



**THE INFLUENCE OF WORK-LIFE BALANCE PRACTICES ON
EMPLOYEE JOB PERFORMANCE: A CASE STUDY OF Mi7 SECURITY
INTELLIGENCE IN DURBAN, KWAZULU-NATAL**

by

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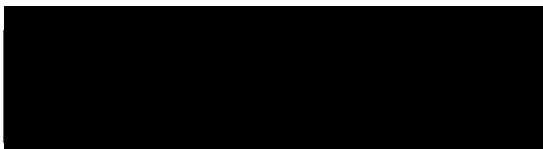
DECLARATION

I, the undersigned, Thelma Kudzai Zindoga, do hereby declare that this dissertation submitted for the Degree of Masters in Management Sciences specialising in Human Resources Management in the Faculty of Management Sciences at Durban University of Technology is solely the result of my own original work. This work has not been submitted to any other institution of higher education for a degree award or other purposes. All the authors whose work contributed to this research study have been accordingly acknowledged, accurately cited and referred to in the bibliography list.

This dissertation was conducted under the Supervision of Dr Tawanda Makusha (Senior Research Specialist at the Human Sciences Research Council, South Africa).

I hereby give consent for this work to be made available for inter-library loan, photocopying, and to any outside interested organizations and students.

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I hereby certify that the above statement is true and correct.

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Date: 05-12-18

DR TAWANDA MAKUSHA (PhD)

DEDICATION

I dedicate this dissertation to my Parents, *“Vana nyakutumbura, dangwe mayarutsa.”*

Without their love, none of this would matter.

To my Father (Phanuel Zindoga): My iron-fist man, thank you for that strong grip, I never understood why but you made me ready for the world. Thank you for earning an honest living for us and for that persistent support, dedication and encouragement to push forward at all costs. You have kept us sheltered and protected with your intentional efforts and presence - Dad. *“Moyondizvo makandikoshera.”*

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ABSTRACT

This research determines the influence of work-life balance practices on employee job performance at Mi7 Security Intelligence Company at Durban University of Technology (DUT). This study utilised mixed methods – both quantitative and qualitative research methods as a form of triangulation. The study context was DUT, and the 60 (35 female and 25 male) research participants who took part in the study were Mi7 Security Intelligence Company security officers employed to work at the DUT. From the 60 participants who took part in the quantitative survey, 10 security officers were selected to take part in individual in-depth interviews.

Quantitative data was entered into *Stata 11 Statistical Software* and analysed using two sample t-tests and Ordinary Least Squares (OLS) regression analysis. Qualitative data was analysed thematically using *Nvivo 10 Software*. The quantitative results show that younger security officers, those with lower levels of education, those who do not have children and those who are not married, compared to other groups, were more likely to score high on security officer satisfaction survey scale, family-work balance scale, work-family balance scale, and psychological health scale. Qualitative results corroborated the quantitative results with regards to work-life balance practices and family satisfaction, with participants mostly complaining about the lack of growth and development opportunities which were coupled with long working hours which limit their family time.

Keywords: work-life balance; work-life conflict; employee job satisfaction

Table of Contents

DECLARATION	ii
DEDICATION.....	iii
ACKNOWLEDGEMENTS	iv
ABSTRACT.....	v
CHAPTER 1: BACKGROUND	1
1. Introduction.....	1
1.1 Aim of the study.....	4
1.2 Objectives of the study	5
1.3 Research questions	5
1.4 Problem statement	6
1.5 Scope of the study.....	7
1.6 Structure of the dissertation	8
CHAPTER 2: LITERATURE REVIEW	11
2.1 Definitions of key terms	12
2.1.1 <i>Work-life balance</i>	12
2.1.2 <i>Work-life balance practices</i>	12
2.1.3 <i>Employee job performance</i>	13
2.2 Work-life conflict	13
2.3 The importance of work-life balance practices	14
2.4 Reasons for lack of use of work-life balance policies and practices by employees	18
2.5 Work-life balance policies and practices in South Africa	19
2.6 Work-life balance practices and employee job performance	21
2.7 Work-life balance theoretical frameworks	24
2.7.1 <i>Demand-resource theoretical approach to work-life balance</i>	25
CHAPTER 3: RESEARCH METHODOLOGY	28
3. Introduction.....	28
3.1 Research design.....	28
3.2 Research context.....	29
3.3 Ethical considerations.....	30
3.4 Quantitative research design and methods.....	31
3.4.1 <i>Pre-data collection activities</i>	31
3.4.3 <i>Pilot study for survey</i>	33
3.4.4 <i>Quantitative sampling strategy</i>	34
3.4.5 <i>Quantitative data collection methods</i>	34
3.4.6 <i>Quality control assurance</i>	35
3.4.7 <i>Quantitative data analysis</i>	35
3.4.8 <i>Strengths of quantitative data</i>	36
3.4.9 <i>Limitations of the quantitative data</i>	36
3.5 Qualitative research design and methods.....	37
3.5.1 <i>Research paradigm</i>	37
3.5.2 <i>In-depth interview guide design</i>	37
3.5.3 <i>Pilot study for in-depth interviews</i>	38
3.5.4 <i>Qualitative sampling strategy</i>	38
3.5.5 <i>Qualitative data collection</i>	39
3.5.6 <i>Transcription and translation of qualitative data</i>	39
3.5.7 <i>Qualitative data analysis</i>	39
3.6 Validity, reliability and dependability of research designs and methods	40
3.7 Conclusion to methodology	41
CHAPTER 4: RESULTS	42

