) claim that the successful balance between work and non-work domains are advantageous for both the individual and the organisation as it enhances the performance of the individual and the organisation bringing about positive outcomes for both. There are various factors at play in shaping a person's balance between various life domains. These factors can be categorised as individual factors, organisational factors and social factors. These factors are shown in Figure 2.1 below and will be discussed in the sections to follow.

Figure 2.2 Factors influencing work life balance



(Adapted from Poulose and Sudarsan, 2014)

2.3.1. Individual factor

Usually, much research conducted on work life balance have scrutinized the influence of organisational factors or social factors, however these only represent external factors. There are factors that do reside within the individual that has the potential to shape their perception of work life balance as well as their ability to create that balance between work and non-work related responsibilities. Poulose and Sudarsan (2014) have considered individual factors to

encompass personality, individual's well-being and emotional intelligence. These factors will be examined below.

2.3.1.1. Personality

Personality can be understood as a set of attributes that allows an individual to be unique. These unique attributes consist of an individual's thoughts, feelings and behavioral tendencies (Devadoss & Minnie, 2013). It can be said that through personality, a person will determine the extent to which work or non-work activities becomes the central interest in their life and, therefore, personality can influence the attainment of work life balance (Devadoss & Minnie, 2013). Given that personality is a characteristic that makes each person unique, it can therefore influence the definition of what balance means to them, hence, the level of balance would differ from each individual.

There are many personality models developed over time by several researchers in an attempt to understand the dimensions of personality. This study will make use of the five factor model as it is a widely used taxonomy of personality. According to Leka and De Alwis (2016) there are five dimensions of personality namely neuroticism, extraversion, agreeability, conscientiousness and openness to experience. Through the understanding of each dimension and the characteristics therein, the link between the type of personality and the ability to attain balance can be seen. The dimensions will be examined below.

Firstly, neuroticism includes characteristics such as anger, anxiety, fear, guilt, depression, sadness, impulsive and hostility to name a few. According to Leka and De Alwis (2016) an individual that scores high in this dimension is likely to experience maladjustment, less likely to control impulses and cope with stressful demands of life. Poulouse and Sudarsan (2014) states that this trait negatively correlates with work life balance. Hence, it is evident that an individual with neuroticism being a dominant trait would experience difficulty in achieving work life balance.

Secondly, extraversion includes but not limited to traits such as assertiveness, sociability, warmth, excitement and optimism. Poulouse & Sudarsan (2014) state that highly extraverted people are proactive and may take steps to attain support and participate in role reformation or negotiation to reduce conflict between different life domains.

Thirdly, agreeableness includes traits such as trust, sympathy, altruism, compliance, cooperative and kindness. High scorers in this dimension are individuals who are able to

build and maintain an extensive social network which allows them to discuss their work-life concerns with others and discover possible solutions for those concerns (Leka & De Alwis, 2016). Research has proven agreeableness to have a positive relationship with attaining balance in different life domains (Poulose & Sudarsan, 2014).

Fourthly, conscientiousness consists of qualities such as competence, order, self-control, achievement driven and responsibility. Those individuals that score high in this dimension are more likely to be reliable, meticulous and plan in advance coping techniques for various life situations (Leka & De Alwis, 2016). Evidence gathered through research has indicated that this dimension is positively correlated with work life balance (Poulose & Sudarsan, 2014). People who are conscientious will be able to create and preserve their level of balance.

Finally, openness to experience is characterized by traits including intelligence, imagination, curiosity, creativity, and originality. Those who score high in this dimension would possess the thinking capability to create and implement appropriate coping strategies that would facilitate the achievement of balance between the various roles they play (Poulose & Sudarsan, 2014).

Furthermore, personality influences work-life balance in two distinct ways. Firstly, personality traits can significantly impact on the types of behaviours an individual may engage in, in order to cope with the demands from the various domains of the individual's life (Kaiser, Ringlsetter, Eikhof & Cunha, 2011). Regardless of the amount and intensity of the demands of work responsibilities and personal responsibilities, each individual may react differently and this will allow them to cope with the situation or not. For example, an individual that may fall in the extraversion category may be able to cope with work as well as personal needs however someone who falls within the neuroticism category may become stressed and therefore may be unable to cope. It is, therefore, evident that the personality of the individual influences their ability to achieve work life balance.

Secondly, the personality of the individual greatly influences the perception the individual has about the balance of work and personal life (Kaiser, Ringlsetter, Eikhof & Cunha, 2011). This indicates that each individual may obtain a balance that works for them. For some individuals, balance may be achieved by spending more time on their personal life while for some individuals balance could mean more time at work. It all depends on the individual and their belief on whether work or personal life should be the central interest. There is no one

rule that could be applied to everyone for achieving a balance between work and personal life.

2.3.1.2. Well-being of the individual

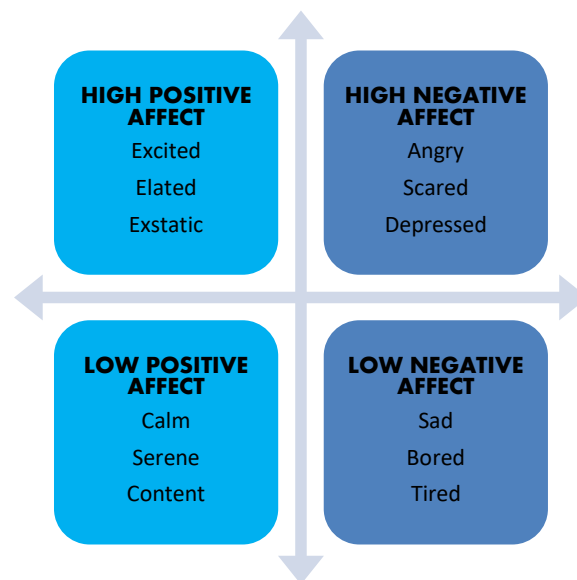
This concept serves as an interest in the study of work life balance as these concepts as one cannot be attained without the other. Wellbeing of an individual is a multifaceted concept that can be broadly defined as happiness good health and satisfaction that if found in all domains of an individual's life (Galinha & Pais-Ribeiro, 2011). It can be understood that when demands from a different domain are in conflict to one another this may lead to decreased wellbeing. Prior to understanding the impact of wellbeing it is essential to understand what it constitutes of. An accepted notion of wellbeing is that it is the psychological state of a person that consists of characteristics such as self-acceptance, happiness, optimism, and satisfaction (Poulose & Sudarsan, 2014). The health of an individual's psychological wellbeing can shape their perception of work life balance and affect their ability to maintain that balance.

Wellbeing is similar to personality as both factors work to shape people differently allowing them to be unique from one another. The wellbeing of a person can be attained due to different reasons and at different levels and therefore it is individual specific. Wellbeing is subjective in nature as it cannot be the same for everyone and is therefore referred to as subjective wellbeing. Subjective wellbeing is a concept that can be explained using two dimensions namely cognitive component and affective component (Galinha & Pais-Ribeiro, 2011). Firstly, the cognitive component of wellbeing is associated with the individual's interaction with people as well as the environment and the generation of feelings (Gerald, Hodgkinson & Ford, 2011). This suggests that based on any interaction with the environment or with other people, the individual will cognitively evaluate the situation which results in feelings such as satisfaction, happiness or conversely disappointment and depression. Cognitive wellbeing is the overall evaluation and satisfaction of life that is dependent on an individual's specific criteria (Luhmann, Hawkley, Eid, Cacioppo, 2012).

Secondly, the affective component refers to the frequency and intensity of emotions and moods that are created as a result of a stimulus (Luhmann, Hawkley, Eid, Cacioppo, 2012). The affect component comprises of high to low positive affects and high to low negative affects. This indicates that emotions and moods that are generated are not only the extremes but rather a range indicating the intensity of the emotions and moods. According to Gerard, Hodgkinson and Ford (2011) high positive effect and low negative effect is associated with a

healthy welling while low positive affects and high negatives affect is linked to poor wellbeing. The intensity of the emotion as well as the type of emotion significantly influences the level of satisfaction one has with the different life domains. Figure 2.2 below illustrates the levels of affect.

Figure 2.3: The levels of affect wellbeing



(Adapted from Gerard, Hodgkinson & Ford, 2011)

Upon the understanding of the concept, the influence it has on work life balance can be examined. It is believed that the wellbeing of a person largely impacts on their ability to achieve a sense of balance in the different domains. Research has indicated that the link between work life balance and wellbeing lie the notion of needs fulfilment (Tay & Diener, 2011). It is evident that if an individual is able to fulfil their needs, this will promote a healthier wellbeing and in turn enhance their ability to effectively achieve balance. According to Tay and Diener (2011) many researchers have built on the theory of needs and a common understanding is that it comprises of five levels including basic need for food and shelter, safety and security needs, need for belonging and love, self-esteem needs and self-actualisation needs. Those individuals who possess the necessary requirement to satisfy their needs are most likely to achieve optimal wellbeing.

Poulose and Sudarsan (2014) states that research has indicated that the relationship between ability to maintain balance and wellbeing can be described as positively correlated. Therefore, if a factor weakens the wellbeing of a person it has a similar effect on their ability

to achieve balance. Hence, in order to attain that fragile balance, a positive wellbeing is a critical factor which largely depends on need fulfillment.

2.3.1.3. Emotional intelligence

Another factor that is gaining much attention with regards to work life balance is the impact of emotional intelligence. According to Shahhosseini, Silong, Ismaill and Uli, (2012) emotional intelligence is cognitive abilities that exceed the traditional academic or intellectual intelligence. Emotional intelligence refers to “the ability to perceive accurately, appraise, and express emotion; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth” (Shahhosseini, Silong, Ismaill & Uli, 2012, p. 242). The above definition of emotional intelligence suggests that it refers to the ability to understand ones emotions and utilize their emotions in a positive way that assists the individual to enhance their thinking and respond in a constructive manner. According to Kappagoda (2014) emotional intelligence is a critical factor that facilitates the adjustment mechanism in people in order to manage with the demands of different roles.

By understanding the definition it is possible to identify how emotional intelligence can impact on work life balance. The emotions of the individual as well as their ability to understand and regulate these emotions directly impact on their ability to create and preserve balance between the various domains of their lives. According to Kalyoncu, Guney, Arslan, Guney and Ayranci (2012) emotional intelligence contributes to the successful balance attained by individuals who take on various roles and responsibilities in modern life. With the changes made in the modern world it is common for individuals to play different roles simultaneously for instance an individual could be a mother, daughter, sibling, wife, friend and employee. It is evident that each role in life is deemed to be demanding in its own right, as each embodies a number of responsibilities that ought to be taken care of by the individual and this can lead to feelings of stress, frustration or depression. Kalyoncu, Guney, Arslan, Guney and Ayranci (2012) suggest that emotional intelligence serves to be a factor that determines how a person copes with stress. Studies have indicated that emotional intelligence is a competence that facilitates the understanding and management of emotions which in turn assists the individual in adjusting to their surroundings and responsibilities (Kalyoncu, Guney, Arslan, Guney & Ayranci, 2012). By being able to manage and regulate ones

emotions it will allow them to constructively cope with the tasks from the various responsibilities and therefore create and maintain work life balance.

Emotional intelligence facilitates work life balance as it enables the individual to successfully manage with demands and responsibilities from all domains. Kappagoda (2014) states that those individuals who possess high emotional intelligence is able to cope with work demands and demands from their personal lives. Furthermore, through past research it has become evident that the relationship between emotional intelligence and work life balance can be characterized as positively correlated as high emotional intelligence is associated with better work life balance (Shahhosseina, Silong, Ismaill & Uli, 2012). The connection between work life balance and emotional intelligence is undeniable as emotional intelligence plays a critical role in an individual's ability to adjust and cope with life demands which is essential in achieving work life balance.

The individual factors are those internal factors that act on and shape a person's perceptions and evaluations of circumstances and life events. These perceptions and evaluations assists in the generation of emotions and moods which facilitates the individual's reaction. The evaluation of life events and the subsequent reaction is a key ingredient in determining the individual's ability to manage with demand from different domains. In essence, internal psychological functioning will determine the level of balance the individual is able to achieve through the type of emotion and subsequent reaction to life events. It is clear that individual factors have a significant impact on work life balance. The proceeding sections examine the organisational factors.

2.3.2. Organisational factors

Apart from the internal factors of an individual, several factors found in the workplace may contribute to the attainment or lack of work life balance. Factors that are present in an individual's workplace have the potential to improve as well as hinder the state of balance for that individual. This study discusses work arrangements, organisational culture and organisational support as factors that influences work life balance.

2.3.2.1. Work arrangements

Historically, work life balance challenges were considered personal issues however with environment changes, organisations have realised that employees have an increased desire for work life balance and therefore organisations have responded by providing active support for

work life balance. Research has indicated that there are positive outcomes of balanced work and family life for both employees and organisations (Kim, 2014). Organisations have implemented a numerous initiatives and policies that are designed with the intention of enabling employees to successfully integrate their work and family responsibilities. These initiatives or work arrangements include flexi time, telecommuting, job sharing, compressed work weeks and leaves.

Flexi time refers to a proactive approach by employees in determining the start and end times of their working day while still ensuring the required hours are met (Lazar, Osoian & Ratiu, 2010). This means that employees have a say in determining the allocation of working hours so as to ensure that work does not clash with personal responsibilities. This approach may not be applicable for all types of organisations and thus some organisations have tweaked the tradition definition of flexi time to include allowing flexibility for employees to cater for life's unexpected events for example four day work weeks rather than the usual five days (Lazar, Osoian & Ratiu, 2010). Studies have shown that employing flexi time has resulted in reduced late coming, absenteeism and turnover as well as improved productivity (Poulose & Sudarsan, 2014).

Telecommuting refers to a working arrangement that involves part of an employees work to be completed outside the office through the aid of computers and information technology (Schermerhorn, 2010). This type of arrangement have been beneficial as it allows employees to organise their work in a way that ensures their personal needs are not neglected and it reduces work related expenses such as cost of commuting (Lazar, Osoian, Ratiu, 2010).

Job sharing is a working arrangement that involves the use of two employees to share the responsibilities of one full time position (Aamodt, 2012). It would require employing two individuals to do the work that would normally be done by one employee. The obvious outcome of such an arrangement would be the reduced hours each employee would spend at work. While many may think such an arrangement may be associated with positions that require low skilled personnel, however it is common for this arrangement to be used in a job that is knowledge intensive such as accountants (Aamodt, 2012).

Compressed work weeks refer to permitting employees to work more hours in a day for the purpose of working fewer days a week for example allowing employees to work ten hours a day for four days a week instead of the usual eight hours a day for five days a week (Aamodt, 2012). Compressed work weeks allow employees to obtain more days off which could

therefore increase the amount of time spent on personal and family needs. Compressed work weeks have been a preferred arrangement as it reduces time and money spent on commuting and ensures that employees fulfill their non-work related activities (Aamodt, 2012).

Leave and other forms of time off is another working arrangement that significantly aids in maintains balance. Employees are entitled to annual leave which is approximately a month long depending on the organisation. In addition, other forms of time off is granted to staff that has positive impact on balancing work and family life, such as sick leave, compassionate leave or alternating shifts of on and off duties. Studies have observed strong significant correlation between leave and employee performance (Kamau, Muleke, Mukaya & Wagoki, 2013). Employees who have gone on leave reported significant positive effects upon return such as better performance, reduced stress, improved attendance and positive emotional health (Kamau, Muleke, Mukaya & Wagoki, 2013).

The organisation implements various initiatives that are aimed at assisting employees in balancing all responsibilities. These practices are based on rearranging the work schedule to accommodate other facets of an individual's life. By allowing more flexibility in work arrangements an organisation can ensure employees are not only fulfilling their work responsibilities but are also fulfilling their non-work related responsibilities. Apart from work arrangement organisational culture is equally important and this will be analysed in the following section.

2.3.2.2.Organisational support

Several studies have shown that organisations with extensive work-life balance programs have reported several benefits including enhanced organisational performance, reduced turnover, increased commitment, satisfaction and productivity (Wei, Yili & Tian, 2013). Hence, assisting employees to achieve work life balance is deemed an imperative duty of the organisation so as to reap the numerous benefits. Regardless of the amount of initiatives, an organisation has implemented to encourage employees to develop work life balance, organisational support can greatly influence the success or failure of these initiatives and in turn impact on the employees' ability to maintain balance. The organisation can implement a variety of programs and policies that can assist the employee on ensuring balance between the various roles of employees. However, the existence of these initiatives does not guarantee whether or not employees will utilize the initiatives. Research has revealed that management

support and co-worker serves as the critical link between employees and the work-life balance initiatives (Lehner & Bredi, 2011).

Management support can be found in three critical roles in order ensure that work life balance initiatives are implemented as well as utilised. Firstly, top management should develop and introduce work life balance initiatives to their employees (Webber, Sarris & Bessel, 2010). It is fundamental for the top management to understand the importance and necessity of work life balance initiatives as they are responsible for the critical decisions of the company and shape the culture of the organisation. If they do not see these initiatives as important, the rest of the organisation will develop the same perception about work-life balance initiatives. Secondly, management should encourage employees to utilise the various available initiatives (Webber, Sarris & Bessel, 2010). It is imperative to ensure that employees are not only aware of the various initiatives but are also equipped with the knowledge of how and when to utilise these initiatives for their own betterment. Finally, managers can act as role models for their employees by setting a positive example for employees to follow (Webber, Sarris & Bessel, 2010). If management promotes the concept of work-life balance, employees will take cognisance of the importance of work life balance and this will encourage employees to adopt a proactive role in achieving balance.

Co-worker support is often forgotten factor in determining the effectiveness or initiatives. Studies have shown that co-worker support plays the greatest influence in creating a work environment that encourages the use of work-life balance initiatives (Wei, Yili & Tian, 2013). Given the level of interaction between co-workers, their support has a significant impact on whether or not employees will use the initiatives. For instance, it has been reported that resentment from a co-worker often leads to other employees afraid to use initiatives in order to prevent being treated as a less committed worker. Wei, Yili and Tian (2013) states that co-worker support is positively correlated with job and family satisfaction, life satisfaction and positive balance while negatively correlated with stress, intention to quit and work life conflict. In essence, an employee's decision to use initiatives to maintain balance is greatly influenced by the support of co-workers.

Studies have shown that the support of managers or leaders in an organisation can create an organisational culture that encourages the use of work life balance initiatives as it is the managers that decide how an when an employee can use such initiatives (Webber, Sarris & Bessel, 2010).

In essence, organisational support is a result of two factors namely management support and co-workers support. Both of these factors significantly influence an individual's ability to actively ensure work life balance through the means of initiatives and programs offered by the organisation. Support is essential in facilitating employees with the liberty and ease of utilising means to ensure all responsibilities are taken care off. Apart from organisational factors, there are factors that exist in the social category that impacts on work life balance, these are explored in the sections to follow.

2.3.3. Social factors

The final category of factors of work life balance includes social factors. Social factors are those found in the personal lives of an individual and consist of role of one's family and friends. Individuals play several roles such as a son, brother, husband, father, friend and employee, this suggests that there exist responsibilities and commitments to people outside from work that cannot be neglected or overlooked. This study examines support from social network and dependent care responsibilities as social factors.

2.3.3.1. Social support network

Societal factors like family support including spouse support as well as support from society has been observed to have a significant impact on an individual's ability to maintain work life balance. With the changing structure of families such as dual career parents or single parent families work life balance has become a luxury that not many can afford. According to Darling and Cassidy (2014) an average of 53 percent of working parents finds it difficult and sometimes impossible to attend to all responsibilities. An instrumental factor that can reduce the strain and stress of increased responsibilities is maintaining a strong social support network. A social support network is referred to as a group of people consisting of relatives, friends and members of the community who extend assistance to one another in an attempt to cope with demands and complexities of modern social living (Yoder, Jonker and Leaper, 2012). A support network provides both emotional and instrumental support to an individual which assists the individual in fulfilling all duties.

Jones, Burke and West man (2013) observed that increased support from an employee's spouse or other relatives often resulted in heightened levels of work life balance and reduced levels of conflict between work and personal responsibilities. Dual career parents experience great difficulty in ensuring adequate time and effort is allocated to child care duties and their

careers. Support from spouses and other relatives reduce the demands associated with parental duties and enhance the performance in work related and non-work related activities (Jones, Burke & Westman, 2013). When spouses share the family responsibilities this reduces the stress associated with fulfilling family responsibilities. For example if a working father plays an active role in childcare responsibilities this will reduce the strain on working mothers and vice versa. Instrumental, as well as emotional support, from family facilitates higher levels of work life balance as an individual is able to sustain their careers as well as ensure family responsibilities are effectively managed (Poulose & Sudarsan, 2013).

Apart from spouses support, support from other family members and friends is critical. Darling and Cassidy (2014) states that, the mobile nature of society has weakened the support network of many individuals thus, rendered them more susceptible to poor psychological wellbeing, stress, burnout and life dissatisfaction. This indicates that those individual that have broken away from their supportive network find maintaining work life balance more challenging in comparison to those that have a strong supportive network. Darling and Cassidy (2014) have indicated that an increasing amount of grandparents are raising their grandchildren during time intended for retirement in order to assist employed parents with ensuring parental care as well as maintaining their career.

In essence, maintaining a strong social support network serves to be one of the key ingredients in the struggle to maintain work life balance. The support network not only provides the physical benefit of receiving help but also provides emotional and psychological assistance which is proven to be highly beneficial in maintaining an effective balance. While having a support network is an imperative factor in maintaining balance another social factor is deemed to be a salient enhancer or impediment to work life balance and this will be discussed in the proceeding section.

2.3.3.2. Dependent care responsibilities

Traditionally, the task of childcare responsibilities was that of women as they were responsible for childcare needs. However, today with the increasing number of women in the labour market, dual career families and the prevalence of single parents, childcare duties have become a task for both men and women. It is imperative for both men and women to ensure a good fit between childcare responsibilities and demands from their employment. Dual career families and single parent families with long working hours have become the norm (Delina &

Raya, 2013). These long hours can result in difficulty for employed individuals to cater for their children.

Modern families experience great challenges in achieving balance as both spouses of the household pursue careers and share the childcare responsibilities (Raiden & Raisanen, 2013). The challenge arises as the task of taking care of their careers, their families as well as themselves while ensuring that none of these aspects are neglected is becoming increasingly difficult. The joint participation in employment in spouses is a result of ensuring the financial well-being of the family as both parents can be considered as potential earners for the family (Raiden & Raisanen, 2013). By both parents pursuing careers the family is guaranteed an income, this is imperative for the well-being of the family as the income may assist the family in obtaining valuable resources, such as food or housing, to not only survive but to ensure a good life. A parent's job can be seen as a factor that would reduce the time spent with their children however, it can also be a factor that ensures the well-being of their children. For this reason, seeking a harmonious work life balance is a great concern (Raiden & Raisanen, 2013).

In addition to childcare responsibilities, many employed individuals also play the role of a caregiver to elderly family members or family members with disabilities and illnesses. Recent studies have indicated that the caregiver role to elderly family members is becoming more prevalent as at least 30% of employed individuals are responsible for providing care and support to an elderly family member (Korabik & Aycan, 2017). Furthermore, the role has extended to providing special care to those family members with disabilities and illnesses. Several employed individuals are also responsible for the care family members with disabilities or illnesses. Kroger and Yeandle (2014) explored the difficulties with the role of a caregiver in association with work life conflict and observed higher levels of conflict for those who were responsible for elderly care and the care of those with disabilities and illnesses. According to Kroger and Yeandle (2014) those individuals with care responsibilities have reported increased role conflict, difficulty in concentrating at work, health issues and doubted ability in continuation of career. This indicates that the demands of the role of a caregiver significantly impacts on an individual's ability to manage work and non-work related domains.

