

UNIVERSITY OF KWAZULU-NATAL

TITLE

**THE EXPLORATION INTO THE IMPACT OF FLEXIBLE WORKING
HOURS ON EMPLOYEE PERFORMANCE, MOTIVATION AND
PERSONAL LIFE FOR WOMEN AT THE UNIVERSITY OF
KWAZULU-NATAL**

By

Heenakshi Jivan

2017

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**A Dissertation is submitted in (partial) fulfilment of the requirements for the degree of:
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**The School of Management, Information Technology & Governance
College of Law and Management Studies**

Supervisor:

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2017

Declaration

I, Heenakshi Jivan declare that

- (i) The research reported in this thesis, except where otherwise indicated, is my original research.
- (ii) This thesis has not been submitted for any degree or examination at any other university.
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Signature:



Acknowledgements

I would like to thank the Almighty for blessing me with the knowledge, wisdom and perseverance to complete this research study.

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Thank you Abdullah Shariff for allowing me the time off from work to complete my study.

Finally, a HUGE thank you to all the women who responded to my survey and made this study possible.

Dedication

**I DEDICATE THIS DISSERTATION TO MY DAD WHO WILL
ALWAYS BE MY INSPIRATION.**

Abstract

With the economic downturn and competitive markets existent in the world, organisations do face challenges and organisations in South Africa are no exception. Observation has been made with regard to organisations facing difficulties in terms of staff turnover due to unhappy and unsatisfied employees. One of the strategies to address this was the introduction of flexible working hours for staff. This study intended to examine this concept of flexible working hours with a focus on female employees. Over the past decade, more women have joined the labour force and in many cases, women have also become the primary breadwinners within their respective households and in turn having to manage all household issues. It is hence becoming a common occurrence for women to prioritise their work over their personal and family life. As a result, women encounter conflict between work and their personal lives that can lead to stress, ill-health and demotivation and in turn contribute to low productivity, absenteeism and staff turnover. Flexible working hours has been shown to promote various benefits such as improved morale, positive attitude towards work, greater job engagement and lower rates of stress and fatigue among others. Whilst this is shown in other countries, namely developed countries, minimal research on the subject context exists in South Africa. Therefore, this study aimed to address this gap and examined the impact of flexible working hours on employee performance, motivation and personal life among women (as employees) at a large tertiary institution known as the University of KwaZulu-Natal. A quantitative approach was employed and a census method was used with the target population being all female staff working at the university. A quantitative questionnaire was used as the primary data collection instrument which was electronically distributed and 125 participants responded to the survey. The study was underpinned by the Schein (1988) Organisational Culture theory. Analyses included reliability, frequency, chi-square and correlation analyses. Results holistically show that flexible working hours for female employees can improve productivity and also have a positive influence on employee morale and retention. It can further enhance personal and family life for female employees which in turn boosts motivation and performance. This in turn enhances workplace culture. The study was subject to certain limitations. Recommendations include Human Resource strategy re-alignment, management support, policy change and institutional and legislation level and the effective use of technology.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

Flexibility in the workplace has become an area of exploration as organisations and employees appreciate the individual and business advantages that this practice bears. It has been shown that flexible working hours can improve productivity and have a positive influence on employee motivation and personal life. This study examines the impact of flexible working hours on employee performance, motivation and personal life among female employees at the University of KwaZulu-Natal. This chapter introduces the study and details the research problem. It outlines the aim of the study whilst the research questions and objectives are formulated and presented. A brief description of the research method and outline of each chapter are also presented.

1.2 Problem Statement

The world is experiencing an economic downturn and markets have become volatile yet more competitive globally. South Africa is part of the global market and subject to related challenges therein. In relation to challenges, observation has been made with regard to organisations facing many difficulties in terms of increased staff turnover and unhappy employees (Schechter, Syce and Bussin, 2016). Strategies to address such challenges was the concept of flexible working hours for staff (Allen, 2001). Flexible working hours has been shown to promote various benefits such as improved morale, positive attitude towards work, greater job engagement and lower rates of stress and fatigue among others (Costa, et al. 2006). Whilst this is shown in other countries, namely developed countries, minimal research on the subject context exists in South Africa. It is therefore important to examine if the same is applicable to a South African context.

However, the primary aim of this study is to examine the impact of flexible working on productivity, motivation and personal life among female employees. Over the past decade, more women have joined the labour force (Posel and Todes, 1995). In a recent study by Johannesburg management professor, Anita Bosch, and her colleagues, it was revealed that

women in South Africa are juggling their lives between work and home (Bosch, 2013). This is becoming a common occurrence whereby women are prioritising their work over their family life. In addition, and in many cases women have also become the primary breadwinners within their respective households and in turn having to manage all household issues. This includes various roles such as, tending to sick children, attending school functions, preparing meals and household maintenance. As a result, many women encounter conflicts between work and their personal lives, therefore more flexibility is required in the workplace (Houston and Waumsley, 2003; Boushey and O’Leary, 2009).

Organisations have not attuned themselves to the needs of their female employees with regard to their family responsibilities vis-a-vie their work. This in turn is causing undue stress for female employees (Morris and Coley, 2004). According to Nielsen (2011), in relation to the 2011 World of Tomorrow Study, there exists a high level of stress amongst working mothers in South Africa.

This study is therefore seen as critical and seeks to analyse the concept of flexible working hours for women in their place of employment. This study therefore examines this at a large academic institution known as the University of KwaZulu-Natal (UKZN). The study will examine flexible working hours in relation to employee performance, motivation and personal life. One of the goals of UKZN is to be the Institution of Choice for staff and it states “To establish the University as an institution of choice that attracts and retains academic and support staff of the highest calibre by creating an intellectual environment that fosters and stimulates academic life, and a climate of organisational citizenship in which all staff recognise and understand their role in ensuring the success of the University” (UKZN Website, 2016). However, it is interesting to note that there are currently no policies at UKZN that support the implementation of flexible working arrangements.

1.3 Background

The definition of flexible work according to the business dictionary website (2012) is “work practice (explained by the employer in employment policies and contracts) that allows the employees a certain degree of freedom in deciding how the work will be done and how they'll coordinate their schedules with those of other employees.” The organisation will set times of the least and most extreme number of hours of work each day, and the main time in which all

employees must be at the workplace. Hill et al., (2008), describes workplace flexibility as the choices that employees are able to make about where they would like to work from and allows them to choose arrival and departure time at work, agreed by both the employee and employer.

Prior to the new millennium, a study by Baltes, et al., (1999) revealed that workplace flexibility and greater job satisfaction are interrelated. Organisations that offer adaptable work choices reported larger amounts of engagement from employees (Wang and Walumbwa, 2007). A clarification for this is employees who have more prominent adaptability to adjust work, individual and family requests will have more inspirational state of mind towards work and a more prominent connection to their organisation. This will prompt more noteworthy employment engagement (Allen, 2001). Hence, it shows that job engagement has a direct impact on job satisfaction. Numerous studies have shown the relationship between flexibility in the workplace and an individual's physical and psychological well-being, as well as stress levels (Grzywacz, Carlson and Shulkin, 2008). Even, as early as 1983, Pierce and Newstrom (1983) found that the decreased stress levels in employees was due to the implementation of flexible working hours. A more recent reference such as Costa et al., (2006) found that flexibility at work has a positive influence on an individual with regard to less fatigue, lower stress levels, minimisation of health issues such as headaches and stomach-aches and mitigation of injury to one's self.

It is shown that family relationships and outcomes are influenced by high demands of the workplace. (Reynolds and Aletraris, 2007). An example that illustrates this statement would be the increasing divorce rates due to employees working late hours which impacts negatively in the home environment (Perry-Jenkins, Repetti, and Crouter, 2001). This negative impact is also reflected in childrens' academic achievements and their overall development on a physical and mental capacity (Heymann and Earle, 2001). Frustrated employees are taking out their anger on their partners at home, thus showing a decrease in marital bliss (Schultz et al., 2004). In the meantime, it has been proven that flexibility in the workplace has a positive impact on family/personal life (Hill, et al., 1998). On the positive note, Morris and Coley (2004) assert that that the greater the flexibility in the workplace, the lesser strain on an individual, which in turn has a positive effect on personal and family life.

The above studies support the need to examine the phenomenon of flexible working hours for women in a South African context. This hence stimulates the aim, research questions and objectives of the study that follow.

1.4 Aim

The aim of this study is to examine the impact of flexible working hours on the performance, motivation and personal life for female employees (women) at the University of Kwa-Zulu-Natal.

1.5 Research Questions

In light of the problem statement and aim of the study, the following research questions were formulated:

- What influence can flexible working hours have on performance among female employees at UKZN?
- How can flexible working hours influence employee motivation among female employees at UKZN?
- What impact can flexible working hours have on the personal lives of female employees at UKZN?
- What are factors that should be taken into account to promote more flexible working hours for women at UKZN?
- How does current working hours' impact on female employees at UKZN?

1.6 Objectives

In light of the problem statement, the objectives of the study are hence:

- To determine if flexible working hours can encourage increased performance and productivity among female employees at UKZN.
- To establish if flexible working hours can influence employee morale and motivation among female employees at UKZN.

- To determine the impact of flexible working hours on personal life among female employees at UKZN.
- To examine factors that can encourage more flexible working hours among female employees at UKZN.
- To examine the impact of current working hours on female employees at UKZN.

1.7 Motivation for the study

This research was motivated by an intention to determine if flexible working hours can encourage performance and motivation among female employees at UKZN. In addition, the impact of flexible working hours on personal life among female employees at UKZN will be determined. As Dancaster (2014) mentioned in her study that despite the increased participation of women in the South African workforce, increase in the presence of HIV and AIDS and broken family structures, there is still a lack of government policy surrounding work/personal life integration. Hence, the study is conducted in consideration to all women (female employees) in the workplace. Not many studies such as this has been done in South Africa and this study is seen to be one that is unique. The study is therefore motivated by factors such as giving insight into flexible working hours through perceptions of women at a large institution, opening avenues for more research in this area and inspiring female employees in relation to the capabilities of flexible working hours.

1.8 Methodology

This section outlines the intended research method to address the study. It provides a brief on aspects such as the type of study, sampling and sample size, respondents and questionnaire design.

The study was conducted at the University of KwaZulu-Natal which is based in the province of KwaZulu-Natal (South Africa). A census method was employed thereby targeting all female employees at the university. Therefore, the study adopted a quantitative approach and utilised a quantitative survey for data collection that was based primarily on Likert scaling.

Upon obtaining ethical clearance, the questionnaire was deployed electronically (via Google Forms) with a link to the questionnaire being placed on the university's online staff notice system. After 2 months, 125 responses were received. Data was analysed with assistance from a professional statistician who worked closely with the researcher and supervisor. Applicable analysis techniques included:

- Reliability analysis
- Frequency analysis
- Factor Analysis
- Chi-square and correlation analysis

The study was underpinned by the Schein (1988) Organisational culture theory.

1.9 Contributions of the study

The study makes the following contributions:

- Adds to minimal body of knowledge for flexible working hours for women in South Africa.
- Can inform strategies for flexible working hours at UKZN.
- Determines the current views of female employees in relation to flexible working hours.
- Can contribute to legislation and policy change within organisations and even publically.
- Provides research-based evidence to the impact of flexible working hours for women in employment.

1.10 Chapter overview

- **Chapter 1: Introduction**

This chapter introduces the study and presents the research problem. It further articulates the research questions as well as the objectives that the study wishes to fulfil. Motivation and rationale along with contributions of the study are also drawn.

- **Chapter 2: Literature Review**

This chapter details the key literature that supports the need for the study. The theoretical framework that underpins the study and shows the applicability of the respective model to the study is also presented.

- **Chapter 3: Methodology**

This chapter concentrates on the methodology adopted for the study. This comprised of the research framework, location, sampling method, type of data collection, data analysis tools and techniques.

- **Chapter 4: Results and Discussion**

This chapter presents the data analysis and discusses the main findings of this study in relation to the theory and framework.

- **Chapter 5: Key Findings, Conclusion and Recommendations**

The final chapter draws the study to close and outlines the key findings, the limitations, recommendations and direction for future researchers.

1.11 Summary

This chapter has provided an introduction of the research study in relation to the impact of flexible working hours on performance, motivation and personal life for women. It outlined the problem statement, aim, research questions and objectives of the study. It further explained the motivation and contributions of the study. Finally, it provided a brief summary of the chapters to follow. The literature review follows in the next chapter and will provide insights of researchers on the topic surrounding flexible working hours and the impact thereof from both global and national perspectives.

CHAPTER 2

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

This chapter reviews the empirical and theoretical literature on the concept of flexible working hours and the impact that it has on women in the workplace. The chapter begins with an overview of the meaning of flexible working hours. It then narrates a brief history on the development of flexible working hours. The balance of the literature review explores how flexible working hours impact on productivity, motivation and personal life for women in the global and local arena. The organisational culture model of Schein (1985) is introduced and demonstrates how the theory relates to the topic in discussion.

2.2 Defining Flexible work

The definition of flexible work, according to the business dictionary (2012), is employment work practice that allows certain levels of freedom in relation to official working hours for employees. This entails determining how the work will be done and how employees will coordinate their work schedules in respect to other employees. The organisation will set times of the least and most extreme number of hours of work each day and the main time periods in which all employees must be at the workplace (Ibid). According to Hill et al., (2008, p152), the definition of workplace flexibility is “the ability of workers to make choices that influence when, where, and for how long they engage in work-related tasks”.

An illustration of flexible working hours is as follows:

The normal working day usually spans from 8:00 a.m. to 4.00 p.m. These are starting and ending times for many employees around the world. Any variation of these times is known as flexible time (flexi-time), where an employee is allowed to start and end the workday at times other than the conventional working hours. The number of hours worked remains the same, but its left to the discretion of the employee on what their starting and ending times are (Noor, 2015).

2.3 Brief history on the development of flexible working hours

Alternative work schedules, and in particular flexi-time, have been extensively employed in developed countries such as Europe and the United States of America (USA), although they are still considered by many managers to be only remote possibilities for their organisations. Despite these reservations, the appeal, popularity and acceptance of flexible working hours concept is increasing (Noor, 2015).

As early as the 1970s, according to Maric (1980), many organisations were shocked when conventional working hours changed to a system of flexible schedules. At that time, employees in large organisations did not expect anything other than fixed working hours that were set by their employer. Maric (1980) explains that industrialisation has changed this traditional way of thinking whereby qualitative aspects of the working hours are being observed. He explains that this can be achieved by working less hours but in a different manner and at the same time achieving a balance between work and family life, without negatively affecting productivity. He additionally expresses that the aspect of time for an employee is a fundamental part of their conditions of service (Ibid).

The theory of flexible working hours fundamentally emerged from an endeavour to determine two administration issues, that being, to enable more women in the workplace that were disadvantaged on a large scale owing to the rigid working hours, and secondly, to take into consideration the challenges that arose with work and transport (Maric, 1980). Maric (1980) further explained that these conditions drove Mrs Kristel Kammerer, an economist and management consultant in Kongswinter, to create flexible work schedules in 1965, which included sociological and psychological implications. The Messerschmidt-Bolkow-Blohm Corporation in Germany was the first to introduce flexible working hours for their staff (Maric, 1980). He further explains that this new development spread quickly in the space of a few years and by 1973, whereby 6% of the workforce in Germany were on a flexible working schedule. Past information dating from 1975, indicates that a third of organisations, and six out of every ten government offices, adopted flexible working hours. Switzerland has had the widest acceptance of all, where it covered 30 to 40 percent of all employees and up to seventy percent in some cities such as Zurich. (Maric, 1980).

With the development of such a system, it coerced other countries to similarly experiment using this system. Out of the 19 organisations experimenting with the system in the United States, 10 reported an increase in productivity, 12 indicated a decline in lateness with only one organisation showing an increase and six reported a decline in absenteeism with only one organisation reflecting an increase. Similar experiments were then conducted in the same country by 40 other organisations, where productivity increased in 18 and none reported a decline thereof in productivity. In addition, there was a decline in lateness in 34 of the organisations and absenteeism declined in 22 of the organisations. Only three organisations reported some increase in overhead costs (Maric, 1980).

Maric (1980) concludes that his findings have shown that flexible working hours are regarded as an important innovation, allowing more personal freedom and an improved balance between personal life and working life. The overall conclusion of these experiments conducted was that the advantages of the system outweighed the drawbacks and majority of the employees saw no drawbacks in the system at all. Brookes (2016) claims that although social advances have been made where many women started entering the workforce after the Second World War, organisations still based jobs on the traditional male model, where the males did not have any family commitments. This caused women to sacrifice their full time employment, to enable them to spend time with their families.

In 2006, a work-life survey was conducted in New Zealand, resulting in 40 percent of the respondents reporting that they were not able to achieve the balance that they wanted. Forty-six percent revealed that they were experiencing work-life conflict and wanted flexible starting and finishing times. In response to this survey, the New Zealand government introduced the Flexible Working Hours Arrangement Act to facilitate the many working women from the baby boom generation who needed to tend to their kids as well as elderly parents (Brookes, 2016).

2.4 Current implementations in the Global context

A Regus study conducted in January 2012, interviewed approximately 16000 respondents from 88 countries. The study (Regus, 2012) examined the association between flexible working practices and increased productivity/returns. The findings of the study showed that the implementation of flexible working hours made employees feel more energised and motivated

(63%), noting that this practice is also a key talent-retention tool. It was also highlighted that seventy two percent of businesses worldwide increased their productivity levels as a result of flexible working hours. Sixty eight percent of organisations stated that their revenues increased due to flexible work arrangements. Flexible working arrangements are now becoming a norm in many organisations worldwide (Regus, 2012). Organisations have come to the realisation that implementing flexible work arrangements such as flexible working hours or working from home, reaps many benefits such as a better work-life balance, as well as a motivated workforce (Regus, 2012).

More recent evidence from a survey report authored by Jarrett (2011) asserted that if all organisations in the USA embraced flexible working hours, a saving of fifteen billion dollars (\$) could be achieved per year. This brought about the signing of the Telework Enhancement Act that provided state agencies with greater flexibility for employees (Skrzypinski, 2011). The Australian productivity commission has underlined the significance of implementing flexible working schedules, so that the gap in productivity would reduce between Australia and other countries such as the USA (Productivity Commission, 2011). In another study in Europe, German research into workplace conflict and control over employees' time revealed that when the employees were given a choice about their working schedules, a reduction in work/life conflict was experienced (Kattenbach, Demerouti and Nachreiner, 2010). According to a publication by the New Zealand Department of Labour (2006), it was vital to retain women in the workplace at a global level as a large proportion of workers will retire and the workforce that will be entering the system will be the millennials (those born after year 2000). Hence, they will be technology savvy and will not think much of the 8-5 day schedule and reporting to an office for work. Technology provided more flexible ways for them to work.

Findings from The Global Millennial Viewpoints Survey (2016) showed that having a work/life balance when in search of employment was a very important aspect for millennial job seekers. The respondents ranked between 16 and 24 years of age. Thirty countries participated in the survey of which 56% of global participants wanted flexible work hours and a work/life balance, compared to the 63% of South African respondents (Fin24, 2017). The Universum Global survey results (2017) supports these findings as it found that students seeking employment require flexibility and security when receiving job offers (Fin24, 2017).

A prediction by Lancaster University's Work Foundation was that over fifty percent of companies in the United Kingdom will implement flexible working hours by 2017, and foresee this percentage to rise to seventy percent by 2020 (Bean, 2017). This percentage growth is attributed mainly to millennials who seek a better work/life balance. For them 'work' has more meaning than just financial attainments (Morton, 2017). Morton (2017) further mentions in his article that the European Union is taking to more flexible working practices. Many States have laws and policies in place that benefit organisations by improving work/life balance, which in turn has shown an increase in productivity and reduction in staff turnover.

The Y Generation (those born the in 1980s and early 1990s) are very interested in the concept of work/personal life balance (Bannon, Ford and Meltzer, 2011). They believe in quality of output, irrespective of where the work is done, or the number of hours worked. This generation realises that time dedicated to family is just as important as work as they were the product of families who have worked long hours with no flexibility. This came at the expense of their family and loved ones. Their aim is to have workplace fulfilment with a wholesome way of life (Spiro, 2006). A report by the Families and Work Institute reported that the number of organisations offering flexible work arrangements in the USA increased from 68% in 1998 to 81% in 2014 (Matos and Galinsky 2014). The European Commission review (Plantenga and Remery, 2009) presented that over 60% of employees have access to flexible working schedules in Europe.

2.5 Implementations of Flexible Working hours in the South African context

The time that an employee spends at work in South Africa is regulated by the Basic Conditions of Employment Act (1997). The Act states that all "South African employers must regulate the working time of each employee:

- in accordance with the provisions of any Act governing occupational health and safety;
- with due regard to the health and safety of employees;
- with due regard to the Code of Good Practice on the Regulation of Working Time issued under section 87(1)(a) of the Act; and
- with due regard to the family responsibilities of employees."