4. Introduction.....	42
4.1 Results of quantitative data analysis	42
4.1.1 Participants' socio-demographic characteristics	42
4.1.2 Descriptive statistics on work-life balance policies.....	44
4.1.3 Work-life balance scales	45
4.1.4 Association between work-life balance scales and gender	46
4.1.5 Association between work-life balance scales and race	47
4.1.6 Association between work-life balance scales and marital status	48
4.1.7 Association between work-life balance scales and age	49
4.1.8 Association between work-life balance scales and educational level.....	50
4.1.9 Association between work-life balance scales and employment duration	51
4.1.10 Association between work-life balance scales and number of children.....	52
4.2 OLS regression analysis of work-life balance scores	53
4.2.1 The OLS regression analysis of security officer satisfaction survey scores	53
4.2.1 The OLS regression analysis of family-work balance scores.....	55
4.2.3 The OLS regression of work-family balance scores.....	56
4.2.4 The OLS regression analysis of family satisfaction scores	58
4.2.5 The OLS regression analysis of work satisfaction and performance scores	59
4.2.6 The OLS regression analysis of psychological health scores	61
4.3 Conclusion of quantitative results	62
4.4 Results of qualitative data analysis	63
4.4.1 Work-life balance policies and practices.....	63
4.4.2 Security officer satisfaction.....	66
4.4.3 Family-work and work-family balance.....	67
4.4.4 Family satisfaction.....	68
4.4.5 Work satisfaction and performance	69
4.5 Recommendations for work-life balance policies and practices	70
4.6 Conclusion of study results	71
CHAPTER 5: DISCUSSIONS AND RECOMMENDATIONS	72
5.1 Introduction	72
5.2 Adaptation and development of a theoretical model.....	72
5.3 Major research findings.....	74
5.4 Recommendations	77
CHAPTER 6: CONCLUSIONS	79
6. Conclusions.....	79
References.....	81
Annexure A: Information sheet and informed consent form	90
Annexure B: Study questionnaire	92
Annexure C: Study interview guide	101
Annexure D: Letter of approval	102
Annexure E: Letter of permission	103
Annexure F: Turnitin Report.....	104

CHAPTER 1: BACKGROUND

1. Introduction

It has never been questioned that work forms a central part of one's life. Work consumes more time and energy than almost any other parts of an adult individual's life. In this regard, work-life balance practices are in no doubt very important for both employers and employees. For employers, the ability to balance work and family practices has potential to encourage and motivate employees to perform at their best because of their job satisfaction and returns from employment. For employees, work and life balance provides the best of both worlds – one is able to sustain a family by working and earning an income. On the other hand, a satisfied and happy employee will most likely do their best at work. It is from this background that this subject is considered a very essential matter to deal with when promoting employee job performance (Siddiqui, 2013: 26).

The history of work-life balance dates back to the 1960s with studies mainly focusing on the linkages between work and family roles. These studies primarily explored the role of women in the workplace and work-family stress (Lewis and Cooper, 2005: 9). Literature during this period focused on work-life conflict, with emphasis being on the harmful effects of overworking, which led to burnout and low job performance due to spill-over between home and work responsibilities (Amstad, Meier, Fasel, Elfering and Semmer, 2011: 151).