It is evident that collective demands of multiple roles played by a single individual may result in strain and conflict between life domains. The ability to attend to all demands from each

role is becoming increasingly challenging. Kroger and Yeandle (2014) states that the role of dependant care overload that is common amongst todays employed individuals and often becomes the reason for the doubted continuation of their career.

The factors mentioned above collectively contribute to the attainment of balance between work duties and non-work duties. All factors regardless of whether it is internal or external to the individual may enable or threaten the individual’s ability to fulfill work related demands and non-work related demands. Through the attainment of balance between work and personal domains an individual is able to ensure high levels of performance in both domains. Without balance an individual may attain good performance in one domain but only at the expense of the other, or consequently may be unable to perform well in all domains. An individual cannot separate themselves from the different roles they play hence employees cannot deal with demands from each domain in isolation as these demands are integrated. It is therefore imperative to ensure the necessary balance between all life domains. Table 2.1 displays the summary of the contributing factors of work life balance.

Table 2.1: Factors of work life balance

Individual Factors	Organisational Factors	Social Factors
<ul style="list-style-type: none"> • Personality • Well-being • Emotional intelligence 	<ul style="list-style-type: none"> • Work arrangements • Organisational support 	<ul style="list-style-type: none"> • Dependent care responsibilities • Support from social network

(Adapted from Poulouse and Sudarsan, 2014)

From the above literature it is evident that the attainment of work life balance can be awarded to the individual, organisational and social factors. To ensure work life balance the above factors have to be considered. This study aims to measure the influence of work life balance on the performance of nurses. For this reason, it is essential to provide a comprehensive discussion into defining this variable. Employee performance and its various facets will be discussed in detail in the following sections. Thereafter, the relationship between factors of work life balance and employee performance will be explored in order to understand the necessity of work life balance in relation to the performance of employees.

2.4. Employee performance

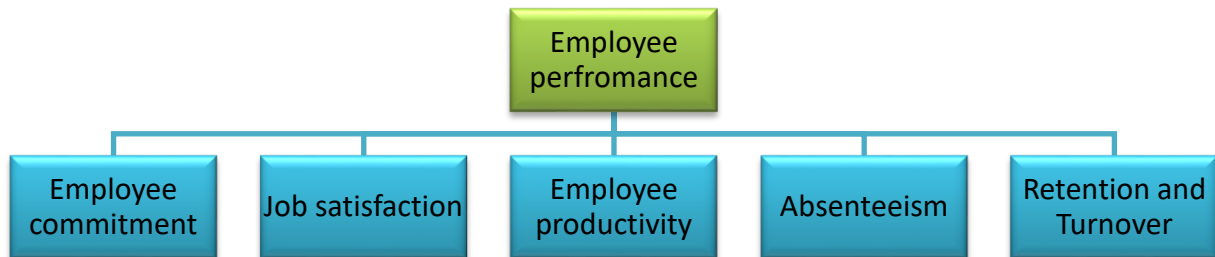
Total organisational performance is heavily dependent on efficient and effective performance of individual employees of the organisation. Therefore, every organisation places a considerable reliance on their individual employee performance to ensure strategic organisational goals are met. Employee performance can be translated to employee effort which illustrates the level of at which that individual is performing. In essence, employee effort is a salient factor that determines what an individual performance will be (Pushpakumari, 2008). An employee who is motivated will put in greater effort to the job performance which tends to increase the performance allowing the organisation to reach goals. In other words, a high performing employee that exudes greater effort and commitment are crucial for the successfulness of the organisation.

Employee performance indicates the effectiveness of employee's specific actions that contribute to attain organisational goals. A simple definition to employee performance is the way to perform the job tasks according to the prescribed job description. Performance is the art to complete the task within the defined boundaries (Iqbal, Ijaz, Latif & Mushtaq, 2015). According to Jankingthong and Rurkkhum (2012) there are two types of employee performance that are necessary for organisational performance, this is task performance and context performance. Task performance refers to those behaviours that are directly involved in producing goods or services and performing those activities that provide support and facilitate organisational performance (Jankingthong & Rurkkhum, 2012). Task performance is, therefore, the achievement of employee's work goals that are spelt out in their job description, as it is the effectiveness with which employees perform job activities that also contributes to the success of the organisation.

Context performance can be defined as the efforts of an individual that are not directly related to the main job activities but are equally important to task performance as it assists in shaping the organisation's social and psychological contexts (Jankingthong & Rurkkhum, 2012). This definition suggests that context performance shapes and guides the performance or additional efforts of the employee through cultural norms of the organisation given that it influences the social and psychological behaviour of employees. It is evident that an employee's performance contributes directly to the achievement of organisational goals as well as creating and maintaining the organisational culture that facilitates the achievement of goals and results in organisational success. There are many factors that contribute to the

performance of an employee. This includes employee commitment, job satisfaction, employee productivity, absenteeism and employee retention and turnover which are illustrated in Figure 2.3. The following section examines the first factor, which is employee commitment.

Figure 2.4: Different facets of performance



(Adapted from Poulouse and Sudarsan, 2014)

2.4.1. Employee commitment

Employee commitment is considered to be a natural component for high quality performance of individuals and ultimately organisations. Today, organisations are striving hard to induce commitment in their employees through the use of different means and methods so as to enhance employee’s commitment. It is not surprising that employee commitment is a fundamental activity for the success of an organisation. Tsai (2014, p. 139), describes commitment as “a force that binds an individual to a course of action that is of relevance to a particular target and each target should influence goal-oriented behaviour of relevance to that target.” Commitment is, therefore, that force that motivates employees to remain invested in the achievement of work goals. If employees are not committed to their job this will result in the lack of effort put into work activities and may deteriorate performance.

Tsai (2014) has identified the three types of commitment, namely affective commitment, normative commitment and continuance commitment. Firstly, affective commitment refers to an employee’s emotional attachment to the organisation which compels the employee to remain in the organisation (Pastorino & Doyle-Protillo, 2012). Employees that have high value of affective commitment will be more engaged in their work tasks and therefore their performance will be enhanced. Secondly, normative commitment refers the commitment of

an employee that stems from a sense of obligation (Pastorino & Doyle-Prottilo, 2012). For many reasons employees may feel obligated to remain in an organisation such as the organisation could be owned by a relative, therefore, the employee may feel obligated to their relative and thus the organisation. Finally, continuance commitment is achieved when an employee remains in an organisation due to the high cost associated with leaving the organisation such as monetary or social costs (Pastorino & Doyle-Prottilo, 2012). An example that illustrates continuance commitment is when an employee remains in organisation because of the relationships they have established with co-workers or the monetary losses that would occur such as a loss of salary and benefits.

These three types of commitment make up an employee's commitment profile which comprises of high or low values for each of these commitment types which dictates the level of performance of an employee. An employee may engage in different behaviours which is a result of the commitment profile (Pastorino & Doyle-Prottilo, 2012). Therefore, with high values of commitment an employee may be more involved in their work and show behaviours such as putting extra effort into tasks as well as assisting other workers. Contrary to this, an employee with low levels of commitment may not be as devoted to the organisation and the tasks resulting in behaviours such as inability to reach deadlines or even quitting. According to Fu and Deshpande (2014) much research has observed a positive relationship between employees' commitment and job performance and thus it can be said that commitment has a positive and significant impact on employees' job performance.

2.4.2. Job satisfaction

Another critical ingredient to optimal employee performance is job satisfaction. Job satisfaction is a highly studied concept as it greatly impacts of the performance of employees and in turn influences the performance of the organisation regardless of the industry or size. Rubel and Hung Kee (2014, p. 458) defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience." This definition suggests that the expectations and experiences of an employee's job may contribute to their sense of fulfilment or gratification which allows positive emotions to be associated with one's employment. It has been mentioned that employee performance refers to the behaviours individuals engage themselves in or produce that are in line with and contribute to an organisation's goal. It has been revealed that these behaviours are directly shaped through the level of satisfaction an employee may experience (Dugguh & Dennis, 2014)

There are various factors of a job that appeals to an employee and, therefore, influences their level of satisfaction. Rubel and Hung Kee (2014) state that the factors that determine employee's job satisfaction may include pay, promotion, job security, autonomy and recognition by the organisation to name a few. There are various theories that contribute to the explanation and understanding of job or employee satisfaction such as Affect Theory, Dispositional Theory, Equity Theory, Discrepancy Theory and Frederick Herzberg Two-Factor Theory. These theories are traceable to employee performance and therefore will be discussed in the proceeding sections.

Affect Theory explains the link between internal influences like emotions and the subsequent reactions to incidents that occur in the work environment. According to Dugguh and Dennis (2014) this theory aims to emphasize that positive-inducing and negative-inducing emotional incidents have a distinct psychological impact on employees that result in lasting reactions displayed through employee performance. This theory states that the value an individual places on a specific aspect of work will influence the level of satisfaction or dissatisfaction an individual experiences with regards to their job and may impact on their ability to meet expectations or not (Mukururi & Ngari, 2014). An example to illustrate this is an employee who values autonomy will be more satisfied in a position that involves high levels of autonomy

Dispositional Theory suggests that each individual may differ in their tendency to be satisfied with their jobs. According to Lauffer (2010), this theory identifies job satisfaction as a result of an individual's intrinsic characteristics, such as personality, that allows the individual to have a strong disposition towards a certain level of satisfaction that remains stable over time. Individuals are unique and therefore job satisfaction or dissatisfaction may be achieved for at different levels for different people primarily because job satisfaction is closely related to personality. Lauffer (2010) states that several studies have indicated that inherent characteristics of an individual shape the level of satisfaction which remains stable and consistent over time and would require significant changes to affect the level of satisfaction.

Equity Theory indicates that satisfaction is linked to the employee's perception of what is fair or unfair with regards to social relationships such as with an employer (Mukururi & Ngari, 2014). During a social exchange, an employee identifies how much input is put forward as compared to the resulting output as well as how much input is put forward from

another employee. According to Dugguh and Dennis (2014) an employee is likely to experience distress and dissatisfaction if inequity exists, which results in diminishing inputs such as time and effort to match the undesirable outputs. For instance, if two employees perform the same job and receive the same salary and benefits, yet only one employee receives a bonus, this will negatively impact on the satisfaction level of the employee who did not receive the bonus and has the potential to diminish performance.

Discrepancy Theory discusses the comparison between the perceptions of the present situation with the perception of the desired situation. According to Jamir (2016) this theory suggests that dissatisfaction will occur when an employee receives less from their job as opposed to what they expect. The level of satisfaction is determined by the discrepancy that exists between present and desired situation. If an employee views the current job to be far from the ideal job, the level of satisfaction will decrease. Jamir (201) state that the closer one gets to the ideal job, their job satisfaction will increase as the smaller the discrepancy, the greater the positive emotional state one will associate with their work which often results in greater effort at work and enhanced performance.

Frederick Herzberg Two-Factor Theory also known as the motivation-hygiene theory explains that satisfaction is influenced by different factors associated with motivation and hygiene (Mukururi & Ngari, 2014). This theory states that job satisfaction and dissatisfaction is a product of different factors – motivation and hygiene respectively. Motivation drives employees to achieve personal and work related goals and therefore the achievement of those goals would increase their level of satisfaction (Dugguh & Dennis, 2014). Hygiene factors refer to those factors associated with the working environment that prevents dissatisfaction such as pay, policies and working conditions (Mukururi & Ngari, 2014).

The theories share the notion that satisfaction determines work behaviours that directly contribute to performance. The attainment of high level performance can be achieved through highly satisfied workforce. According to Pushpakumari (2008) the relationship between job satisfaction and performance can be described as positively correlated as studies have indicated highly satisfied employees are known to extend more effort at work as well as a greater attachment to work. This suggests that exceptional performance becomes a personal goal to the individual that is highly satisfied with work simply through the willingness to put in more effort.

2.4.3. Employee productivity

Productivity can be defined, generally, as the relationship between what comes out of an organisational process or system and what goes into the process or system in order to create that output (Xhaferi, 2012). This means that productivity relates to transforming various inputs such as resources into outputs such as products. A misconception of productivity is that it is synonymous with performance however productivity is just one aspect that contributes to the performance of an individual. Productivity is a measure that indicates the efficiency of employees with regards to transforming inputs into outputs or completing work tasks (Xhaferi, 2012). The above definition can be associated with the products industries however it becomes more challenging to define productivity in the service industry. OECD (2015) defines productivity in the service industry as output generated per unit of labour input which includes the number of hours in relation to the work done. Productivity of an employee is dependent on the industry as well as the organisation in which the individual is employed in. Therefore, the productivity of an employee is determined by how well that employee is able to complete the tasks of the job.

According to Ongkapi and Otundo (2015) the term productivity is defined as a measure of the quality and quantity of work done, taking into account the resources used. In essence productivity is the measure of employee effectiveness and efficiency. The importance of improved productivity lies in the benefits it brings. According to Pritchard, Weaver and Ashwood (2012) ensuring productivity improvement increases the quality of work produced by individual employees as well as the overall organisation. Regardless of the type of organisation or the industry obtaining productivity growth remains to be one of the underlying goals. Productivity growth is associated with reduced resource wastage, reduced costs of the organisation and increased quantity of outputs while simultaneously ensuring promised quality (Pritchard, Weaver & Ashwood, 2012). For the above reason, productivity of employees is an age old concern for any organisation. In addition to the above reasons, organisational longevity and survival significantly depends on the productivity of the employees. According to Pritchard, Weaver and Ashwood (2012), in order to ensure organisational longevity, survival and even success, organisations should opt for productivity growth to be above industry average. In essence, productivity of employees determines their efficiency and effectiveness in performing job tasks which ultimately affects the overall productivity of the entire organisations.

2.4.4. Employee absenteeism

Employees staying away from work when scheduled can pose major challenges for the organisations. Absenteeism refers to employees not showing up for work when they are scheduled and expected to and therefore is unable to do the work that is required (Obasan, 2011). Absenteeism is a common problem that occurs in any and every organisation, in any industry. It seems to be a simple issue however closer analysis has revealed the complexity of absenteeism as it is influenced by multiple causes that are personal and organisational.

Personal factors that may influence the attendance of employees may be categorised as the employees' level of motivation and their ability to attend. Employee's level of motivation influences an employee's attitude about work and therefore can either discourage or encourage attendance (Senel & Senel, 2012). If an employee's attitude about work is poor this will result in the reluctance of employees to attend work and therefore their attendance will diminish. However, if positive attitudes are maintained employees will be more willing to attend work. Therefore, motivation factors affect their willingness to attend work. The employee's ability to attend refers to those factors that work against an employee's ability to attend work, such as family responsibilities, transportation issues, accidents, health issues of family (Obasan, 2011).

Apart from personal factors, there are several organisational factors that contribute to absenteeism rates, this includes characteristics about the work and the working environment. Absenteeism is shown to be a behavioural outcome that is a direct result of the attitudinal outcomes of the job (Bondarouk & Olivas-Lujan, 2014). This implies that absenteeism is caused by attitudes developed about the job. If an employee perceives a certain aspect of the job to be an issue such as poor pay, they will develop negative attitudes about the job which may result in the desire to avoid work. There is a negative relationship that exists between employee performance and absenteeism which implies that well performing employees are less likely to be absent (Bondarouk & Olivas-Lujan, 2014). It is, therefore, evident that increased absenteeism is associated with poor performing employees.

Absenteeism is a pervasive issue for organisations as it results in financial implications. Absenteeism results in increased operating expenses, diminished employee morale, loss in production, loss in work time and decreased employee efficiency (Senel & Senel, 2012). All of these outcomes result in financial implications that threaten the competitiveness and

survival of the organisation. Therefore, organisations are seeking ways to determine the causes of absenteeism so as to reduce the implications of it.

2.4.5. Employee retention and turnover

In today's organisations irrespective of industry or size, the key to attaining high performance and survival is the continuity of valuable knowledge and skills. Employee's knowledge enables an organisation to stay innovative and withstand external pressures and at the least achieve organisational goals. Employees are, therefore, seen as key in attaining knowledge and skills that are necessary for the organisation (Prashanthi, 2013). In order for organisations to utilise knowledge and skills of employees it needs to ensure quality employees are attracted, selected and most importantly retained. The retention of workforce directly affects the organisations opportunity for success.

Fatima (2011) states that, employee retention refers to organisational efforts to keep desirable and talented employees in order to achieve business goals and objectives. This emphasises the need for retention of employees as existing employees are equipped with the necessary skills and knowledge that is required for enhanced performance. There are numerous factors that influence the retention of employees; this includes meaningful work, career development opportunities, level of empowerment, compensation and benefits (Fatima, 2011). Any characteristics of the job and work environment can influence an employee's decision to leave or stay. Therefore, organisations must ensure substantial effort goes into ensuring employees remain in the organisation. Employee retention is advantageous as long-working employees are more productive and efficient as opposed to new employees and therefore, by retaining them an organisation ensure improved performance (Butali, Wesangula & Mamuli, 2011). An organisation that focuses on an employee's career development steers the aspirations of employees towards the needs of the organisation and therefore ensures less diversions of interest (Butali, Wesangula & Mamuli, 2011). Individual employee performance is enhanced when organisations put ample effort into ensuring employees' needs are met and this facilitates employee retention.

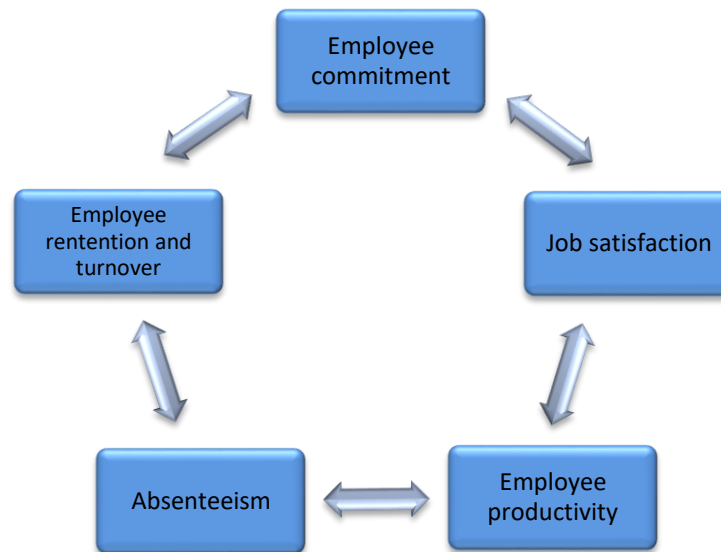
Employee turnover on the other hand refers to the rate at which employees in an organisation leave and are replaced (Hana & Lucie, 2011). Turnover rates indicate the rate at which employees leave the organisation which means those employees can no longer contribute to the achievement of organisational goals. Employees may leave for various reasons such as retirement, resignations or dismissals. When employees leave, the organisation has to ensure

that new employees are recruited to fulfill the responsibilities of the employee that has left. High turnover rates are shown to increase labour costs and decrease organisation performance as well as the performance of remaining employees as it decreases employee morale (Fatima, 2011). There are several costs associated with employees leaving and replacement of those employees. These costs refer to recruitment costs, selection costs, temporary staff costs, training costs and loss in productivity costs and even overworked existing staff (Butali, Wesangula & Mamuli, 2011). Apart from the obvious financial consequences the loss in knowledge continuity may be more severe to the organisation. Turnover could imply that another organisation can benefit from the high performing and experienced employees that have left the organisation (Hana & Lucie, 2011). The failure in the organisation's ability to utilise expertise and skills is a result of employee turnover. This situation could be damaging as it is possible for organisations to lose its competitiveness, especially, if employees leave and are employed by the organisation's competitors. For improved performance an organisation must ensure a decrease in turnover rates and an increase in the retention of quality employees as high performing employees are only beneficial if they stay in the organisation.

2.4.6. Interdependence of facets of performance

The reviewed literature has so far implied that employee performance can be broken down into five facets namely commitment, job satisfaction, employee productivity, absenteeism, employee retention and turnover. Through research, it has become evident that each factor has the potential to individually influence the overall performance of an individual. For instance those lacking commitment is unlikely to possess motivation that would drive the individual to go the extra mile. However, these facets cannot be studied in isolation as they significantly impact on each other as illustrated in Figure 2.4. Lazar, Osoian and Ratui (2010) has indicated that if a certain aspect of performance, is hindered or undermined, this will also influence the other remaining facets. For instance, those who lack commitment will not achieve their optimal productivity level and are more prone to have increased absenteeism rates (Lazar, Osoian & Ratui, 2010). Therefore, the collective influence that each facet has on performance is much greater than the independent, isolated impact. This implies that each facet is interdependent as they are influenced by each other and has a more profound effect on overall performance. To understand the extent to which each of these factors influence performance, the relationship that exists among these factors needs to be emphasised as well as the collective influence on performance.

Figure 2.5: Interdependence of facets of performance



(Adapted from Lazar, Osoian and Ratiu, 2014)

2.5. Work life balance outcomes

The impact of perceived work-life balance on employees can result in varied consequences in the work domain as well as in the personal lives. To fully comprehend the necessity of creating balance an analysis of the potential outcomes is necessary. The outcomes of work life balance equally impacts on both the organisation and the individual. For this reason, efforts to ensure balance serve to be a concern for both the organisation and the individual. The outcomes of work life balance manifests in the organisation as well as the personal lives and this drives the need for ensuring work life balance among (Pouslose & Sudarsan, 2014). Given the purpose of this study, the outcome of work life balance on employee performance will be explored and thereafter the outcomes of work life balance on the performance of an individual outside work will be discussed so as to provide a deeper understanding of the influence of work life balance.

2.5.1. Work related outcomes

Poulose and Sudarsan (2014) proposed that continuous inability to balance the different domains of life contributes towards organisational performance in terms of increased

absenteeism and turnover, reduced productivity, decreased job satisfaction and poor levels of commitment. With the above mentioned consequences, organisations are compelled to develop and implement initiatives that facilitate work life balance. Studies conducted by Saif, Malik and Awan (2011) revealed that organisations that provided work life balance practices have reported improved ability of employees to balance life domains as well as heightened levels of satisfaction and stronger commitment levels. Furthermore, research conducted by Poulouse and Sudarsan (2014) have proved that those employed individuals with the ability to maintain a harmonious balance between work and non-work activities are able to perform at enhanced levels in comparison to those who cannot reach this balance. Noor (2011) claims that in addition to increased satisfaction, productivity and commitment, organisations that facilitate work life balance have also reported enhanced ability to attract and retain employees. Multiple research have indicated that work life conflict is strongly associated with poor performance while work life balance is strongly associated with enhance performance both for the individual as well as the organisation.

According to Kim (2014) the rationale behind the enhanced performance of those individuals that can successfully maintain work life balance rests on the notion of the influence of work environment on the attitudes of employees. It is believed that when employees perceive the work life balance practices as means to improve their wellbeing this contributes to an increased obligation to repay the organisation. Kim (2014) states that when employees perceive efforts of the organisation as doing more than promised, these employees displays a strong sense of loyalty and strong intentions to repay the organisation through increasing their own efforts. In essence, the attitude of the employed individual is shaped by the perceived attitude of the organisation. Those organisations that facilitate employees work life balance can reap the reward of enhanced performance of employees which ultimately translates to enhanced organisational performance.

2.5.2. Non-work related outcomes

Maintaining work life balance does not only produce beneficial outcomes related to organisational performance, but the benefits go beyond work performance and influences the overall functioning of the individual. Better balance or minimal work life conflict is strongly associated with non-work related outcomes like life satisfaction, family satisfaction, marital and leisure satisfaction and family performance (Poulouse & Sudarsan, 2014). Several studies conducted to measure the consequences of work life balance have reported increased

satisfaction in most aspects in life. Poulouse and Sudarsan (2014) have observed that work life conflict often results in increased level of stress and stress-related illness, reduced life satisfaction and heightened family conflict often resulting in divorce. In addition, Poulouse and Sudarsan (2014) also highlighted that several studies observed that imbalance often results in severe stress, sleeplessness, anxiety and emotional exhaustion. It is evident that the consequences of imbalance leaks into the personal domain as well.