Department of Labour South Africa, (1997).

The Basic Conditions of Employment Act (1997), Section 9 states that 45 hours per week is the maximum working time for an employee. This does not necessarily mean that they must work 45 hours, they can work for 40 hours. The time worked is agreed upon by the employer and employee (Labourguide, 2017).

With reference to South African legislation, the Employment Equity Act (Act 55 of 1998) explains, “Employers should endeavour to provide an accessible, supportive and flexible environment for employees with family responsibilities. This includes considering flexible working hours and granting sufficient family responsibility leave for both parents” (p. 21). Horwitz, et al., (2000) asserts that in South Africa, flexi-time has concentrated on flexibility in the labour markets and dismissed the concept of work/family life setting. Dancaster (2006) emphasised that from a South African perspective, the focus of flexible working hours was more for organisational productivity and effectiveness rather than concentrating on work/family life balance. She reflects that in South Africa, there is a need to examine the issue of state policies and identify key role-players along with relevant research into the implementation of flexible working hours within organisations.

Several policies in international countries have had successful implementation because they analysed the problems facing their organisations. One that can be discussed is the University of St. Andrews in Scotland, which has implemented a flexible working hour’s policy for all employees. The University decided to develop working schedules and policies that support work-life balance. The Flexible Working policy was established to support flexible working hours, so that employees could achieve a balance between their working and personal lives. It allowed the employees to vary their hours of work, start and end times, as well as being able to work from home (St. Andrews University, 2017).

Dancaster (2014) mentions in her study that there is still a lack of government policy surrounding work/personal life integration in South Africa despite the increased participation of women in the South African workforce, increase in the presence of HIV and AIDS and broken family structures. In addition, Dancaster and Baird (2015) presented findings which reveal that South African organisations are not embracing work-care provisions, compared to international countries. The study also shows that the presence of women in higher positions in the organisational structure is associated with better acceptance of work-care provisions.

Organisations in South Africa need to analyse problems facing their organisations as well as paying attention to the organisational culture before implementing these policies, taking into consideration feasibility, suitability and relevance. According to Clutterbuck (2003), very little information is available for South African women with regard to flexible working hours as a policy and the value therein. It becomes a challenge for Human Resource practitioners to develop and implement policies that do not meet the requirements of the employee thereby causing organisations not to attain their goals. This study therefore intends to provide research input that can inform such policies.

2.6 Increased Employee Performance and Productivity through Flexible Working Hours

As during the 1990's, Cushway (1994) emphasised that if flexible working hours were implemented in an organisation, productivity would automatically increase without increasing the number of employees in the workplace. Shepard et al., (1996) concurred by positing that the implementation of flexible time arrangements in organisations leads to increased productivity and efficiency. Sullivan (1994), articulated that the correct balance between work and family life leads to productivity, especially in the case of flexible working hours where the employee and the employer both benefit. Flexible working arrangements, if used in the correct manner with the appropriate policies in place, can produce better work performance and productivity, as well as become central to human resource management (Irene and Irene, 2006).

Hegewisch (2009), from the Institute for Women's Policy Research, confirmed in her report that majority of managers reported that flexible working yielded positive results in relation to increased performance and productivity of employees with only a few negative results. The negative consequence was that of implementation costs regarding flexible working. Performance and productivity are directly linked to an employee's well-being. Research by Casey and Grzywacz (2008), points out that the introduction of working flexible hours in an organisation has a strong impact on an employees' state of mind and physical wellbeing. Those organisations that allow employees to change their working time schedule, benefit in the form of cost saving and improved productivity, as absenteeism is reduced (Palkisetia and Shah, 2015). This concurs with Casey and Grzywacz (2008) who show that the benefits of flexible working reflects a decreased rate of absenteeism. Absenteeism is decreased through the positive influence of flexible working hours on employees' health, reduction of stress and

greater job satisfaction (Possenriede, 2011). In an American report of the Executive Office of the President (2010), it was mentioned that spending time with family had community and social benefits. Reduced stress and improved health has also been linked with flexibility in the workplace (Executive Office of the President Council of Economic Advisers, 2010).

In another report prepared by the Future of Work Institute (2012), it was confirmed that flexibility in the workplace allowed individuals to work around their times to fit their individual circumstances, and as a result, it yielded more engagement and loyalty from the employee. The report also reflected a reduction in staff turnover because of lower stress levels. An observation was made whereby more senior female employees were returning to work after motherhood. This in turn increased the number of senior officials whose knowledge and experience in the workplace was of fundamental importance to the organisation.

Research by Grzywacz, et al. (2007) and Butler, et al. (2009) has shown that less strain and stress along with improved physical health has been reported in organisations where flexible working hours have been implemented. Similarly, a study by Yadav and Dabhade (2014) reveals that if employees are given freedom to choose their work times, quality and productivity of their work increases. Hence, the employee will ensure that their work is completed within a specified time. Further mention is made that where work/family life balance exists, job satisfaction increases (Baughman, DiNardi and Holtz-Eakin 2003).

Richard Welford (2008) ran a work-life balance survey with 1027 employees in Hong Kong; the respondents felt that the lack of personal/family life balance in the workplace was the cause of health issues and stress. This resulted in lower productivity levels and effectiveness of workers. However, the results were an improvement from the same study that was conducted in 2004, due to the government and organisations improving working conditions in Hong Kong. The 2008 survey results also reflected that women worked fewer hours than men and were more contented with their work-life balance, giving them the freedom to dedicate more time to family responsibilities and social networks (Welford, 2008).

Employees who have flexible working hours demonstrate higher levels of job satisfaction, loyalty and commitment to their employers, and they are more likely to remain in the organisation (Baughman, DiNardi and Holtz-Eakin, 2003). Female employees who are

afforded flexible working schedules will remain working at an organisation after the birth of a child, which in turn benefits the organisation by decreasing turnover of staff (Baum, 2003). A study conducted by McNall, Masuda and Nicklin (2010) found that work/family balance had a strong influence on job satisfaction and personal satisfaction when the sample in their study involved a larger proportion of women. This finding was supported by Andrews and Bailyn (1993) who believe that women are better at performing work and family roles. Therefore, flexible working hours are key to supporting this.

From an organisational perspective, flexible working arrangements have been linked to higher employee productivity, reduction in absenteeism, increased employee morale, more organisational commitment, job retention and job satisfaction. (Glass and Finlay, 2002). Case studies conducted by Sloan Work and Family Research Network (2005) and Georgetown University Law Centre (2010) confirm that there is positive relationship between flexibility in the workplace and employee productivity. The one case study by Georgetown University Law Centre (2010) showed that productivity increased after restructuring its scheduling policies for certain employees. The second case study by Sloan Work and Family Research Network (2005a) described how productivity increased after the telecommuting option was introduced at Cisco Systems, Inc.

The literature suggests that many studies have been performed with regard to flexible working hours and its effect on performance and productivity. It confirms that there is a direct, positive association between flexible working hours and increased performance and productivity.

2.7 Flexible working hours versus Employee Motivation

There are various definitions of the term 'motivation' and almost all human behaviour is motivated by something. Motivation is the amount of effort that a person puts into doing something such as a task or activity (Francesco and Gold, 2005). Motivation can also be described as "the willingness to exert greater levels of effort directed towards the goals of the organisation, which is conditioned by the efforts ability to satisfy individual needs." (Robbins 1998, p. 168 cited Francesco and Gold 2005). In relation to motivation in the workplace, Kanungo and Mendonca (1995) cited in Francesco and Gold (2005) describe motivation in relation to the workplace as a psychological process that determines the behaviour of an employee at the workplace. These definitions can indicate that when an employee's personal

needs are met, she automatically becomes motivated which in turn leads to employee commitment to the organisation.

Emmott and Hutchinson (1998) discovered that the implementation of flexible working hours assists with the balance of responsibilities with work and family life. Children need the attention of their mothers to ensure that they are safe and able to live a healthy and normal life. If a female employee is afforded the flexibility whereby this can promote freedom in attending to aspects such as family responsibilities, then she will feel motivated. This can lead to appreciation of the concession and promote more productivity in the workplace. This substantiates Maslow's theory of motivation that the need for safety, love, food, esteem and self-actualisation must be achieved by an individual in order for them to be motivated in the workplace (Maslow, 1954).

The Deloitte Millennials survey (2017) conducted with 29 countries globally indicated that 67% of the respondents believed that flexible working hours would have a positive effect on their motivation and demonstrate increased productivity. The results illustrated that flexibility in the workplace improves work/family life, therefore motivating the respondents to be more committed to their work. A study by Liddicoat (2003) revealed that employees' morale and commitment are boosted in an organisation where the management value their employees and are able to identify the importance of work/family life balance. She further states that organisations should be amending their recruitment policies to enable a balance between work and family life. Flexibility of working hours remains one of the key identifiers in promoting this.

Research conducted by McNall, Masuda and Nicklin (2010) found that flexible working hours does lead to increased job satisfaction, motivation and employee engagement. In The Fourth Work-Life Balance Employee Survey (2012) conducted in London; the results indicated that employees believe that flexible working schedules improve workplace morale, which positively influence the balance between work and family/personal life. Furthermore, employees believe that the employer plays a key role in aiding them to keep a balance between their work and personal life roles (Tipping et al., 2012). With a view to motivate women to join the work force, the Malaysian Government considered the implementation of flexible working hours, which in turn would help women in balancing work and family life (Aziz, 2011).

In a response to one of the statements posed in the Regus 2012 survey, that being “In my company we all feel more energised and motivated than we used to, directly as a result of more flexible working”, it was refreshing to note that employees in BRICS economies rated this high with China, Mexico, India and Brazil with a rating score close to 80%, and South Africa rated at about 72% (Regus, 2012). This response also indicated that organisations are realising the benefits of flexible working, as employees are more often at work and flexibility in the workplace can be seen as a retention tool.

A Hong Kong survey conducted by Welford, (2008) reflected a twenty-three percent increase in the “score of happiness” from 2004, in comparison to 2008. The explanation for this outcome in the findings of the study was due to shorter working hours implemented after 2004, which led to motivated, happy female employees. Employees also appeared to enjoy their work more in 2008. According to Seshadri and Kar (2012), many women feel motivated when organisations support their need to study further and advance their knowledge and skill set.

The above studies support and emphasise that flexible working hours does have a positive impact on motivation and morale of employees. It is evident that if female employees have enough time to spend with their families and attend to household responsibilities, it will increase their passion and motivation to work.

2.8 Working hours and Personal/Family life

It has been shown that personal and family life balanced with work life is important for women. Smith (1993) reported in his study that women in the workplace must balance their family responsibilities when it comes to their family’s health, safety and childrens’ needs with their responsibilities at the office. In addition, it was Cook (1992) that pointed out that childrens’ safety and education needs would be met if flexible working hours were implemented for women. This in turn will offer women in the workplace more time to tend to their family responsibilities. Previous research show that employees who have more control of their work schedule have less work-family conflict (Galinsky, Bond, and Friedman 1996; Hammer, Allen, and Grigsby 1997; Byron 2005; Kossek, Lautsch, and Eaton 2006; Moen et al. 2008) and a better work-life balance (Hill et al. 2001; Tausig and Fenwick 2001). It is also shown that when

employees are able to decide on their starting and ending times at work, have the ability to take time-off during the day to attend to family responsibilities, and be able control when they bring work home, this leads to a decrease in work-family conflict (Thomas and Ganster 1995; Voydanoff 2004; Mennino, Rubin, and Brayfield 2005).

Work and the stress and pressures of work-family conflict identified by Boushey and Williams (2010) will be on the rise unless schedules that are more flexible are introduced for working women. Suggestions have been made to redesign school hours to accommodate working women but recent polls reflect that women would rather have the workplace implement flexibility (Workplace Flexibility, 2010). A study by Bond and Galinsky (2006) show that amending starting and ending times of a working day, by means of a formal or informal policy, increases job satisfaction, engagement, and retention.

Female employees find themselves stressing and under pressure after school hours to ensure that their children have the appropriate care whilst they are at work. With many households having both parents working and reporting for work at the same time, this becomes a serious challenge in relation to children who need attend to themselves when getting ready and returning from school. This in turn can impact negatively on the mind-sets of working women who have children which can further affect their work tasks and productivity levels. A large proportion of time and energy is consumed by mothers trying to sort out work and family schedules, involving sports practice, extra-curricular activities, and tutoring sessions for their children. This in turn negatively influences their well-being (Ochs et al., 2010). Allen et al., (2000) reflect in their publication that when there is no balance between work and family life, it has a negative impact on the employees' health and well-being. This affects the individual on a physical as well as psychological level. This can have implications on their work life as well.

Globally and in South Africa, women have been underrepresented in senior positions in organisations (Mathur-Helm, 2005). Due to inflexible work cultures, they are disadvantaged in moving up the career ladder once they transition into motherhood (Mathur-Helm, 2005). Baggallay (2011) points out that once female employees become mothers; it is difficult for them to get back into the workplace, as corporate culture does not permit them to operate effectively whilst concurrently seeing to their family responsibilities. He further states that

corporate South Africa should take cognisance of the changing needs of women in the workplace and create environments that accommodate flexibility.

Boushey (2009) notes that the global work environment has changed dramatically, in the case of the USA, an average family puts in 500 more hours every year, as opposed to the 1970's. In today's times, more women have entered the workforce due to women's movements and social acceptance of women in the workplace. This means that there is a greater need for caregiving to their children and/or elders. The workplace environment around the world has changed significantly in recent decades. The economic situation worldwide has made it necessary for women to join the workforce. Women's responsibilities with regard to caregiving has changed since they have become more entrenched in the workforce. Approximately 70 percent of children in the United States live in households where all adults are employed, hence having to depend on caregivers for assistance, as identified by Williams and Boushey (2010). With the changing demographics of the workplace and more women slowly moving into senior roles and taking on more responsibilities, it is evident that they still require attending to their family's needs (Symanowitz, 2012).

When employees play the role of a worker and of someone who sees to their family needs simultaneously, they will experience stress. This is due to them always fighting for time and energy which are limited resources (Dugan, Matthews and Barnes-Farrell, 2012). The lack of work/personal life balance leads to an increase in stress and affects psychological well-being negatively. Families where both parents are working find it challenging to meet family and work commitments. They become emotionally and psychologically drained and in turn experience burnout (Offer and Schneider, 2011). Stevens, Kiger and Riley (2006) established that stress triggered by work and family imbalance was connected to marital issues and dissatisfaction, less family time and couples having fewer children. Morris and Coley (2004) found that a full day at work and the transition to becoming a working mother leads to much anxiety for low-income mothers.

Even as early as the 1980's, Bohen and Viveros-Long (1981) reported that organisations that have long working hours' culture could be overbearing to women with families. Boushey (2010) claims that there is a distinct relationship between flexibility in the workplace and retention of women in organisations. His investigations showed that in countries such as

Central and Eastern Europe, there was a strong correlation between the exclusion of work/family benefits and the decrease in numbers of female employees. This is a direct opposite to countries such as Slovenia where work-family benefits are implemented; only 12 percent of mothers stay at home full-time, the balance remain working. A study by Grzywacz and Marks (2000) revealed that employees who worked less than 20 hours per week exhibited less work-family conflict than those who worked 45 hours per week.

Flexible working hours allows employees to choose their working times and thus places less work/family-related stress than those who work traditional hours. The authors in the above literature have verified that women require flexible working hours in order to balance their work and personal life. The absence of this flexibility results in increased stress levels, marital problems and minimal family time. Furthermore, due to inflexible work cultures, women are disadvantaged in moving up the career ladder once they move into motherhood, as it is difficult to go back to work or pick up where they left when they return to work.

2.9 Factors that can encourage more flexible working hours

Flexible working hours are dependent on certain factors that can promote its implementation. Kreisler, et al. (1997) as cited in Ali, Ali and Adan (2013) asserts that conditions of the working environment is essential in an organisation. When employees have a negative view of their working conditions, productivity is low, a high rate of absenteeism is present and many suffer from stress disorders. In the event of them being happy and motivated, this leads to a positive attitude towards their working environment, productivity automatically increases, staff morale is high and these lead to the organisation being in a better financial state. Barling and Frone (2004) assert that the physical environment is a key factor which impacts on job satisfaction and employee motivation.

A study mentioned in the White House report (2010), reveals that almost a third of the candidates surveyed in the United States, United Kingdom, France, and Germany asserted that work-life balance and flexibility are the most important factors they would consider when taking up a job in an organisation (Shoemaker, Brown and Barbour, 2011). Ludden (2010) point outs that two-thirds of Human Resource officers reported family-supportive policies and flexibility in the workplace are the most vital for employee attractions and retention. According to a publication by the New Zealand Department of Labour (2006), it is vital to retain women

in the workplace at a global level, as a large proportion of workers will retire. The workforce that will be entering the system will be the millennials, who are technology savvy and do not think much of the 8-5 day schedule and reporting to an office for work. For them, technology will provide more flexible ways to work. Hence, 'technology' can be seen as an added factor to promote flexible working hours.

The modern world today has evolved much, whereby the typical working hours of 9.00 AM to 5.00 PM is on the decline. According to a study by Future of Work Institute (2012), consumer demand and expectations for a 24/7 service has grown and organisations in the UK are moving towards flexible working measures that are reaping the benefits for both management and staff of these organisations. Technology, in this instance has been a huge driver of this change. The availability of virtual software, high-speed broadband and mobile networks enables employees to participate with work duties wherever and whenever they like (Future of Work Institute, 2012).

In 2012, Regus conducted a study that included over 16,000 business respondents from the Regus global contacts database, spanning 88 countries. This study reflected that organisations have gained confidence in flexible working and 81% have offered their employees flexible working options. This again, made possible with the advancement of technology, enabling employees to work from home or other locations to suit their needs and provide a balance with their work and family life (Regus, 2012). It has been noted that technology is becoming more economical and accessible; therefore, even start-up organisations are able to take advantage of affording their employees to work remotely, by communication via free video conferencing and instant messaging. (Regus, 2012).

Boushey and O'Leary (2010) asserted that employees perceive that it would be good for organisations to execute more adaptable working environment approaches through the implementation of policies. In the Centre for American Progress Rockefeller Foundation/TIME poll (2009), of 3,400 adults in the United States, a vast majority of both men and women felt strongly that the government and organisations needed to implement more flexible working arrangements and those that do not will be left behind (Boushey and O'Leary 2010).

Valk and Srinivasan (2011), in their study of woman IT professionals, revealed that several interviewees spoke about the importance of supportive managers and colleagues in managing their work/personal life balance. When the women workers have issues relating to their families which require their attention, they would ask peers in the office for assistance to address work issues whilst they are away. The women in the study reported that their peers assisted in reducing their workload issues, which in turn had a positive effect to their work/personal life balance.

A study conducted at a South African banking institution revealed that the women employees felt that the organisational environment should have family friendly policies in place. These should include flexible working hours, on-site facilities for childcare and an on-site gym, thereby assisting mothers to cope effectively with work /personal life issues (Easton, 2007). In terms of South Africa, the Basic Conditions of Employment Act 1997, Chapter Two, the country proposes a Codes of Good Practice 2007 (Dancaster, Cohen and Baird, 2011). Employers are allowed to consider flexible working hours with this Code. There is currently no general statutory entitlement regarding flexible working hours.

Japan's revised Law for Child and Family Care Leave (2010) makes provision for employees who are responsible for children under 3 years of age to reduce their working hours upon request, without taking childcare leave (O'Brien, 2012). In addition, in Britain, if your child is under six years old, or under eighteen and disabled, parents have a constitutional right to apply for flexible working hours (O'Brien, 2012). According to Millikens, Martins and Morgan (1998), Human Resource (HR) professionals are instrumental and key to maintaining flexible working cultures and enabling a family-friendly culture in the workplace. In turn, HR consultants provide training and consult managers and employees who are having difficulties balancing their work/personal life.

Shell and Microsoft in Malaysia have implemented flexible working hours, tele-working and a work from home policy as enablers of work/personal life integration. The end result comprised of fulfilling family duties as well as boosting employee morale and an increase in productivity (Caparas, 2010). From an organisational point of view, about 62% of organisations in Asia verified that organisational objectives are easier to meet when flexibility in the workplace exists. Fifty six percent (56%) of the respondents also agreed that the financial performance

increases as flexibility is implemented in the organisations (Caparas, 2010). According to Gallagher (2008), over sixty research studies to ascertain the cultural impact of organisational performance, were conducted between 1990 and 2007. The evidence of these studies prove that there is a positive association between strong organisational culture and increased performance.

Bloom, Krestchmer and Van Reenen (2006) posited that of approximately 700 organisations in the United States, United Kingdom, France and Germany, it was found that there is a noteworthy positive relationship between work/family life balance practices and total productivity. The researchers found that there was a positive correlation between good management and improved productivity in organisations. Their study makes an important finding that there is no evidence that workplace flexibility harms productivity (Bloom, Krestchmer, and Van Reenen, 2006).