Contemporary work-life scholarship assumes a bidirectional relationship between work and life – namely, work influences life and life influences work. Work-life research often focuses on the antecedents and outcomes of work-life conflict or work-life balance. Often, the goal of work-life research is to improve individual, organizational, or social outcomes (for example, work engagement, job satisfaction, job retention, life satisfaction, well-being, and equity) (Rees and Smith, 2017: 191). Organisations that highly perform usually prioritise people management and set up a number of policies and practices to engage and promote their employees (Fleetwood, 2007: 352).

These work-life balance policies and practices are intentional institutional processes in programmes or institutional culture that are supposed to decrease work-life conflict and facilitate workers to be more efficient at work and in family roles (Lazar, Osoian and Ratiu, 2010: 202). The important issue is how to conduct these policies in practice, to build a constructive and supportive culture so as to yield the benefits they offer, both in terms of employee well-being and competitive organisational performance (Fleetwood, 2007: 353).

Work and family activities influence employee well-being (Wilton, 2016: 378). Work-life imbalance is likely to be a source of stress and, potentially, ill-health. Work-life spill-over occurs when “the experiences in one domain are transferred to another domain” (Bass, Butler, Grzywacz and Linney, 2009: 203). Spill-over examples are when work stress affects family responsibilities – such as parenting – which in turn impact employee job performance. While the negative impacts of spill-over are well known, rigid conventional

management still negatively views work-life balance practices as time away from work which leads to less productivity (Gomez-Mejia, Berrone and Franco-Santos, 2014: 171).

Family demands in this case are regarded as a responsibility of the concerned employee who has to balance the divergent demands that each role imposes. These rigid work-life experiences have potential to undercut even well-designed programmes. Thus, the rationale of this study is to assess employee's awareness of work-life balance policies and practices at Mi7 Security Intelligence Company, and to ascertain the level at which they utilise provisions under such policies and practices. Work-life experiences vary across professions, thus involvement in work and non-work roles might not necessarily have the same meanings, significance and implications to individuals in different employment careers. This diversity makes it difficult to assume that models developed and tested on work-life balance based on one profession's data can be readily generalised.

The concepts of work and family have varied importance and significance in different cultures and countries (Mokomane, 2013: 7), and it is well-known that work-life balance policies are not effective if only a few employees know about them or if they are only utilised by those with certain job titles (Phillips and Gully, 2015: 537). Therefore, a culture should be developed where employees across the board are encouraged to take advantage of these policies (Winfield, Bishop and Porter, 2007: 52). It is also important to determine the extent of work and life divergent demands, given the availability or non-

availability of organisational policy support which impact on the employee's performance at work.

Equally important to this investigation is acknowledging the increase in labour force participation of women, which has positives in terms of women being able to earn an income, but also relegates women in sub-Saharan Africa and South Africa in particular, to working longer hours than men when considering market and non-market activities (Mokomane, 2013: 8, Mapedzahama, 2008: 5). The increased threat of job insecurity in South Africa is stressful for employees, and often leads to employees working longer hours, in usually harsh conditions because of fear of losing their jobs (Mokomane, 2013: 9).

1.1 Aim of the study

The study explored various work-life balance practices which Mi7 Security Intelligence Company has undertaken to increase employee job performance. This study integrates and discusses literature on work-life balance, theories and empirical research on work-life balance practices undertaken to increase employee job performance at Mi7 Security Intelligence Company at Durban University of Technology. This research provides enlightenment on the various impacts of work-life balance practices on the performance of employees in the organisation and their own family life.

1.2 Objectives of the study

The objectives of the study are:

- To examine various work-life balance practices that exist at Mi7 Security Intelligence Company.
- To identify work-life balance challenges faced by employees at Mi7 Security Intelligence Company.
- To identify the influence of the imbalance of work-life practices on organisational performance at Mi7 Security Intelligence Company.
- To identify ways of enhancing work-life balance practices amongst employees at Mi7 Security Intelligence Company.

1.3 Research questions

The research questions for the study are:

- What work-life balance practices exist at Mi7 Security Intelligence Company?
- What are the work-life challenges faced by employees at Mi7 Security Intelligence Company?
- What are the influences of the imbalance of work-life practices on employee job performance?
- In what ways can work-life practices be enhanced to promote employee job performance at Mi7 Security Intelligence Company?