Enhanced performance in the personal domain is equally important. A study conducted by Shree (2012) indicates that appropriate balance had the potential to bring about personal satisfaction, reduced risk of mental illnesses, family satisfaction and marital satisfaction. For an individual to function at an optimal level a healthy balance is an imperative requirement. According to Lingard and Francis (2009), work life imbalance has been proven to be positively correlated to divorce and lack of family participation.

The above mentioned studies have highlighted the necessity of work life balance not only for the enhanced performance as an employed individual but also for the enhanced performance in all roles that an individual may play. The imbalance between work and non-work domains has the potential to bring about several negative consequences thus validating the need to ensure work life balance. Table 2.2 summarises the outcomes of work life balance for work and non-work related domains.

Table 2.2: Summary of outcomes of work life balance

Work related outcomes	Non-work related outcomes
<ul style="list-style-type: none"> • Job / Work satisfaction • Increased productivity • Organisational commitment • Reduced employee turnover • Reduced Absenteeism • Retention of employees • Job performance 	<ul style="list-style-type: none"> • Marital satisfaction • Family satisfaction • Life satisfaction • Leisure satisfaction • Health outcomes • Family performance

(Sourced from Poulouse and Sudarsan, 2014)

2.6. Conclusion

In conclusion, it is evident that there are various factors that influence an individual's ability to maintain work life balance. These factors are categorized into individual, organisational and social. Each category contains factors that serve to an enhancer or an impediment in an individual's ability to manage or cope with the responsibility and obligations of both work life and personal life. Work life balance is associated with an individual's ability to properly prioritize between the various facets of life in order to be successful in fulfilling responsibilities and obligations. For this reason, it has become a major concern for modern day organisations as work life balance plays a crucial role in employee performance and ultimately the performance of the entire organisation. Employee performance is determined by various factors that equally influence performance levels. These factors include commitment, satisfaction, productivity, absenteeism, employee retention and turnover. These factors are simultaneously influenced by work life balance as they are interdependent which means it affects each other and in turn influences employee performance as a whole. Work life balance plays a critical role in achieving the positive effects of each factor of employee performance.

Poulose and Sudarsan (2014) proposed that the continuous inability to manage work and personal life domains will result in reduced employee commitment, decreased job satisfaction, diminished employee productivity, increased absenteeism, decreased employee retention and increased turnover rates. Through the negative impact that work life balance has on the various factors of performance one can conclude that work life balance, to a great extent, influences the overall performance of an employee. Performance will deteriorate as employees continue to experience work life conflict and the opposite holds to be true as well. Ensuring high quality performance has always been a priority for organisations and health organisations are no exception. The performance of nurses is critical for not only the health institution but also a crucial factor for the health of the nation. This chapter examined the performance of nurses in terms of the five factors under performance, and has revealed the current struggle in performance as a result of staff shortages and work overload which have greatly added to their inability to maintain balance. Work life balance serves to be a salient factor that could potentially enhance work performance.

Chapter 3

Research Design and Methodology

3.1 Introduction

There has been a growing trend that recognises the impact that work-life balance has on employee performance. Work-life balance is a popular concept, however, it is the least studied concept in relation to employee performance as the link between work life balance and employee performance is not so easily seen (Haar, Russo, Sune & Ollier-Malaterre, 2014). This research aims to fill the gap by examining the effect that work life balance has on the performance of employees, particularly the performance of nurses, such that the link between the two concepts can be established.

The previous chapter delved into the various literatures that have investigated both variables as well as the potential influence work life balance has on employee performance. This research has utilised an extensive range of literature so as to determine the relationship between these variables. This chapter aims to illustrate the research design that will be used to attain the data needed for this study. It examines the research design and research approaches that have been used in this study. Furthermore, it will include comprehensive information regarding the sampling technique which will be used to select participants from the desired population to participate in the study and it will discuss the data collection method which will be utilised to obtain information from the sample. In addition, it discusses pilot testing, data analysis, reliability and validity, and finally the ethical considerations.

3.2 Research paradigm and design

This research follows the positivism philosophy which refers to only factual information that is obtained through observation can be deemed as reliable and trustworthy information. According to Collins (2010) positivism paradigm depends on quantifiable observations that lead to statistical analysis and therefore resulting in knowledge that is backed up with logical and mathematical proof. Researchers following a positivism philosophy depend on quantitative methodologies to assist in measuring the relationship between the independent and dependent variable such that results are found in statistical evidence. In addition, positivism philosophy suggests the role of the researcher is strictly limited to data collection and an objective interpretation (Collins, 2010). Furthermore, two views within this philosophy need to be explained and this is the epistemological and ontological views.

Eriksson and Kavalainen (2015) state that epistemological view suggests that only facts derived from scientific methods can be used to make legitimate knowledge claims while the ontological view concerns itself with the existence of and relationship between people, society and the world in general. In other words, epistemological concerns are based on how information is sought out that ensures this information is reliable and ontological concerns are to recognise and acknowledge the nature of relationships between variables.

A research design is developed in order to direct or guide the researcher so as to systematically collect, analyse and interpret data in an attempt to make inferences about a construct. Therefore, with an effective research design the researcher will be able to conduct the research in an appropriate manner and will ensure successful results. This study will adopt a descriptive research design. Descriptive designs are used to describe a phenomenon whereby the participants of the study are described in relation to the construct that is being measured (Mitchell, & Jolley, 2012). This design can be useful in describing the possible relationship between variables. Descriptive studies are used to test theoretical conjectures and prove causal relationship or rule out the existence of a relationship based on the correlation (Heppner, Wampold, Owen, Thompson & Wang, 2015). The variables that will be tested refer to work life balance and employee performance, specifically the performance of nurses. Work life balance in this research is the independent variable and therefore work performance would be the dependent variable. According to Sekaran and Bougie (2010) an independent variable is one which is not affected or varies in the presence of another variable and a dependent variable is one that responds to an independent variable and therefore varies by the influence of other variables. Research designs guides the choice of research approaches that can be used.

3.3 Research approach

Most researchers recognise the existence of two general approaches namely qualitative and quantitative approaches for conducting research, however, many researchers are comfortable with a third approach which is a hybrid model indicating the use of both approaches in one study (Castellan 2010). The choice of research approach depends on the type of information sought. The information sought could be hard data, soft data or both and this would dictate which methodology to adopt. Soft data refers to words, sentences impressions and so forth which is common in qualitative approaches while hard data refers to data in the form of numbers which is found in quantitative approaches (Choy, 2014). Furthermore, these

approaches differ in the types of methods used to solicit data. According to Choy (2014) qualitative techniques are characterised by semi structured open ended interviews to gain deeper understanding of the construct under study while quantitative techniques characteristically use standardised questionnaires in order to make statistical inferences of the population.

Taking the above into consideration, this study adopts a quantitative approach. A quantitative research employs a logical approach to investigating or exploring the correlation between two variables, as it utilises statistical and numerical measurements and analysis methods (Zikmund, 2010). The aim of a quantitative study is to use mathematical calculations to show the relationship of the variables in the study or validate the hypothesis. This study aims to investigate the relationship between work life balance and employee performance and therefore, a quantitative methodology will be used.

3.4 Study site

A study site refers to the location from which the sample would be found. This study aims to investigate the influence of work life balance on the performance of nurses practising in a private hospital in Durban, therefore, the sample of nurses would be obtained from a specific private hospital located in Durban. The selected institution occupies a 10 acre site in a suburb in Durban. The study site offers care to the elderly, people with physical and mental disabilities, people who are terminally ill and require 24 hour care. The estimated number of patients that require medical assistance and care is around 285 people a day. This private medical institution was selected as it offered easy access to the nursing staff as well as obtaining permission to conduct research in a timely manner which was detrimental to the completion of this research.

3.5 Target population and sample

The purpose of this research is to identify the influence that work life balance has on the performance of an employee. Given the purpose of this research it is essential to define the population of interest that will allow the findings to validate the objectives of the research. A population can be defined as a complete set of units that have a specialised set of characteristics (Banerjee & Chaudhury, 2010). Therefore, a population is an entire group of people, events or things that would be of interest as specific information is required to be ascertained from the group so as to validate the purpose or aim of the research. The definition of the population is not a simple task as it should contain a predetermined set of criteria. The

definition should clearly indicate the explicit inclusion and exclusion criteria which facilitates a proper selection of a population as it clearly dictates which elements to include and which to exclude (Banerjee & Chaudhury, 2010). With the above in mind, the target population that is relevant to this study refers to nurses working in the selected private hospital in Durban.

3.5.1 Sample

The examination of the total population in almost all cases is impossible or impractical or both (Rohilla, 2010). The practical limitation refers to all factors that hinders or prevents the ability of the researcher to study the total population, such as cost or time constraints (Rohilla, 2010). For this reason, a sample of the target population is selected in order to carry out the research. Sampling refers to a process that addresses the difficulties that lies in examining the total population as it makes the research more economical and reliable. Sampling can be defined as a segment of a clearly defined population (Banerjee & Chaudhury, 2010). This refers to selecting an accurate number of units of the population to form a sample which will represent the population. The sample will consist of units that will match the characteristics of the population such that any inferences made about the sample can safely be used as a conclusion for the entire population.

As mentioned previously, the field of nursing has fallen short in remedying the imbalances that occur between work and personal domains of nurses and, therefore, have resulted in severe consequences. A high quality performance of nurses is imperative as the consequences on compromised performance can be devastating given the nature of their job. Nurses working in the private sector were chosen to be the population of interest for this study as their performance is of priority and therefore it would be beneficial to determine if work life balance has the potential to enhance performance.

Due to time and cost limitations it would not be feasible to investigate all nurses from all private hospitals and therefore a narrow focus is required to ensure this study is feasible. For this purpose, the researcher has selected a sample that would represent the target population. To determine the sample size with a certain level of accuracy it is imperative to consider the total population, confidence level and confidence interval. Confidence level quantifies the level of confidence that the probability or frequency that a value of a parameter falls within the specified range of values (Bruce, 2014). In other words, Confidence level represents the percentage of time the results if carried out in the same manner with the same population would fall within the specified interval. Confidence interval refers to the level of confidence

(a percentage) plus or minus the margin of error which results in endpoints (maximum and minimum percentages) that enclose a true statistic of the population (Bruce, 2014). The smaller the interval the more likely the results would be true for the entire population. In keeping with this definition, the standard or most common confidence level is 95 % and margin of error is 5% which was used in this study and can be interpreted as 95 percent certainty that the population would select a response that would lie within the confidence interval. An online sample size calculator was used in order to determine the correct sample size with the above mentioned confidence level and confidence interval. These values are summarised in Table 3.1.

Table 3.1: Total population and sample size

	Total population	Confidence level	Confidence interval	Sample size
Nurses working in a private hospital in Durban	90	95%	5%	73

This indicates that 73 participants would be selected to provide input or responses that would be necessary in establishing a connection between work life balance and their performance.

3.5.2 Sampling method

Once the sample size has been determined, the next major decision is to select an appropriate sampling method. There are several sampling methods which are grouped into two categories namely probability and non-probability. Probability sampling refers to sampling methods that that gives every element a known and equal chance of being selected to participate in the study while the opposite applies for nonprobability sampling methods (Daniel, 2011). The method chosen has to suit the conditions of the study. Table 3.2 points out the conditions which indicates which sampling design would be suitable under those conditions

Table 3.2: Conditions necessary for probability and nonprobability sampling

Probability sampling	Nonprobability sampling
A need for a representative sample	A need for a quick decision
A need to make statistical inferences	Population is highly scattered
Large sample size	Small sample size

Specific elements in sample are not targeted	Resources are extremely limited
Quantitative research design	Qualitative research design
Need to minimize selection bias	Selection of participants depends on feelings of researcher

(Sourced from Daniel, 2011)

Given the purpose of this study, probability sampling design was chosen. Probability sampling designs include several sampling methods such as simple random sampling, stratified sampling, cluster sampling and systematic sampling (Daniel, 2011). This study makes use of simple random sampling method. Random selection falls under probability sampling techniques which means all units in a population have an equal chance of being selected (Black, 2011). The process of random selection refers to randomly selecting units of a population that would make up the sample for the study (Black, 2011). It is imperative to note that this selection process is not a haphazard or easy way of selecting units for a sample as it follows a sound process so as to avoid bias and enhance fairness and accuracy. According to Black (2011) the following steps would be necessary for random selection.

Step One: Determine the total number of the population. As mentioned previously, the total population number is 90 which is the number of nurses working in the selected hospital.

Step Two: Use a random number generator to generate numbers that will be used to select the units of the sample. The generator should be programmed to display numbers that have the correct amount of digits. For the purpose of this study only 2 digit numbers will be generated. This would result in a table of randomly generated numbers such as in Table 3.2 below. Random number generator is a computer program that allows computer-calculated output to produce random numbers so as to reduce bias and make sample selection more accurate (Black, 2011). An online number generator was used in this study.

Step Three: Each unit of the population is numbered from 1 to N (N is the total number of the population). The HR managers of the selected hospital had provided a list of the nurses and have assigned numbers to each nurse.

Step Four. Select numbers from the table of randomly generated numbers in the order it was generated and match that number to the number on the list. For example the first number on the table is 07 then the 7th nurse on the list would be selected to participate. Any number in the table that is not applicable would be ignored and the researcher would move on to the

next number. For example, if the total number of nurses in a hospital is 90 but the random number is 96 this number would be ignored as there is no 96th unit. This step would result in a list of nurses that would make up the sample for the study and would be requested to participate while guaranteeing each participant has an equal chance of being selected. Once the sample has been selected, the data collection process will be initiated.

3.6 Data collection

This section will examine the data collection instrument that will be utilised in order to solicit responses from the sample. In addition, it will discuss the process that was carried out to gather information and the administration of the data collection method. Finally, the concept of pilot testing will be discussed along with its relevance in this study.

3.6.1 Data collection instrument

The instrument that was used to collect data from the sample is a self-administered questionnaire (Appendix B). A questionnaire can be defined as a set of questions relating to a construct that will be administered to participants to be answered (Sekaran & Bougie, 2010). The questionnaire that has been used to solicit responses from the sample has been adapted from multiple surveys that measured the influence of work life balance on the performance of employed individuals. The questionnaire studied the same construct as this research and therefore was used. However, this study differs in several aspects and hence the questionnaire had to be modified so as to ensure it is relevant for this research.

It is imperative to examine the possible strengths and weaknesses of the various data collection instruments prior the selection of one. Upon considering the size of the sample as well as time and cost limitations it was deemed to be beneficial to utilize questionnaires. Table 3.4 provides a list of advantages and disadvantages of using questionnaires.

Table 3.3: Advantages and disadvantages of emailed questionnaire

Advantages	Disadvantages
<ul style="list-style-type: none"> • Large amount of information can be collected from large amount of people. • It is believed to be more anonymous. • It can obtain information from people 	<ul style="list-style-type: none"> • Inadequate to understand some forms of information such as emotions. • Unable to tell how truthful respondents are as they could answer superficially.

<p>that are geographically dispersed.</p> <ul style="list-style-type: none"> • It is cost effective for such a large amount of people. • It is convenient as it allows respondents to complete it in their own time. 	<ul style="list-style-type: none"> • Left to respondent's interpretation as clarification is not possible. • Not administered face to face so there is a risk of low response rate. • There is no intervention to ensure whether or not respondents provide answers.
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(Adapted from Sekaran & Bougie, 2010).

The structure of the questionnaire contains sections and its subsequent questions. The self-completed questionnaire with its 52 items is divided into 8 sections namely demographic profile, individual factors (personality, well-being and emotional intelligence), organisational factors (work arrangements and organisational support), social factors (dependent care responsibilities and family support) and finally work performance. Each section houses questions in the form of statements that are pertaining to the topic of the section and participants were asked to provide the degree to which they agree or disagree to each statement. Furthermore, the questions are closed ended as it only requires participants to choose from the options available. The length of the questions was kept short and concise so as to prevent confusion and boredom and ensure ease of completion.

The measurement scale that was used in the questionnaire was Likert scales. As stated by Monette, Sullivan and DeJong (2010), Likert scales comprises of a series of statements to which each statement is followed by a number of ordered response alternatives. With regards to this questionnaire, it makes use of 5 categories of response alternatives. Most questions are designed using a 5-point scale to ask participants the degree to which they agree or disagree with each statement on a 5-point scale namely, 1 indicating 'strongly disagree', 2 'disagree', 3 'neutral', 4 'agree', 5 'strongly agree'. The five point scale is the most common number of alternatives as it offers the participants sufficient range of choices that can adequately describe their attitude toward the statement (Monette, Sullivan and DeJong, 2010). These categories show a range of alternatives and, therefore, responses are not just extremes. In addition to this, each item in a Likert scale can be seen as an ordinal scale as the response options have a fixed order but not necessarily equal spacing between alternatives (Monette, Sullivan and DeJong 2010). Given that responses go from strongly disagree to strongly agree, one can see the ordered alternatives offered. This facilitates a deeper understanding of the opinions of participants towards a given statement. Likert scales are useful in quantitative

studies as it can be checked using Cronbach alpha and furthermore descriptive and inferential statistics can be applied (Brown, 2011).

3.6.2 Process

Following the ethics approval of the University of KwaZulu Natal as well as the granted permission from the private hospital chosen, the questionnaire was sent to the sample of nurses. The process followed three steps. Firstly, the questionnaire was sent to the sample selected to participate in the pilot study. Upon the receipt of these responses the survey was then subjected to analysis so as to ensure reliability of survey. The reliability analysis (Cronbach alpha) was calculated using IBM SPSS version 24. Thereafter, the necessary modifications were made to the questionnaire resulting in the removal and addition of questions. Secondly, the edited questionnaire was then sent for a second round of pilot testing which allowed the researcher to analyse responses to the changed questionnaire and ensure the desired reliability score is obtained. Lastly, the final questionnaire was then sent to the sample of nurses for the main study to gather responses that would be used to achieve the aims and objectives of the research.

3.6.3 Administration

The questionnaire together with the informed consent form was printed and delivered to the HR manager of the selected hospital. The informed consent form further explained the research, provided contact details and addressed concerns about anonymity and confidentiality. Random selection technique was applied to select participants in both the pilot study as well as the main study. Upon the finalisation of the list of participants the HR manager had then given the questionnaires and informed consent forms to the participants. Participants were advised about the purpose of the study, confidentiality and anonymity concerns as well as the voluntary nature of their participation. The questionnaire will be self-administered as it will be completed by the participant in their own time and place without supervision. Participants were given a week (7 days) from the day the questionnaire is received, to complete and return the completed questionnaire and signed consent form. The questionnaire is a convenient data collection method as it is not time consuming and participants would not be required to take time off work or go to a specific location. Concise information and clear instructions are indicated on the consent form so that participants will be able to complete questionnaire and return it in the correct manner. Participants are requested to place completed questionnaires and consent forms in the designated sealed boxes

to ensure confidentiality and anonymity. The questionnaire does not ask for the identity of participants and is not submitted together with the consent forms therefore guaranteeing anonymity and confidentiality.

3.6.4 Pilot testing

A pilot study can be defined as a smaller version of the main study and therefore it takes place prior the main study (Arain, Campbell, Cooper & Lancaster, 2010). By this definition, it becomes evident that the most distinctive difference between the main study and the pilot test is the number of participants involved. There are fewer participants in the pilot study but they are subjected to the same procedures as the main study. The purpose of the pilot study is to uncover any flaws or unforeseen problems that may occur with the methods, materials, tools and processes such that it provides evidence that indicates that the main study will be successful in achieving what it was meant to (Arean & Kraemer, 2013). In order to ensure that the questionnaire utilised in the study is reliable and valid, pilot testing is necessary. The pilot study will uncover any flaws or issues that require rectification prior the main study. Therefore, through pilot testing it will become evident that the questionnaire can be trusted to produce the desired results. By uncovering problems before the main study is implemented the researcher will be able to rectify all problems and ensure a smooth implementation of the main study and therefore the main study will be free of flaws.

According to Sekaran and Bougie (2010), a preferred sample size for the pilot study is 10% of the sample size for the main study, hence, for the purpose of this study the sample size for the pilot test should be 7 participants which is 10% of the sample size of the main study ($70 \times 10\%$). However, 10 participants were chosen to participate in the pilot study. The selection of the sample was done using the same sampling process. Participants will be subjected to the exact same process as the main study, which is completing the questionnaire so as to identify any flaws with the questions or processes. Furthermore, there were several changes that were made to the questionnaire as a result of pilot testing. The initial questionnaire comprised of 8 sections with multiple questions under each heading. Questions were both closed and open ended which resulted in participants selecting answers from the options given as well as providing their own explanation for certain questions. In addition, participants were asked their opinions regarding areas for improvement such as their understanding of questions, problems with answering, clarity of instructions, attractiveness of layout, the time needed for completion. Participants were asked to share their impression of the questionnaire, the

context and layout as well as recommendations and suggestions. Amendments were made to the layout, headings, sections, questions and measurements scales used. Questions were removed or rephrased and grouped better under the appropriate headings. Furthermore, open ended questions were removed as participants preferred close ended questions. The final questionnaire has comprises of statements under each section to which participants have to provide the degree to which they agree or disagree. As a result of all amendments, the questionnaire required lesser time to complete and the response rate was higher.

3.7 Statistical analysis

As previously mentioned, the questionnaire used in this study was adapted to suit the context of this study. Given the changes it is imperative to assess whether the data collection instrument, sufficiently avoids any errors prior to implementing the instrument. To do this the researcher has to evaluate the instrument to ensure it has appropriate levels of validity and reliability. This implies that before the questionnaire is administered to participants in the main study, validity and reliability has to be measured. For this reason, a pilot study was conducted and the responses obtained were used to guarantee the correct validity and reliability scores. The concepts of validity and reliability will be examined in the subsequent sections.

3.7.1 Validity

Validity refers to the extent to which an instrument measures what it intends to measure such that the findings of the instrument will represent those features that it is intended to describe (Cohen, Manion & Morrison, 2013). It is imperative to assess the instrument to ensure that it actually measures what it was designed to measure, thus, the desired findings will be obtained. In quantitative research it is imperative to assess three types of validity namely content validity, construct validity and criterion related validity.

Firstly, content validity refers to whether the instrument indicates that it fairly and comprehensively covers the domains that it intends to cover such that it allows for a fair representation of the wider issue under investigation (Cohen, Manion & Morrison, 2013). In this study, content validity has been addressed through proper sampling to ensure the sample can fairly and accurately represent the population.

Secondly, construct validity refers to the extent to which a specific instrument for acquiring data conforms to the theoretical contents in which it is utilized and can be achieved through a

correlation of other measures of the same issue (Cohen, Manion & Morrison, 2013). Construct validity have been addressed by a comprehensive and wide range of literature reviews that will give rise to a detailed meaning of the issue under investigation.

Finally, criterion related validity refers to the extent to which one variable or a set of variables is able to foresee an outcome based on data from other variables (Cohen, Manion & Morrison, 2013). For this study, pilot testing will be utilised so as to measure and ensure criterion related validity.

3.7.2 Reliability

Reliability is concerned with stability and consistency as any instrument is subject to error and, therefore, reliability increases as the error decreases (Nicholas, 2009). Stability and consistency is needed to ensure reliability as this means that over time the instrument will be able to produce similar results. According to Nicholas (2009) if an instrument is applied repeatedly to the same object it should be able to yield the same results each time it is administered, if not then the instrument will be regarded as unreliable. For quantitative research there are 2 types of reliability that should be addressed namely, test retest reliability and internal consistency.