Further research undertaken by Casner-Lotto (2000) from the Work in America Institute, demonstrated how organisations have become innovative by making flexible working hours a part of the organisational structures. The main goal of this was to improve the issue of work/family balance as well as improve business performance. In order for this to be done, they had to change 'how work was done', change the culture of the organisation, enhance HR systems, and finally, integrate work/family goals with the core business goals (Casner-Lotto 2000). Similarly, Seshadri and Kar (2012) argued that there is a positive direct association with organisational policies that promote flexible working hours and the balance between work and family life, for working women. Therefore, their study found that flexible working hours was the most vital factor for women employees to balance their work and family life.

The literature review revealed that strong positive relationships exist between flexible working hours, staff motivation, personal life and performance. It has been shown across the globe that implementations of flexible working hours in organisations, leads to a decrease in work/personal life conflict, which results in increased performance, staff morale and commitment.

2.10 Theoretical Model

Any study should be underpinned by an applicable model which becomes part of the study's framework. A model allows the study to be meaningful as so the findings made by the study cannot be seen as assumptions. For this study, the Organisational Culture theory (Schein, 1985) was found to be applicable as its constructs relates to the primary aim of the study.

2.10.1 Model Description

In this framework, culture is described as a pattern of basic assumptions that is developed by a certain group in relation to possible adaptation to its issues/problems of outer adjustment and inner understanding. These assumptions need to effectively function in order to be viewed as legitimate and be taught to new individuals as the right approach to see, think, and feel in connection to those problems (Schein, 1985). One of the main dependent constructs of this model is performance, employee commitment and satisfaction and organisational effectiveness (Ibid).

In this model, culture exists on three levels Schein (1985):

- Artifacts – deals with obvious (visible) organisational processes. In addition, organisational attributes that can be observed, felt and heard as an individual enters a new culture. They are the visible elements in the organisation such as logos, architecture, structure, processes and corporate clothing. These are not only visible to the employees but also visible and recognisable for external parties (Ibid).
- Values – This level deals with the espoused goals, ideals, norms, standards, and moral principles. The values of the individuals working in the organisation play an important role in deciding the organisation culture. The thought process and attitude of employees have deep impact on the culture of any particular organisation. Hence, the mindset of the individual associated with any particular organisation influences the culture of the workplace (Ibid).
- Basic Underlying assumptions – This level deals with beliefs that are often ingrained or taken for granted within an organisation. According to Schein (1985), the essence of

organisational culture lies at this level. There are certain beliefs and facts that stay hidden but do affect the culture of the organisation. The inner aspects of human nature come under the third level of organisation culture. The organisations follow certain practices which are not discussed often but understood on their own. Such rules form the third level of the organisation culture (Ibid).

Figure 2.1 gives a visual description of the Organisational Culture Theory.

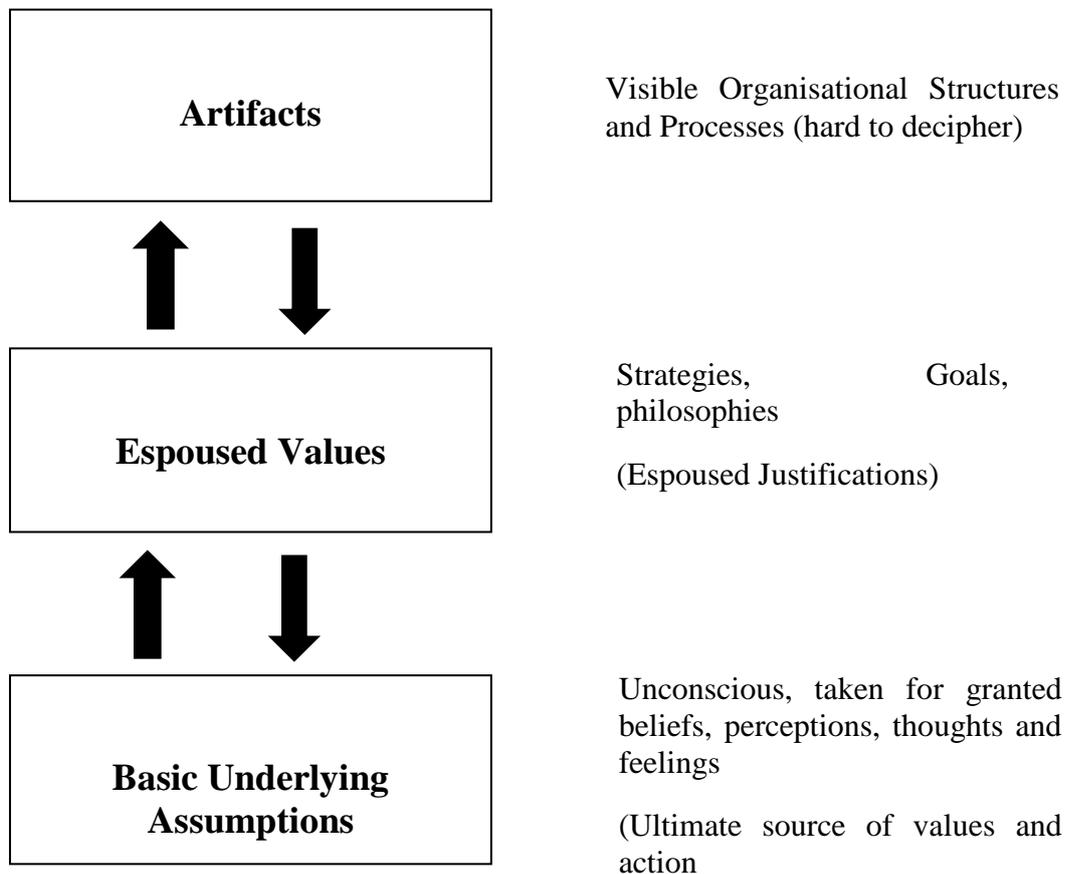


Figure 2.1: Organisational Culture Theory (Source: Schein, 1985)

According to Schein (1985), organisational culture speaks of values and beliefs of an organisation. It is the way of life of the work environment, which chooses the way people relate to each other and with individuals outside the organisation. In addition, organisational culture

cannot be adopted in a single day, it is created with time as employees adapt to changes in the environment and are able to resolve problems that may occur with the change (Schein, 1985). The employees, in this manner, practice the new way of working which informs the workplace culture. Likewise, new employees endeavour to change in accordance with the new culture and appreciate a life without stress. The Schein (1985) Organisational Culture model is also represented as the onion model as it is based on different layers as illustrated in the Figure 2.2 below.

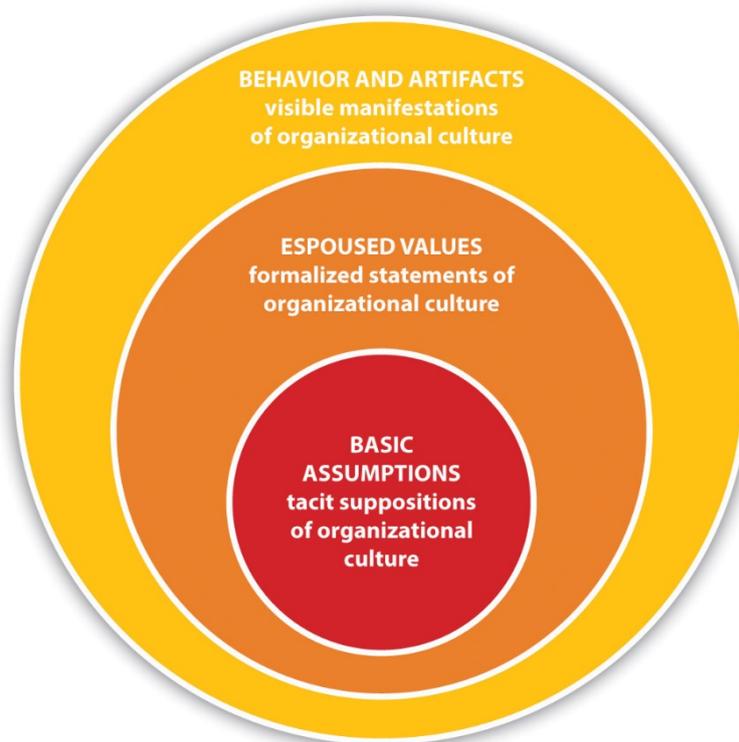


Figure 2.2: Organisational Culture Theory (Source: Mulder, 2013)

The outer layer is fairly adaptable and change can be accommodated easily. The deeper the layer, the harder it becomes to adjust it. Deeply embedded in the core of the onion we find the basic underlying assumptions. Around the core we find the values. These are about 'how the world works' according to all the people who belong to the organisation and stem from experiences and perception. These have partly become unconscious assumptions and they are considered to be self-evident therefore they need not be discussed (Mulder, 2013).

2.10.2 Organisation Culture based Studies

The Schein (1985) Organisational Culture Model also provides points of reference to create cultural change whereby it is sensible to have discussions with as many employees as possible to discover the underlying backgrounds and aspects of the studies that used the model. These could be a basis for cultural change. People should be aware that cultural change is a transformation process and behaviour must be unlearned first before new behaviour can be learned in its place (Mulder, 2013)

When a distinction emerges between the existing culture and one that is desired, cultural interventions must take place. This intervention should be the responsibility of senior management and the human resources department in an organisation. This requires a comprehensive approach, it is important that results are measured and that good performance is rewarded (Mulder, 2013).

Organisational culture has been linked with work fulfilment and retention of employees (Macintosh and Doherty, 2010; Park and Kim, 2009) and the overall effectiveness of an organisation (Gregory et al., 2009). Lewis (2003) discovered that organisational culture or climate is a vital variable that contributes to the product of flexible working arrangements. Research conducted by McDonald et al. (2007) shows that support from management is vital in an organisation to promote flexible working hours. Kristof (1996) reflected that retention of staff is high when organisational culture incorporates a work-life balance. Work-family conflict occurs in the absence thereof, whereby employers and employees have different opinions on work-life balance. As a result, employees tend to leave an organisation and look for employment in an organisation where the work-life balance culture is high (Kristof, 1996). According to Wang, Shieh and Wang (2008), organisational culture can be seen as a mutual contract of responsibility, faith, and duty between company and employee. If the contract is balanced, the employee will engage and be more committed in organisational activities.

Nold (2012) substantiates that organisations that create a culture of trust and motivation have greater performance outputs than their counterparts who do not have a trust culture in place. A study by Campbell, Stonehouse and Houston (1999), examined the influence of Organisational

culture on performance. Evidence in a study by Motilewa, Agboola and Adeniji (2015) shows that the organisational culture at the Covenant University in Nigeria had a positive effect on:

- employee motivation
- morale
- productivity
- efficiency
- the quality of work of employees
- attitude of employees in the work place
- innovation and creativity in the organisation.

According to Altindag and Siller (2014), employees have a sense of loyalty towards the organisations when flexible working regulations are supported by management. The reason being that this contributes to a balance in their personal/family life.

A paper by Uddin, Luva and Hossian (2013) demonstrated that various attributes of organisational culture have important positive influences over the performance of organisations. The paper has shown the vital relationship between culture and performance. The observations made through this study explained how employees' beliefs, norms, and other aspects of organisational culture influenced an organisation's performance. Kadam and Vijaikumar (2015) explain in their journal article that an organisation with a strong culture, has a direct impact on the increase of the level of performance. The organisational culture of Marriot Hotels is rich in culture. This group offers family-friendly benefits that promote health/wellness, education, flexibility and work-life integration. They have also played an integral role in womens' advancement in the workplace by implementation of policies and practices. The environment exudes respect where employees' opinions matter and they are spoken to as associates and not merely employees (Kadam and Vijaikumar, 2015).

Observations have shown that organisations that have a solid organisational culture which assists its employees in performing their functions and realising their goals, give rise to effective organisational performance (Sun, 2008). Yadav and Dabhade (2014) in the banking and education sector conclude in their study that in the absence of work-family life balance, comes job dissatisfaction. A supportive management is needed to reduce the conflict between work and family. They recommended that in order to improve the work culture of an

organisation, the management must take steps to improve the morale of the employees by implementing organisational strategies.

Noviantoro (2014) indicates that Google® is one of a handful of organisations that effectively built a robust organisational culture, together with innovations in technology. Google adopts the Schein organisational culture in which assumptions, values, norms, and attitudes make up the organisational culture. Google believes in their employees and an employee's happiness is very important to them. The work environment is very relaxed and employees have access to many facilities such as gyms, on-site childcare and gaming rooms. Google also provides 4 months of paternal leave with 75 percent of full pay. Noviantoro (2014) states that the Google® culture is one of the highest rankings in the world in terms of having a positive, all-inclusive, productivity-inducing environment.

Many studies have adopted the Schein (1985) model, showing how positive culture can promote a better employee environment. In a research paper written by Madu (2011), he discussed the use of Schein's five primary instruments as a model for leaders in creating a culture that supports moral and ethical behaviour. He also found that this had positive implications on achieving competitive advantage. The study by Kong (2003) also adopted Schein (1985) theory to study Chinese organisational culture. The study afforded the researcher to look at life within Chinese organisations and the path to Chinese enterprise reform. Musselwhite (1999) concurred with Schein (1985) that organisational culture is of great importance, because employees are the business asset with the greatest potential for the power of performance. This relates to the current study from a performance perspective. Similarly, Stepanova (2012) employed Schein (1985) theory in his study that examined work-life balance as an organisational subculture.

There has been no evidence of the Schein (1985) model being applied from a flexible working hours perspective especially in relation to women. Hence, the researcher sees this as an opportunity to be unique in utilising this model to underpin the study and applies the model to the study.

2.11 Conclusion

This chapter provided key literature related to the study. The literature confirms that in order for organisations to draw and retain talent, motivate their workforce and increase productivity, they need to ensure that flexible working hours are implemented for female employees. The implementation of flexible working hours globally, as well as in the South African context was explored. A growing body of literature have examined the influence of positive organisational culture, flexible working hours on performance, motivation and personal life. Literature provided by many authors have related to the research questions of the study. The Schein (1985) Organisational Culture theory that underpins the study was also discussed with relation to factors that influence flexible working hours. The following chapter describes the methodology employed to fulfil the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a detailed outline of the methods employed to fulfil the research and answer the research questions of the study. The research method remains a critical backbone of any study as this determines the trajectory of the study. This chapter therefore starts by recapping on the research questions and objectives of the study followed by the actual research method employed. The sampling, recruitment and data collection strategies are outlined along with the research design. This primarily entails the development of the instrument including which considers validity and reliability requirements and administration of the instrument. Ethical considerations are discussed as well as the data analysis techniques employed.

3.2 Research Methodology

Kothari (2004) defines research as a scientific and systematic search for relevant information on a particular topic. Redman and Mory (1923, p10) define research as a “systematized effort to gain new knowledge.” Research can also be considered as a journey where a subject is moved from one that is unheard of to a recognised subject. According to Clifford Woody (cited by Kothari, 2004), research covers aspects such as defining a problem statement, formulating hypothesis, collection and analysis of data, reaching final conclusions and determining if the results fit the hypothesis. A way in which to systematically solve the research problem is called research methodology. Research methodology involves the different steps used in studying the research problem, and the logic that goes along with it. Therefore, each research study has its own particular purpose.

3.3 Recap of Research Questions and Objectives

For recap purposes, the research questions and objectives of the study are hereby presented.

3.3.1 Research Questions

Based on the aim of the study, the research questions intended to enquire:

- What influence can flexible working hours have on performance and productivity among female employees at UKZN?
- How can flexible working hours influence employee motivation among female employees at UKZN?
- What impact can flexible working hours have on the personal lives of female employees at UKZN?
- What are factors that should be taken into account to promote more flexible working hours for women at UKZN?
- How does current working hours' impact on female employees at UKZN?

3.3.2 Objectives

The objectives of the study include:

- To determine if flexible working hours can encourage increased performance and productivity among female employees at UKZN.
- To establish if flexible working hours can influence employee morale and motivation among female employees at UKZN.
- To determine the impact of flexible working hours on personal life among female employees at UKZN.
- To examine factors that can encourage more flexible working hours among female employees at UKZN.
- To examine the impact of current working hours on female employees at UKZN.

3.4 Method of Sampling for the Study

3.4.1 Location of the Study

The study was conducted at the University of KwaZulu-Natal (based in the province of KwaZulu-Natal, South Africa). The University spans over five campuses, that being, Edgewood, Howard College, Medical School, Westville and the Pietermaritzburg campuses. The study was extended to female employees on all campuses (census method).

3.4.2 Census based Approach

A census method was found to be the most applicable method of targeting respondents for this study. A census method involves targeting a population, phenomenon and/or item of a specific nature within a specific time/period. According to Jain and Aggarwal (2008), a census method is a method in which information or data is collected from every unit of the population relating to the problem under investigation and conclusions are drawn on their basis. For example, the amount of vehicles passing a tollgate on a Friday (at a specific date) between 3:00 PM and 5:00 PM would make up the 'census' population for that specific time/period.

For this study, the census population was all female employees at UKZN for the period of 2016. At the time of the study (2016), and according to the Institutional Intelligence Statistics system of UKZN (Institutional Intelligence Website. 2016), there was a total of 2255 female employees at UKZN (permanent and contract staff). Those that responded to the survey within the census timeframe became the sample. The census period for this study was two full months. After the census period, there was a response rate of 125 responses. The data was seen as adequate and acceptable, given the census period and sufficient to perform various analysis techniques on.

3.4.3 Respondents and Recruitment of respondents

Respondents make up the key part of any study. This study looks at the impact of flexible working hours on 'women' at UKZN. Hence, the targeted respondents were all 'female employees' of UKZN. The composition of the respondents were made up of academic and support sector based female staff of the university.

3.4.4 Process of contacting respondents

Permission to conduct this study was granted from the research ethics committee on the 18th of July 2016. Following this, an online notice for invitation to participate in this study was posted via the University Notice system. The notice was issued eight times during the data collection period.

3.5 Data Collection Strategies

Creswell (2009) points out the differences between qualitative and quantitative research methods whereby qualitative research uses words and, whereas quantitative uses numbers. The differences can be attributed to what philosophical researchers bring to the study, the types of strategies used and the particular methods used in conducting these strategies. Qualitative data is collected by observation and quantitative data relies on instruments. According to Aliaga and Gunderson (2002), quantitative research involves the collection of data in a numerical format, which is analysed using mathematical approaches in order to explain a certain phenomenon.

Babbie and Earl (2010) asserted that quantitative methods involved large sets of data, collected via questionnaires and surveys, and were subject to numerical-based statistical analysis. The quantitative approach stems from the natural sciences in order to study natural phenomena. Instruments used in quantitative research are surveys, laboratory experiments and mathematic modelling. The analysis of this data is performed with statistical tool and packages (Myers, 2009).

For this study, a quantitative method was seen to be most appropriate due primarily to the large number of respondents targeted based on the census method of approach. The investigator hence determined a quantitative method as being the ideal method to satisfy the study. Data collection was therefore done via a quantitative questionnaire based on scaling techniques.

3.6 Research Design

Research design can be defined as the rationale that works with planning of a research study, which directs the researcher on how the study can be conducted. It demonstrates how the

different aspects of the study come together in order to address the research questions. Babbie and Mouton (2006, p74) state that the research design serves to "plan, structure and execute" the research to maximise the "validity of the findings".

3.6.1 Development of the research data instruments

3.6.1.1 Questionnaire development

Johnson and Christensen (2012, p162) define a questionnaire as "a self-report data-collection instrument that each research participant fills out as part of a research study". Questionnaires are used in research to obtain information about the research participant's perceptions, which include their feelings, beliefs and values, attitudes, behaviour and even their personality. The method of collecting data via questionnaires is widely known and utilised. Advantages of using this method listed by Kumar (2011) are as follows:

- Reachability of wider scale of participants
- Cost effectiveness
- Timeliness of responses
- Due to large sample size, results can be more reliable and dependable
- Minimal bias
- Added anonymity and confidentiality

The questionnaire for this study was constructed with closed-ended items with the focus of providing a common stimulus to each participant in the study (Dillman, 2007). The questionnaire items were constructed to ensure that they aligned to the research questions of the study. The following points were taken into consideration when constructing the questionnaire:

- Ease of use
- Avoided using leading questions that could add bias the participants response to the question
- Likert-scaling was used for added validity and reliability
- Respondents could not skip any questions
- Close-ended questions were used to produce standard set of responses, thus enabling easier data analysis to be conducted

The questionnaire comprised of two sections. Section A consisted of seven questions that dealt with the demographics of the respondents. Section B, questions (8-16), were aligned to the research questions and objectives of the study and also focused on the theoretical framework employed in the study. The framework was the Schein (1985) Organisation Culture framework.