1.4 Problem statement

Work-life conflict experienced by employees is caused by workers struggling to achieve an acceptable balance between work and life. According to Winfield, Bishop and Porter (2004:51), paradoxically, with the arrival of the 24 hour, 7 day week, employees demand relief from long-work hours to engage in non-work activities. Wilton (2013:378) states that work and non-work activities influence employee well-being and thus their imbalance is likely to be a source of stress and, potentially, ill-health. Work-life spillover occurs when the experiences in one domain are transferred to another domain (Bass, Butler, Grzywacz and Limney, 2009:203). Spillover examples are when work stress affects marital harmony or parenting responsibilities which impact on employee job performance.

Rigid conventional management negatively views work-life balance programmes as time away from work which would result in less work being done (Gomez-Mejia, Balkin and Cardy, 2014:171). Non-work demands in this case are regarded as a responsibility of the concerned employee who has to balance the divergent demands that each role imposes. Organisational work-life policies and programmes permit employees to increase their control over how, when and where they work, however these policies are often under-utilised (McDonald, Brown and Bradley, 2005:37). Saltzstein, Ting and Saltzstein (2001:457) state that the need for and utilisation of such policies is unique to a given workplace, however, an unsupportive work environment may undercut even well-used programmes. In some instances, employees are not aware of the organisation's policies that tend to aid balancing work and personal life nor is it

sufficiently clear if there is any legal support to assist them in understanding their rights in this regard.

Olaoye (2012:2) states that it is necessary to assess employee's awareness and acceptability of available work-life balance policies and practices in the organisation, and to ascertain the level at which they utilise provisions under such policies. Work-life policies are useless if few employees know about them or they are only utilised by those with certain job titles (Phillips and Gully, 2014:537). Winfield, Bishop and Porter (2004:52) concur that a culture should be developed where employees taking advantage of these policies are not marginalised but are valued. It is imperative to determine the extent of work and life divergent demands, given the availability or non-availability of organisational policy support which impact on the employee's performance at work.

1.5 Scope of the study

This study was confined to Mi7 Security Intelligence Company at Durban University of Technology in Durban, KwaZulu-Natal Province in South Africa.

1.6 Structure of the dissertation

The dissertation is structured as follows:

Chapter 1

- **Introduction** – The introduction explores the background information, the aim of the study, the objectives of the study, research questions, the scope of the study, and the structure of the dissertation.

Chapter 2

- **Literature review** – The literature review provides the definition of key terms, work-life conflict, the importance of work-life balance policies and practices, and the influence of employee assistance programmes on employee job performance. This chapter also acknowledges the various work-life balance and work-life conflict theories that promote or limit employee job performance. This study utilises the demand-resource theoretical approach.

Chapter 3

- **Research Methodology**- The research methodology chapter explores and discusses the research design, including the study context, research methods that were used in data collection. This study utilised mixed methods – quantitative and qualitative research methods. This chapter also addresses ethical considerations taken in conducting the study.

Chapter 4

- **Results** – The results chapter presents quantitative and qualitative data analysis and the interpretation of the results from participants. The quantitative section focuses on the socio-demographic information of the participants, descriptive statistics on various policies and practices, two-sample t-test with equal variances to establish the relationships between the work-life balance scales and different independent variables, and Ordinary Least Squares (OLS) regression analysis to control for gender, race, age, marital status, employment duration, and level of education when testing if work-life balance scales are associated with better employee work-family balance outcomes.

The qualitative section of this chapter explored work-life balance policies and practices that the participants were aware of, including the challenges they were facing in ensuring that they utilise these work-life balance policies and practices. This section also focused on the security officer satisfaction in terms of both family-work and work-family balance; family satisfaction; work satisfaction and performance; and recommendations on work-life balance policies and practices that Mi7 Security Intelligence Company could embark on to ensure employee job satisfaction and performance.

Chapter 5

- **Discussion and recommendations**

The discussion and recommendation chapter explores the study results and recommendations, in comparison to the literature review and theoretical framework so

as to provide a clear picture of the relevance of the study in the generation of new knowledge and perspectives on work-life balance practices and their impact on employee job satisfaction and performance.

Chapter 6

- **Conclusions:** - This section discusses the overall conclusions on the influence of work-life balance practices on employee job performance at Mi7 Security Intelligence Company at Durban University of Technology.

CHAPTER 2: LITERATURE REVIEW

2. Introduction

The background chapter presented a summary of literature on work-life balance, the aim, the objectives, rationale of the study, and the general structure of the dissertation. This chapter reviews literature and theoretical frameworks used in this study.