Firstly, test retest reliability allows for assessing the consistency of measurement across time (Nicholas, 2009). Pilot testing will be done to ensure the instrument is deemed reliable. Lastly, internal consistency refers to how well different items on the same test correlates to one another (Nicholas, 2009). This means that different items on a test that measure the same construct should produce similar results. This suggests that different questions in the questionnaire should produce a similar response and relate to one another such that there are no contradictory responses. This can be measured using a statistic calculation known as Cronbach's alpha.

Cronbach's alpha is a calculation that will allow the researcher to determine how well a set of items measures a single construct (Andrew, Pederson & McEvoy, 2011). It is therefore the correlation between the item responses to a questionnaire. This calculation will enable the researcher to ensure all questions on the questionnaire measure the same underlying construct. Andrew, Pederson and McEvoy (2011) states that Cronbach's alpha values range from 0 to 1, 1 being perfect reliability, hence the closer it is to one the more reliable the instrument is. The appropriate score is 0.7 as this correlation between items and therefore

one can conclude that the questionnaire developed will be reliable. The results for the Cronbach Alpha test will be provided in Chapter 4 .

3.8 Data analysis

In order to analyse the data that has been solicited from participants, this study will make use of the two types of data analysis which is descriptive statistics and inferential statistics. These concepts are examined below.

3.8.1 Descriptive statistics

Descriptive statistics is used to describe features of a dataset and to provide simple summarise of the data (Lee, Lee & Lee, 2013). This part of data analysis examines measures to condense data, measures of central tendency and measures of dispersion. These measures are necessary as they enable the researcher to describe a set of data with only a small number of summary statistics (Lee, lee & Lee, 2013).

- ***Measures to condense data***

Measures to condense data refer to reducing bulk of the data such that it gives prominence to the structure of the data and allows the researcher to summarise the data, therefore, comparisons can be made (Khan, 2011). Measures to condense data include frequencies and percentages. Wetcher-Hendricks (2011) define frequencies and percentages as tools that are useful to summarise a large dataset as it groups data values therefore making the distribution of a dataset more visible. Frequencies and percentages show the groups of data or it categorises the data such that the results of the data are more observable.

- ***Measures of central tendency***

The purpose of measuring central tendency is to determine the centre of a distribution of data values. Measures of central tendency include calculation of the mean, median and mode. Wetcher-Hendricks (2011) defines the mean, median and mode as follows. The *mean* is unique as it includes the sample size in its calculation unlike the median and mode and it is used to calculate the average value of the dataset. The *median* determines the value that lies at the midpoint of an ordered set of data values. In a dataset of which the total number of values is an even number there is no true median as there is no single midpoint value. The

mode can be defined as the most frequently appearing value in a dataset and therefore there could be more than one mode in any given dataset.

- ***Measures of dispersion***

These measures are necessary as it calculates how narrow or spread out the values in a dataset are around a central figure (Walker & Maddan, 2013). These measures include the range, variance and standard deviation. Walker and Maddan (2013) define these concepts as follows. The *range* is simple as it measures the difference between the highest value and the lowest value. The *variance* calculates the squared deviations of values around the mean (the difference between the mean and each score) resulting in the smallest distance from any given value to the mean. The *standard deviation* puts the dispersion in the same units as the distribution as it is the square root of the variance.

3.8.2 Inferential statistics

The inferential statistics section of data analysis includes gathering information from a sample and, thereafter, using the statistics to make conclusions or inferences about the population (Black, 2011). Inferential statistics that will be used to analyse the data include correlation, t-test, analysis of variance and multiple regression.

- **Correlation**

This study makes use of Pearson's correlation. According to Sharma (2012) correlation is a statistical test that measures not only the correlation or relationship between two variables but also the strength and direction of association between two variables (an independent variable and a dependent variable). This indicates that it measures if a relationship exists between a single independent variable and a single dependent variable as well as the strength and direction of this relationship.

- **T-test**

Andrew, Pedersen and McEvoy (2011), state that the t-test is a tool that is used to test the difference or compare the mean difference between two groups on a dependant variable. The independent variable must therefore, contain two groups or categories. The t-test compares the mean difference of the two groups of the independent variable on the dependent variable. This study makes use of one sample t-test and independent samples t-tests. One sample t-tests are used to compare the sample mean with a population mean when the population standard

deviation and variance is unknown (Deshea & Toothaker, 2015). Independent t tests, on the other hand, are used to the differences in the mean scores of two groups.

- **Analysis of variance (ANOVA)**

ANOVA is similar to the t-test however instead of comparing the mean difference of two groups of the independent variable it compares the mean difference of multiple groups of the independent variable (MacFarland, 2011). This indicates that the independent variable has more than two categories or groups.

- **Linear regression analysis**

A statistical technique, which is applied to data, to investigate and model the relationship between variables (Montgomery, Peck & Vining, 2015). It explains the relationship and impact of one or more independent variables on a dependant variable

3.9 Ethical consideration

The respondents in the study face zero risks in participating, as the questionnaire that is to be completed requires little detailed personalised answers as it gives options. The respondents will be guaranteed that confidentiality will be maintained throughout the whole process as their responses will be used only for this study and will not be disclosed. Respondents will be assured that only the final findings that are used to validate the aim of the research will be disclosed and not their individual responses. The questionnaire does not require the identity of the respondents and, therefore, anonymity will be maintained. Furthermore, the researcher would request permission to proceed, prior proceeding with the data collection. A consent form attached to the questionnaire will request their consent (Appendix A). The informed consent will enable the researcher to reassure the voluntary-participating respondents about the concerns of anonymity and confidentiality. The respondents will also be informed about their right to withdraw from the study at any given point.

3.10 Conclusion

Work life balance is an imperative factor that has the potential to hinder or enhance the performance of an individual in all facets of life. Work life balance is a concept that describes a level of equilibrium between work and personal lives such that exceptional performance in one domain does not come at the expense of another domain. It is essential for employees to

maintain work life balance as an imbalance between these domains have the potential to bring about several consequences at work as well as in an individual's personal life. General practitioners and specialists face duties that are often unpredictable in nature and their personal lives may be neglected as a result. The inability to balance work and personal lives can result in compromised performance and this is detrimental for medical doctors as well as their patients. For this reason, it is critical to understand the imperativeness of maintaining a healthy work life balance.

This chapter has meticulously outlined the research instrument as well as the process that the researcher must follow so as to complete the overall study. The instrument and procedures covered in this chapter guarantee the efficient compilation of information required for the successful completion of the study so as to investigate the influence of work life balance on employee performance, particularly on the performance of medical doctors. Furthermore, this chapter clearly depicts the necessary processes which encompass the research design, sampling design, data collection method and administration, pilot study, data analysis techniques, and ethical considerations of the study.

Chapter 4

Findings and Discussion

4.1. Introduction

The purpose of this study is to determine the influence of work life balance on the performance of nurses. This chapter aims to highlight the information generated from the data collection process. As discussed in the previous chapter, the data collection instrument used in this study was a self-administered questionnaire. The questionnaire was given to 73 nurses to obtain their insight into work life balance and its influence on work performance. This chapter aims to provide the overall results of the questionnaire and, therefore, determine the extent of influence on work performance. This chapter will begin by displaying the results of the cronbach alpha tests which will highlight the level of reliability of the questionnaire. In addition, this chapter will illustrate the results for each item on the data collection instrument and, thereafter, discuss the impact of each factor of work life balance on work performance

4.2 Cronbach Alpha results

Prior to unpacking the results of the questionnaire in terms of the responses solicited, the Cronbach Alpha results will be discussed as this measured the reliability of the questionnaire. This study is broken down into 8 sections Cronbach Alpha scores were calculated for each of the 8 sections. These scores are displayed in Table 4.1. As discussed in the previous chapter, Cronbach Alpha scores range from 0 to 1, 1 being perfectly reliable. However, researchers opt for a score above 0.7 as this indicates that the questionnaire is reliable.

Table 4.1: Cronbach Alpha scores

Sections	Cronbach alpha score
Personality	0.845
Well-being:	
• general wellbeing (Items 1-9)	0.907
• relationships (Items 10-11)	0.882
Emotional intelligence	0.866

Work arrangements	
<ul style="list-style-type: none"> • General balance (items 1,2,6,7,8,9,10,11) • Overtime (items 3,4,5) 	0.901 0.810
Organisational support	0.892
Dependent care responsibilities	Not reliable as not everyone has dependents
Family support	0.743
Work performance	
<ul style="list-style-type: none"> • General performance (items 6-12) • Extra effort (items 1-5) 	0.925 0.799

From table 4.1, it is evident that the questionnaire used in this study is deemed reliable as all scores are above 0.7. The proceeding sections will discuss the results of the questionnaire with regards to the demographics of the target population as thereafter the results for each section in the questionnaire.

4.3 Demographics of target population

The first section of the questionnaire aimed to gather demographic information about the target population. In doing so, information regarding age, marital status, gender, number of dependents and years of service was gathered. The response rate for the study was 70 percent as only 49 participants completed survey. Firstly, the respondents can be categorised as male and female. As indicated in the Figure 4.1, 20.4 percent of respondents were male while 79.6 were females. Furthermore, Figure 4.1 also illustrates the marital status of respondents which is 53.1 percent of respondents were married, 38.8 percent were single, 6.1 percent was divorced and the remaining 2 percent were widowed. In addition to the gender and marital status of respondents, the number of dependents was captured.

Graph 4.1 Demographics in terms of gender and marital status

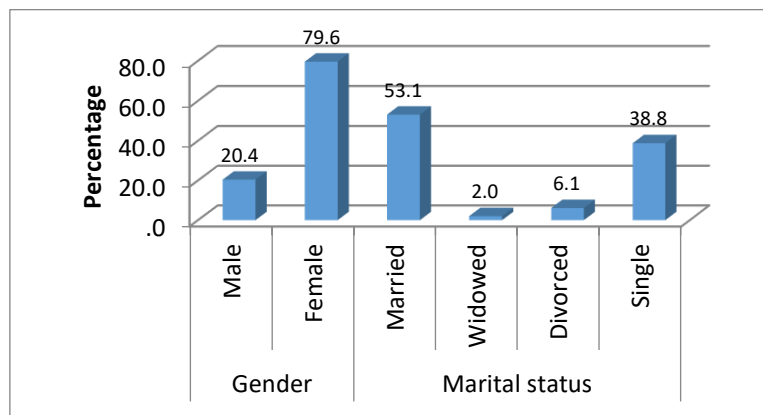
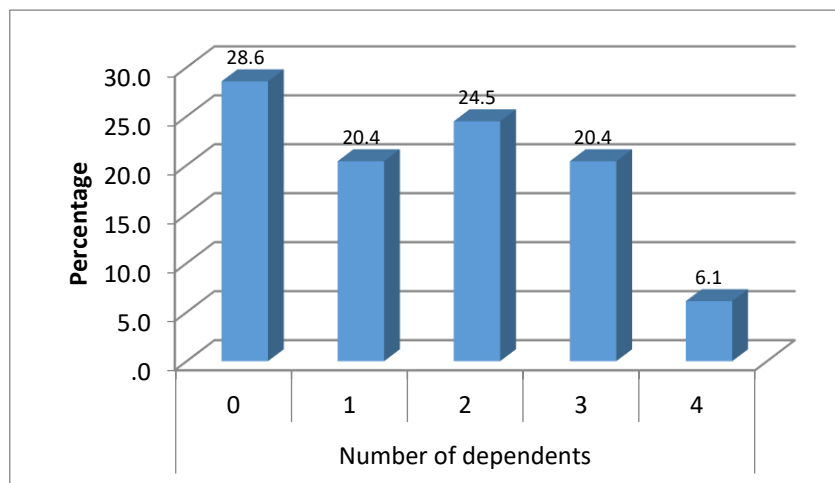


Figure 4.2 acknowledges that from the respondents the number of dependents ranges from 0 to 4 and their respective percentages. Finally, in terms of age and years of service, the respondent’s ages range from 22 to 60 while the years of service range from 1 to 30.4 years.

Graph 4.2 Demographics in terms of number of dependents



4.4. Individual factors of work life balance

As discussed in Chapter 2, this factor comprises of 3 constructs: personality, wellbeing and emotional intelligence. The analysis for each of these constructs as well as each item under the respective constructs will be discussed in the proceeding sections.

4.4.1 Personality

The section on personality housed 5 items. The descriptive statistics on each of these items will be displayed in the tables below as well as the discussions thereafter. The frequency and percentage of responses under each scale will be highlighted in the table below.

Table 4.2 Frequency of responses for Section 1: Personality

Statements	Frequencies					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
1.1. I focus on the problem and see how it can be resolved	0	2	4	21	22	49
1.2. I think about how I resolved similar issues previously	0	1	3	26	19	49
1.3. I determine a course of action and follow it	1	4	3	24	17	49
1.4. I work to understand the situation	0	2	1	30	16	49
1.5. I analyse the issue before reacting	1	2	5	23	18	49

Table 4.3 Frequency in percentages of responses for Section 1: Personality

Statements	Percentages					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
1.1. I focus on the problem and see how it can be resolved	0	4.1	8.2	42.9	44.9	100
1.2. I think about how I resolved similar issues previously	0	2.0	6.1	53.1	38.8	100
1.3. I determine a course of action and follow it	2.0	8.2	6.1	49.0	34.7	100
1.4. I work to understand the situation	0	4.1	2.0	61.2	32.7	100
1.5. I analyse the issue before reacting	0	4.1	2.0	61.2	32.7	100

Results for item 1.1 revealed that 4.1 percent of the population disagree with the statement while 8.2 percent are neutral. Majority of the population strongly agree as this holds 44.9 percent and finally 42.9 percent of the population state that they agree with the above statement. This suggests that majority of the people, when faced with a problem would, focus on the problem and find ways to solve it.

The level of agreement the population has in terms of item 1.2 in the questionnaire revealed that over half of the respondents are in agreement with this statement as this represents 53.1 percent of the responses agree and 38.8 percent strongly agree. Furthermore, only 2 percent of respondents disagree while the remaining 6.1 percent are left neutral. As indicated by the

responses majority of the respondents would draw upon previous similar experience to solve current issues.

Analysis of item 1.3 identified that majority of the population are in agreement with this statement as this represents 49 percent of respondents that agree and an additional 34.7 percent that strongly agree. However, 8.2 percent of respondents disagree and 2 percent strongly disagree while the remaining 6.1 were neutral. Hence, majority of the respondents would find a solution and follow it through.

Results for item 1.4 indicated that in terms of level of agreement when respondents are faced with problems they would work to understand the situation. 61.2 percent of responses indicated they are in agreement and an additional 32.7 percent strongly agree while 4.1 percent disagree and 2 percent are neither.

The results of the final item in the first section indicated that 46.9 percent of respondents feel a sense of agreement with this statement and 36.7 percent strongly agrees while 4.1 percent disagree and an additional 2 percent strongly disagree. The remaining 10.2 percent of respondents neither agree nor disagree. This shows that over 80 percent of respondents would analyse issues before reacting to the problems.

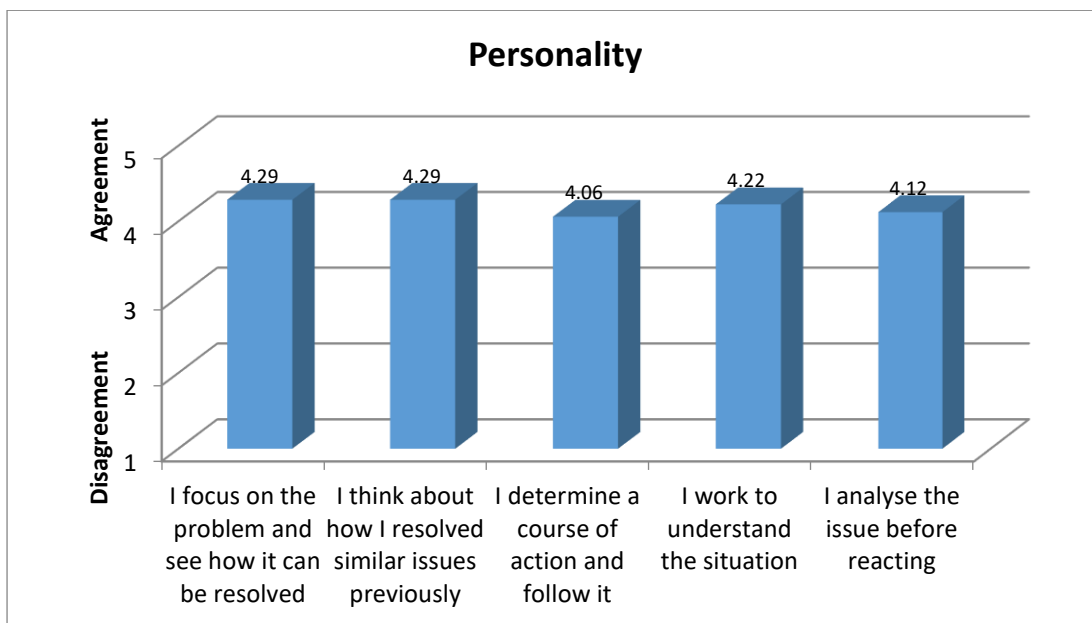
Prior to examining the data of the one sample statistic in Table 4.6 below, it is imperative to understand the values that are used. Firstly, the mean score provides the average score for all items. Secondly, standard deviation is the measure used to quantify the amount of variation of the set of data. High standard deviation represents scores are spread out over a wide range and the opposite holds true for low standard deviations. Thirdly, the T value is the T statistic which represents the difference between population mean and hypothesised mean. Fourthly, degrees of freedom (DF) represent the number of values in the calculation that are free to vary. Finally, probability (Sig) represents the significance level which indicates whether or not the difference in means is statistically significant. If the sig value is below 000.5 this indicates it is statistically significant, if it is above 000.5 this indicates there is no statistical relationship.

Table 4.4: One sample statistics of Personality

	Mean	Standard deviation	T	DF	Sig
1.1	4.29	.791	11.384	48	.000
1.2	4.29	.677	13.294	48	.000
1.3	4.06	.966	7.688	48	.000
1.4	4.22	.685	12.511	48	.000
1.5	4.12	.904	8.687	48	.000

Upon analysis it can be said that there is significant agreement that when confronted with problems/issues, responses will take the following form: focus on the problem and see how it can be resolved (M=4.29, SD=.791), $t(48) = 11.384, p < .0005$; think about how similar results were resolved previously (M=4.29, SD= .677), $t(48) = 13.294, p < .0005$; determine a course of action and follow it (M=4.06, SD= .966), $t(48) = 7.688, p < .0005$; work to understand the situation (M=4.22, SD= .685), $t(48) = 12.511, p < .0005$ and finally, analyse the issues before reaction (M=4.12, SD= .904), $t(48) = 8.687, p < .0005$. Hence for all 5 items it is evident that there is significant agreement. These results can be seen in Figure 4.3.

Graph 4.3: Level of agreement of items in personality construct.



4.4.2. Wellbeing

There were 11 items found in the section on wellbeing. The descriptive statistics will be provided for each item in the tables below, followed by a discussion.

Table 4.5 Frequency of responses for Section 2: Wellbeing

Statements	Frequencies					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
2.1 I am satisfied with the hours I dedicate to work	1	10	9	20	9	49
2.2 I am satisfied with the hours I dedicate to family	2	16	7	20	4	49
2.3 I am satisfied with the hours I dedicate to myself	3	17	11	14	4	49
2.4 I am able to maintain a satisfactory balance between work	2	11	10	19	7	49
2.5 On the whole I have a happy home life	1	0	7	31	10	49
2.6 I am generally happy with my standard of life	2	1	6	30	10	49
2.7 On the whole I enjoy good health	0	1	8	33	7	49
2.8 On the whole I enjoy my job	1	3	8	27	10	49
2.9 I generally get enough time to pursue my personal interests	2	16	13	17	1	49
2.10 I generally have a good relationship with the people I live	1	1	2	28	17	49
2.11 I generally have a good relationship with my extended	0	3	3	31	12	49

Table 4.6 Frequency in percentage of responses for Section 2: Wellbeing

Statements	Percentages					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
2.1 I am satisfied with the hours I dedicate to work	2.0	20.1	18.4	40.8	18.4	100
2.2 I am satisfied with the hours I dedicate to family	4.1	32.7	14.3	40.8	8.2	100
2.3 I am satisfied with the hours I dedicate to myself	6.1	34.7	22.4	28.6	8.2	100

2.4 I am able to maintain a satisfactory balance between work	4.1	22.4	20.4	38.8	14.3	100
2.5 On the whole I have a happy home life	2.0	0	14.3	63.3	20.4	100
2.6 I am generally happy with my standard of life	4.1	2.0	12.2	61.2	20.4	100
2.7 On the whole I enjoy good health	0	2.0	16.3	67.3	14.3	100
2.8 On the whole I enjoy my job	2.0	6.1	16.3	55.1	20.4	100
2.9 I generally get enough time to pursue my personal interests	4.1	32.7	26.5	34.7	2.0	100
2.10 I generally have a good relationship with the people I live	2.0	2.0	4.1	57.1	34.7	100
2.11 I generally have a good relationship with my extended	0	6.1	6.1	63.3	24.5	100

Results for item 2.1 shows that 59.2 percent are in agreement which indicates that 59.2 percent are satisfied with hours dedicated to work while 22.4 percent are not satisfied which leaves the remaining 18.4 percent feeling neither satisfied nor dissatisfied. This indicates that 59.2 percent of respondents are satisfied with the hours dedicated to work while the rest are either unsatisfied or unsure.

Analysis of item 2.2 revealed that 49 percent of respondents are in agreement which means 49 percent are satisfied with the hours they dedicate to family. A further 36.8 percent of respondents were in disagreement as they are deemed to be unsatisfied with the hours they dedicate with family. The remaining 14.3 percent of respondents were neither satisfied nor dissatisfied. Table 4.8 indicates than less than half of the respondents are satisfies with the hours they dedicate to family suggesting that the rest which includes 51 percent are unsatisfied or neutral as they do not spend enough time on family.

Results of item 2.3 in the questionnaire revealed that 36.8 percent of respondents agreed that they were satisfied with the hour they dedicated to themselves. However, 40.8 percent of respondents were in disagreement as they are dissatisfied with this regard. Finally, 22.4 percent were left neither satisfied nor dissatisfied with this hours spent on themselves.

The results for item 2.4 indicates that only half of the respondents are able to maintain satisfactory balance between home and work as only 53.1 percent are in agreement. Furthermore, 26.5 percent of respondents are in disagreement indicating they are unable to maintain balance while a further 20.4 percent were neutral in this regard.

Analysis of item 2.5 revealed that an impressive 83.3 percent of respondents are in agreement with this statement which indicates that the majority of respondents are happy with home life. Only 2 percent of respondents were in disagreement indicating they are unhappy with their home life. The remaining 14.3 percent of respondents were neither happy nor unhappy.

The descriptive statistics for item 2.6 shows that 81.6 percent are in agreement which indicates that majority are happy with their standard of life while the 6.1 percent are not and a further 12.2 percent have reported that they are neither happy nor unhappy with their standard of living.

Analysis of item 2.7 revealed that an impressive 84.3 percent of respondents are in agreement with this statement which indicates that the majority of respondents enjoy good health. Only 2 percent of respondents were in disagreement as they may have health concerns. Finally, the remaining 16.3 percent of respondents maintain neutral feelings.

Results of item 2.8 in the questionnaire revealed that 75.5 percent of respondents agreed that they enjoy their job. However, 8.1 percent of respondents were in disagreement indicating they are unhappy with job. Finally, 16.4 percent are neither happy nor unhappy.