3.6.1.2 Research Mapping - Research questions, instrument and Theoretical Framework

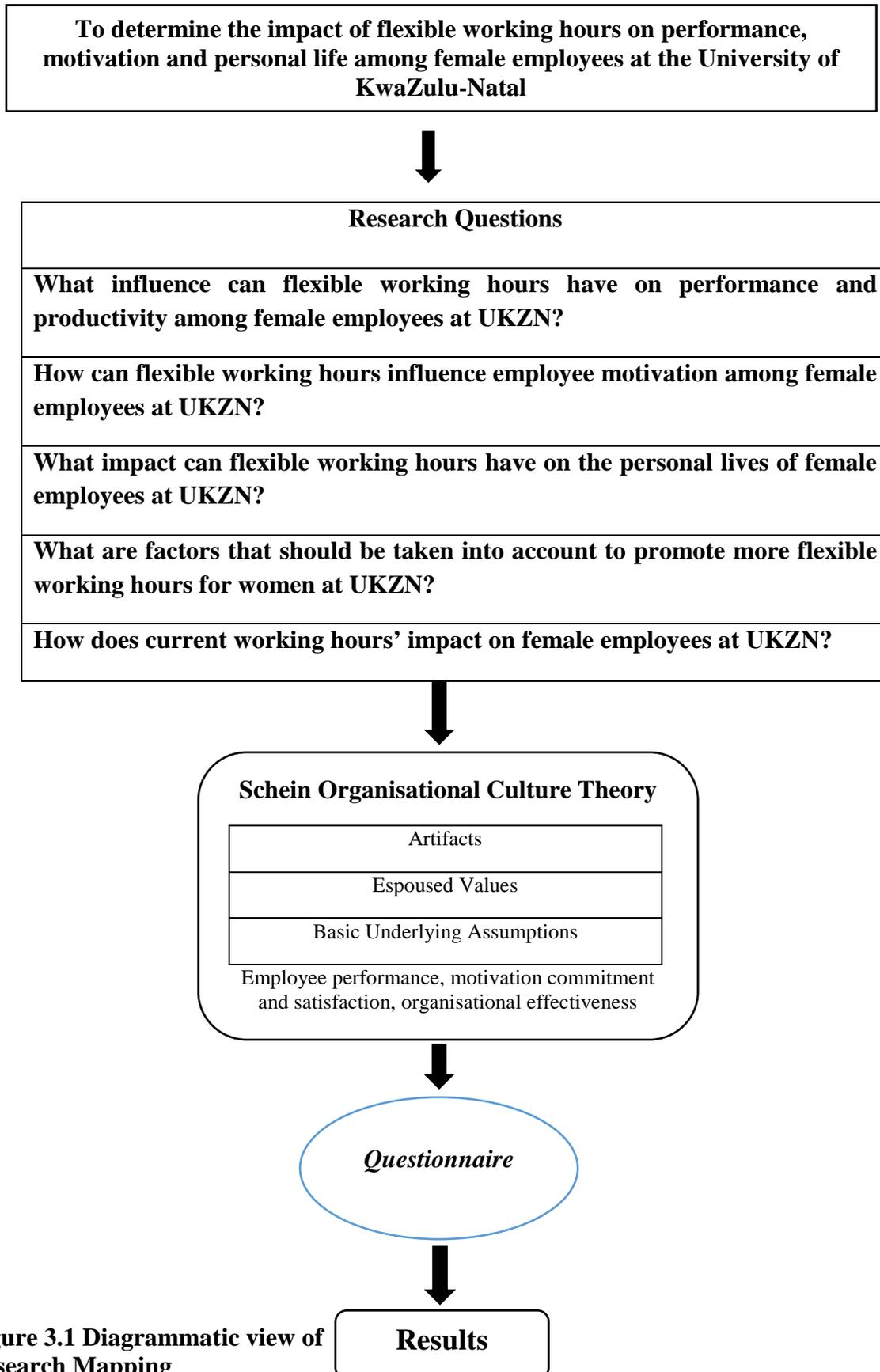


Figure 3.1 Diagrammatic view of Research Mapping

3.6.2 Data Validation and Pre-testing

In order for research data to be significant and worthwhile to use, it needs to be valid and reliable. Welman, Kruger and Mitchell, (2005) define validity as the degree in which a test or other instrument is genuinely measuring what we expected it to measure. There are two main types of validity, that being internal and external. Internal validity alludes to the legitimacy of the estimation and test itself, while external validity alludes to view the findings to the target population (Welman, et al., 2005). Both are imperative for a research study to be useful and meaningful. The measurement technique used in this study was primarily internal validity.

Reliability can be defined as to the degree to which measures are error free that creates consistency between measurements of a variable (Hair et al., 2010). Reliability is the ability of an instrument to produce the same results repeatedly. The constructs that are measured must be consistent over a period of time, therefore producing scores that are consistent when measured over time (Price, Jhangiani and Chiang, 2013).

Likert scaling was used as a primary reliability and validity measure. This was seen as the ideal method when it came to the use of multiple items designed to measure each questionnaire variable/construct. In Likert scaling, each item is rated by the respondent using either a 4, 5, or 7-point rating scale. The advantage of a multiple rating scale is that it provides more reliable and consistent scores, which assists the researcher to make more refined differences among the respondents (Johnson and Christensen, 2012). Table 3.1 shows an example of a Likert scale.

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
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Table 3.1: Example of Likert Scale

Likert scales are significant as they enable researchers to evaluate and examine information that can be hard to quantify. There are different types of coding scales that can be utilised and are dependent on what is being measured (Sullivan and Artino, 2013). The design of the questionnaire was also influenced by one of the most extensively utilised organisational culture frameworks, that of Schein (1985). In this framework, Schein (1985) emphasises that when differences arise between employees' expectations and the prevailing culture, cultural change should take place. The beliefs and the values of the employees should be taken into

consideration. The questions posed in the study makes reference to the three levels described by Schein (1985), namely, artifacts, espoused values and basic underlying assumptions. The instrument was built around the constructs of employee performance, satisfaction, motivation and personal life.

3.6.3 Administration of the Questionnaire

The global online platform known as Google Forms was used as the electronic platform for the questionnaire distribution. Google Forms is a powerful online survey/questionnaire design tool available via Google® online applications which is free of charge (provided one has a Google account). It is easy to use and one of the simplest ways to save data directly to a spreadsheet. Google Forms can be administered via email and social networks. The link to the questionnaire can be placed on almost any electronic platform. Reports generated can be in various forms such as real time summary, participant statistics and open-ended text.

The questionnaire for this study was hence loaded onto Google Forms and a shortened link was provided on the University Notice system. The survey was first administered on the 26th of October 2016. The final Notice informing the UKZN community about the study was posted on 15 November 2016. The researcher closed responses on the 18th of November 2016 and 125 responses were received by this time. The responses were coded to an excel spreadsheet for analysis to commence thereafter.

3.7 Analysis of the Data

For this study, both descriptive and inferential statistical techniques were conducted on the data collected. The descriptive statistics formed the preliminary statistics in the form of frequency tables and graphs whilst the inferential statistics moved into more detail to establish relationships and associations. The objective of inferential statistics is to move past the data sets and to infer the traits of the population based totally on samples. With inferential statistics, it is possible to assign probabilities to statements, thus conclusions made are most likely to be correct (Johnsen and Christensen, 2012).

Holistically, the following statistical techniques were performed on data:

➤ **Reliability analysis**

To determine the reliability of the data collected, Cronbach's Alpha was used. Reliability is computed by taking several measurements on the same subjects. To achieve a good reliability, a Cronbach's alpha coefficient should be 0.7 or higher (Hair et al., 2010).

➤ **Frequency analysis**

Frequency analysis was done to report data in a descriptive form. This enabled us to view responses from the participants in terms of ratings and agreement levels to variables. Hence, observations could be easily made with regard to concentrations area on the measurement scale. According to Johnson and Christensen (2012), frequency analysis arranges data in a manner where the frequencies of each unique data value is shown.

➤ **Factor analysis**

This was done as a form of data reduction and identification of those variables that could be grouped in to a common component (factor).

➤ **Chi-square hypothesis Testing**

This method is used by researchers to (i) test the goodness of fit; (ii) test the significance of association between two attributes, and (iii) test the homogeneity or the significance of population variance (Kothari, 2004, p.233). In this study, a non-parametric test was used to determine if categorical data showed dependency or were independent. The chi-square was performed between the biographical details and questionnaire variables to establish if relationships existed between the two.

➤ **Correlations**

Correlations were done to assess relationships between the variables and constructs used in the study. Positive correlations reflect direct relationships, where an increase in one variable corresponds to an increase in another. A negative correlation works inversely where an increase in one variable is associated with a decrease in the other (Welman et al., 2005).

3.8 Ethical Considerations

Research ethics plays an important part of any development and implementation of a research study. Researchers need to understand the ethical principles and procedures to avoid abuse that may occur and allow them to explain their responsibilities as a researcher in the study (Johnson and Christensen, 2012).

For this study, permission was granted from the Registrar's office to conduct this study via a Gatekeeper's letter. The Humanities & Social Sciences Research Ethics Committee of UKZN also granted ethical approval to perform the study - (Protocol reference number: HSS/1475/016.) These two documents were attached to the survey during deployment.

A covering letter explaining the purpose of the study, the researchers contact details, the informed consent form were all part of the online questionnaire. According to Johnsen and Christensen (2012, p107), informed consent can be described as "agreeing to participate in a study after being informed of its purpose, procedures, risks, benefits, alternative procedures and limits of confidentiality." The informed consent form acknowledges that respondents' rights will be protected during the data collection stage of the study (Creswell, 2009).

Assurance was given to all respondents that anonymity will be maintained and guaranteed. No identifying details of the participant was asked. The respondents' participation in the study was on a voluntary basis and they could refuse to participate or withdraw from the study at any time with no negative consequences. All data, both electronic and a hard copy was securely stored during the study and will be archived for 5 years. After this time, all data would be destroyed based on ethical formalities of the investigators institution.

3.9 Summary

This chapter provided a detailed explanation of the research methodology employed in this study. A census approach to data collection was adopted and a quantitative questionnaire was chosen as the research instrument. There were 125 respondents that participated in the survey after a census period of two months. Further discussion with regard to reliability and validations was detailed in this chapter. The responses were analysed and both descriptive and inferential

statistics were generated. The final section discussed how the study was aligned to ethics in research. The chapter that follows will present analysis and discussion of the results in relation to the study's research questions and theoretical framework.

CHAPTER 4

PRESENTATION OF RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents a detailed analysis and discussion of the results that have been generated from the data collected through the instrument of the study. The study adopted a quantitative approach and a questionnaire was the primary tool that was used to collect data and was distributed to female staff at UKZN. One hundred and twenty five respondents participated in this study. The data collected from the responses was analysed with SPSS version 24.0. The analysis and discussion will start by presenting the descriptive statistics in the form of graphs, tables and other figures. Inferential techniques were also performed and these included the use of factor analysis, chi-square and correlations. Key findings are thereafter highlighted in relation to the research questions and the theoretical model.

4.2 Research Questions

For recap purposes, the research questions of the study are hereby outlined.

- What influence can flexible working hours have on performance and productivity among female employees at UKZN?
- How can flexible working hours influence employee motivation among female employees at UKZN?
- What impact can flexible working hours have on the personal lives of female employees at UKZN?
- What are factors that should be taken into account to promote more flexible working hours for women at UKZN?
- How does current working hours' impact on female employees at UKZN?

4.2.1 The Research Instrument

The research instrument was a quantitative questionnaire that consisted of 61 items, with a level of measurement at a nominal level. The questionnaire was divided into 16 questions.

4.3 Reliability Statistics

The two most important aspects of precision are reliability and validity. To determine the reliability of the data collected, Cronbach's Alpha was used. To achieve a good reliability, a Cronbach's alpha coefficient should be 0.7 or higher (Hair et al., 2010). Reliability is computed by taking several measurements on the same subjects. A reliability coefficient of 0.70 or higher is considered as "acceptable".

Table 4.1 below reflects the Cronbach's alpha score for all the items that constituted the questionnaire.

	Number of Items	Cronbach's Alpha
B1	5 of 5	0.799
B2	7 of 7	0.757
B4	8 of 8	0.739
B8	5 of 5	0.850
B10	7 of 7	0.866
B12	5 of 5	0.855
B14	7 of 7	0.821

Table 4.1: Cronbach's alpha score

As shown, the reliability scores for data obtained via all sections of the questionnaire exceed the recommended Cronbach's alpha value on 0.7. This shows that the data was acceptable and reliable to perform the necessary statistics that follow.

4.4 Descriptive Statistics – Biographical

Descriptive statistics are provided in this section. These were primarily the frequency analysis that was done as a preliminary form of analysis. This allowed the investigator to gauge the perceptions of the respondents. These are represented primarily in the form of graphs and tables. Items listed from 4.4.1 to 4.4.7 reflects the biographical characteristics of the respondents.

4.4.1 Title of respondents

Figure 4.1 reflects the current titles of the respondents to the study.

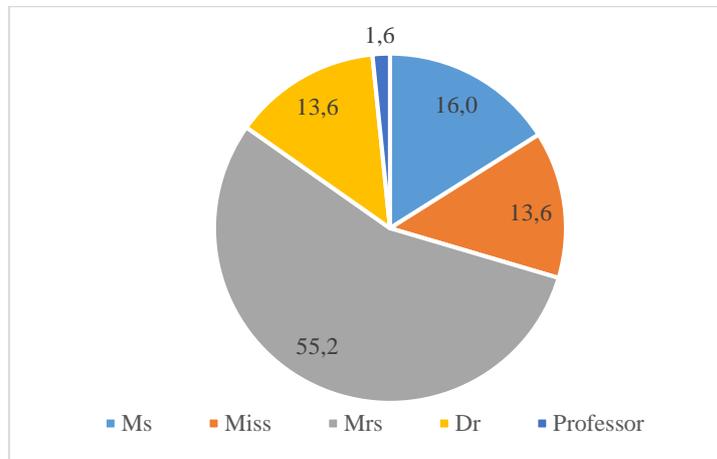


Figure 4.1: Title of the respondents

It is shown that majority of the respondents were of the “Mrs” title. This indicates that majority of the respondents that answered the questionnaire were married. Around 15% of respondents had a doctoral qualification.

4.4.2 Age

Figure 4.2 indicates the age distribution of the respondents

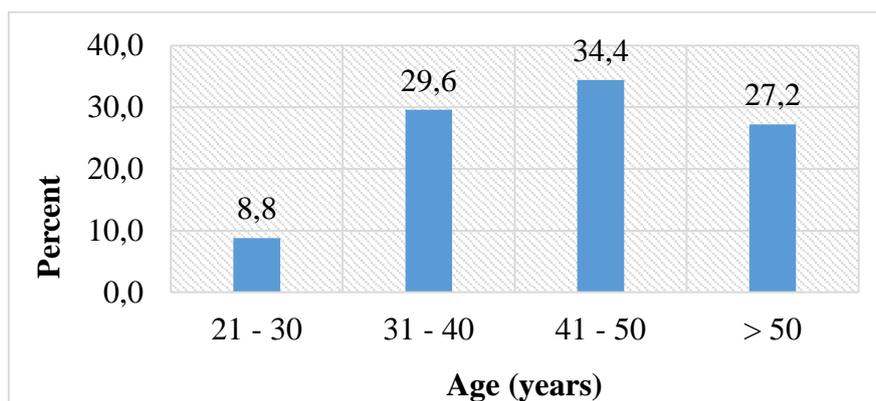


Figure 4.2: Age of respondents

More than 90% of the respondents were older than 30 years. This is a useful statistic as it indicates that many of the women fall into age categories where they would have their own

families thus reflecting accurately their feelings relating to the research. Only 8.8% were below their thirties, which is surprising, as one would think that the Y generation (people born during the 1980s and early 1990s) would be more interested in participating in a survey that speaks to flexible working hours. Previous research such as The Global Millennial Viewpoints Survey (2016); Spiro, (2006) attests to this statement.

4.4.3 Current Marital Status

Figure 4.3 reflects the marital status of the respondents

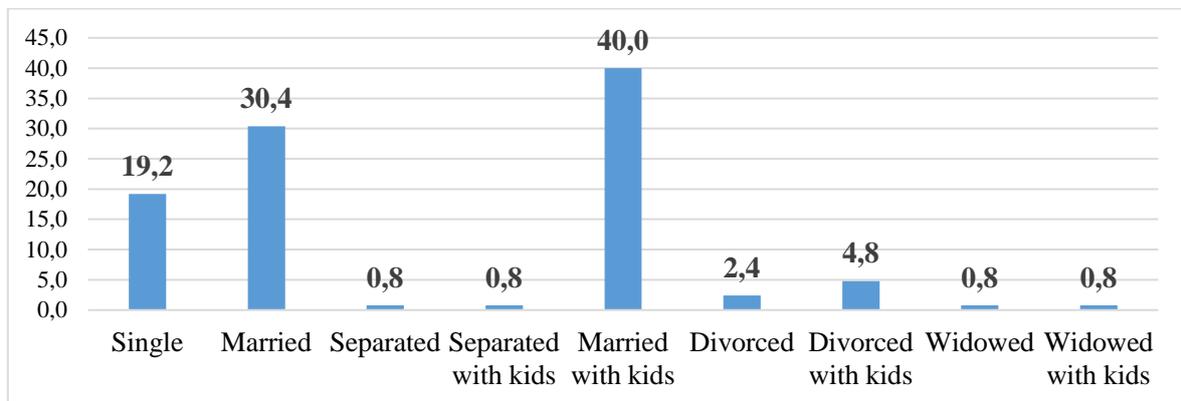


Figure 4.3: Marital Status of respondents

Seventy percent of the respondents were married, and of this percentage, forty percent were married with kids. Forty six percent of the total have kids, irrespective of their marital status. The following sub-section indicates the number of children that these respondents had.

4.4.4 Number of children

Figure 4.4 reflects the number of children that the respondents have.

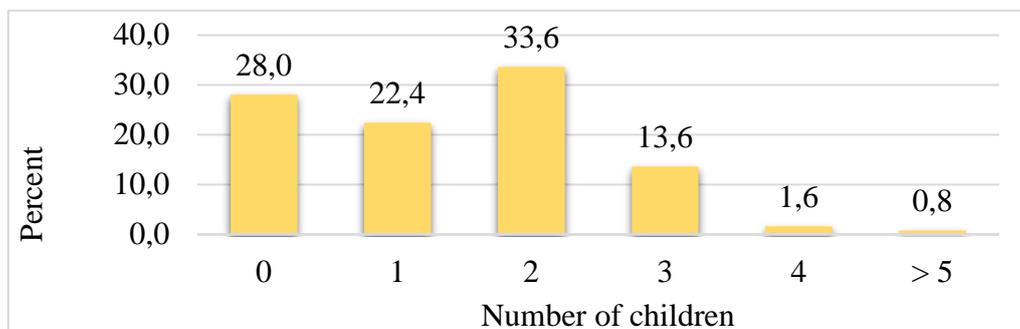


Figure 4.4: Number of children that respondents have

The majority of respondents (72%) have one or more children. Twenty-eight percent do not have any children. This shows that majority of those who answered the questionnaire have maternal responsibilities and flexible working hours would complement this. Baggallay (2011) points out that once female employees become mothers, it is difficult for them to get back into the workplace as corporate culture does not permit them to operate effectively whilst concurrently seeing to their family responsibilities. Stevens, Kiger and Riley (2006) established that stress triggered by work and family imbalance was connected to marital issues and dissatisfaction, less family time and couples having fewer children. In a report prepared by the Future of Work Institute (2012), it was confirmed that more senior female employees were returning to work after motherhood.

4.4.5 Race

Figure 4.5 reflects the race denomination of the respondents.

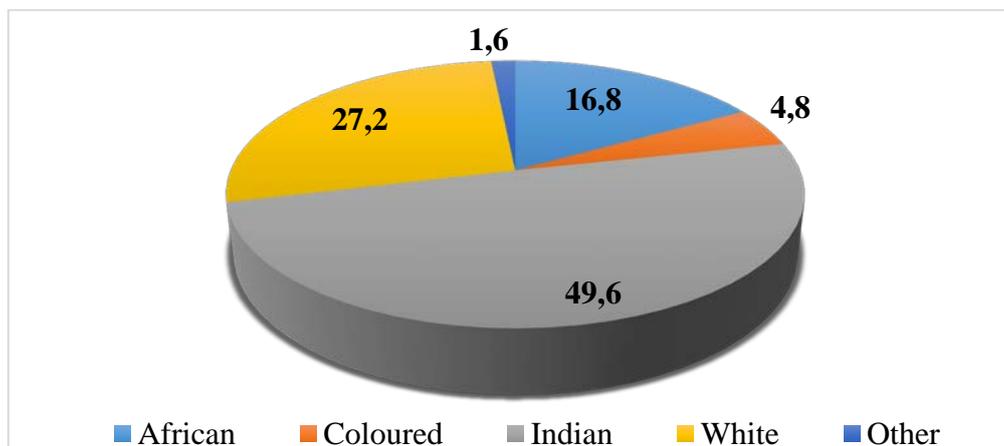


Figure 4.5: Race of respondents

This shows that the majority that responded to the survey were Indian, followed by the White population. With reference to the Institutional Intelligence (Institutional Intelligence Website, 2017.) there are 1328 African female staff, 88 Coloured, 551 Indian, 282 White and 41 other female staff working at UKZN at the time of the study. This is therefore surprising why there was such a low representation of African female employees that took the survey.