Current literature presents work-life balance in relation to management of time; inter-role conflict; and family arrangements for the care of dependents (Gregory and Milner, 2009: 5). A number of determinants are taken into consideration when negotiating work and family balance. These may include individual values and predispositions at an individual level and the current circumstances – both in terms of family life and the labour market situation (Bielenski, Bosch and Wagner, 2002: 16). Thus, work-life balance practices will always acknowledge that there are “usually compromises between what is desirable and what is feasible” (Bielenski et al., 2002: 16).

The first section focuses on the definition of key terms; the second section focuses on a review of literature on work-life conflict; the importance of work-life balance; reasons for lack of use of work-life balance policies and practices by employees; South Africa work-life balance policies and practices; work-life balance practices and employee job performance; and work-life balance theoretical frameworks.

2.1 Definitions of key terms

2.1.1 *Work-life balance*

In this study, work-life and work-family are used interchangeably to describe the intersection between work and family life.

According to Grzywacz and Carlson (2007: 458), work-life balance is defined as an “accomplishment of role-related expectations that are negotiated and shared between an individual and his/her role-related partners in the work and family domains”.

This study follows Clark (2000: 751) who defines work-life balance as “satisfaction and good functioning at work and at home, with a minimum of role conflict”, while providing an “equilibrium or maintaining overall sense of harmony in life” (Clarke, Koch and Hill, 2004: 121).

2.1.2 *Work-life balance practices*

While there is no one accepted definition of what constitutes a work-life balance practice, the term usually refers to one of the following: organizational support for dependent care, flexible work options, and family or personal leave. Kar and Misra (2013: 63) note that: “work-life balance practices are institutionalised and structural arrangements, as well as formal or informal practices, that enable individuals to easily manage the conflicting worlds of work and family lives”.

2.1.3 Employee job performance

Anwar and Shahzad (2011: 83) define employee job performance as the behaviour and contributions of the employees towards the organisation's success.

2.2 Work-life conflict

One acknowledges that the boundaries of work and family as institutions are porous and competing (Ruppanner and Huffman, 2014: 212) due to their divergent requirements and expectations at an individual, organisation, and societal level (Van der Westhuizen and Wessels, 2010: 402). Work-life conflict involves a number of facets, which include shift timing, work overload, long working hours, poor salaries and wages, poor working conditions and limited family and personal time (Siddiqui, 2013: 29). Work-life imbalance has huge potential to negatively impact the quality of life and career accomplishments of employees (Fapohunda, 2014: 81). The spill-over between work and family domains may make it difficult for employees to effectively integrate the two environments (Saltzstein, Ting and Saltzstein, 2001: 455), and potentially affect the success of both individual performance at work and in life.

At an individual level, while work-life conflict may affect both female and male employees in the workplace and at home, it is generally worse for women who usually have the added burden of social expectations (Brink and De la Rey, 2001: 57), which include socially constructed norms, cultural ideas about parenthood, employment and expected roles in unpaid caregiving and household work because of their gender (Mokomane, 2013: 9). This work-life conflict usually forces women to take less of paid

work to accommodate family responsibilities, and even when they are employed for equal number of hours to men, they are more likely to engage with more unpaid work at home than men.

Work-family conflict has a negative impact on employee job performance due to high levels of burnout, exhaustion and stress from increased work or family demands, which in turn have a negative role on one's physical and mental health. Work and family conflict has potential to result in greater employee stress, less satisfied employees, loss of productivity, increased absenteeism and higher turnover all of which have adverse cost effects on companies (Noe, Hollenbeck, Gerhart and Wright, 2008: 23). Work-life conflict also has negative impacts on the employees' family requirements as they are not able to spend quality time focusing on their life issues outside of work and might also not have adequate resources to cater for these activities. This leads to lack of life satisfaction for employees which in turn results in low motivation, which in turn adversely impacts job performance, ultimately leading to low company productivity (Noe et al., 2008: 23).

2.3 The importance of work-life balance practices

Work-life balance practices are, "any employer sponsored benefits or working conditions that help employees balance work and non-work demands" (Cascio, 2000: 166). In this study, work-life balance implies 'the extent to which individuals are equally involved in – and equally satisfied with – their work role and family role' (Greenhaus and Singh, 2003: 2). Work-life balance in this research therefore refers to giving necessary

priority to both work and life roles. While this does not necessarily need to be a 50/50 division of time, it ought to be proportionate to the demands of work and life on a respective basis, according to the priorities. Work-life balance practices in the workplace are therefore those that, intentionally or otherwise, increase the flexibility and autonomy of the worker in negotiating their attention, time and presence in the workplace, while ensuring that family needs and roles are equally considered and prioritised (Gregory and Milner, 2009: 5).