The level of agreement the population has in terms of item 2.9 in the questionnaire revealed that 36.7 percent of the respondents are in agreement with this statement as this represents 34.7 percent of the responses agree and 2 percent strongly agree. Furthermore, 36.8 percent of respondents are in disagreement as 32.7 percent disagree and 4.1 percent strongly disagree. This indicates that 36.7 percent of the respondent feel they have enough time for personal interests while an equal 36.8 percent feel the opposite holds true. However, the remaining 26.5 percent are neither in agreement nor disagreement.

Results of item 2.10 in the questionnaire revealed that 91.8 percent of respondents agreed that they generally have a good relationship with the people they live with as this is seen 57.1 percent of respondents that are in agreement and the 34.7 percent that strongly agree. However, 4 percent of respondents were in disagreement indicating the opposite. Finally, 4.1 percent are neither in agreement nor disagreement.

On reporting on the final item of the section two, the results revealed that an impressive 87.8 percent of respondents are in agreement with this statement which indicates that the majority of respondents generally have good relationships with extended family. Only 6.1 percent of

respondents were in disagreement. Finally, the remaining 6.1 percent of respondents maintain neutral feelings.

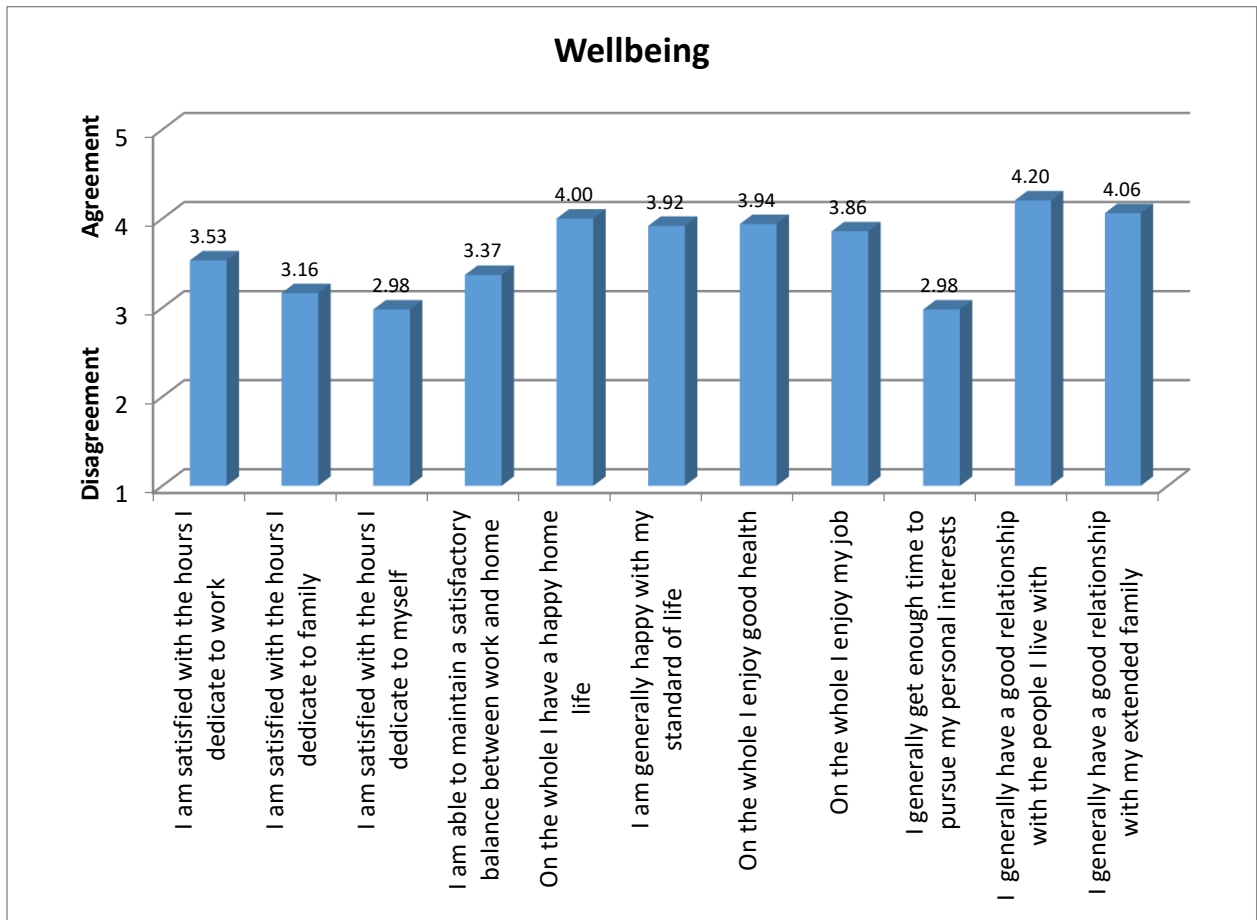
Table 4.7: One sample statistics of Wellbeing

	Mean	Standard deviation	T	DF	Sig
2.1	3.53	1.082	3.433	48	0.001
2.2	2.16	1.106	1.034	48	.307
2.3	2.98	1.108	-.129	48	.898
2.4	3.37	1.112	2.312	48	.025
2.5	4.00	.736	9.511	48	.000
2.6	3.92	.886	7.256	48	.000
2.7	3.94	.626	10.496	48	.000
2.8	3.86	.890	6.743	48	.000
2.9	2.98	.968	-.148	48	.883
2.10	4.20	.790	10.669	48	.000
2.11	4.06	.747	9.939	48	.000

The analysis on the wellbeing construct revealed that there is significant agreement in terms of being satisfied with hours dedicated to work (M=3.53 SD =1.082) (t (48) =3.433 p<0005) as well as being able to maintain a satisfactory balance between home and work (M=3.37 SD=1.112) (t (48) = 2.312 P<0005). There is significant agreement with having a happy home life (M=4 SD= .736) (t (48) =9.511 P<0005), being happy with standard of life (M=3.92 SD=.886) (t (48)=7.256 P<0005) enjoying good health (M=3.94 SD=.626) (t (48)=10.496 P<0005) and enjoying their job (M=3.86 SD=.890 (t (48)=6.743 P<0005). Furthermore, there was significant agreement in having a good and having a good relationship with extended family (M=4.06 SD=.747) (t (48) = 9.939 P<0005). Finally, there were items that are neither in significant agreement nor significant disagreement which is being satisfied with hours dedicated to family (M= 2.16 SD=1.1060) (t (48) = 1.034 P>0005), being satisfied with hours dedicated to themselves (M=2.98 SD= 1.108) (t (48) = -129 P>0005) and getting enough time to pursue personal interest (M= 2.98 SD= .986) (t (48) = -148 P>0005).

Hence, there were significant agreement in all items excluding 2.2, 2.3 and 2.9 as highlighted in Table 4.18. The highlighted items were neither in agreement nor disagreement. The above results can also be displayed in Figure 4.4 below.

Graph 4.4: Level of agreement of items under wellbeing construct



4.4.3 Emotional Intelligence

There were 6 items found in the section on wellbeing. The descriptive statistics will be provided for each item followed by a discussion.

Table 4.8 Frequency of responses for Section 3: Emotional Intelligence

Statements	Frequencies					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
3.1 I always know which emotions I am feeling and why	0	2	9	22	16	49
3.2 I manage my impulsive emotions well	0	6	6	25	12	49
3.3 I can think clearly and stay focused under pressure	0	3	6	27	13	49
3.4 I am attentive to emotional cues	0	4	7	26	12	49

3.5	I am sensitive to the needs of others	0	0	3	29	17	49
3.6	I am able to cope with stress	0	2	4	26	17	49

Table 4.9 Frequency in percentage of responses for Section 3: Emotional Intelligence

Statements	Percentages					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
3.1 I always know which emotions I am feeling and why	0	4.1	18.4	44.9	32.7	100
3.2 I manage my impulsive emotions well	0	12.2	12.2	51.0	24.5	100
3.3 I can think clearly and stay focused under pressure	0	6.1	122	55.1	26.5	100
3.4 I am attentive to emotional cues	0	8.2	14.3	53.1	24.5	100
3.5 I am sensitive to the needs of others	0	0	6.1	59.2	34.7	100
3.6 I am able to cope with stress	0	4.1	8.2	53.1	34.7	100

Analysis of item 3.1 revealed that 77.6 percent of respondents are in agreement which indicates that the majority of respondents are well aware of the emotions they feel and why. Only 4.1 percent of respondents were in disagreement. Finally, the remaining 18.4 percent of respondents were neither in disagreement nor agreement.

The descriptive statistics for item 3.2 indicates that 75.5 percent of the respondents are able to manage impulsive emotions well as 51 percent are in agreement. Furthermore, 26.5 percent of respondents are in disagreement indicating they are unable to cope with impulsive emotions while a further 20.4 percent were neutral in this regard.

Results of item 3.3 in the questionnaire revealed that 81.6 percent of respondents agreed that they are able to think clearly and stay focused as this is seen in the 55.1 percent of respondents that are in agreement and the 26.5 percent that strongly agree. However, 6.1 percent of respondents were in disagreement indicating they are the opposite. Finally, a further 12.2 percent are neither in agreement nor disagreement.

Analysis of item 3.4 revealed that 77.5 percent of respondents are in agreement with this statement which indicates that the majority of respondents are attentive to emotional cues. Only 8.2 percent of respondents were in disagreement indicating they are may not recognise emotional cues from others and finally, the remaining 14.3 percent of respondents maintain neutral feelings.

Results of item 3.5 in the questionnaire indicated that 93.9 percent of respondents agreed that they are sensitive to the needs of others. The remaining 6.1 percent of respondents were neither in disagreement no agreement has they maintained neutral feelings. It is important to note that no responded reported disagreement with this statement.

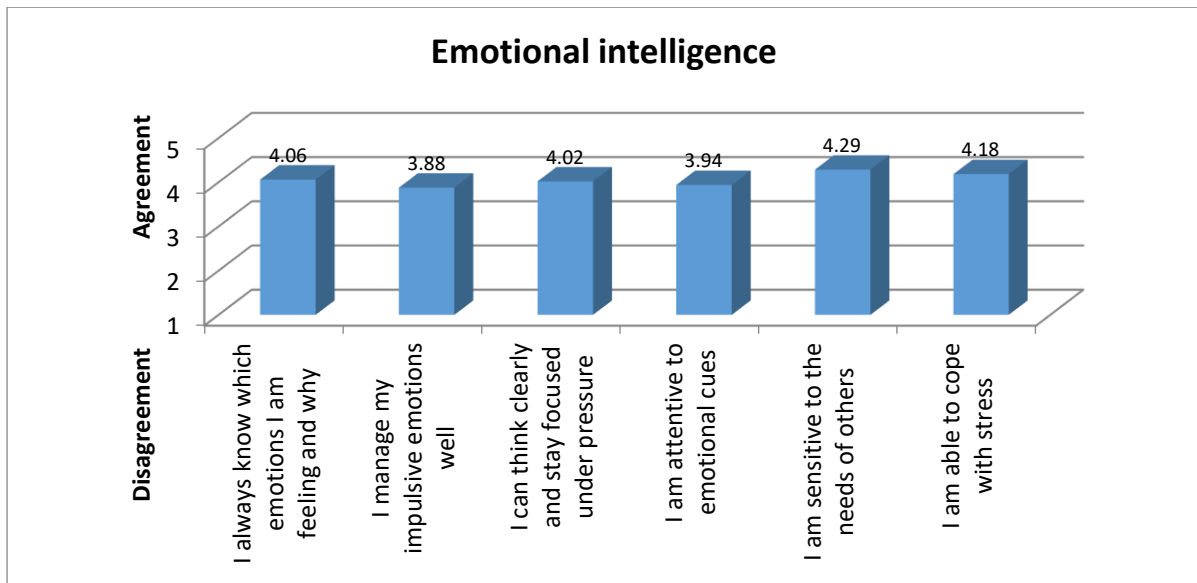
On reporting on the final item of the section three, the results revealed that 87.8 percent of respondents are in agreement with this statement which indicates that the majority of respondents generally are able to cope with stress. A further 4.1 percent of respondents were in disagreement as they may not be able to cope with stress. Finally, the remaining 8.2 percent of respondents maintain neutral feelings.

Table 4.10: One sample statistics of Emotional intelligence

	Mean	Standard deviation	T	DF	Sig
3.1	4.06	.827	8.984	48	.000
3.2	3.88	.927	6.625	48	.000
3.3	4.02	.803	8.891	48	.000
3.4	3.94	.852	7.716	48	.000
3.5	4.29	.577	15.588	48	.000
3.6	4.18	.755	10.977	48	.000

There is significant agreement in terms of respondent always knowing which emotions they are feeling and why($M=4.06$ $SD = .827$) ($t(48) = 8.984$ $P < 0.0005$) managing impulsive emotion well ($M= 3.88$ $SD=.927$) ($t(48)=6.625$ $P < 0.0005$) think clearly and stay focused under pressure ($M=4.02$ $SD= .803$) ($t(48)= 8.891$ $P < 0.0005$) attentive to emotional cues ($M=3.94$ $SD= .852$) ($t(48)= 7.716$ $P < 0.0005$), sensitive to the needs of others ($M= 4.29$ $SD=.577$) ($t(48)= 15.588$) $P < 0.0005$ and finally being able to cope with stress ($M=4.18$ $SD= .755$) ($t(48) = 10.977$ $P < 0.0005$). Hence, there was significant agreement in all items under this construct. This is displayed in the Figure 4.5 below.

Graph 4.5: Level of agreement of items under emotional intelligence construct



4.5. Organisational factors of work life balance

The second factor under work life balance is organisational factors. This included two sub constructs namely work arrangements and organisational support. The statistical analysis for each of these constructs will be provided in proceeding sections.

4.5.1 Work Arrangements

There were 11 items found in the section on wellbeing. The descriptive statistics will be provided for each item followed by a discussion.

Table 4.11 Frequency of responses for Section 4: Work Arrangements

Statements	Frequencies					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
4.1 I am able to get time off work when there is a crisis at home	0	9	5	27	8	49
4.2 My manager is supportive in maintaining work life balance	0	8	8	27	6	49
4.3 I am able to organise my leave for when it suits me	0	9	6	23	11	49
4.4 I am not expected to work outside of my working hours	0	4	10	20	15	49
4.5 I am not called upon to work when I am on leave	0	2	6	25	16	49
4.6 My workplace facilitates work life balance for all employees	0	6	19	19	6	49

4.7 Opportunities for work life balance are provided equally to all	0	10	16	16	7	49
4.8 Opportunities for work life balance are provided fairly to all	0	10	14	18	7	49
4.9 I am generally happy with the shifts I am assigned	0	8	9	25	7	49
4.10 My shift does not hinder personal plans or obligation	1	10	12	21	5	49
4.11 My shifts give me flexibility to attend to both work and family	0	8	11	23	7	49

Table 4.12 Frequency in percentage of responses for Section 4: Work Arrangements

Statements	Percentages					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
4.1 I am able to get time off work when there is a crisis at home	0	18.4	10.2	55.1	16.3	100
4.2 My manager is supportive in maintaining work life balance	0	16.3	16.3	55.1	12.2	100
4.3 I am able to organise my leave for when it suits me	0	18.4	12.2	46.9	22.4	100
4.4 I am not expected to work outside of my working hours	0	8.2	20.4	40.8	30.6	100
4.5 I am not called upon to work when I am on leave	0	4.1	12.2	51.0	32.7	100
4.6 My workplace facilitates work life balance for all employees	0	12.2	38.8	36.7	12.2	100
4.7 Opportunities for work life balance are provided equally to all	0	20.4	32.7	32.7	14.3	100
4.8 Opportunities for work life balance are provided fairly to all	0	20.4	28.6	36.7	14.3	100
4.9 I am generally happy with the shifts I am assigned	0	16.3	18.4	51.0	14.3	100
4.10 My shift does not hinder personal plans or obligation	2.0	20.4	24.5	42.9	10.2	100
4.11 My shifts give me flexibility to attend to both work and family	0	16.3	22.4	46.9	14.3	100

The results for item 4.1 in the tables above revealed that 71.4 percent of the respondents are in agreement with this statement as this represents 55.1 percent of the respondents agree and 16.3 percent strongly agree indicating that majority of the respondents are able to get time of work when there is a crisis at home. Furthermore, 18.4 percent of respondents are in disagreement as 32.7 percent disagree and 4.1 percent strongly disagree indicating they are

unable to get time off work when there is a crisis at home. The remaining 10.2 percent are neither in agreement nor disagreement.

Analysis of item 4.2 revealed that 67.2 percent of respondents are in agreement with this statement which indicates that the majority of respondents agree that their managers are supportive of maintaining work life balance. Only 16.3 percent of respondents were in disagreement. Finally, the remaining 16.3 percent of respondents maintain neutral feelings.

Results of item 4.3 in the questionnaire revealed that 69.3 percent of respondents agreed that they are able to organise their leave for when it suits them. However, 18.4 percent of respondents were in disagreement and the remaining 12.2 percent are neither in agreement nor disagreement.

The results for item 4.4 indicate that 71.4 percent of the respondents agreed that they are not expected to work beyond their assigned working hours. Furthermore, 8.2 percent of respondents are in disagreement indicating they may be required at times to work beyond their working hours while a further 20.4 percent were neutral in this regard.

The descriptive statistics for item 4.5 indicates that most of the respondents are not called upon to work when they are on leave as seen in the in the 83.7 percent of responses are in agreement. Furthermore 4.1 percent of respondents are in disagreement indicating they may have been called for work while on leave and a further 12.2 percent were neutral in this regard.

Analysis revealed that less than half of the respondents are in agreement with item 4.6 as seen in the 48.9 percent of respondents that agree with this statement. A relatively large number of respondents reported neutral feelings as seen in the 38.8 percent. Finally, 12.2 percent of respondents were in disagreement indicating their work place does not facilitate work life balance for all employees.

Item 4.7 revealed that 47 percent of respondents are in agreement with this statement which indicates that these respondents agree that opportunities for work life balance are provided equally to all staff. A further 20.4 percent of respondents were in disagreement and the remaining 32.7 percent of respondents were neither in agreement or disagreement.

Analysis of item 4.8 of the questionnaire revealed that 42 percent of the respondents agree that opportunities for work life balance are provided fairly to all staff. Furthermore, 20.4

percent of respondents are in disagreement indicating the opposite while a further 28.6 percent were neutral in this regard.

Item 4.9 revealed that 65.3 percent of respondents are in agreement as they are happy with the shifts they are assigned. However, 16.3 percent are in disagreement indicating that they are not happy with their shifts while 18.4 are neither in agreement nor disagreement.

Item 4.10 revealed that 53.1 percent of respondents are in agreement as their shifts do not hinder personal plans or obligations. However, 22.4 percent are in disagreement indicating work may hinder personal plans or obligations while 24.5 are neither in agreement nor disagreement.

On reporting on the final item of the section four, the results revealed that 61.2 percent of respondents are in agreement with this statement as 46.9 percent of respondents agreed and 14.3 strongly agreed which indicates that their shifts give them flexibility to attend to both work and family responsibilities. Only 16.3 percent of respondents were in disagreement. Finally, the remaining 22.4 percent of respondents maintain neutral feelings.

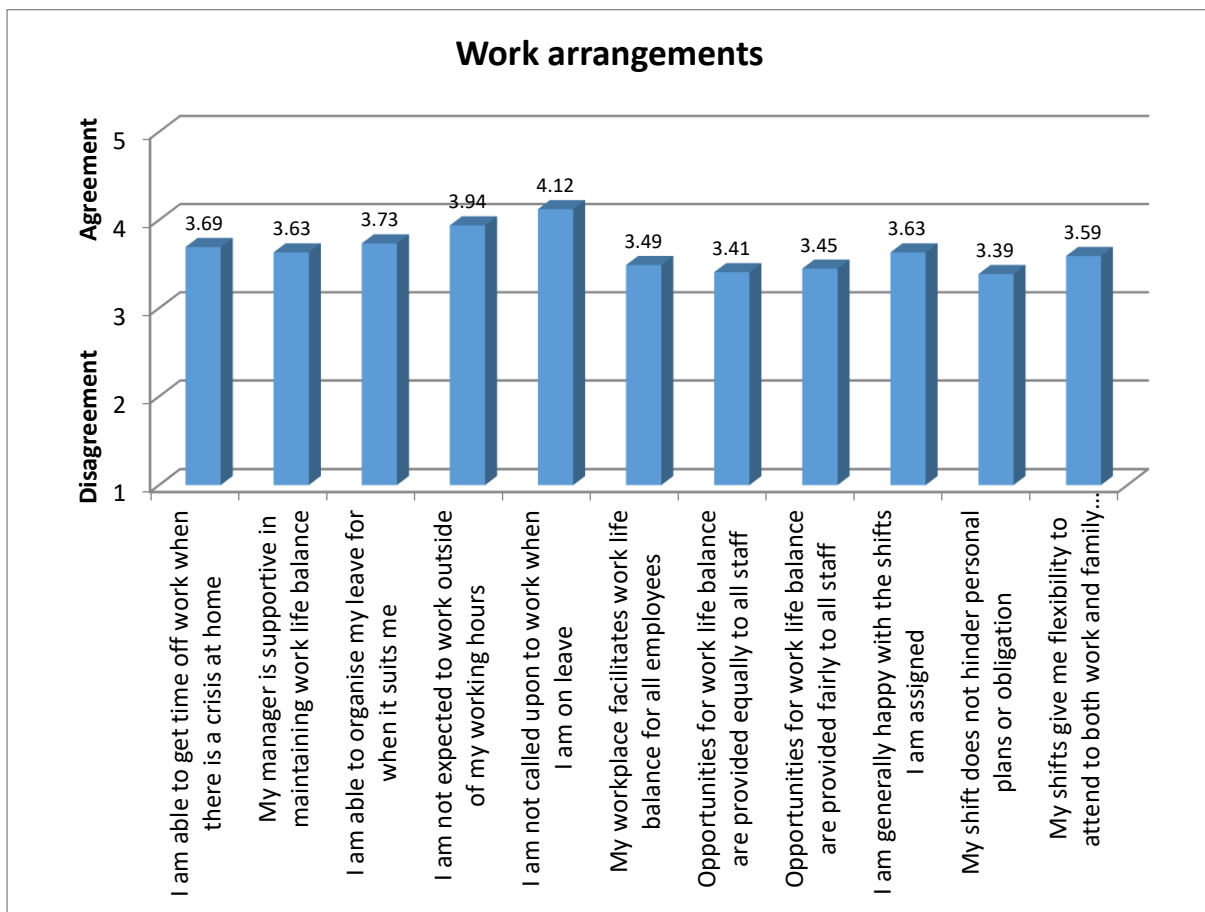
Table 4.13: One sample statistics of work arrangements

	Mean	Standard deviation	T	DF	Sig
4.1	3.69	.962	5.050	48	.000
4.2	3.63	.906	4.889	48	.000
4.3	3.73	1.016	5.062	48	.000
4.4	3.94	.922	7.126	48	.000
4.5	4.12	.781	10.063	48	.000
4.6	3.49	.869	3.946	48	.000
4.7	3.41	.977	2.946	48	.000
4.8	3.45	.980	3.206	48	.000
4.9	3.63	.929	4.769	48	.000
4.10	3.39	.996	2.725	48	.000
4.11	3.59	.934	4.438	48	.000

There is significant agreement in terms of respondents being able to get time off work when they is a crisis at home (M= 3.69 SD= .962) (t (48) = 5.050 P<0005) management is supportive in maintaining work life balance (M=3.63 SD=.906) (t (48) = 4889 P<0005) organising their leave for when its most suitable for them (M=3.73 SD=1.016) (t (48) = 5.062 P<0005) not expected to work outside of their working hours (M=3.94 SD= .922) (t (48)= 7.126 P<0005) not called upon to work when on leave (M=4.12 SD= .781) (t (48) = 10.063 P<0005). Furthermore, there was significant agreement in terms of the respondents

workplace facilitating work life balance for all employees (M=3.49 SD= .869) ($t(48) = 3.946$ $P < 0.0005$) opportunities for work life balance are provided equally to all staff (M=3.41 SD= .977) ($t(48) = 2.924$ $P < 0.0005$) and opportunities for work life balance are provided fairly to all staff (M=33.45 SD= .980) ($t(48) = 3.206$ $P < 0.0005$). Finally, there was also significant agreement in terms of respondents being happy with shift they are assigned (M=3.63 SD= .929) ($t(48) = 4.769$ $P < 0.0005$), their shifts does not hinder personal plans or obligations (M=3.39 SD= .996) ($t(48) = 2.725$ $P < 0.0005$) and also their shifts gives them the flexibility to attend to both work and family responsibilities (M=3.59 SD= .934) ($t(48) = 4.438$ $P < 0.0005$). Once again, there was significant agreement in all items under this construct. These results can be seen in Figure 4.6 below

Graph 4.6: Level of agreement of items under work arrangement construct



4.5.2 Organisational Support

There were 6 items found in the section on organisational support. Once again the descriptive statistics will be provided for each item and thereafter the discussion.