4.4.6 How long have you been working at UKZN?

Figure 4.6 indicates the number of years that respondents have been employed at UKZN.

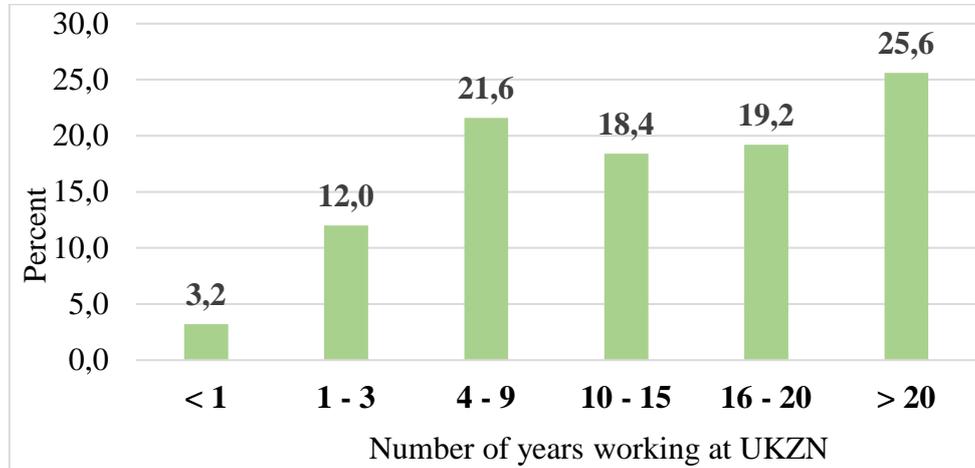


Figure 4.6: Length of time employed at UKZN

Approximately 85% of the respondents had been employed at UKZN for more than 10 years. This is a useful statistic as it indicates that staff have worked for a fair period and have experienced the conditions of their employment for a period of time. This in turn should reflect their feelings on issues relating to them. This also shows their commitment and loyalty to the institution despite a lack of a flexible work schedule.

4.4.7 Sector of staff

Table 4.2 illustrates the sector to which the respondents belong to

	Frequency	Percent
Academic	25	20,0
Support / Professional Services	100	80,0
Total	125	100,0

Table 4.2: Sector to which the respondents belong

Table 4.2 indicates the strata to which the respondents belong. The results pointed out that 80% of the respondents were Support professionals at UKZN. Only 20% were Academics. The data appears to suggest that Academic staff at UKZN have some sort of flexibility, whereas the

Support Professionals do not. According to the Conditions of Service at UKZN, paragraph 3.2.2, which relates to Hours of Work for Support staff states “The official University hours are 08:00 to 16:30.” The document further relates, “The official hours referred to in paragraph 3.2.2 may be varied with the approval of the appropriate authority by application of flexitime as defined. Permission to work flexitime shall be at the sole discretion of the appropriate authority concerned and may be refused, withdrawn or varied at any time though only on reasonable grounds ” (UKZN Innerweb, 2004). A separate section for Academic staff states “The hours of work in respect of academic staff members shall average 40 (forty) hours per week, pro-rated for staff appointed on a part-time basis, over a calendar year. Other than specific attendance requirements for the purposes of their academic obligation, this provision shall not be taken to imply a specific office attendance requirement and may be regulated from time to time by the appropriate authority.” (UKZN Innerweb, 2004). This implies more flexibility for academic staff as opposed to Support sector staff. Hence, this can explain why more support sector staff employees responded to the survey.

4.5 Descriptive Statistics - Variables

Items listed from 4.5.1 to 4.5.16 presents the survey results in conjunction with the research questions.

4.5.1 Views of the current working hours at UKZN

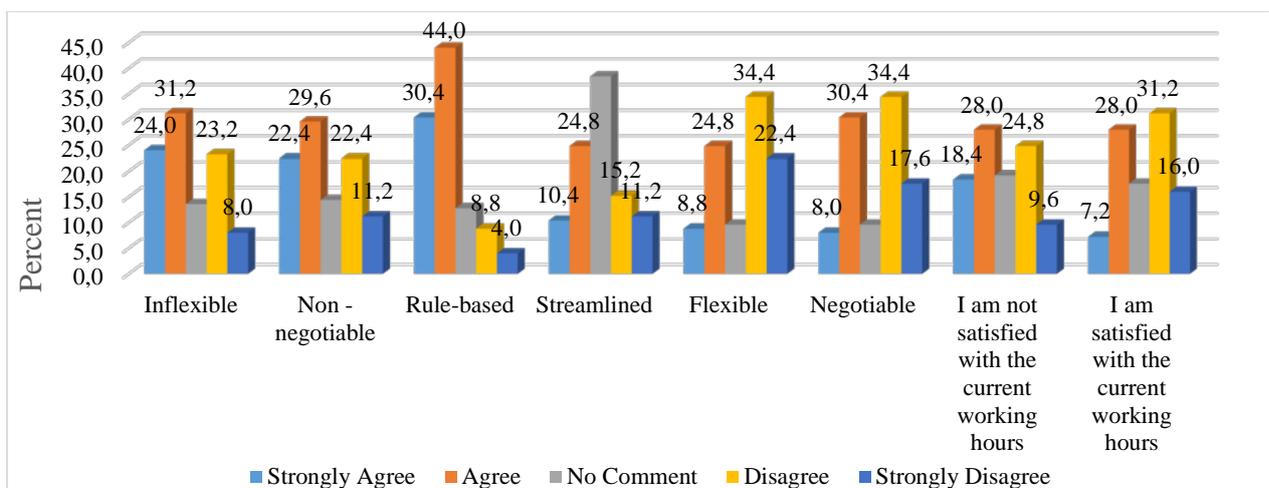


Figure 4.7: Respondents view on Current working hours

The results reveal that majority of the respondents felt that the current working hours were non-negotiable and inflexible. Hence, they were unsatisfied with the current working hours. This finding was supported by several authors showing that a decrease in work-family conflict occurs when employees decide their starting and ending times, their ability to take time off during the day to tend to family responsibilities and have the ability to control when they bring work home (Mennino, Rubin, and Brayfield 2005; Thomas and Ganster 1995; Voydanoff 2004). Further studies by Bond and Galinsky (2006) showed that amending starting and ending times of a working day, by means of a formal or informal policy, increases job satisfaction, engagement, and retention.

4.5.2 The impact of current working hours (8 am - 4.30 PM) of UKZN on employees' life

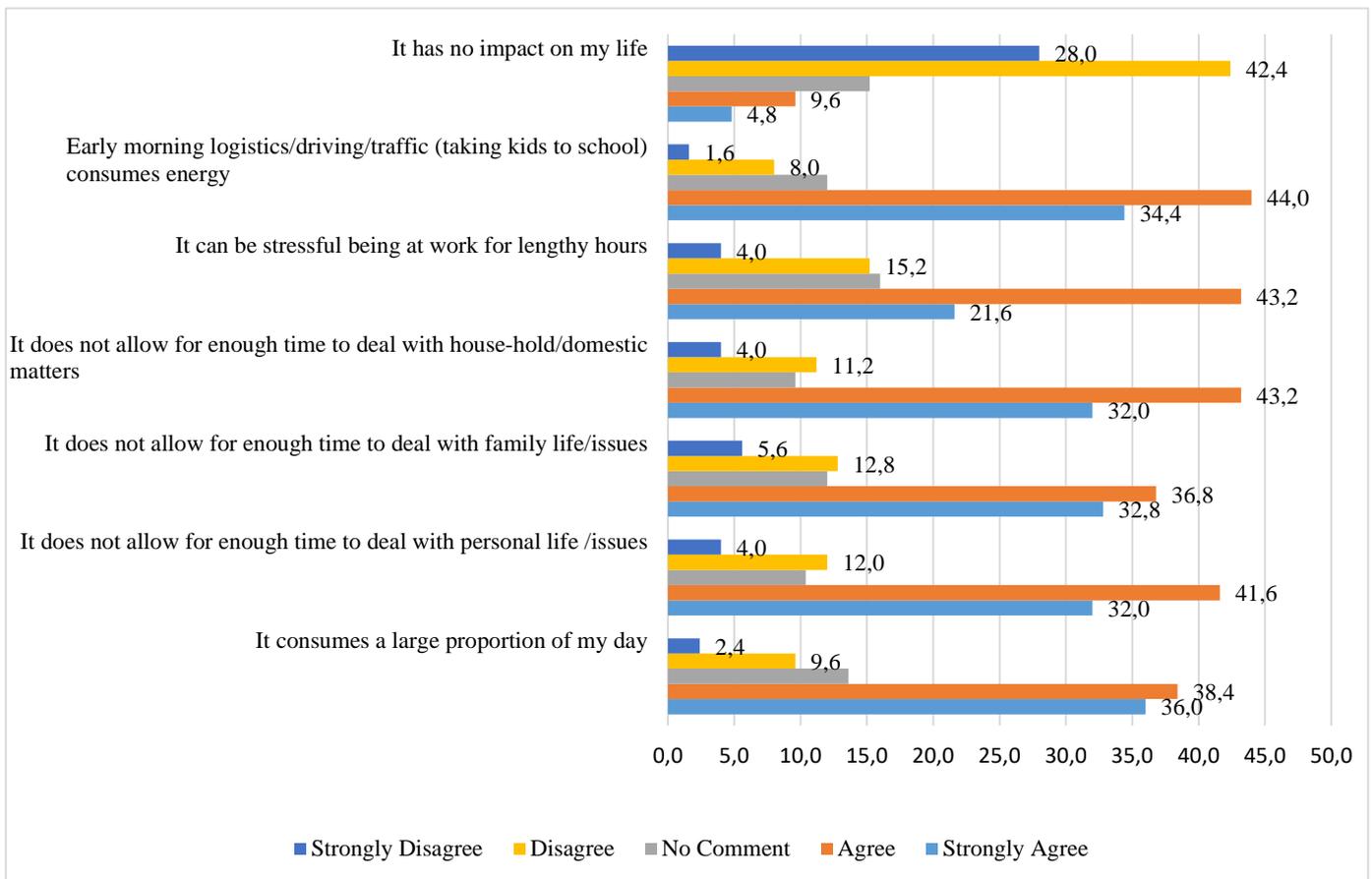


Figure 4.8: Impact of current working hours (8 am - 4.30 PM)

The female employees of UKZN felt that the current working hours impacted negatively on their personal lives. The traditional working hours do not allow the flexibility of performing the many responsibilities that come with being a wife, mother and/or taking care of family

members requiring additional care. A study by Bond and Galinsky (2006) concurs with these findings as they explain that mothers' stress about where their children will go to after school. They were juggling between getting children ready for school, as well as getting themselves to work on time.

4.5.3 Agreement levels of Current working hours impact on performance at work

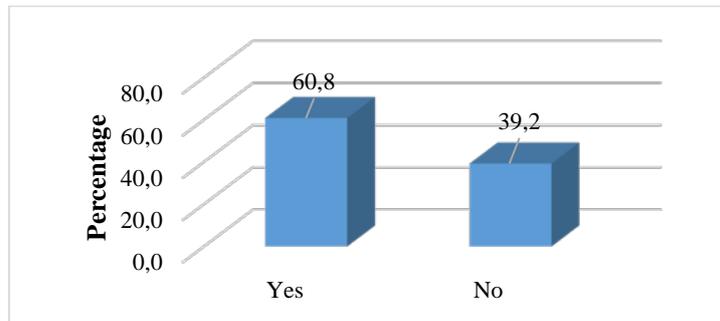


Figure 4.9: Respondents response to whether current working hours have any impact on them

An overwhelming sixty percent felt that the current working hours do have an impact on work performance.

4.5.4 The current working hours impact on your work performance

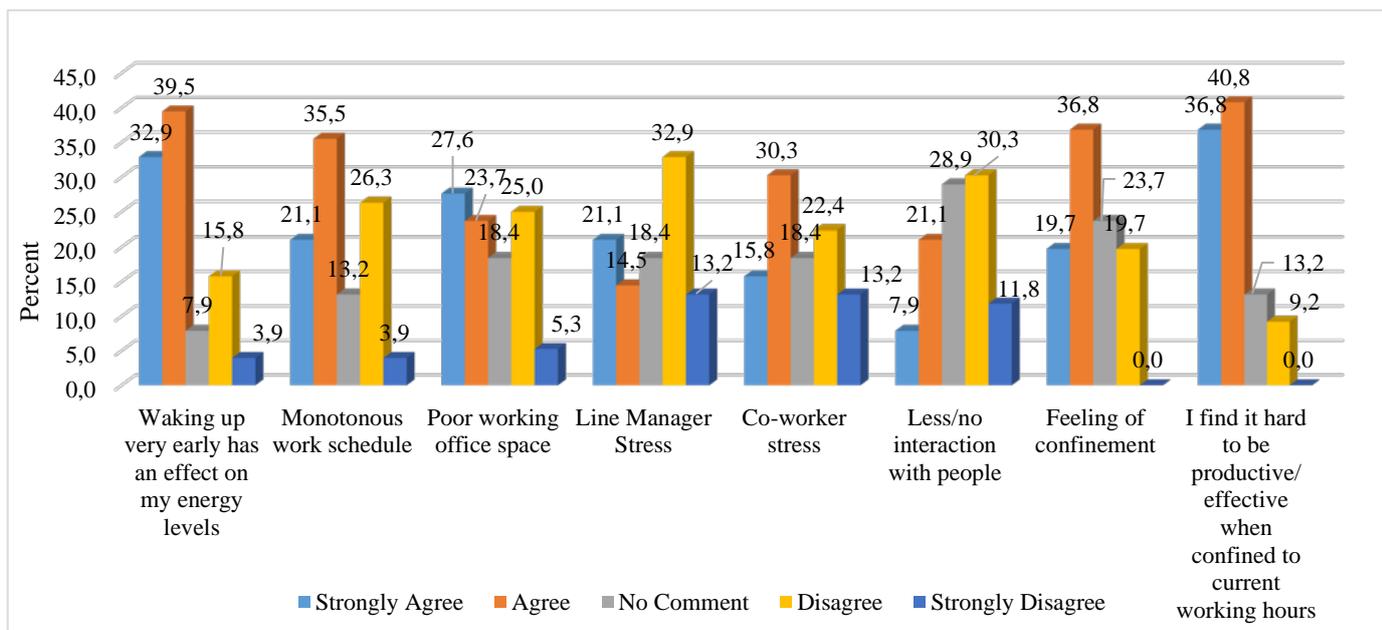


Figure 4.10: Impact of current working hours on performance

The results portray a negative inclination to the current working hours. This is evident as seventy eight percent of the respondents found it hard to be productive with the current working hours. Another interesting variable to note is that many respondents felt that the current working hours affected their energy levels. These findings concur with studies of Dugan, Matthews and Barnes-Farrell (2012) with regard to women fighting for time and energy in order to fulfil many roles.

4.5.5 Current thoughts and feelings about having more flexible working hours for female employees at UKZN

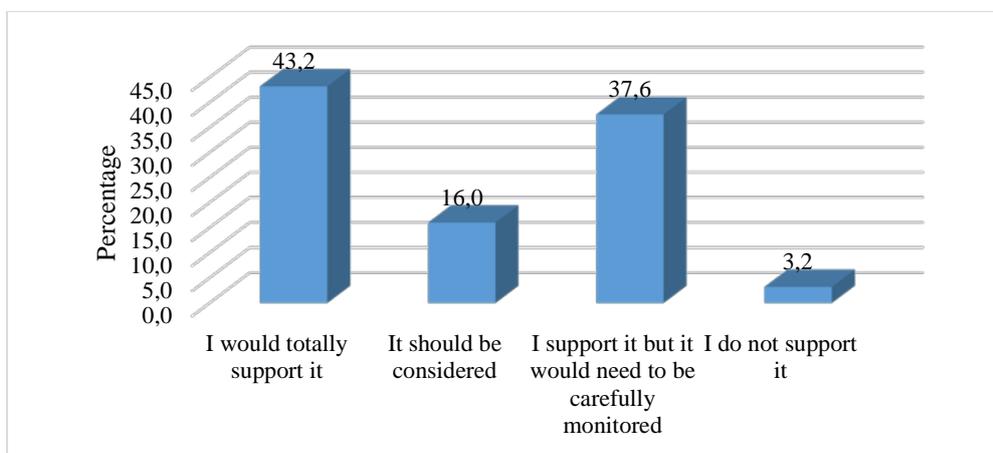


Figure 4.11: Current thoughts and feelings about having more flexible working hours for female employees at UKZN

Nearly 95% of the respondents would support the introduction of flexible working hours. A significant 37.6% conveyed that they would support the implementation of flexible working hours at UKZN but the recommendation is that it would have to be carefully monitored.

4.5.6 Perceptions if female staff would be happy if they were allowed to work flexible working hours

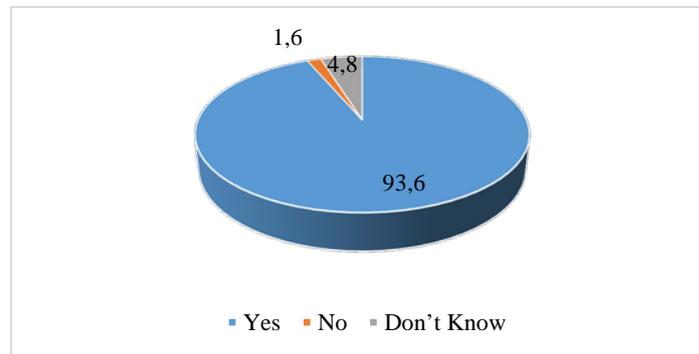


Figure 4.12: Percentages of respondents that would /would not be happy if they were to work flexible hours

Figure 4.12 reflects if staff would be happy for the allowance of flexible working hours. The majority of the respondents were more than happy to work flexible hours.

4.5.7 Meaning of flexible working in relation to time spent physically at work/the office (on a scale of 8 hours)

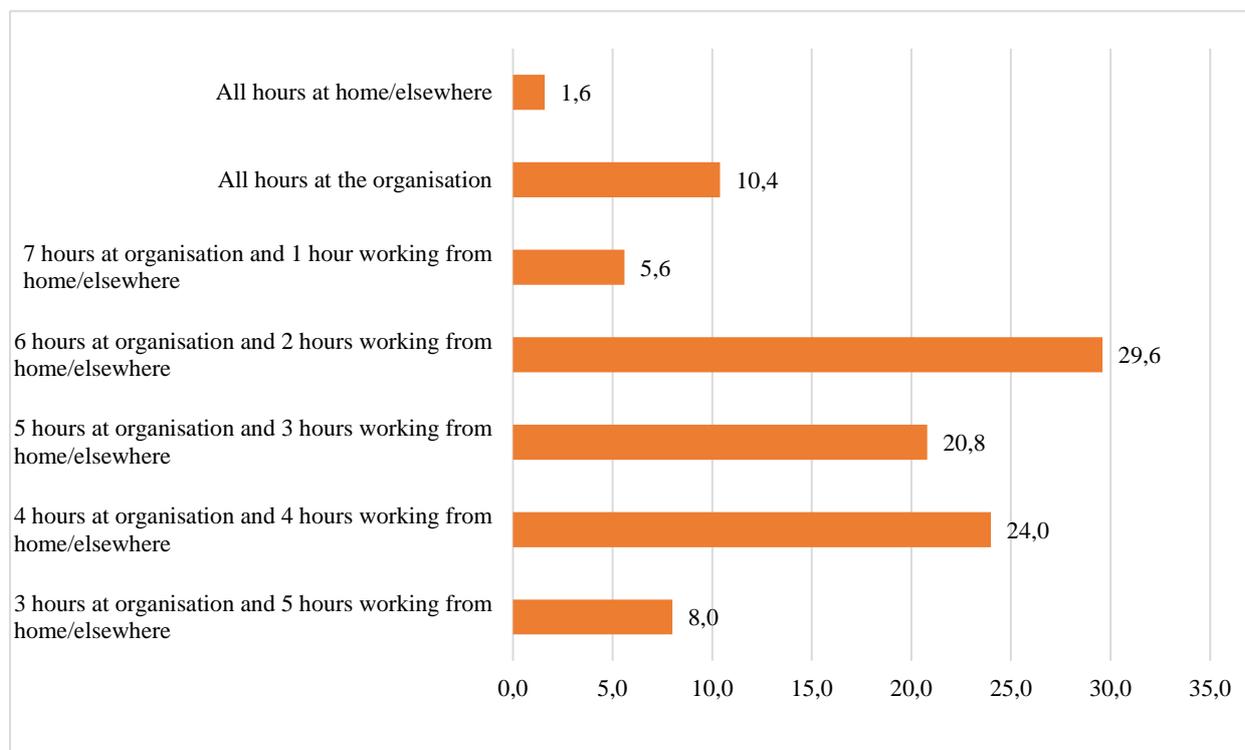


Figure 4.13: Meaning of flexible working hours for respondents

The results reflect that majority of the respondent feel that an 8-hour day at the workplace does not work in their favour. The literature supports that women require the additional time outside of the normal working hours to tend to their family responsibilities. The results are further supported by Thomas and Ganster, 1995; Voydanoff, 2004; Mennino, Rubin, and Brayfield, 2005 which reflect that when employees are able to decide on their starting and ending times at work, they have the ability to take time-off during the day to attend to family responsibilities, which leads to a decrease in work-family conflict. Only 10.4 % of the sample believe they do not require flexibility with regard to the traditional 8-hour day. This can possibly relate to the 20% of the Academic staff that answered the questionnaire.