Table 4.14 Frequency of responses for Section 5: Organisational Support

Statements	Frequencies					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
5.1 Management assists me when I need to take care of home	0	8	11	23	7	49
5.2 Colleagues cover for me when I need to take care of home	0	3	10	25	11	49
5.3 Using work life balance practices is not frowned upon by	0	7	19	20	3	49
5.4 I am not seen as less useful if I take time off work to deal with	0	6	13	24	6	49
5.5 Management encourages the use of work life balance initiatives	0	13	15	15	6	49
5.6 I am satisfied with my relationship with co-workers and	0	5	10	26	8	49

Table 4.15 Frequency in percentage of responses for Section 5: Organisational Support

Statements	Percentages					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
5.1 Management assists me when I need to take care of home	0	16.3	22.4	46.9	14.3	100
5.2 Colleagues cover for me when I need to take care of home	0	6.1	20.4	51.0	22.4	100
5.3 Using work life balance practices is not frowned upon by	0	14.3	38.8	40.8	6.1	100
5.4 I am not seen as less useful if I take time off work to deal with	0	12.2	26.5	49.0	12.2	100
5.5 Management encourages the use of work life balance initiatives	0	26.5	30.6	30.6	12.2	100
5.6 I am satisfied with my relationship with co-workers and	0	10.2	20.4	53.1	16.3	100

Analysis of item 5.1 revealed that 61.3 percent of respondents agree that management assists them when they need to take care of home obligations. A further 16.3 percent of respondents were in disagreement suggesting that management does not assist them and the remaining 22.4 percent of respondents were neither in agreement nor disagreement.

Results of item 5.2 in the questionnaire revealed that 73.4 percent of respondents are in agreement which indicates that their colleagues cover for them when they need to take care of

home obligations. However, 6.1 percent of respondents were in disagreement as they may not get assistance from colleagues and finally 20.4 percent maintained neutral feelings.

The descriptive statistics for item 5.3 indicates that 46.9 percent of the respondents agree that using work life balance practices are not frowned upon by management. Furthermore, 14.3 percent of respondents are in disagreement indicating the opposite while a further 38.8 percent are left neutral in this regard. This suggests that less than half of the respondents confirm that using work life balance practices are not frowned upon.

It can be seen from the tables above that majority of the respondents are in agreement with this item 5.4 as this represents 49 percent of respondents that agree and an additional 12.2 percent that strongly agree indicating that they are not seen as less useful if they take time off to deal with family responsibilities. However, 12.2 percent of respondents are in disagreement and finally the remaining 26.5 percent were neutral.

Analysis of item 5.5 revealed that 42.8 percent of respondents are in agreement with this statement which indicates that respondents believe that management encourages the use of work life balance initiatives. Furthermore, 26.5 percent of respondents were in disagreement as they may feel the opposite. Finally, the remaining 30.6 percent of respondents maintain neutral feelings.

On reporting on the final item of section five, results revealed that over 69 percent (69.4 percent) of respondents are in agreement with this statement indicating that these respondents are satisfied with my relationships with co-worker and management while 10.2 percent disagree. The remaining 20.4 percent of respondents neither agree nor disagree.

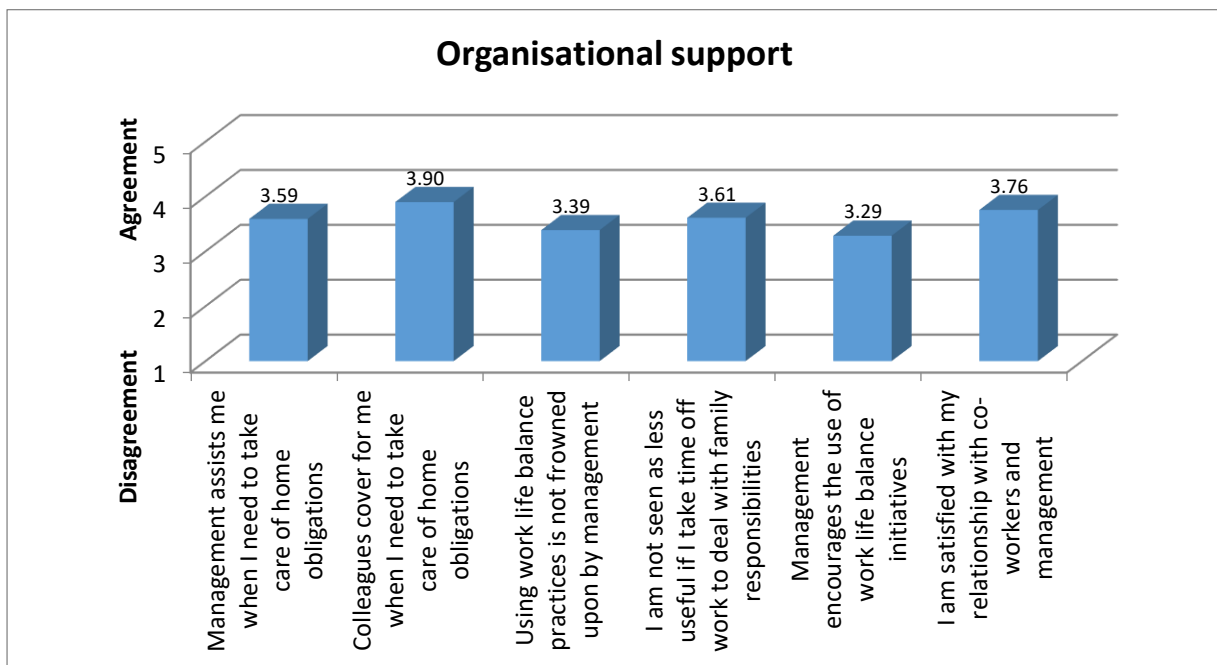
Table 4.16: One sample statistics of Organisational support

	Mean	Standard deviation	T	DF	Sig
5.1	3.59	.934	4.38	48	.000
5.2	3.90	.823	7.640	48	.000
5.3	3.39	.812	3.344	48	.002
5.4	3.61	.862	4.974	48	.000
5.5	3.29	1.000	2.000	48	.051
5.6	3.76	.855	6.185	48	.000

There is significant agreement that respondents are assisted by management when they need to take care of home obligations (M=3.59 SD= .934) (t (48) = 4.438 P<0005), their colleagues cover for them when they need to take care of home obligation (M=3.90 SD=

.823) ($t(48) = 7.640$ $P < 0.0005$), using work life balance practise is not frowned upon by management ($M=3.39$ $SD= .812$) ($t(48) = 3.344$ $P < 0.0005$), they are not seen as less useful when they take time off to deal with family responsibilities ($M=3.61$ $SD= .862$) ($t(48) = 4.974$ $P < 0.0005$) and finally there was significant agreement that respondents are satisfied with their relationship with management and co-workers ($M=3.76$ $SD= .855$) ($t(48) = 6.185$ $P < 0.0005$). However there was neither significant agreement nor significant disagreement in terms of management encouraging the use of work life balance initiative ($M=3.29$ $SD= 1$) ($t(48) = 2.000$ $P < 0.0005$). Hence there was significant agreement in all items under this construct excluding item, 5.5 as highlighted in table above. These results are illustrated in Figure 4.7 below.

Graph 4.7: Level of agreement of items under organisational support



4.6 Social factors of work life balance

The final factor under work life balance included social factors. This category included two sub-constructs namely dependent care responsibilities and social support network.

4.6.1 Dependent care responsibilities

There were only 3 items found in the section on dependent care responsibilities. The descriptive statistics will be provided for each item followed by a discussion.

Table 4.17 Frequency of responses for Section 6: Dependent care responsibilities

Statements	Frequencies						
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	99	Total
6.1 I am responsible for the care of my children	0	0	1	16	24	8	49
6.2 I am responsible for the care of others	1	1	3	17	20	7	49
6.3 Dependent care responsibilities take up a large part of my day	3	10	8	15	7	6	49

Table 4.18 Frequency in percentage of responses for Section 6: Dependent care responsibilities

Statements	Percentages						
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	99	Total
6.1 I am responsible for the care of my children	0	0	2.0	32.4	49.0	16.3	100
6.2 I am responsible for the care of others	2.0	2.0	6.1	34.7	40.8	14.3	100
6.3 Dependent care responsibilities take up a large part of my day	6.1	20.4	16.3	30.6	14.3	12.2	100

Results of item 6.1 in the questionnaire revealed that 71.8 percent of respondents are responsible for the care of their children as this is seen in the 32.7 percent of respondents that are in agreement and the 49 percent that strongly agree. However, 2 percent of respondents were neither in agreement nor disagreement. Finally, a further 16.3 percent of respondents did not have children this is represented by the value ‘99’.

Results of item 6.2 in the questionnaire revealed that 75.5 percent of respondents agreed that they responsible for the care of others. However, 4 percent of respondents were in disagreement. Furthermore, 6.1 percent were neither in agreement nor did disagreement and finally 14.3 reported not being responsible for the care of other family members as represented by 99.

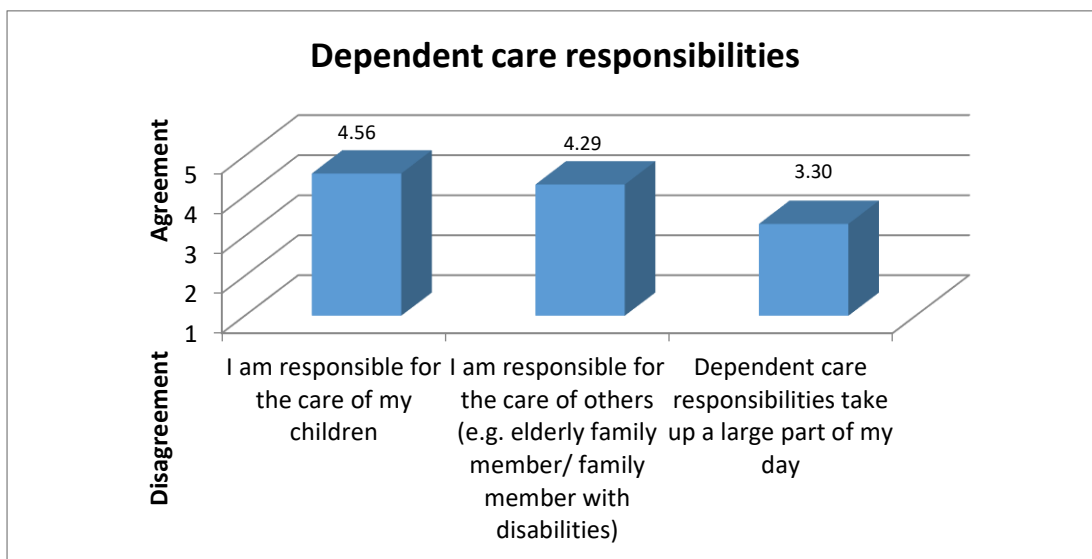
On reporting on the final item of this section, the results revealed that 44.9 percent of respondents are in agreement with this statement which indicates that dependent care responsibilities take up a large part of my day. A further 26.5 percent of respondents were in disagreement as they may not be the primary caregiver for their dependents. Furthermore, 16.3 percent of respondents were neither in agreement or disagreement and finally the remaining 12.2 percent of respondents did not have dependents to rendering this item non-applicable to them as seen in '99'.

Table 4.19: One sample statistics of Dependent care responsibilities

	Mean	Standard deviation	T	DF	Sig
6.1	4.56	.550	18.175	40	.000
6.2	4.29	.891	9.349	41	.000
6.3	3.30	1.206	1.644	42	.108

There is significant agreement that respondents were responsible for the care of their children (M=4.56 SD= .550) ($t(41) = 18.175$ $P < 0.0005$) and being responsible for the care of other family members (M=4.29 SD= .891) ($t(42) = 9.349$ $P < 0.0005$). However, there was neither significant agreement nor significant disagreement with the final item which was dependent care responsibilities take up a large part of their day (M=3.30 SD= 1.206) ($t(43) = 1.644$ $P < 0.0005$). Hence there was significant agreement in all items under this construct excluding item 6.3. These results are illustrated in the Figure 4.8 below.

Graph 4.8: Level of agreement of items under Dependent care responsibilities



4.6.2 Social Support Network

There were 4 items found in the section on family. The descriptive statistics will be provided for each item followed by a discussion.

Table 4.20 Frequency of responses for Section 7: Social Support Network

Statements	Frequencies						
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	99	Total
7.1 Other family member/s share household activities with me	1	3	8	26	11	0	49
7.2 Family members share childcare activities with me	1	2	4	25	9	8	49
7.3 I am not solely responsible for the financial responsibilities of the home	5	3	7	24	10	0	49
7.4 I have the support of family and friends during stressful times of my life	1	0	6	27	15	0	49

Table 4.21 Frequency in percentage of responses for Section 7: Social Support Network

Statements	Percentages						
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	99	Total
7.1 Other family member/s share household activities with me	2.0	6.1	16.3	53.1	22.4	0	100
7.2 Family members share childcare activities with me	2.0	4.1	8.2	51.0	18.4	16.3	100
7.3 I am not solely responsible for the financial responsibilities of the home	10.2	6.1	16.3	49.0	20.4	0	100
7.4 I have the support of family and friends during stressful times of my life	2.0	0	12.2	55.1	30.6	0	100

Analysis of item 7.1 revealed that 75.5 percent of respondents are in agreement which means that their household activities are shared with other family members. A further 8.1 percent of respondents were in disagreement indicating that they may be solely responsible for

household activities. The remaining 16.3 percent of respondents maintained neutral feelings in this regard.

Results of item 7.2 in the questionnaire revealed that 69.4 percent of respondents were in agreement indicating that childcare activities are shared with other family members. However, 6.1 percent of respondents were in disagreement indicating that they may be solely responsible for childcare activities. A further 8.2 percent were left neither in agreement nor disagreement while 16.3 percent of respondents did not have children rendering this question not applicable to them as seen in row ‘99’.

The statistics for item 7.3 indicates that 69.4 percent of respondents agree that they share financial responsibilities with other family members. Furthermore, 16.3 percent of respondents are in disagreement indicating they are solely responsible while a further 14.3 percent were neutral in this regard.

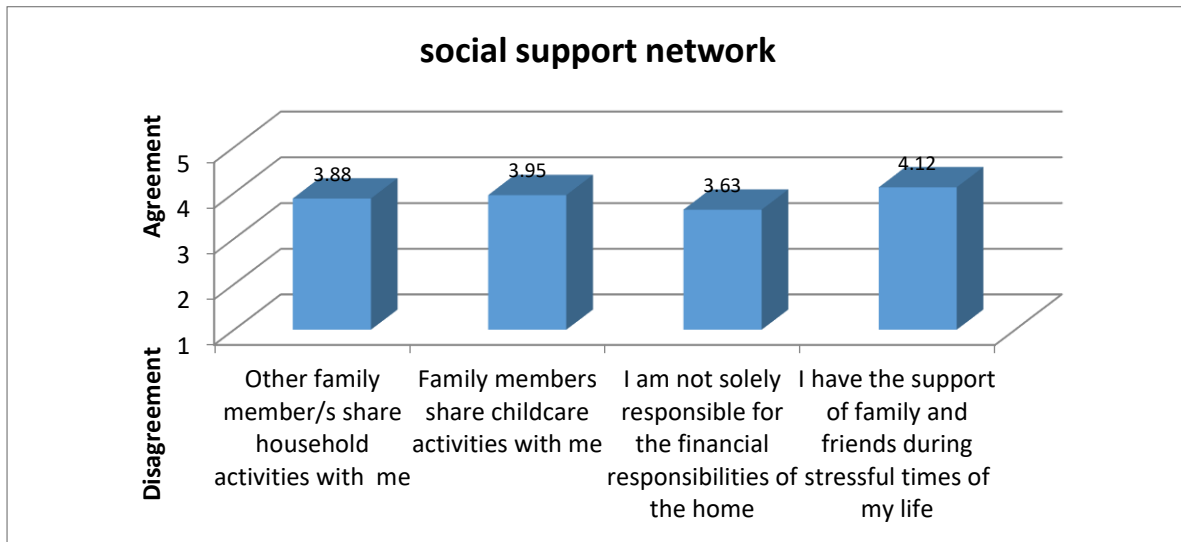
The tables above highlight responses in terms of level of agreement with item 7.4 on the questionnaire. It can be seen that 85.7 percent of respondents are in agreement indicating that they receive support during stressful times as seen in the 55.1 percent of responses were in agreement and an addition 30.6 percent strongly agree. Furthermore, 2 percent of respondents disagree suggesting they may not receive support. Finally, 12.2 percent of respondents were left feeling neutral.

Table 4.22: One sample statistics of social support network

	Mean	Standard deviation	T	DF	Sig
7.1	3.88	.904	6.792	48	.000
7.2	3.95	.865	7.0447	40	.000
7.3	3.63	1.185	3.738	48	.000
7.4	4.12	.781	10.063	48	.000

There were significant agreement in that respondents share households activities with other family members (M=3.88 SD= .904) ($t(48) = 6.792 P<0005$), share children activities with other family members (M=3.35 SD= .865) ($t(40) = 7.044 P<0005$), they are not solely responsible for financial activities (M=3.36 SD= 1.185) ($t(48) = 3.738 P<0005$) and, finally, they have support from family and friends during stressful times of their life (M=4.12 SD= .781) ($t(48) = 10.063 P<0005$). Hence, there is significant agreement in all items under this construct. These results are seen in Figure 4.9 below.

Graph 4.9: Level of agreement of items under social support network



4.7 Work performance

Work performance was the dependent variable in this study. There were 12 items under this section. Descriptive statistics for each item will be illustrated in the tables below and, thereafter, a discussion on each item.

Table 4.23 Frequency of responses for Section 8: Work Performance

Statements	Frequencies					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
8.1 I am willing to put in extra effort for the betterment of the	1	5	6	26	11	49
8.2 I will accept any duty within reason for the benefit of the ward	1	4	6	27	27	49
8.3 I often do more than what is required of me at work	0	0	2	31	31	49
8.4 I often put in extra work/hours if it is needed	0	3	4	30	30	49
8.5 I am always willing to help out around my ward	0	1	2	27	27	49
8.6 I aim to provide the best quality service to patients	0	0	1	23	23	49
8.7 I do not stay home from work unless there is a valid reason	0	0	1	22	22	49
8.8 I arrive punctually at work	0	0	0	25	25	49

8.9 I am able to attend to a number of patients in a timely manner	0	0	1	26	26	49
8.10 I am able to perform well in emergency situations that require quick response	0	0	0	24	25	49
8.11 I always follow routine/rules in patient treatment	0	1	1	21	26	49
8.12 I am always polite and kind with my patients	0	0	0	22	27	49

Table 4.24 Frequency in percentage of responses for Section 8: Work Performance

Statements	Percentages					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
8.1 I am willing to put in extra effort for the betterment of the ward	2.0	10.2	12.2	53.1	22.4	100
8.2 I will accept any duty within reason for the benefit of the ward	2.0	8.2	12.2	55.1	22.4	100
8.3 I often do more than what is required of me at work	0	0	4.1	63.3	32.7	100
8.4 I often put in extra work/hours if it is needed	0	6.1	8.2	61.2	24.5	100
8.5 I am always willing to help out around my ward	0	2.0	4.1	55.1	38.8	100
8.6 I aim to provide the best quality service to patients	0	0	2.0	46.9	51.0	100
8.7 I do not stay home from work unless there is a valid reason	0	0	2.0	44.9	53.1	100
8.8 I arrive punctually at work	0	0	0	51.0	49.0	100
8.9 I am able to attend to a number of patients in a timely manner	0	0	2.0	53.1	44.9	100
8.10 I am able to perform well in emergency situations that require quick response	0	0	0	49.0	51.0	100
8.11 I always follow routine/rules in patient treatment	0	2.0	2.0	42.9	53.1	100
8.12 I am always polite and kind with my patients	0	0	0	44.9	55.1	100

Results for item 8.1 indicates that 75.5 percent of the respondents are in agreement indicating that majority of respondents are willing to put in extra effort for the betterment of the ward.

Furthermore, 12.2 percent of respondents are in disagreement indicating the opposite while a further 12.2 percent are left neutral in this regard.

Analysis of item 8.2 revealed that 77.5 percent of respondents are in agreement which indicates that the majority of respondents will accept any duty within reason for the benefit of the ward. Only 10.2 percent of respondents were in disagreement suggesting that they may not. Finally, the remaining 12.2 percent of respondents were neither in disagreement or agreement.

Analysis of item 8.3 revealed that 96 percent of respondents are in agreement which means that almost all respondents do more than what is required of them at work. There are no respondents that reported disagreement with this statement and finally, the remaining 4.1 percent of respondents maintained neutral feelings in this regard.

Results of item 8.4 in the questionnaire revealed that 85.7 percent of respondents are in agreement which indicates that most respondents often put in extra effort when needed. However, 6.1 percent of respondents were in disagreement suggesting that they may not put in any extra effort and finally 8.2 percent were neither in agreement or disagreement.

The tables above highlight responses in terms of level of agreement with item 8.5 on the questionnaire. It can be seen that 93.9 percent of respondents are in agreement indicating that almost all respondents are willing to help out around the ward as seen in the 55.1 percent of responses were in agreement and an addition 38.8 percent strongly agree. Furthermore, 2 percent of respondents disagree suggesting they are not willing to help out. Finally, 4.1 percent of respondents were left feeling neutral.

It can be seen from the above tables that almost all of the respondents are in agreement with item 8.6 as this is seen in the 46.9 percent of respondents that agree and an additional 51 percent that strongly agree. However, the remaining 2 percent of respondents maintained neutral feelings. There were no respondents that reported disagreement with this statement.

Results of item 8.7 in the questionnaire revealed that almost all respondents do not stay away from work unless there is a valid reason as indicated by the 98 percent of respondents that are in agreement. The remaining 2 percent of respondents were neither in agreement or disagreement. There were no respondents that reported disagreement with this statement.

Responses in terms of level of agreement with item 8.8 on the questionnaire revealed that 100 percent of respondents are in agreement indicating that they are punctual as seen in the 51 percent of responses that were in agreement and an additional 49 percent strongly agree.

The descriptive statistics revealed that almost all of the respondents are in agreement with item 8.9 as this represents 53.1 percent of respondents that agree and an additional 44.9 percent that strongly agree. This suggests that 98 percent of the respondents are able to attend to a number of patients in a timely manner. The remaining 2 percent of respondents were neither in agreement or disagreement.

Results of item 8.10 in the questionnaire revealed that 100 percent of respondents agreed that they are able to perform well in an emergency situation that requires quick response. This can be seen in the 49 percent that agree and an additional 51 percent that strongly agreed.

Analysis of item 8.11 on the questionnaire showed that 96 percent of respondents are in agreement indicating that they always follow routine and rules in patient treatment as seen in the 42.9 percent of responses that were in agreement and an additional 53.1 percent strongly agree. Furthermore, 2 percent of respondents disagree and the remaining 2 percent of respondents feeling neutral.

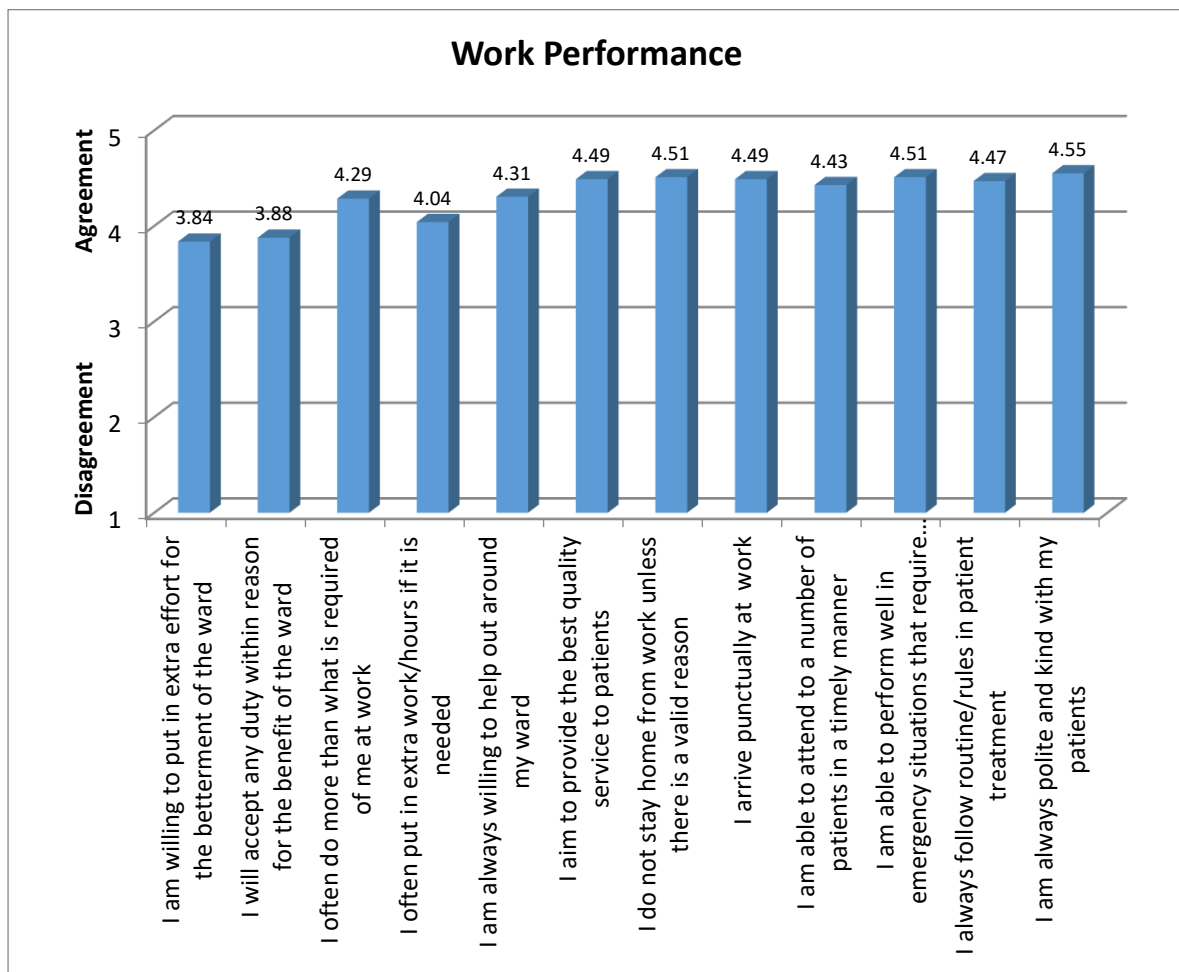
On reporting on the final item under this section, it is evident from the tables above that all respondents reported agreement with this statement indicating 100 percent of respondents are always polite and kind to patients.

Table 4.25: One sample statistics of Work Performance

	Mean	Standard deviation	T	DF	Sig
8.1	3.84	.965	6.070	48	.000
8.2	3.88	.927	6.625	48	.000
8.3	4.29	.540	16.665	48	.000
8.4	4.04	.763	9.553	48	.000
8.5	4.31	.652	14.022	48	.000
8.6	4.49	.545	19.143	48	.000
8.7	4.51	.545	19.405	48	.000
8.8	4.49	.505	20.648	48	.000
8.9	4.43	.540	18.516	48	.000
8.10	4.51	.505	20.930	48	.000
8.11	4.47	.649	15.854	48	.000
8.12	4.55	.503	21.604	48	.000

There is significant agreement for all 12 items under work performance. There is significant agreement respondents are willing to put in extra effort for the betterment of the ward (M=3.84 SD= .965) (t (48) = 6.070 P<0005) are willing to accept any duty within reason for the benefit of the ward (M=3.88 SD= .927) (t (48) = 6.625 P<0005) , they often do more than what is required of them at work (M=3.88 SD= .927) (t (48) = 16.665 P<0005), they often put extra work/hours if needed (M=4.04 SD= .763) (t (48) = 9.553 P<0005), they are always willing to help out around the ward (M=4.31 SD= .652) (t (48) = 14.022 P<0005), and they aim to provide the best quality service to patients (M=4.49 SD= .545) (t (48) = 19.143 P<0005) there is also significant agreement in that respondents do not stay away from work unless there is a valid reason (M=4.51 SD= .545) (t (48) = 19.405 P<0005), they arrive punctually at work (M=4.49 SD= .505) (t (48) = 20.648 P<0005), they are able to attend to a number of patients in a truly manner (M=4.43 SD= .540) (t (48) = 18.516 P<0005), they are able to perform well in emergency situations that require quick response (M=4.51 SD= .505) (t (48) = 20.930 P<0005), they always follow routine/ rules in patients treatment (M=4.47 SD= .649) (t (48) = 15.854 P<0005) and, finally, they are always polite and kind with their patients (M=4.55 SD= .503) (t (48) = 21.604 P<0005). Hence, there was significant agreement in all items under work performance. These results are displayed in Figure 4.10 below.

Graph 4.10: Level of agreement of items under work performance



4.8 Relationship between work life balance and work performance

Given the purpose of this study it is imperative to test the relationships between the various factors of work life balance on work performance. As discussed in Chapter 2, work performance can be defined as consisting of two sub types of performance namely task performance and context performance. This study utilises regression analysis and ANOVA tests to investigate the influence of the different factors work life balance on the two measures of work performance. The regression analysis and ANOVA statistics will explore the relationships for each construct under work life balance with task and context performance so as to determine the level if influence these factors have on improving performance. The analysis will discuss the influence of these factors on task performance and, thereafter, context performance.

Prior examining the results below it is crucial to identity what each value on the table represent. There are five values used to report the findings namely R square, degrees of

freedom (DF), F statistic (F), Probability value or p value (SIG) and, finally, the beta coefficient (B). The R square value represents the correlation between the observed and predicted values of the dependent variable which is work performance. This value ranges from 0 which indicates no statistical correlation to 1 which indicates perfect correlation. Another important score is the F statistic which indicates if the independent variable has a relationship or effect on the dependent variable under study. The F statistic works with the p value (Sig). If the F statistic score is high the p value will be low. It is important to note that the p value or probability (Sig) represents if there is a significance level which indicates whether or not the difference in means are statistically significant. If the sig value is below 000.5 this indicates it is statistically significant, if it is above this indicates there is no statistical relationship. Finally, the beta coefficient score represents the degree of change in the dependent variable for every one unit of change in the independent variable. It can be deduced that beta coefficients represents the strength of relationship. The proceeding section will analyse the above mentioned scores for each factor of work life balance on the two measures of work performance. The proceeding sections will discuss the factors of work life balance on task performance and, thereafter, context performance.

4.8.1 Individual factors of work life balance and work (task) performance

The following sections will discuss the relationship between individual factors of work life balance, such as personality, wellbeing and emotional intelligence, and employee performance in terms of task performance. Task performance as mentioned in Chapter Two, refers to the achievement of work goals spelt out in the job description.

Table 4.26: The influence of personality on work performance (task performance)

R square	ANOVA			Coefficients
	DF	F	SIG	B
.077	1 47	3.921	0.054	.196

The results for Personality indicate that this accounts for 7.7 ($R^2 = .077$) percent of the variance in performance (task performance) as seen by the R square value. In addition, it has been proven that there is statistical significance between Personality and Performance (task performance) ($F(1, 47) = 3.921, p=0.054$) however, it is important to note that the P value is slightly above 0.05. Hence personality is a predictor of performance. Furthermore,

personality as an independent variable does have a strong impact on performance as shown by B coefficient which is 0.169.

Table 4.27: The influence of wellbeing on work performance (task performance)

	R square	ANOVA			Coefficients
		DF	F	SIG	B
General wellbeing	.028	1 47	1.364	.249	.104
Relationships	.074	1 47	3.769	0.058	.169

Wellbeing was broken down into two aspects namely general wellbeing and the relationships that one has with family and friends as this also has an impact on the wellbeing. Firstly, the results indicate that General Wellbeing accounts for 2.8 percent ($R^2 = .028$) of the variance in performance (task performance). Furthermore, it has been proven that there is no statistical significance of this Independent Variable being a predictor of performance ($f(1, 48) = 1.364$, $p=0.249$). However, general wellbeing does impact on performance as indicated by the B coefficient (0.104) but is not strong enough to generalise to a larger population.

Secondly, the results for relationships indicate that this accounts for 7.4 ($R^2 = .074$) percent of the variance in performance (task performance). In addition, it has been proven that there is statistical significance between Wellbeing (Relationships) and Performance (task performance) ($F(1, 47) = 3.769$, $p=0.058$) however, it is important to note that the P value is slightly above 0.05. Hence, relationships are a predictor of performance. Furthermore, relationships as an independent variable do have a strong impact on performance as shown by B coefficient which is 0.169.

Table 4.28: The influence of emotional intelligence on work performance (task performance)

R square	ANOVA			Coefficients
	DF	F	SIG	B
.160	1 47	8.971	0.004	.293

The third construct of individual factors revealed that it accounts for 16 percent ($R^2 = .160$) of the variance of performance. The results indicate that there is statistical significance as P is below 0.05 therefore emotional intelligence is a predictor of performance ($F(1, 47) = 8.971$,

p=0.004). To report on the strength of this relationship it is evident that emotional intelligence has a strong impact on performance as seen by the B coefficient which is 0.293.

To conclude, it is evident that individual factors of work life balance do have an influence on task performance. The three constructs under individual factors of work life balance which is personality, wellbeing and emotional intelligence does affect an employee’s ability to perform the job tasks assigned to them. Firstly, personality does influence work performance in terms of the behaviours displayed when faced with problems which allows the participants to cope with these problems. Hence, it can be said that personality of the individual hugely influences their ability to successfully complete job specific tasks. Secondly, the wellbeing of the individual also plays a significant role in the employee’s job performance however, only the relationships one maintains with family and friends impact on their task performance while their general wellbeing seems to not have an influence on this. Finally, emotional intelligence is can also be deemed in influential factor to work performance. This suggests that the individual’s ability to process and interpret emotional cues of others as well as understanding their internal emotional and psychological state is important for their ability to ensure exceptional performance of work tasks. These results have brought into focus that individual factors does indeed influence task related performance. The proceeding sections will deal with organisational factors.

4.8.2 Organisational factors of work life balance and work (task) performance

This section will provide a discussion on the relationship between the two organisational factors, work arrangements and organisational support, and work performance so as to establish whether or not organisational factors influence the task performance of nurses.

Table 4.29: The influence of work arrangements on work performance (task performance)

	R square	ANOVA			Coefficients
		DF	F	SIG	B
General balance	.051	1 47	2.514	.120	.140
Overtime	.015	1 47	.723	.399	.072

Work arrangements were broken down into two aspects namely general balance and the overtime. Firstly, the above results indicate that general balance accounts for 5.1 (R² = .051) percent of the variance in performance (task performance). Furthermore, it has been proven

that there is no statistical significance hence this Independent Variable does not predict or affect performance ($f(1, 47) = 2.514$ $p=0.120$). However, there is a relationship between general balance and performance as indicated by the B coefficient (0.140) but is not strong enough to be projected onto a larger population.

Secondly, the results indicate that Overtime accounts for 1.5 ($R^2 = .015$) percent of the variance in performance (task performance). Furthermore, it has been proven that there is no statistical significance hence this Independent Variable does not predict or affect performance ($f(1, 47) = 0.723$ $p=0.399$). However, there is a relationship between Overtime and performance as indicated by the B coefficient (0.072) but is not strong enough to be projected onto a larger population.

Table 4.30: The influence of organisational support on work performance (task performance)

R square	ANOVA			Coefficients
	DF	F	SIG	B
.037	1 47	1.801	.186	.116

The results in Table 4.71 indicate that the final construct of organisational factors which is organisational support accounts for 3.7 ($R^2 = .037$) percent of the variance in performance (task performance). Furthermore, it has been proven that there is no statistical significance hence this Independent Variable does not predict or affect performance ($f(1, 47) = 1.801$ $p=0.186$). However, there is a relationship between organisational support and performance as indicated by the B coefficient (0.116) but is not strong enough to be projected onto a larger population.

Upon analysing the results for organisational factors it can be deduced that these factors have no impact on work performance specifically task performance. This suggests that both work arrangements and organisational support has little to no influence on how well an individual performs job tasks that are assigned to them. These results have revealed that work arrangements that allows for flexibility in time allocated for work as well as support from management and co-workers in terms of assisting employee to cater for personal and family demands have very little influence over the employee's ability to successfully perform work specific tasks. The proceeding section provides the results for the social factors of work life balance.

4.8.3 Social factors of work life balance and work (task) performance

This section will provide a discussion on the relationship between the two social factors, dependent care responsibilities and social support network, and work performance so as to establish whether or not social factors influence the task performance of nurses.

Table 4.31: The influence of dependent care responsibilities on work performance (task performance)

	R square	ANOVA			Coefficients
		DF	F	SIG	B
6.1	.106	1 39	4.601	.038	.269
6.2	.052	1 40	2.214	.145	.118
6.3	.002	1 41	.079	.780	-0.016

Items under Dependent care responsibilities were analysed individually. Firstly, results for item 6.1 which is the responsibility for the care of one’s children revealed that it accounts for 10.6 ($R^2 = .106$) percent of the variance in performance (task performance). Furthermore, it has been proven that there is statistical significance, hence, this Independent Variable is a predictor of performance ($f(1, 39) = 4.601$ $p=0.038$). To report on the strength of the relationship it is evident that item 6.1 does have a strong impact on performance as indicated by the B coefficient (0.269).

Secondly, the results for item 6.2 which is the responsibility for the care of other family members such as the elderly or those with disabilities, indicate that it accounts for 5.2 ($R^2 = .052$) percent of the variance in performance (task performance). Furthermore, it has been proven that there is no statistical significance hence, this Independent Variable does not predict or affect performance ($f(1, 40) = 2.214$ $p=0.118$). However, there is a relationship between item 6.2 and performance as indicated by the B coefficient (0.140) but is not strong enough to be projected onto a larger population.

Finally, the results for item 6.3 which refers to dependent care taking up a large part of one’s day, indicate that it accounts for 0.2 ($R^2 = .002$) percent of the variance in performance (task performance). Furthermore, it has been proven that there is no statistical significance hence, this Independent Variable does not predict or affect performance ($f(1, 41) = 0.079$ $p=0.780$).

Furthermore, there is no relationship between item 6.3 and performance as indicated by the B coefficient which is a negative result (- 0.016).

Table 4.32: The influence of social support network on work performance (task performance)

R square	ANOVA			Coefficients
	DF	F	SIG	B
.033	1 47	1.629	0.208	.115

The results in Table 4.73 indicate that family support accounts for 3.3 ($R^2 = .033$) percent of the variance in performance (task performance). In addition, it has been proven that there is no statistical significance hence this Independent Variable does not predict or affect performance ($f(1, 47) = 1.629$ $p=0.208$). However, there is a relationship between general balance and performance as indicated by the B coefficient (0.115) but is not strong enough to be projected onto a larger population.

It is imperative to note that most of the social factors have no influence on work performance specifically task performance. However, the results for dependent care responsibilities suggest that those who have children seem to work better in general given that there is a significant relationship between those with childcare responsibilities and task performance. Maintaining a social support network and other dependent care responsibilities have been proven to have very little to no influence on how well an employee performs. Therefore, it can be deduced from the results that social factors apart from childcare responsibilities are not big influencers on employee task performance. The subsequent sections tackle results for the influence of factors of work life balance on context performance.

4.8.4 Individual factors of work life balance and work (context) performance

This section encompasses results pertaining to the relationship of the individual factors of work life balance with work performance in relation to context performance. As stated in chapter two, context performance refers to the cultural norms or psychological context of organisation that shapes the employee's ability to provide additional efforts therefore ensuring employees go beyond the call of duty.

Table 4.33: The influence of personality on work performance (context performance)

	ANOVA			Coefficients
R square	DF	F	SIG	B
.153	1 47	8.487	0.005	.359

The results for Personality indicate that this accounts for 15.3 ($R^2 = .153$) percent of the variance in performance (context performance) as seen by the R square value. In addition, it has been proven that there is statistical significance between Personality and Performance (context performance) ($F(1, 47) = 8.487, p=0.005$). Given that the P value is below 0.05 personalities is deemed to be a predictor of performance. To report on the strength of this relationship it is evident that personality as an independent variable does have a strong impact on performance as shown by B coefficient which is 0.359.

Table 4.34: The influence of wellbeing on work performance (context performance)

	ANOVA			Coefficients
R square	DF	F	SIG	B
General wellbeing	1 47	4.713	.035	.243
Relationships	1 47	.03	.854	-0.022

As mentioned previously Wellbeing was broken down into two aspects namely general wellbeing and the relationships that one has with family and friends. Firstly, the results indicate that General Wellbeing accounts for 9.1 percentage ($R^2 = .091$) of the variance in performance (context performance). Furthermore, it has been proven that there is statistical significance hence, general wellbeing is a predictor of performance ($f(1, 47) = 4.713, p=0.035$). To provide the findings on the strength of this relationship it is evident that general wellbeing has a strong impact on performance as indicated by the B coefficient (0.243).

Secondly, the results for relationships indicate that this accounts for 0.1 ($R^2 = .001$) percent of the variance in performance (context performance). In addition, it has been proven that there is no statistical significance hence this Independent Variable does not predict or affect performance ($F(1, 47) = 0.03, p=0.854$). Furthermore, there is no relationship between relationships and performance as indicated by the B coefficient which is a negative result (-0.022).

Table 4.35: The influence of emotional intelligence on work performance (context performance)

R square	ANOVA			Coefficients
	DF	F	SIG	B
.085	1 47	4.378	0.042	.277

The results in Table 4.76 indicates that emotional intelligence accounts for 8.5 ($R^2 = .085$) percent of the variance in performance (context performance). Furthermore, it has been proven that there is statistical significance hence this Independent Variable is a predictor of performance ($F(1, 47) = 4.378$ $p=0.042$). To report on the strength of the relationship it is evident that emotional intelligence does have a strong impact on performance as indicated by the B coefficient (0.269).

To conclude, it is evident from the above results, that individual factors of work life balance do have an influence on context performance. Firstly, the results for personality suggest that that the type of personality of the employee greatly dictates the extent to which the employee is motivated to do more than what is required of them. Secondly, results from the responses regarding their wellbeing have shown that this construct also impacts on their context performance, however, in terms of wellbeing, only the general wellbeing impacts on their context performance while their relationship seems to have little to none influence on this which is infers the revers effects on tasks performance. Hence, these three constructs of individual factors of work life balance which is personality, wellbeing and emotional intelligence has been statistically proven to affect an employee’s ability to do more than what is required and go beyond their call of duty. The proceeding sections will deal with organisational factors.

4.8.5 Organisational factors of work life balance and work (context) performance

This section will provide a discussion on the relationship between the two organisational factors which is dependent care responsibilities and social support network, and work performance so as to establish whether or not organisational factors influence the context performance of nurses.

Table 4.36: The influence of work arrangements on work performance (context performance)

	ANOVA				Coefficients
	R square	DF	F	SIG	B
General balance	.251	1 47	15.780	0.000	.404
Overtime	.051	1 47	2.505	.120	-0.170

As mentioned previously work arrangements were broken down into two aspects namely general balance and the overtime. Firstly, the above results indicate that general balance accounts for 25.1 ($R^2 = .251$) percent of the variance in performance (context performance). Furthermore, it has been proven that there is statistical significance hence this Independent Variable is a significant predictor of performance ($f(1, 47) = 15.780$ $p=0.000$). To report on the strength of the relationship it is evident that general balance does have a strong impact on performance as indicated by the B coefficient 0.404.

Secondly, the results indicate that Overtime accounts for 5.1 ($R^2 = .051$) percent of the variance in performance (context performance). Furthermore, it has been proven that there is no statistical significance hence overtime does not predict or affect performance ($F(1, 47) = 2.505$, $p=0.120$). It is also evident that there is no relationship between Overtime and performance as indicated by the B coefficient which generated a negative result (-0.170).

Table 4.37: The influence of organisational support on work performance (context performance)

R square	ANOVA			Coefficients
	DF	F	SIG	B
.231	1 47	14.081	.000	.376

The above results indicate that organisational support accounts for 23.1 ($R^2 = .231$) percent of the variance in performance (context performance). Furthermore, it has been proven that there is statistical significance hence this Independent Variable is a significant predictor of performance ($f(1, 47) = 14.081$ $p=0.000$). To report on the strength of the relationship it is evident that organisational support does have a strong impact on performance as indicated by the B coefficient 0.376.

To conclude, it is imperative to note that while organisational factors have little influence over task perform it does indeed influence context performance. It is evident that both work

arrangements and organisational support significantly influence work performance specifically context performance. These results indicates that an employee that is able to achieve balance in all facets of their life through management and co-worker support as well as flexible work arrangements are more willing to go beyond job tasks and do more than what is required. The is statistical evidence therefore suggests that the organisational factors can be means to motivating employees take personal responsibility and ownership of their job and their organisation such that they are willing to go that extra mile.

4.8.6 Social factors of work life balance and work (context) performance

This section will provide a discussion on the relationship between the two social factors, dependent care responsibilities and social support network, and work performance so as to establish whether or not social factors influence the context performance of nurses.

Table 4.38: The influence of dependent care responsibilities on work performance (context performance)

	R square	ANOVA			Coefficients
		DF	F	SIG	B
6.1	.003	1 39	.126	.725	-0.058
6.2	.017	1 40	0.689	.412	-0.85
6.3	.031	1 41	.313	.259	.082

Items under Dependent care responsibilities were analysed individually. Firstly, results for item 6.1 which is the responsibility for the care of one’s children revealed that it accounts for 0.3 ($R^2 = .003$) percent of the variance in performance (context performance). Furthermore, it has been proven that there is no statistical significance hence this Independent Variable does not predict or affect performance ($f(1, 39) = 0.126$ $p=0.725$). It is also evident that there is no relationship between item 6.1 and performance as indicated by the B coefficient which generated a negative result (-0.058).