There is shown to be an association or relationship between the time spent physically at work and type of staff member at the institution. Bohlen and Viveros-Long (1981) report that organisations that have long working hours can be overbearing to women with families. Flexible working hours allows employees to choose their working times and thus places less work-family-related stress than those who work traditional hours. A study by Grzywacz and Marks (2000) supports this finding as they revealed that employees who worked less than 20 hours per week exhibited less work-family conflict than those who worked 45 hours per week.

4.5.8 Factors to be taken into account to promote more flexible working hours for women at UKZN

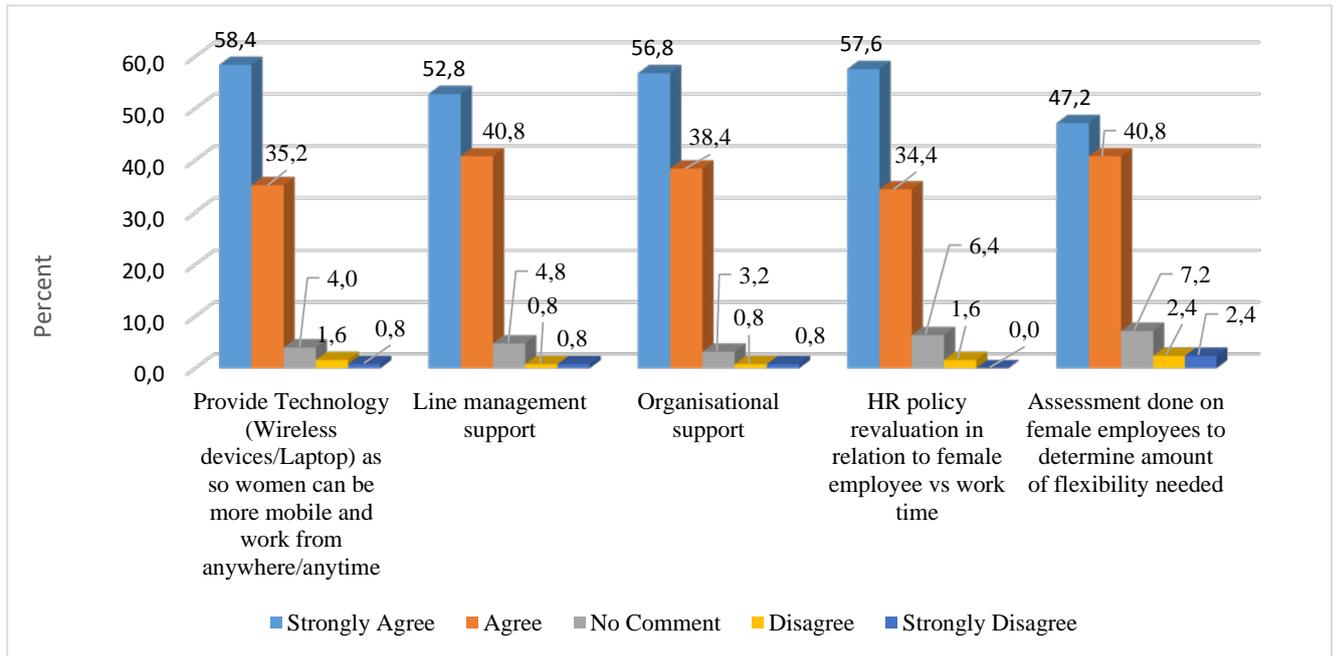


Figure 4.14: Factors to be taken into account to promote more flexible working hours

In Figure 4.14, it is obvious that the level of agreement is significantly higher than that of disagreement. This consistency of scoring indicates uniform patterns of thinking. Each of the factors in agreement scored above 90%, except for “Assessment done on female employees to determine amount of flexibility needed”, which scored 88%.

The agreement for organisational support as a factor scored an overwhelming 95.2%, prompting a re-thinking of the organisational culture at UKZN. The beliefs and values of the employees should be considered in light of this finding. A supportive management is required to reduce the conflict between work and family (Yadav and Dabhade, 2014).

According to a study by Future of Work Institute (2012), the availability of virtual software, high-speed broadband and mobile networks enables employees to participate with work duties wherever and whenever they like. It has been noted that technology is also becoming more economical and accessible; therefore, therefore even start-up organisations are able to take advantage of affording their employees to work remotely, by communication via free video conferencing and instant messaging. (Regus, 2012).

4.5.9 Perception if flexible working hours can enhance work performance and productivity

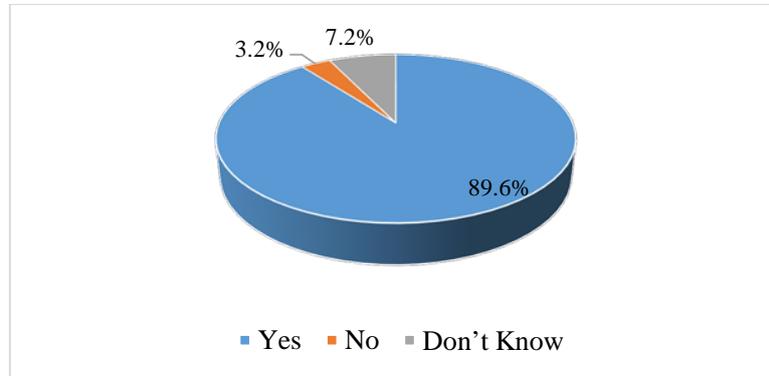


Figure 4.15: Flexible working hours can enhance performance and productivity

An overwhelming 89.6% of the respondents agreed that flexible working hours could enhance your work performance and productivity.

4.5.10 Perceptions on how flexible working hours will enhance work performance and productivity

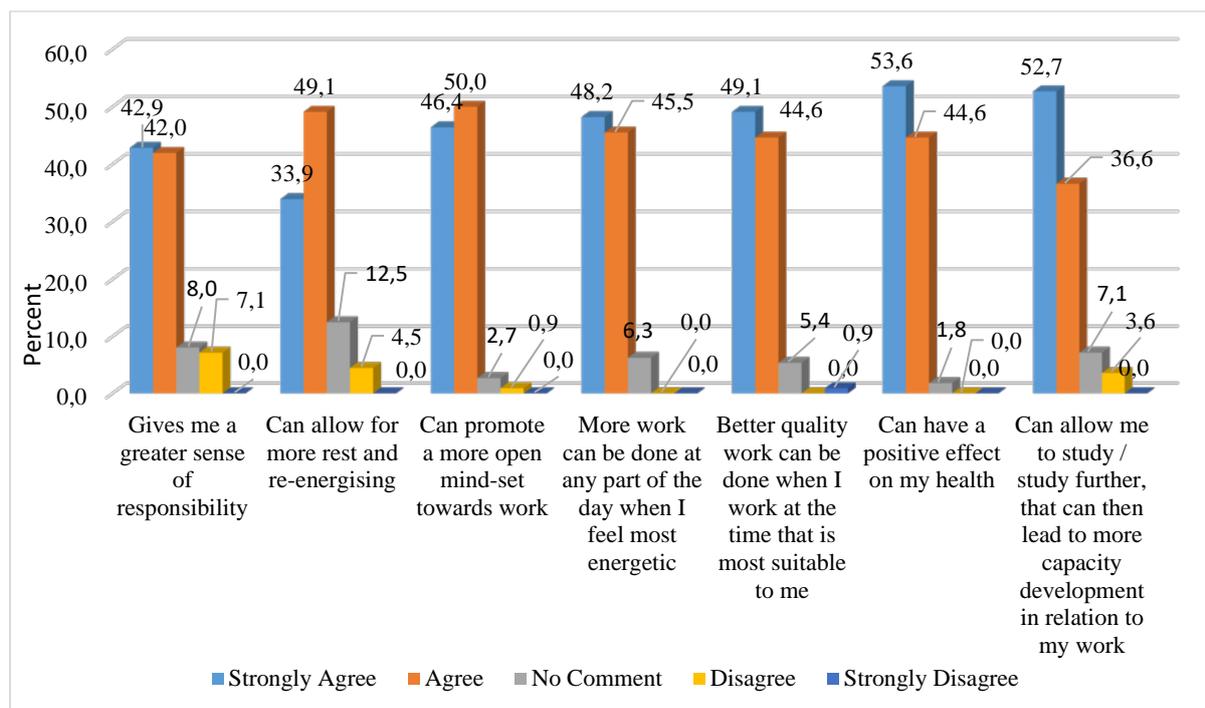


Figure 4.16: Impact of flexible working hours on performance and productivity

The results for each variable above reflects positively to the impact of flexible working hours on performance, and productivity. The variable “Can have a positive effect on my health” showed the highest percentage in agreement to the question posed. These findings further substantiates Allen et al. (2000) study which validates that when there is no balance between work and family life, it has a negative impact on the employees’ health and well-being. This affects the individual on a physical as well as psychological level. These findings collectively lend support to previous findings in the literature by (Dugan, Matthews and Barnes-Farrell 2012) who assert that women employees play the role of a worker as well as someone who sees to their family needs, they often experience stress as they are always fighting for time and energy.

The findings also concur with those of Grzywacz, et al. (2007) and Butler, et al. (2009) who revealed that the implementation of flexible working hours has resulted in an improvement in employees’ physical health. The work-life balance report by Welford (2008) support findings of this study by confirming that women who worked fewer hours than men, were happier with their work-life balance and time spent more with family and friends.

4.5.11 Agreement levels if flexible working hours can influence motivation levels at work

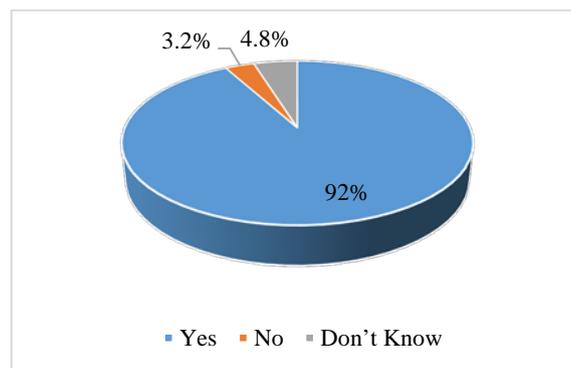


Figure 4.17: Flexible working hours can influence motivation at work

Ninety two percent of the respondents believed that motivation levels could increase if flexible working hours were introduced at UKZN.

4.5.12 Perceptions on how flexible working hours can enhance motivation levels

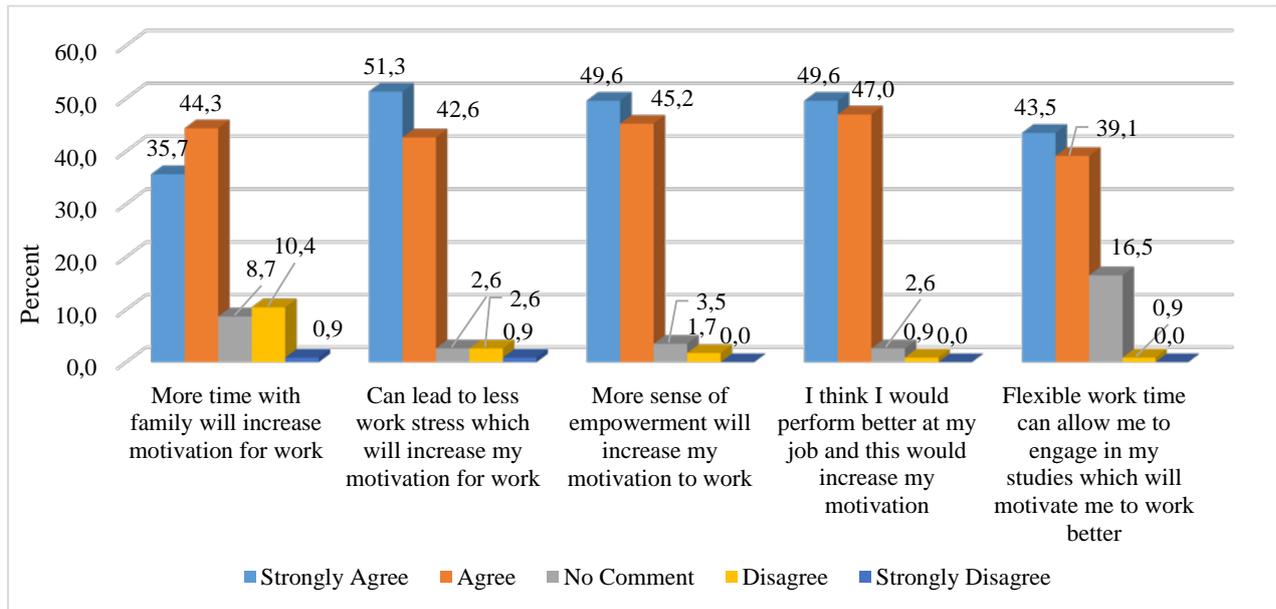


Figure 4.18: Impact of flexible working hours on motivation

As per Figure 4.18, flexible working hours are seen to positively impact on employee motivation levels in terms of a decrease in stress levels, increased sense of empowerment and improved performance. Results of this study are consistent with previous results (Offer and Schneider, 2011). Stevens, Kiger and Riley (2006) established that stress triggered by work and family imbalance was connected to marital issues and dissatisfaction, less family time and couples having fewer children. Morris and Coley (2004) found that a full day at work and the transition to becoming a working mother leads to much anxiety for women. The findings also support Nold (2012) who substantiates that organisations that create a culture of trust and motivation have greater performance outputs than their counterparts who do not have a trust culture in place.

4.5.13 Agreement levels if flexible working hours can positively influence personal/family life

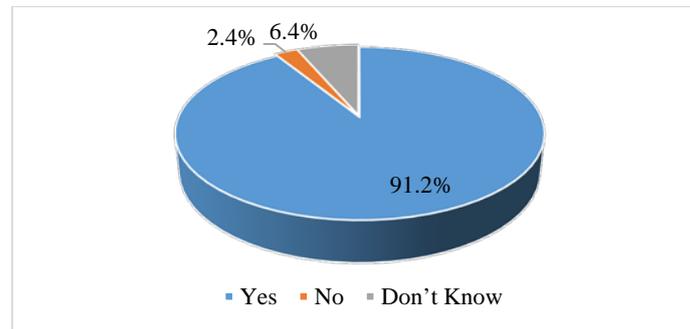


Figure 4.19: Flexible working hours can positively influence family/personal life

The pie graph illustrates that 91.2% of the respondents agreed that flexible working hours can positively influence family/personal life and only 2.4% felt that it would have no impact.

4.5.14 Perceptions on how flexible working hours will enhance personal/family life

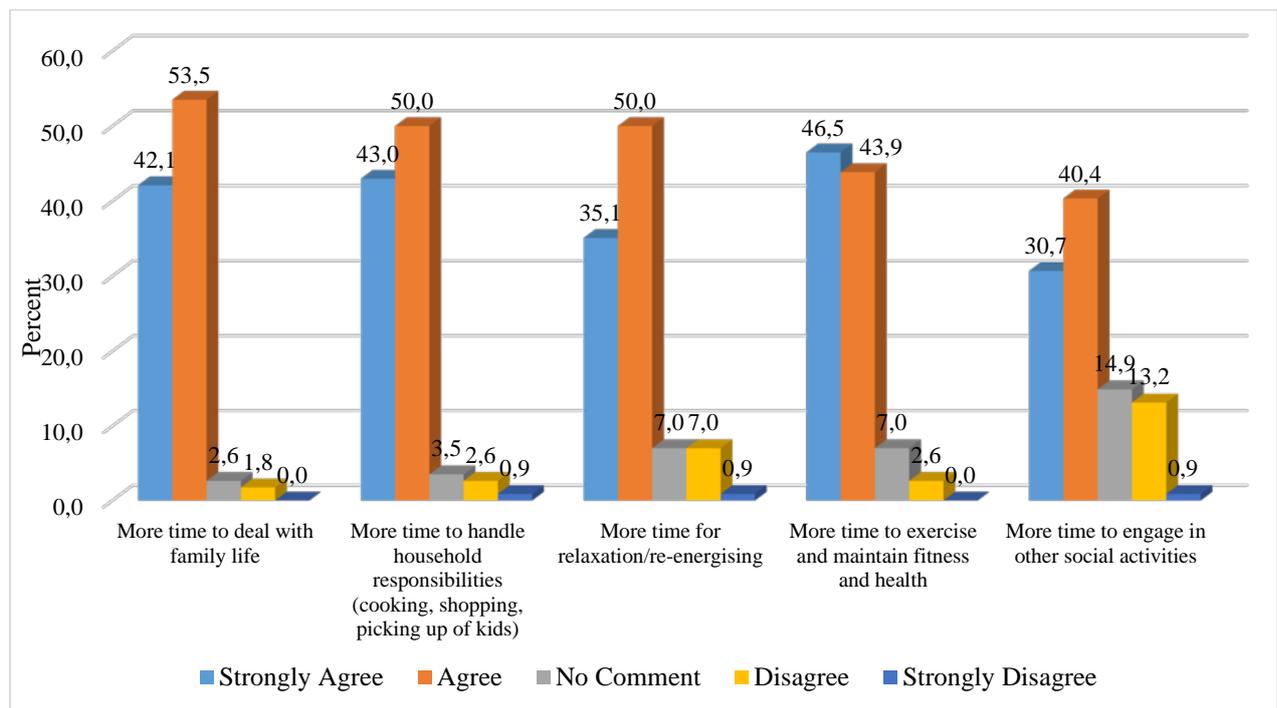


Figure 4.20 Impact of flexible working hours on personal/family life

All variables ranked very high in agreement levels, which highlights the positive impact that flexible working hours can have of personal and family life of the selected employees. Some

of these correlate favourably with Smith (1993) and further support the concept of having a work-life balance. The respondents felt strongly that they would have more time to handle household responsibilities, if flexible working hours were to be implemented.

The researcher's results have a number of similarities with Cook (1992), Bond and Galinsky (2006) who pointed out that childrens' safety and education needs will be met if flexible working hours were implemented for women. This in turn will offer women in the workplace more time to tend to their family responsibilities. The findings support the fact that the demographics of the workplace are changing and more women are slowly moving into senior roles, taking on more responsibilities, therefore it is evident that they still require to attend to their family's needs (Symanowitz, 2012).

4.5.15 The current culture of UKZN in relation to providing flexible working hours for women

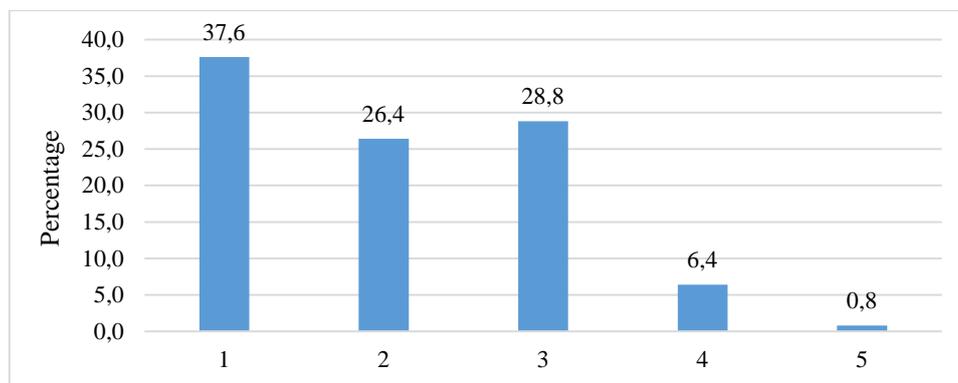


Figure 4.21 Ratings of the culture of UKZN with regard to flexible working hours

Figure 4.21 indicates that majority of the staff believe that the current culture of UKZN does not support flexible working hours for women. Approximately seven percent believe that the culture is supportive of flexible working hours. According to the UKZN Conditions of Service, paragraph 3.2.2, which relates to Hours of Work for Support staff, permission to work flexitime is at the discretion of the line manager (UKZN Innerweb, 2004).

4.5.16 Flexible working hours to complement UKZN's goal to be the employer of choice for staff

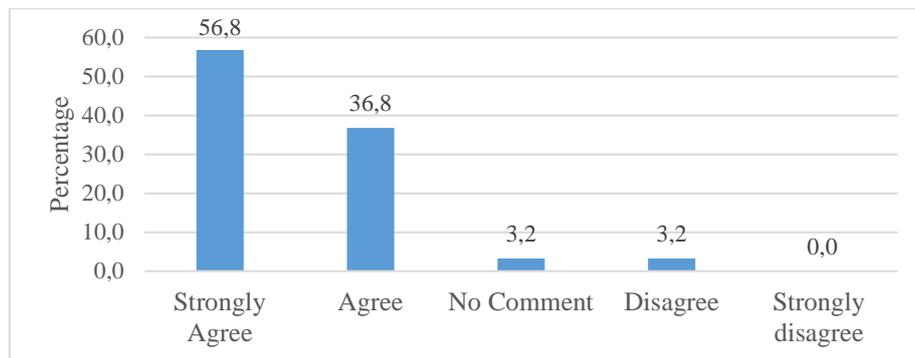


Figure 4.22: Flexible working hours and the impact on UKZN goal to be the employer of choice for staff

The observations made with regard to this question leans favourably towards flexible working hours being a factor that will complement one of the goals of UKZN to be the employer of choice for staff (UKZN Website, 2016). This highlights the importance of organisational culture that concurs with Lewis (2003) who has discovered that organisational culture or climate is a vital variable that contributes to the product of flexible working arrangements. Further supported by McDonald et al. (2007) stating that support from management is vital in an organisation, to promote flexible working hours.

4.6 Factor Analysis

Factor analysis was performed on the data as a means of reducing data in common components/factors. Factor analysis can be used to establish whether the three measures do measure the same thing. If so, they can then be combined to create a new variable (Kothari, 2004). Factor analysis is done only for the Likert scale items. Certain components divided into finer components. This is explained below in the rotated component matrix.

	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity		
		Approx. Chi-Square	df	Sig.
B1	0.822	230.282	10	0.000
B2	0.852	540.637	15	0.000
B4	0.662	151.030	28	0.000
B8	0.768	431.130	10	0.000
B10	0.855	401.978	21	0.000
B12	0.795	288.949	10	0.000
B14	0.804	343.766	21	0.000

Table 4.3 Summarised table reflects the results of KMO and Bartlett's Test

Table 4.3 reflects the results of Kaiser-Meyer-Olkin (KMO) and Bartlett's Test. The requirement is that the KMO Measure of Sampling Adequacy should be greater than 0.50 and Bartlett's Test of Sphericity less than 0.05 (Kumar, 2011). Furthermore, Hutcheson and Sofroniyo (1999) state that values between 0.5 and 0.7 are mediocre, values between 0.7 and 0.8 are good, values between 0.8 and 0.9 are great and values above 0.9 are superb. In all instances shown in Table 4.3, the conditions are satisfied which allows for the factor analysis procedure.

The following sub-sections indicate the individual factor analysis per section.

4.6.1 Component Matrix – Perception of Current Working Hours

	Component
	1
Inflexible	0.850
Non-negotiable	0.877
Rule-based	0.839
Streamlined	0.334
I am not satisfied with the current working hours	0.760

Table 4.4 Factor Analysis – Perception of Current working hours

Table 4.4 show that variables loaded perfectly under one component which indicates that the variables set out to measure what they were intended to measure. These variables were intended

to measure the perception of current working hours at UKZN. This shows the respondents viewed these variables in similarity and as inter-related.

4.6.2 Component Matrix – Impact of current working hours (8 AM – 4.30 PM)

	Component
	1
It consumes a large proportion of my day	0.718
It does not allow for enough time to deal with personal life /issues	0.922
It does not allow for enough time to deal with family life/issues	0.866
It does not allow for enough time to deal with house-hold/domestic matters	0.923
It can be stressful being at work for lengthy hours	0.764
Early morning logistics/driving/traffic (taking kids to school) consumes energy	0.681

Table 4.5 Factor Analysis – Impact of current working hours (8 AM – 4.30 PM)

Similarly, Table 4.5 shows that the variables denoting the impact of current working hours loaded perfectly under a single component and set out to measure what they intended to.

4.6.3 Component Matrix – Impact of current working hours on performance

	Component	
	1	2
Waking up very early has an effect on my energy levels	0.008	0.837
Monotonous work schedule	0.114	0.829
Poor working office space	0.658	0.363
Line Manager Stress	0.794	-0.081
Co-worker stress	0.751	-0.186
Less/no interaction with people	0.515	0.155
Feeling of confinement	0.646	0.379
I find it hard to be productive/effective when confined to current working hours	0.482	0.355

Table 4.6 Factor Analysis – Impact of performance

It is noted that the variables that constituted Section B4 loaded along two components (sub-themes). This means that respondents identified different trends within this section. The first two variables (highlighted in green) denote low energy levels, the balance of the variables (highlighted in yellow) relate to work stress and productivity.

4.6.4 Component Matrix – Factors which promote more flexible working

	Component
	1
Provide Technology (Wireless devices/Laptop) as so women can be more mobile and work from anywhere/anytime	0.731
Line management support	0.904
Organisational support	0.916
HR policy revaluation in relation to female employee vs work time	0.886
Assessment done on female employees to determine amount of flexibility needed	0.570

Table 4.7 Factor Analysis – Factors which promote more flexible working hours

Table 4.7 show that variables for the factors which promote more flexible working hours loaded perfectly under one component which indicates that the variables set out to measure what they were intended to measure.

4.6.5 Component Matrix – Impact of flexible working hours on performance and productivity

	Component
	1
Gives me a greater sense of responsibility	0,594
Can allow for more rest and re-energising	0,736
Can promote a more open mind-set towards work	0,815
More work can be done at any part of the day when I feel most energetic	0,875
Better quality work can be done when I work at the time that is most suitable to me	0,771
Can have a positive effect on my health	0,846
Can allow me to study / study further, that can then lead to more capacity development in relation to my work	0,706

Table 4.8 Factor Analysis – Impact of flexible working hours on performance and productivity

Table 4.8 reflects that all variables relating to the impact of flexible working hours on performance and productivity loaded perfectly under a single component and measured what they set out to measure.

4.6.6 Component Matrix – Impact of flexible working hours on motivation

	Component
	1
More time with family will increase motivation for work	0,753
Can lead to less work stress which will increase my motivation for work	0,807
More sense of empowerment will increase my motivation to work	0,871
I think I would perform better at my job and this would increase my motivation	0,855
Flexible work time can allow me to engage in my studies which will motivate me to work better	0,768

Table 4.9 Factor Analysis – Impact of flexible working hours on motivation

Table 4.9 show that variables that related to the impact of flexible working hours on employee motivation loaded perfectly under one component which indicates that the variables set out to measure what they were intended to measure.

4.6.7 Component Matrix – Impact of flexible working hours on personal/family life

	Component
	1
More time to deal with family life	0,846
More time to handle household responsibilities (cooking, shopping, picking up of kids)	0,829
More time for relaxation/re-energising	0,825
More time to exercise and maintain fitness and health	0,781
More time to engage in other social activities	0,779
How would you rate the current culture of UKZN in relation to providing flexible working hours for women?	0,442
One of UKZN’s goals is to be the employer of choice, do you think that flexible working hours will complement this goal, for staff that are	0,428

Table 4.10 Factor Analysis – Impact of flexible working hours on personal/family life

Table 4.10 show that variables for the impact of flexible working hours on personal/family life loaded perfectly under one component which indicates that the variables set out to measure what they were intended to measure.

4.7 Chi-square Hypothesis Testing

Chi-square tests were performed to determine whether there was a statistically significant relationship between the variables (rows vs columns). The null hypothesis states that there is no association between the two. The alternate hypothesis indicates that there is an association. All values without an * (or p-values more than 0.05) have a significant relationship (Kothari, 2004).

4.7.1 Academic or Support/Professional Services staff and Time to deal with house-hold/domestic matters

	Relationship	Please indicate if you are Academic staff or Support/Professional Services staff
It does not allow for enough time to deal with house-hold/domestic matters	Chi-square	12,264
	df	4
	Sig.	.015*

Table 4.11: Chi-square-Academic or Support/Professional Services staff and Time to deal with house-hold/domestic matters

The p-value between “It does not allow for enough time to deal with house-hold/domestic matters” and “Please indicate if you are Academic staff or Support/Professional Services staff” is 0.015. This means that there is a significant relationship between the variables highlighted in yellow. That is, the type of staff category of the respondent was associated to how respondents viewed the amount of time to deal with domestic matters. As per Table 4.2, the results pointed out that 80% of the respondents were Support professionals at UKZN. The data reflects that the Support Professionals do not have much flexibility, hence not having enough time to deal with house-hold/domestic matters.

4.7.2 Years working at UKZN and Line Management Support

	Relationship	How long have you been working at UKZN
Line management support	Chi-square	33,387
	df	20
	Sig.	.031*

Table 4.12: Chi-square - Years working at UKZN and Line Management Support

The relationship between “Line Management Support” and “how long have you been working at UKZN” is significant, with a p-value of 0.031. Majority of the staff have been working at

UKZN for more than 10 years and similarly 93 % (Figure 4.14) conveyed that line management support is necessary. Results imply an association between line management support and length of time employed at UKZN. According to Altindag and Siller (2014), employees have a sense of loyalty towards the organisations when flexible working regulations are supported by management. The reason being that this contributes to a balance in their personal/family life.

4.7.3 Title and Flexible working hours would allow me to perform better at my job, thus increasing my motivation

	Relationship	Title
I think I would perform better at my job and this would increase my motivation	Chi-square	30,875
	df	12
	Sig.	.002*

Table 4.13: Chi-square- Title and Flexible working hours would allow me to perform better at my job, thus increasing my motivation

The p-value of 0.002 between the variables “Title” and “I think I would perform better at my job and this would increase my motivation” is a good indication of significance. The results of the survey reflect that majority of the respondents were married (Figure 4.1) and the introduction of flexible working hours would definitely increase their motivation levels, and increase their performance at work (Figure 4.16). Hence, this is seen as a logical association. Studies by Emmott and Hutchinson (1998) reveal that a female employee will feel motivated when afforded flexible working hours, enabling her to attend to family responsibilities.

4.7.4 Title and Flexible working hours allows me to study further

	Relationship	Title
Can allow me to study / study further, that can then lead to more capacity development in relation to my work	Chi-square	25,764
	df	12
	Sig.	.012*

Table 4.14: Chi-square- Title and Flexible working hours allows me to study further

The p-value between “Title” and “Can allow me to study / study further, that can then lead to more capacity development in relation to my work” is 0.012. The results of the survey reflect that majority of the respondents were support staff. Even though they are not Academics, they wish to study further. The relationship further shows that women that are married, and still run the household and family responsibilities, are still eager to study further and develop their careers.

4.8 Correlations

Bivariate correlation was also performed on the data. Positive values indicate a directly proportional relationship between the variables and a negative value indicates an inverse relationship. Negative values imply an inverse relationship. That is, the variables have an opposite effect on each other. That is, as one increases, the other decreases (Welman, Kruger and Mitchell, 2005).

Grouped correlations were done between the respective sections of the study instrument that contained key variables related to the study. These are shown and detailed in the next sub-sections.

4.8.1 Current working hours vs Factors that promote more flexibility

<p>(B8- Instrument) Factors that promote more flexibility</p> <ul style="list-style-type: none"> - <i>Provide Technology (Wireless devices/Laptop) as so women can be more mobile and work from anywhere/anytime</i> - <i>Line management support</i> - <i>Organisational support</i> - <i>HR policy revaluation in relation to female employee vs work time</i> - <i>Assessment done on female employees to determine amount of flexibility needed</i> 	<p>-.236**(P<0.01)</p>
<p>(B1- Instrument) Current working hours</p> <ul style="list-style-type: none"> - <i>Inflexible</i> - <i>Non - negotiable</i> - <i>Rule-based</i> - <i>Streamlined</i> - <i>Flexible</i> - <i>Negotiable</i> - <i>Not satisfied with the current working hours</i> - <i>Satisfied with the current working hours</i> 	

Table 4.15: Current working hours vs Factors that promote more flexibility

This correlation indicates that there is a directly proportional negative relationship between current working hours and the factors that promote more flexibility. It therefore implies that an increase in the factors that can promote flexible working hours, the more it would promote a decrease in the current working hours which is seen to be inflexible, rule-based, streamlined and non-negotiable. This argument is seen as a valid argument as shown in Figure 4.14, majority of the responses for each factor imply that factors such as Line Management Support, organisational policies and technology would aid in the reduction of the normal 8 AM - 4.30 PM schedule.

This finding concurs with studies such as (Future of Work Institute, 2012, Regus 2012) whereby, these authors also found that an increase in promoting technology would result in a decrease in the traditional working hours, as employees would be able to work from anywhere with their devices such as laptops and mobile devices. Similarly, the findings concur with Valk and Srinivasan (2011), in their study of woman IT professionals, where several interviewees revealed the importance of supportive managers and colleagues in managing their work/personal life balance.

4.8.2 Enhance motivation levels vs enhancing work performance and productivity

<p>(B12- Instrument) Enhance motivation levels because:</p> <ul style="list-style-type: none"> - <i>More time with family will increase motivation for work</i> - <i>Can lead to less work stress which will increase my motivation for work</i> - <i>More sense of empowerment will increase my motivation to work</i> - <i>I think I would perform better at my job and this would increase my motivation</i> - <i>Flexible work time can allow me to engage in my studies which will motivate me to work better</i> 	<p>.828**(P<0.01)</p>
<p>(B10- Instrument) enhancing work performance and productivity because:</p> <ul style="list-style-type: none"> - <i>Gives me a greater sense of responsibility</i> - <i>Can allow for more rest and re-energising</i> - <i>Can promote a more open mind-set towards work</i> - <i>More work can be done at any part of the day when I feel most energetic</i> - <i>Better quality work can be done when I work at the time that is most suitable to me</i> - <i>Can have a positive effect on my health</i> - <i>Can allow me to study / study further, that can then lead to more capacity development in relation to my work</i> 	

Table 4.16 Enhance motivation levels vs enhancing work performance and productivity

This key correlation indicates that there is a directly proportional positive relationship between motivation levels and enhancing of work performance and productivity through flexible working hours. The analysis shows that an increase in motivation levels can lead to an increase in performance and productivity for women at UKZN if flexible working hours are introduced. This argument is seen as a valid argument as it is strongly supported by the descriptive statistics. As shown in Figure 4.16 and 4.18 respectively, majority of the respondents were in strong agreement of performance and motivation factors that could be promoted via flexible working hours. Similarly, the factor analysis for productivity (Table 4.8) and motivation (Table 4.9) that loaded perfectly which showed how respondents viewed these factors in a similar way.

This finding concurs with studies of McNall, Masuda and Nicklin, (2010) whereby, these authors found that flexible working hours does lead to increased job satisfaction, motivation

and employee engagement. Hegewisch (2009) and Casey and Grzywacz (2008) support this finding in their studies that majority of managers reported that flexible working yielded positive results in relation to increased performance and productivity of employees.

4.8.3 Personal/family life vs Enhanced motivation levels

<p>(B14 – Instrument) Enhance your personal/family life because:</p> <ul style="list-style-type: none"> - <i>More time to deal with family life</i> - <i>More time to handle household responsibilities (cooking, shopping, picking up of kids)</i> - <i>More time for relaxation/re-energising</i> - <i>More time to exercise and maintain fitness and health</i> - <i>More time to engage in other social activities</i> 	<p>.631** (P<0.01)</p>
<p>(B12- Instrument) Enhance motivation levels because:</p> <ul style="list-style-type: none"> - <i>More time with family will increase motivation for work</i> - <i>Can lead to less work stress which will increase my motivation for work</i> - <i>More sense of empowerment will increase my motivation to work</i> - <i>I think I would perform better at my job and this would increase my motivation</i> - <i>Flexible work time can allow me to engage in my studies which will motivate me to work better</i> 	

Table 4.17: Personal family life vs Enhanced motivation levels

This was also a key correlation as it indicates that there is a directly proportional positive relationship between personal and family life and its impact on motivation levels. The correlation is worth noting because it reveals that more time given to attend to personal and family matters through flexible working hours, can lead to an increase in motivation levels for women at UKZN. This argument is seen as a valid argument as it is strongly supported by the descriptive statistics whereby results reflected in Figure 4.18 and Figure 4.20. These results offer compelling evidence that if flexible working hours were granted, it would have a strong impact on family and personal life for women at UKZN, which in turn directly impacts on motivation levels at work.

These values correlate favourably well with Emmott and Hutchinson (1998) and further support this study as they discovered that the implementation of flexible working hours assists with the balance of responsibilities with work and family life. Children need parental attention for a safe, healthy and conducive lifestyle. If an employee is afforded the flexibility in attending to their family responsibilities, then they are motivated and will be more productive in the workplace. Research conducted by McNall, Masuda and Nicklin, (2010), supports that flexible working hours does lead to increased job satisfaction, motivation and employee engagement.

4.8.4 Personal family life vs enhanced work performance and productivity

<p>(B14 – Instrument) Enhance your personal/family life because:</p> <ul style="list-style-type: none"> - <i>More time to deal with family life</i> - <i>More time to handle household responsibilities (cooking, shopping, picking up of kids)</i> - <i>More time for relaxation/re-energising</i> - <i>More time to exercise and maintain fitness and health</i> - <i>More time to engage in other social activities</i> 	
<p>(B10- Instrument) enhancing work performance and productivity because:</p> <ul style="list-style-type: none"> - <i>Gives me a greater sense of responsibility</i> - <i>Can allow for more rest and re-energising</i> - <i>Can promote a more open mind-set towards work</i> - <i>More work can be done at any part of the day when I feel most energetic</i> - <i>Better quality work can be done when I work at the time that is most suitable to me</i> - <i>Can have a positive effect on my health</i> - <i>Can allow me to study / study further, that can then lead to more capacity development in relation to my work</i> 	<p>.659** (P<0.01)</p>

Table 4.18: Personal family life vs enhanced work performance and productivity

Similar to the preceding correlation, this correlation indicates that there is a directly proportional positive relationship between personal and family life and its impact on work performance and productivity. Further tests carried out by Shepard et al, (1996), Sullivan (1994) corroborated with these findings. The correlation is worth noting because it reveals that more time given to attend to personal and family matters, can lead to an increase in performance

and productivity for women at UKZN. As shown in Figure 4.16, these results offer show that the implementation of flexible working hours could have a strong positive impact on performance and productivity of female employees at UKZN.

4.8.5 Culture of UKZN vs Factors that promote flexible working hours, Performance, Motivation and Personal/family life

Organisation Culture (B15 and B 16 Instruments) – Promotion of Organisation Culture at UKZN through flexible working hours to complement UKZN’s goal for being the employer of choice for staff	.398** (P<0.01)	(B8 Instrument) - Factors that promote more flexible working hours
	.546** (P<0.01)	(B10 Instrument) - Performance
	.465** (P<0.01)	(B12 Instrument) - Motivation
	.405** (P<0.01)	(B14 Instrument) - Personal Life
	-.485** (P<0.01)	(B1 Instrument) - Current Working hours

Table 4.19: Culture of UKZN vs Factors that promote flexible working hours, Performance, Motivation and personal/family life

This is a significant result as it related directly to organisational culture of UKZN. There is a significant positive correlation between the promotion of Organisation Culture, which includes the variable of ‘flexible working hours to complement UKZN’s goal of being an employer of choice for staff’ and:

- Factors that promote more flexible working hours
- Performance
- Motivation
- Personal Life

These correlations imply that Organisational Culture plays a vital role in the promotion of flexible working hours for women at UKZN and this can have positive implications. The single most conspicuous observation to emerge from the data comparison is that if the culture of UKZN changes to incorporate flexible working hours (promotion of Organisation Culture at UKZN through flexible working hours to complement UKZN’s goal for being the employer of choice for staff), it would have a positive effect on work performance, motivation, personal life for women at UKZN. Similarly, the result further strengthens the researchers’ confidence that

current culture has a negative effect on women at UKZN who are presently working a 08h00 to 16h30 day as there was a negative correlation between promotion of Organisation Culture and the current working hours at UKZN.