Secondly, the results for item 6.2 which is the responsibility for the care of other family members such as the elderly or those with disabilities, indicate that it accounts for 1.7 ($R^2 = .017$) percent of the variance in performance (context performance). Furthermore, it has been proven that there is no statistical significance hence this independent variable does not predict or affect performance ($f(1, 40) = 0.689$ $p=0.412$). It is also evident that there is no

relationship between item 6.2 and performance as indicated by the B coefficient which generated a negative result (-0.85).

Finally, the results for item 6.3 which refers to dependent care taking up a large part of one's day, indicate that it accounts for 3.1 ($R^2 = .031$) percent of the variance in performance (context performance). It has been proven that there is no statistical significance hence this independent variable does not predict or affect performance ($f(1, 41) = 0.313$ $p=0.259$). Furthermore, there is a relationship between item 6.3 and performance as indicated by the B coefficient which is 0.082 however this is too insignificant to project to a population.

Table 4.39: The influence of social support network on work performance (context performance)

R square	ANOVA			Coefficients
	DF	F	SIG	B
.000	1 47	.022	.882	.018

The results in Table 4.80 indicate that social support network accounts for 0 ($R^2 = .0$) percent of the variance in performance (context performance). In addition, it has been proven that there is no statistical significance hence this Independent Variable does not predict or affect performance ($f(1, 47) = 0.022$ $p=0.882$). Furthermore, there is a relationship between family support and performance as indicated by the B coefficient which is 0.018 however this is too insignificant to project to a population.

The results on social factors indicate that social factors have no influence over work performance with respect to context performance. Employee's social factors do not influence their willingness to do more than specified job tasks. The statistical evidence implies that an employee's motivation to do more for the organisation is not reliant on whether an employee has childcare responsibilities or other dependents and whether they maintain a social support network, Hence, from these results it can be deduced that dependent care responsibilities and social support network does not influence the employees performance which hold true for both task and context performance. The proceeding sections will provide the overall findings of the above mentioned results.

4.9 Overall findings

4.9.1. Individual factors and work performance

The statistical evidence has revealed that individual factors of work life balance do have an influence on work performance. Individual factors of work life balance are deemed to be a significant predictor of work performance in relation to both task and context performance. The three constructs of individual factors of work life balance which is personality, wellbeing and emotional intelligence does affect an employee's ability to perform the job tasks assigned to them. Furthermore, it has also been proven than apart from exceptional performance on assigned tasks there is also an influence on context performance. This indicates that work life balance achieved through individual factors largely impacts on enhanced performance of job tasks as well as going beyond what is required. In keeping with this study, it can be said that the personality, wellbeing and emotional intelligence of nurses may very well influence how well they perform job tasks as well as their motivation and willingness to do more than what is required.

4.9.2. Organisational factors and work performance

The overall results for organisational factors of work life balance revealed that flexible working arrangements and support from management and co-workers have little influence over task performance which suggests that organisational factors may not have an impact on how well an employee performance job tasks. However, these factors do indeed influence performance beyond assigned job tasks. Organisational factors such as flexible working arrangements and management and co-worker support has a significant influence on the willingness and ability of employees to go the extra mile for their organisation. Healthcare organisations that desire to improve performance may achieve this through the implementation of flexible working arrangements that allow nurses to also tent to personal matters without affecting patient care. Furthermore, ensuring management and co-worker support would also reap the benefit of improved performance of nurses. Organisational factor has the potential to promote personal ownership of one's job such that they are more willing to do more than what is required to ensure exceptional performance that benefits the organisation.

4.9.3. Social factors and work performance

It is interesting to note that upon interpreting the results for social factors, it has been uncovered that most of the social factors have no influence on work performance. It can be deduced from the above results that social factors such as dependent care responsibilities and social support network have little to no influence over how well an employee may perform their job tasks. Furthermore, these social factors have little to no influence over context performance as well. Therefore, employee's social factors do not influence their willingness to do more than specified job tasks. However, there is statistical evidence that indicates that under dependent care responsibilities those who have children seem to work better in general given that there is a significant relationship between those with childcare responsibilities and task performance. Hence, the overall results indicate that dependent care responsibility apart from childcare responsibilities and maintaining a social support network does not influence the performance of nurses in relation to task and context performance. Furthermore those nurses with childcare responsibilities are believed to work better in terms of enhance task performance than those without childcare responsibilities.

4.10 Conclusion

This chapter provided the results that were generated by the various statistical analyses in an attempt to explain the influence work life balance has on employee performance. The results for each of the 58 items on the questionnaire were provided and explained. In addition, the one sample statistics were done for each construct highlighting the mean, standard deviation, t statistic, and p value. This provided the level of agreement for each item under the respective construct. Thereafter, the relationships between each construct of work life balance and work performance were analysed. Work performance was categorised into task performance which refers to performance of designated job tasks and context performance which refers to additional effort that contributes to performance. The analysis revealed that all constructs under individual factors (Personality, wellbeing and emotional intelligence) influence both categories of work performance. Organisational factors (work arrangements and organisational support) were proven to not influence task performance however, it did have significant influence over context performance. These results suggest that if organisations desire to enhance employee performance beyond task performance it is critical to ensure work life balance. Finally, social factors had very little influence over both task and context performance, however, those who reported having children as dependents did

illustrate better performance. In essence, these results signified that all factors of work life balance does influence work performance either by enhancing performance in job tasks or heightening the willingness of employees to contribute more than what is required of them.

Chapter 5

Recommendations and Conclusion

5.1 Introduction

The purpose of this study is to investigate the influence that work life balance has on employee performance. Prior chapters have delved into reviewing a comprehensive list of literature that have allowed for a deep understanding of the variables investigated in this study as well as the reported relationship of these variables. The final chapter of the study will focus on recapitulating the findings as well as providing a number of recommendations aimed at attaining work life balance in order to enhance performance at work. Furthermore, this chapter will provide an overall conclusion regarding the relationship between work life balance and work performance.

It is imperative to recall the research questions and objectives of this study as these will be used to provide a summary of the findings of this study.

5.1.1. Research questions

- What is the influence of individual factors of work life balance on work performance?
- What is the influence of social factors of work life balance on work performance?
- What is the influence of organisational factors of work life balance on work performance?

5.1.2. Research objectives

- To examine influence of individual factors of work life balance on work performance.
- To examine influence of social factors of work life balance on work performance.
- To examine influence of organisational factors of work life balance on work performance.

5.2 The summary of findings

5.2.1. The influence of individual factors of work life balance on work performance

Individual factors were categorised under three constructs namely personality, wellbeing and emotional intelligence. Firstly, upon analysis of the personality construct it was evident that personality does influence both types of performance which is task and context performance.

In essence, the analysis indicated that that the type of personality of an individual strongly influences their ability to perform the assigned job tasks as well as influence their motivation to do more than what is required.

This construct differed as it contained two sub constructs namely general wellbeing as well as the maintenance of healthy relationships as these shape the overall wellbeing of the individual. It has been discovered that general wellbeing has no impact on task performance however it significantly impacts on context performance. Hence, general wellbeing influences the employee's motivation to do more than what is required. Relationships can be significant predictor of task performance while it has little influence over context performance

The emotional intelligence of an individual can be considered a predictor of work performance. Emotional intelligence significantly influenced both task and context performance indicating that those that score high in emotional intelligence will most likely be high performers at work. The overall findings revealed that individual factors are a strong predictor of performance. Hence, these factors of work life balance do indeed influence the performance.

5.2.2. The influence of organisational factors of work life balance on work performance

Organisational factors were categorised into two factors namely work arrangements and organisational support. Both, work arrangements and organisational support, have little influence over task performance. This suggests that regardless of the flexibility of shifts or support from management and co-workers, the employee's performance of the assigned tasks will not be affected. However, work arrangements and organisational support showed significant correlation with context performance. This indicates that while these factors does impact employees performance of assigned work tasks it does indeed influences whether or not the employee will be willing and motivated to go beyond the call of duty so as to benefit the organisation

5.2.3. The influence of social factors of work life balance on work performance

This study investigated social factors such as dependent care responsibility and social support network. The findings revealed that both social factors have little to no influence on task performance or context performance. This indicated that these factors cannot influence the level of performance in assigned job tasked as well as serve as motivation to contribute more

to the organisation. However, it is interesting to note that these results suggested that those with children often are more motivated to work and may perform better than those without children.

The overall results illustrated that achieving work life balance does influence the performance of an employee such that organisations with the desire to ensure elevated performance from employees are compelled to consider work life balance. All factors showed different degrees of influence on employee performance which validates the notion of ensuring work life is key to enhancing employee performance.

5.3 Recommendations

In keeping with the findings of the study, it is imperative for organisations that wish to achieve higher performing employees find ways that could assist employees in maintaining work life balance. The following recommendations have been listed that has the potential to assist employees in achieving balance in all facets of life.

5.3.1. Acknowledgement of Childcare responsibilities

An idealised recommendation for work life balance is often depicted in offering childcare services. However, this option is often not possible for most organisations as it is not feasible to offer childcare facilities. This notion can still be maintained through providing a family-friendly work environment which has proven to benefit both employers and employees in a variety of different industries. Providing an onsite childcare facility in the work place of nurses is not feasible, practical or safe hence an appropriate solution for health care organisation like the one in the study would be to allow employees at least some flexibility to care for their children. This may include the ability to take time off to pick up a sick child from school or the ability to see attend school events at lunch time. In essence, it is imperative for organisations to acknowledge that childcare commitments cannot be overlooked or neglected and therefore allowing flexibility is beneficial for both parties. This study illustrated that those with children often are more motivated to go the extra mile, hence organisations can reap the reward of higher performing individuals through the means of allowing flexibility.

5.3.2. Awareness of work life balance

This study has indicated that individual factors of work life balance has the most significant impact on employee performance, therefore it would be beneficial to provide means of

awareness to staff. This can be done through seminars, staff meetings or any method to educate and inform staff of the importance and methods of achieving balance. Such campaigns indicate the deep interest of the organisation to assist employees on matters that are not personal to staff. Furthermore, these campaigns assist in understanding how work life balance can be maintained which can be advantageous to staff as they are reliable for achieving their own balance.

5.3.3. Exceptional working environment

Given that the nature of the nursing profession is highly stressful, it would be recommended to ensure a conducive work environment. Health care organisations have the responsibility to ensure the work environment does not serve to be a reason for stress. Furthermore, management should ensure the continuous provision for all resources that is needed to complete job tasks. Maintaining conducive environment is a necessity as this will ensure reduction of stress or stress related illnesses among staff members. Hostile or stressful working environments have the ability to hinder the psychological functioning of staff which may be carried into other life domains. The negative consequences of poor working environments have the potential to diminish the performance of nurses at work as well as in their personal lives.

5.3.4. Ensuring organisational support

Organisational support has been proven to influence the willingness of staff to do more than what is required. The respondents have validated that through management and coworker support, achieving work life balance becomes a manageable task. Management of health care organisations should aim to be approachable by staff and adopt an open door policy this will allow for understanding and healthy relationships among staff and management. Furthermore, it is advised to encourage team work or encourage staff to extent full support to fellow colleagues as this will heighten morale among staff members and aid in delivering efficient and effective service.

5.3.5. Working hours should not exceed specified times

Given that nurses work shifts which includes weekends or night shifts, these odd hours may sometime prohibit participation in family oriented endeavors. It is imperative to ensure staff members work their designated hours and prevent staff from working beyond these hours. Management should encourage staff to take their annual leave or other time off that is owed to staff as per employment contract as this will allow them to de-stress and cater to other life

demands. In addition, management should also aim to prevent staff from working overtime as this often leads to staff becoming overwork and prone to stress related illness such as anxiety, depression or burnt out. In essence management should ensure efficient use of labour in order to gain increased productivity and performance as well as prevent overwork or burnt out staff.

5.3.6. Recognition and reward

One of the simplest methods to spark motivation among staff to perform at their best is to provide recognition or reward for better service as this will increase morale and motivate staff to put in greater effort to the organisation. This age old method allows staff to feel appreciated for their exceptional performance as well as motivate other staff to perform in the same manner. Furthermore, it is imperative to note that reward may not always be in monetary value as effective rewards may comprise of other items valued by employees such as allowing the high performing individual to have a say in their shift or which ward they are assigned to. It is evident that showing appreciation to staff generates heightened feelings of commitment, loyalty and dedication towards the organisation. In addition, recognition and reward often brings to the attention of other staff members what is considered as exception performance which will essentially serve as a goal to those who desires to improve their performance.

5.3.7. Work life balance culture

Organisational cultures with an eye towards enabling employees to lead fulfilling lives in which they can balance demands of work, home, community and self are prone to attract and retain committed and motivated staff. It is important to note that every organisation is different, therefore, to achieve work life balance, the practices and culture of organisations need to be tailored to the organisations. Health care organisations such as the one in the study are compelled to alter their culture to include work life balance so as to reap the benefits such as increased productivity, satisfaction, commitment, reduced absenteeism, fatigue and stress as well as increasing the retention of employees. In order to achieve a work life balance culture, health care organisations need to encourage openness such that staff is not afraid to request assistance, approachable management and collaboration and team work such that staff will be able to assist one another. Work life balance should not be a concept it should be well integrated within the culture of the organisation in order to truly experience the benefits.

5.4 Limitations and directions for future research

This study only considers a sample of nurses practicing in a private hospital as respondents and therefore cannot guarantee whether the results obtained can be generalised to a larger population such as all nurses in different hospitals, in both private and public sectors or even employed individuals in other industries. To investigate the influence of work life balance on a wider population would entail huge time and cost complications. In addition, this study solely consists of quantitative collection methods which have the potential to limit the scope of the study as it will not be able to produce rich in-depth information but rather only statistical findings. This study provides a foundation to examine the relationship between work life balance and job performance in a limited focus on staff nurses.

For future researchers it is advisable to consider more predictors and outcomes of work life balance which means to extend the focus so as to ensure the results obtained can be generalised and therefore it can be certain that organisations can enhance employee performance by facilitating their balance between work and personal domains. It recommends that future researchers look deeper into the effect of work life balance on employee performance. Furthermore, future researchers should consider using a multi method approach as qualitative data collection method could complement quantitative methods and provide rich sources of information. Qualitative methods may be used to enhance the richness of the data produced as this would complement the findings of a quantitative study and therefore produce results that cover all aspects of the areas under investigation. This study aims to play a role in the contribution to recognising the importance of work life balance and why it should matter to individuals as well as organisations.

5.5 Conclusion

This study aimed to investigate the impact of work life balance on employee performance. It is evident that today technology has completely obliterated the boundary between work and personal lives such that employees are available around the clock. This has given rise to the concept of work life balance and the dying need to achieve it. Numerous studies have shown that the high performing individuals are those that have mastered the techniques of balancing demands from all facets of life. Organisations wishing to attract and retain high performing individuals are compelled to consider the need for work life balance. This study aimed to unpack the variables in the study in order to investigate the influence of work life balance on employee performance particularly the performance of nurses. The concept of work life

balance were thoroughly examined in relation to the three factors it comprises of, individual, organisational and social as well as the concept of employee performance.

This study adopted a quantitative approach that utilised self-administered questionnaires to solicit responses from a sample of nurses. The responses provided by the sample population revealed that individual factors which include personality, wellbeing and emotional intelligence had the most significant influence on employee performance as it impacted on both task and context performance. Furthermore, organisational factors which comprised of organisational support and work arrangements had little influence on task performance but showed significant influence on context performance. This suggested that while it does not influence how well employees perform specified job tasks it does in deed influence their willingness and motivation to put in greater effort for the betterment of the ward or organisation. Lastly, social factors which consisted of dependent care responsibilities and social support network, had the least influence on employee performance. However, upon closer analysis, results for this factor highlighted that those with depend care responsibilities are often more prone to put in extra effort to ensure the provision of better service.

Overall, this study has brought into light the countless demands a single individual may face and the challenge to juggle these demands are rapidly becoming a concern for both organisations and individuals. What is certain is that work life balance is the key to a healthier lifestyle for the individual and in ensuring high performing employees for organisations. Organisations with the desire to ensure high performing staff are compelled to consider work life balance. Health care organisations such as the one in this study are no different as work life balance are deemed to enhance performance of nurses and perhaps all employees and therefore serves as a notion that should be considered.

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APPENDICES

APPENDIX – A: Informed Consent Document

University of KwaZulu-Natal **School of Management, IT and Governance, Westville Campus** **Informed Consent Document**

I, Deanne Govindsamy, am currently registered for Masters in Commerce (MCom) in Human Resource Management at the University of KwaZulu-Natal (Westville Campus). In order to complete this degree one of the requirements is the submission of a research proposal. The approved topic which I have chosen is:

“The influence of work life balance on the performance of nurses practicing in a private hospital in Durban”

Purpose of the study:

The aim of this study is to identify and understand the influence that work life balance has on the performance of employees. For this study, the researcher has narrowed the focus on nurses working in a private hospital in Durban.

Explanation of procedures:

If you decide to take part in this study, you will be requested to complete the questionnaire that has been delivered to you. The questionnaire will take approximately 15 minutes to complete. You have 7 days to complete this questionnaire after which you will need to return the completed questionnaire and the signed consent form to HR.

No potential risks:

The study does not cause personal discomfort, stress, or personal risks to participants in this research.

Confidentiality and Anonymity:

All responses that you have submitted in the questionnaire are strictly confidential and will not be disclosed. The results of your participation will be kept anonymous and there will be no means of association between your submitted responses and your identity.

Withdrawing participation:

Your participation is totally voluntary and you may withdraw from the study at any given time for any reason without penalty. If you decide to withdraw, the information you provided will be removed from research records and destroyed.

This investigation is being conducted in my personal capacity. Should you need to contact me regarding any aspect of this research, you can do so by e-mail:
deanegovindsamy@gmail.com.

My academic supervisor is Mr Taahir Vajeth, based in the School of Management, Information Technology and Governance in the College of Law and Management Studies at the University of KwaZulu-Natal (Westville Campus). He can be contacted via e-mail:
vajeth@ukzn.ac.za

This page can be retained by the respondent

**This page must accompany the returned questionnaire.
Please complete the section below:**

I (Full names of participant)
hereby confirm that I understand the contents of this document and the nature of the research
project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

Signature of Participant _____

Date _____

APPENDIX – B

Work Life Balance Questionnaire

Demographics

1 Age _____

2 Gender

Male	Female

3 Years of service _____

4 Marital status

Married	Widowed	Separated	Divorced	Single

5 Number of dependants _____

Individual factors

1. *Personality*

Indicate your level of agreement that you respond in the following ways when you are confronted with problems/issues

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.1. I focus on the problem and see how it can be resolved					
1.2. I think about how I resolved similar issues previously					
1.3. I determine a course of action and follow it					
1.4. I work to understand the situation					
1.5. I analyse the issue before reacting					

2. Wellbeing

Indicate your level of agreement with the following statements:

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
2.1 I am satisfied with the hours I dedicate to work					
2.2 I am satisfied with the hours I dedicate to family					
2.3 I am satisfied with the hours I dedicate to myself					
2.4 I am able to maintain a satisfactory balance between work and home					
2.5 On the whole I have a happy home life					
2.6 I am generally happy with my standard of life					
2.7 On the whole I enjoy good health					
2.8 On the whole I enjoy my job					
2.9 I generally get enough time to pursue my personal interests					
2.10 I generally have a good relationship with the people I live with					
2.11 I generally have a good relationship with my extended family					

3. Emotional intelligence

Indicate your level of agreement with the following statements:

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
3.1 I always know which emotions I am feeling and why					
3.2 I manage my impulsive emotions well					
3.3 I can think clearly and stay focused under pressure					
3.4 I am attentive to emotional cues					
3.5 I am sensitive to the needs of others					
3.6 I am able to cope with stress					

Organisational factors

4. Work arrangements

Indicate your level of agreement with the following statement:

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
4.1 I am able to get time off work when there is a crisis at home					
4.2 My manager is supportive in maintaining work life balance					
4.3 I am able to organise my leave for when it suits me					
4.4 I am not expected to work outside of my working hours					
4.5 I am not called upon to work when I am on leave					
4.6 My workplace facilitates work life balance for all employees					
4.7 Opportunities for work life balance are provided equally to all staff					
4.8 Opportunities for work life balance are provided fairly to all staff					
4.9 I am generally happy with the shifts I am assigned					
4.10 My shift does not hinder personal plans or obligation					
4.11 My shifts give me flexibility to attend to both work and family responsibilities					

5. Organisational support

Indicate your level of agreement with the following statements:

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
5.1 Management assists me when I need to take care of home obligations					
5.2 Colleagues cover for me when I need to take care of home obligations					
5.3 Using work life balance practices is not frowned upon by management					
5.4 I am not seen as less useful if I take time off work to deal with family					
5.5 Management encourages the use of work life balance initiatives					
5.6 I am satisfied with my relationship with co-workers and management					

Social factors

6. *Dependent care responsibilities*

Indicate your level of agreement with the following statements:

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
6.1 I am responsible for the care of my children					
6.2 I am responsible for the care of others (e.g. elderly family member/ family					
6.3 Dependent care responsibilities take up a large part of my day					

7. *Family support*

Indicate your level of agreement with the following statements:

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
7.1 Other family member/s share household activities with me					
7.2 Family members share childcare activities with me					
7.3 I am not solely responsible for the financial responsibilities of the home					
7.4 I have the support of family and friends during stressful times of my life					

Work performance

8. Indicate your level of agreement with the following statements:

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
8.8 I am willing to put in extra effort for the betterment of the ward					
8.9 I will accept any duty within reason for the benefit of the ward					
8.10 I often do more than what is required of me at work					
8.11 I often put in extra work/hours if it is needed					
8.12 I am always willing to help out around my ward					

Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
8.13 I aim to provide the best quality service to patients					
8.14 I do not stay home from work unless there is a valid reason					
8.8 I arrive punctually at work					
8.13 I am able to attend to a number of patients in a timely manner					
8.14 I am able to perform well in emergency situations that require quick response					
8.15 I always follow routine/rules in patient treatment					
8.16 I am always polite and kind with my patients					

Thank you for your participation 😊😊

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11 July 2017

Miss Deanne Govindsamy
School of Management, IT and Governance
College of Law and Management Studies
Westville Campus
UKZN

Dear Miss Govindsamy

RE: PERMISSION TO CONDUCT RESEARCH

Gatekeepers permission is hereby granted for you to conduct research at the university of KwaZulu Natal (UKZN) towards your postgraduate degree, provided ethical clearance has been obtained. We note the title of your research project is

"The influence of work life balance on the performance of nurses in a private hospital in Durban"

It is noted that you will be soliciting responses from the nurses via questionnaires. Please note that the data collected must be treated with due confidentiality and anonymity. Furthermore you are not authorised to disclose the name of this institution

Yours sincerely

Mrs K Thavar

Human Resource Dept.

**ABH National
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31 July 2017

Ms Deanne Govindsamy (211525936)
School of Management, IT & Governance
Westville Campus

Dear Ms Govindsamy,

Protocol reference number: HSS/0747/017M

Project title: The influence of work life balance on the performance of nurses in a private hospital in Durban

Approval Notification – Expedited Application

With regards to your response received on 13 July 2017 to our letter of 05 July 2017, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

.....
Dr Shenuka Singh (Chair)

/ms

cc Supervisor: Mr Taahir Vajeth
cc Academic Leader Research: Professor Brian McArthur
cc School Administrator: Ms Angela Pearce

Humanities & Social Sciences Research Ethics Committee

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