Furthermore, there is also a directly proportional relationship between organisation culture and factors that promote flexible working hours. This denotes that the implementation of such factors to promote flexible working hours for female employees can contribute to enhancing organisational culture at UKZN in relation to flexible working hours. It is important to note that number six of the seven Goals of UKZN (UKZN Website, 2016) states “To be an Institution of Choice for Staff.” This is described as “To establish the University as an institution of choice that attracts and retains academic and support staff of the highest calibre by creating an intellectual environment that fosters and stimulates academic life, and a climate of organisational citizenship in which all staff recognise and understand their role in ensuring the success of the University.” (UKZN Website, 2016).

Therefore, holistically, this correlation can be read as, if the factors to promote flexible working hours for female staff can be implemented at UKZN, this will promote flexibility working hours and enhance productivity, motivation and personal/family life for female employees. This will in turn contribute to positive organisational culture which can make UKZN an institution of choice for staff from a female employee perspective.

As shown in frequency analysis (Figure 4.22), more than 93% of the respondents agreed that if flexible working hours are implemented at UKZN, women are likely to stay in the employ of the University, rather than to look elsewhere for a job. This in turn will increase their motivation and productivity to attain the above goal. The findings support the organisation culture theory (Schein, 1985) whereby if female employees could have the option of working flexible hours, they would tend to have a greater attachment to the organisation, a greater sense of value, and would therefore prefer to stay at the organisation. According to Gallagher (2008), over 60 research studies to ascertain the cultural impact of organisational performance, were conducted between 1990 and 2007. This research study comprised of 7600 small business units and companies. The evidence of these studies prove that there is a positive association between strong organisational culture and increased performance.

4.9 Conclusion

This chapter was the core of the dissertation as it presented the analysis and discussion of the data that was generated from the instruments of the study. The data was seen as very reliable and consistent as the reliability scores for data obtained via all sections of the questionnaire exceeded the recommended Cronbach's alpha value on 0.7. The presentation of the results were done in phases, starting from the descriptive results (frequencies) and moving into the inferential statistics. The inferential statistics started from the basic, factor analysis, to the more detailed chi-square and bivariate correlation analysis. These reflected interesting influential relationships between key variables of the study amongst them being the focus of the study which included employee performance, motivation and personal life. The key findings of these results will be discussed in the next chapter, and will be concluded with recommendations, limitations and direction for future researchers. .

CHAPTER FIVE

KEY FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter concludes the study and draws the dissertation to close. It recaps on the research problem, research questions and objectives that the study intended to satisfy. It presents the key findings in relation to the research questions as well as the application of the theoretical model. In addition, the recommendations based on the findings will be provided. Limitations of the study will be outlined as well as direction for future researchers.

5.2 Problem statement, Research question, sub-questions and objectives of the study

5.2.1 Brief recap of Problem Statement

Flexible working hours has been shown to promote improved employee morale, positive work attitude, greater job engagement and lower rates of stress, absenteeism and turnover of staff. The global work context is changing and more innovative strategies are required to harness human capital. With changing demographics and more women entering the workplace, women are subject to the stress and strains of both their professional and personal lives. Hence, the concept of flexible working hours has been introduced to benefit female employees considerably due to them taking on various roles in society and the world.

Flexible working hours are shown to promote a work/life balance and enhance performance, productivity and motivation levels for females in the workplace. Whilst this is shown in other countries, namely developed countries, minimal research on the subject context exists in South Africa. The aim of this study was to address this gap and determine if flexible working hours can have a similar impact on productivity, morale, and personal life for female employees in a large organisation in South Africa (refer to Chapter 1 for full problem statement and background).

5.2.2 Research Questions

The Research Questions that this study aimed to answer were:

- What influence can flexible working hours have on performance and productivity among female employees at UKZN?
- How can flexible working hours influence employee motivation among female employees at UKZN?
- What impact can flexible working hours have on the personal lives of female employees at UKZN?
- What are factors that should be taken into account to promote more flexible working hours for women at UKZN?
- How does current working hours' impact on female employees at UKZN?

5.2.3 Objectives

In light of the problem statement, the objectives of the study were:

- To determine if flexible working hours can encourage increased performance and productivity among female employees at UKZN.
- To establish if flexible working hours can influence employee morale and motivation among female employees at UKZN.
- To determine the impact of flexible working hours on personal life among female employees at UKZN.
- To examine factors that can encourage more flexible working hours among female employees at UKZN.
- To examine the impact of current working hours on female employees at UKZN.

5.3 Key Findings to the study Research Questions

5.3.1 What influence can flexible working hours have on performance and productivity among female employees at UKZN?

The study showed that flexible working hours could improve performance and productivity for female employees at UKZN. Almost 90% of the respondents agreed that flexible working hours would improve their productivity (Figure 4.15). Figure 4.16 highlights how flexible working

hours can contribute positively to productivity and performance. The most highly ranked variables on how flexible working hours could improve performance and productivity were that it could:

- Have a positive impact on health
- Promote a more open mind-set to work
- Enhance quality of work due to working at times most suitable to employee
- Promote more work that could be done when energy levels were highest in the day
- Allow for furthering of studies related to work

The study also found that flexible working hours could enhance motivation which would enhance productivity (See correlation: 4.8.3). Similarly, flexible working hours could enhance personal life, which could in turn enhance productivity (See correlation: 4.8.5).

5.3.2 How can flexible working hours influence employee motivation among female employees at UKZN?

The findings from the research illustrate that flexible working hours can have a positive influence on employee motivation among female employees at UKZN. Figure 4.17 provides distinct such evidence as 92% of the respondents believed that motivation levels would increase if flexible working hours were implemented at UKZN. The results illustrated in Figure 4.18 depict that motivation would be positively influenced as women would have more time to spend with their families, levels of stress would decrease, a sense of empowerment would be attained and ability to engage in further studies would be possible. All of these factors would lead to higher motivation levels for female employees at UKZN.

In addition, the study found that flexible working hours for enhancing the personal/family lives of female employees could lead to an increase in motivation towards work (see correlation: 4.8.3). As above, an increase in motivation could in turn support an increase in work performance and productivity (see correlation: 4.8.2). The results from this research affirm that an implementation of flexible working hours can positively contribute to the motivation of female employees at UKZN.

5.3.3 What impact can flexible working hours have on the personal lives of female employees at UKZN?

An astounding 91.2 % of the respondents (as shown in Figure 4.19) agreed that flexible working hours can positively influence family/personal life. This was primarily due to the benefits that flexible working hours would promote such as (see Figure 4.20):

- more time to handle household responsibilities,
- more time to deal with family life,
- more time to exercise and maintain fitness and health,
- more time to relax and re-energise (energy levels)

In Chapter 4, the total sample from the survey yielded a significant positive correlation between personal/family life and levels of motivation (see correlation: 4.8.3). The study hence concludes that flexible working hours can enhance personal lives of female employees at UKZN.

5.3.4 What are factors that should be taken into account to promote more flexible working hours for women at UKZN?

The study found that various factors can be taken into account to promote flexible working hours for female employees at UKZN. The most highly ranked factors were (See figure: 4.14):

- Organisational support (> 90%)
- Line Management Support (> 90%)
- HR Policy evaluation in alignment to women (> 90%)
- Provision of technology such as laptops and wireless internet (> 90%)

This shows that the level of agreement is significantly higher than that of disagreement. This consistency of scoring indicates uniform patterns of thinking. This is supported by the factor analysis (see section 4.6.4) which reflects the same. In addition, correlations indicates that there is a directly proportional negative relationship between current working hours and factors that promote more flexibility (see 4.8.1). This implied that an increase in the promotion of the above factors would indicate a decrease in the current inflexible working hours. As shown in Figure

4.14, majority of the responses for each factor imply that factors such as Line Management Support, organisational policies and technology would aid in the reduction of the normal 8 - 4.30 schedule.

This finding reinforces other researchers findings mentioned in the literature with regard to enabling technology, policy revaluations by organisations as factors that would promote more flexible working hours for women.

5.3.5 How does current working hours' impact on female employees at UKZN?

The study found that the current hours of UKZN are inflexible, non-negotiable and rule-based and majority of female employees are not satisfied with this (See 4.5.1). In addition, the inflexible nature of the current working hours negatively impacted on female employees at UKZN. As revealed by results reflected in 4.5.2 (Figure 4.8), that the current working hours did have negative implications such as consuming large portion of the day, consumption of energy levels, increasing stress levels and not allowing for enough time to deal with household/domestic, family and personal matters. The current hours also has negative impact on work performance as shown in 4.5.4.

It can therefore be clearly conveyed that the current working hours does have negative implications on female employees at UKZN. This supports the need for more flexible working hours.

5.4 Findings of the study in relation to Schein model of Organisational Culture

The Schein (1985) model was applied to the study via the instrument and results thereof. The visual of the application is shown in Figure 5.1 with a description thereafter.

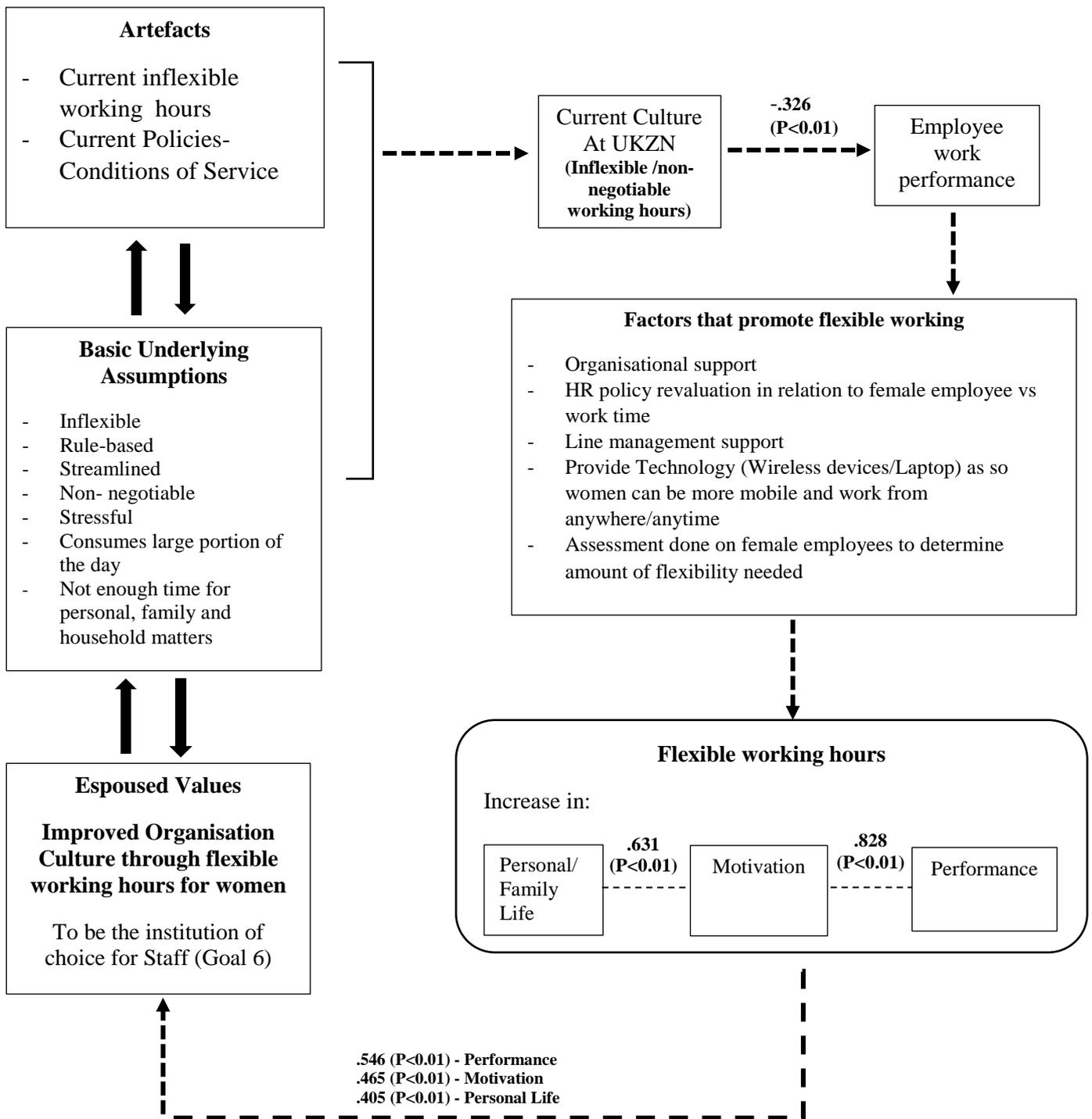


Figure 5.1: Findings of the study in relation to Schein (1985) model of Organizational Culture

The study was underpinned by the Schein (1985) model of Organizational Culture. This section further explains through Figure 5.1, how the findings of the study relate to the framework developed by Schein (1985). For this study, the current inflexible working hours at UKZN via

the current conditions of service are seen as the artefacts (Visible organisational structures and processes). The Basic underlying Assumptions are the feelings that the women employees of UKZN feel towards the current working hours. The artefacts and the basic underlying assumptions combined reflect the current culture of the organisation and this has a negative relationship with work performance. In order for the culture to change, factors that promote flexible working hours such as organisational support, reviewing of policies and use of technology need to be endorsed. These can in turn promote the implementation of flexible working hours. The achievement of this can positively enhance motivation, performance and enable female employees to have a balance between their work and personal lives (as shown by the inter-linked correlation values). These constructs of increased motivation, performance and personal/family life further portrays strong positive correlations with 'Espoused values', which can be seen as the new/enhanced organisation culture that can be achieved through flexible working hours for women. This is in alignment with and complements the goal of UKZN of being the Institution of Choice for staff.

The Schein (1985) model can therefore be seen to be applicable to the study setting and context and can be used to predict the trajectory/outcome of flexible working hours for women in a Higher Education institutional context in South Africa. However, further testing via a larger study will be required if the model fit is to be confirmed.

5.5 Did the Study fulfil the intended Objectives

5.5.1 Objective 1:

The study fulfilled this objective and finds that flexible working hours can enhance and improve performance and productivity amongst female employees at UKZN. This is documented in the keys findings to research question 1 above (5.3.1).

5.5.2 Objective 2:

This objective was met. The findings communicate that 92% of the respondents believed that motivation levels would increase if flexible working hours were implemented at UKZN. The details of the results pertaining to how motivation levels would increase is shown above in 5.3.2.

5.5.3 Objective 3:

The study fulfilled this objective as the results indicate that 91.2 % of the respondents agreed that flexible working hours can positively influence family/personal life. The key findings to this are listed in 5.3.3 above.

5.5.4 Objective 4:

The objective to examine factors that can encourage more flexible working hours among female employees at UKZN was fulfilled. The results show that majority of the responses for each factor imply that factors such as organisational support, HR policy reevaluation, line management support, assessments and the provision/utilisation of technology would aid in the implementation of flexible working hours for women (See 5.3.4).

5.5.5 Objective 5:

The objective of examining the impact of current working hours on female employees at UKZN was met. The study reveals that the inflexible nature of the current working hours negatively impacted on female employees at UKZN (See 5.3.5).

5.6 Recommendations made by this study

The recommendations for this study mainly stem from the key findings of this study. The following are suggestions and implications for managers and researchers based on the research results.

5.6.1 Recommendation 1

The first recommendation would be for the institution to formalise/adapt policy for the provision of flexible working hours for women. This can be informed by the factors that can promote flexible working hours as shown in this study. The policy can be implemented on a 'probation basis' and measured accordingly based on performance and productivity. Should the outcome be positive (as estimated by the research), then it can be permanently implemented. The Executive Management, together with Human resources would need to re-develop/adapt the Conditions of Service for employees of the University, especially for women of UKZN.

5.6.2 Recommendation 2

The findings of the study highlight that the current organisational culture of UKZN does not support flexible working hours. In order for UKZN to be employer of Choice, factors that influence flexible working hours need to be achieved, so that employees stay loyal to the organisation. This will require Management support. Therefore, University Management and departmental line management can be sensitised and enlightened via trainings and workshops aligned to the potential of flexible working hours for women at the organisation. This can revolve around the concept of strategic Human Capital management.

5.6.3 Recommendation 3

The use of technology should never be underestimated nor under-utilised. With the advancement of wireless and mobile technology, working from almost anywhere can become a reality. This should be explored to its entirety as a strategy to promote flexible working hours for women at UKZN.

5.6.4 Recommendation 4

From an employee perspective, whilst flexible working hours is seen to have numerous benefits on motivation, performance and personal life, it will need to be monitored to ensure that personnel are not using this as a reason not to do work or be productive. Therefore, control measures will have to be in place which can include the measuring of productivity via Key Performance Areas (KPA). Employees would also need to be trained and empowered on how to manage their flexible working hours. This needs to be aligned to the five core principles of Respect, Excellence, Accountability, Client-orientation, Honesty and Trust (REACHT) values at UKZN in order to avoid abuse of flexible working hours' practices.

5.6.5 Recommendation 5

The final recommendation would be to take the results of the study a step further, to a national, government level. The South African Government can reform National Labour laws to incorporate flexible working hours for women. In the Basic Conditions of Employment Act (Chapter two), the country proposes a Codes of Good Practice and requires employers to consider flexible working hours and grant family responsibility

leave to both parents but there is currently no general statutory entitlement regarding flexible working hours. South Africa should follow the steps of Britain and Japan whereby they have introduced Laws for Child and Family Care as mentioned in the literature.

5.7 Limitations

Even though this study has contributed to the body of knowledge with regard to the impact of flexible working hours on performance, motivation and personal/family life for women, it is not without limitations.

5.7.1 Limitation 1

The first limitation relates to the sample size of the population group under study. Although this study received 125 responses which was seen a positive, a larger sample size would have ensured the inclusion of people with diverse backgrounds. Though the results are encouraging but can be validated by a larger sample size.

5.7.2 Limitation 2

The second limitation was that this study was limited to one organisation. A comparison made to other tertiary institutions could have emerged in dissimilar results.

5.7.3 Limitation 3

The study is based on human responses (Social Sciences) which is subject to emotions and this can affect responses in terms of bias.

5.8 Directions for future researchers

- A comparative study between other tertiary institutions in South Africa would give an insight into their organisational culture. It would be interesting to note if they have implemented policies that encourage flexible working hours, and the impact thereof.
- The researcher found that many men in the organisation felt that they should have been included in this survey. Further research is needed that looks at men's experience with

regard to flexible working hours and the impact on performance, motivation and personal life. It could be helpful to further explore the variables that may differently affect men and women's experience of work /personal life.

- Further experimental investigations in the form of a qualitative survey needs to be carried out. The data obtained from interviews can be an add-on to the survey results by allowing respondents to express their feelings and attitudes towards flexible working hours and the benefits thereof, in their own words. This can be targeted to Management personnel of the organisation.
- Internationally, further studies of this nature across developing countries such as BRICS countries can generate new insights.
- Lastly, a comparative study between organisations in a developed country (e.g. USA) and in a developing country (such as South Africa) can also add value to the research area.

5.9 Conclusion

This final chapter outlined the key findings of the study, the limitations and direction for future researchers. A brief overview of the problem statement was given complemented by the key findings in relation to the research questions. Some of the main conclusions that can be drawn from this study are that the current working hours at UKZN are very inflexible. The study reveals that the implementation of flexible working hours will contribute to increased staff motivation and morale at University of KwaZulu-Natal. It will also have a positive influence on the personal lives of women at UKZN, whereby a reduction in the working hours will allow women to tend to their other household/family responsibilities. In addition, performance and productivity is shown to increase through the implementation of flexible working hours. The results of this study was supported by various other studies as quoted. Furthermore, the findings reinforce other researchers findings mentioned in the literature with regard to enabling technology and policy revaluations by organisations as factors that would promote more flexible working hours for women. The findings of this research have important managerial implications. Organisational and line management support were factors that had a high percentage ranking and influencers of flexible working hours. On this token, the leaders in organisations should change the culture of the institution by creating policies and conditions of services that allow workplace flexibility for women. This research also suggests that the South

African Government reform National Labour laws to incorporate flexible working hours for women. The findings of the research show how flexible working hours can contribute to good culture, which in turn promotes a better employee environment. In addition, the study complements the Schein (1985) model by proposing flexible hours for women as an added 'organisational culture' strategy. Direction for future researcher were listed and some of which can include comparative studies and studies that include men as well.

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Appendix 1- Ethical Clearance



28 September 2016

Mrs Heenakshi Jivan (211560623)
School of Management, IT & Governance
Westville Campus

Dear Mrs Jivan,

Protocol reference number: HSS/1475/016M

Project title: The exploration into the impact of flexible working hours on employee performance, motivation and personal life for women at the University of KwaZulu-Natal

Full Approval – Expedited Application

In response to your application received on 06 September 2016, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have been granted **FULL APPROVAL**.

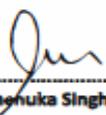
Any alteration/s to the approved research protocol i.e. Questionnaire/ Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further 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: Dr Sachin Suknunan
Cc Academic Leader Research: Professor Brian McArthur
Cc School Administrator: Ms Angela Pearce

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