Work-life balance practices are based on alleged employee-employer inclinations to certain types of work and family arrangements, relating to their time and presence (Kim, 2014: 38). Critical to this understanding is acknowledgement that both family and work domains interact with and are relevant to each another (Hamidi, 2005: 3). Ideally work-life balance practices should be formulated in terms of a win-win situation where the requirements and demands of both employees and employers are considered. For employees, this would be associated with career satisfaction, growth, development and more flexible working practices. Policies that are family-oriented and child-centred; that generously support to pregnant female employees, mothers of young children, fathers of new-born babies, disabled employees and caregivers of disabled family members may promote work-life balance practices.

DuBrin (2013: 358) argues that these flexible working arrangements “tend to increase efficiency during core-times and decrease the need for over-time because more gets accomplished during the core-time”. Working time restructuring is an important

managerial drive for maximising human potential through a flexible work and life balance (Thorntwaite and Sheldon, 2004: 238). Flexible working patterns entail the likelihood of employees taking advantage of flexible working arrangements (Beardwell and Claydon, 2010: 153), which allow workers to go to work within certain time parameters (Phillips and Gully, 2015: 235). This flexibility is important for a security industry like Mi7 Security Intelligence Company.

For employers, it makes productive sense to design work-life balance practices that entice individuals to join their organisation. Using the social exchange theory (Emerson, 1976: 335), work-life balance practices have potential to promote loyalty, increase motivation, and reduce staff turnover among employees, all of which will increase productivity, increase employee realisation of their role in society and sustainability (Hamidi, 2005: 3). This is because employees surely reciprocate positively in exchange for organisation's practical promotion of work-life balance (Beauregard and Henry, 2009: 30). Promoting these practices would lead to positive employee attitudes and increased job performance (Beauregard and Henry, 2009: 30). Acknowledging that employees are heterogeneous and different work-life policies and practices is critical to the success of organisations.

Workers in different stages of life would benefit from flexibility in different ways; employees who are young, single, and with no children would benefit from different policies and practices compared to employees who are older, married and have children. Like women would benefit from different policies and practices from men

(Erickson, Martinengo and Hill, 2010: 960). In support of the heterogeneity of employees, Ashforth, Kreiner, and Fugate's (2000: 473) argue that employees "have different preferences for integration and segmentation of work and life roles certain work-life practices may be ineffective in reducing inter-role conflict if they do not cater to a worker's particular values, needs, or preferences for managing multiple roles". These can also be influenced by socio-demographic characteristics and individual priorities.

Across the world, the increasing importance of work-life balance can be attributed to changing socio-demographic trends such as, an increase in dual-earner families and to technology advancements (Garg and Rani, 2014: 1475). For both men and women, actively managing and controlling the use of time at home and at the workplace influences satisfaction with work-life balance (Kossek and Lautsch, 2008: 17). While Phillips and Gully (2015: 1416) state that work-life balance promotes employees work and home life, Fapohunda (2014: 71) creates a work-family border that separates the two domains of responsibility. In this regard, Fapohunda (2014: 71) suggests that "work-family balance is not a quandary to be determined once but a constant concern to be managed" and addressed. This argument shows that work-life balance is dynamic in that it changes over time and is dependent on different individual and organisational characteristics.

A supportive culture means that an organisation's overall structure is sensitive to employee's family needs and does prioritise family over work roles. In designing and implementing work-life balance policies and practices organisations should ensure that

supervisor support, universality, negotiability and quality of communication are factors that organisations ought to address in implementing work-life policies (Phillips and Gully, 2015: 1416).

2.4 Reasons for lack of use of work-life balance policies and practices by employees

While universally acknowledged that work-life balance policies and practices are important for employees, one of the biggest worries is the lack of use of these policies and practices by the workers. Research has shown that even when employees are aware of these work-life policies and practices, they tend to be reluctant to utilise them. Some employees have perceptions that adhering to work-life balance policies and practices at their workplaces may negatively impact their career prospects such as promotion (Kodz, Harper and Dench, 2002: 53), or their contracts may not be renewed if they are on contract (Waumsley, Houston and Marks, 2010: 3, Houston and Waumsley, 2003: 14).

This fear by employees calls for employers to promote universality in the uptake of these work-life balance policies and practices regardless of rank and position in the organisation. In the same breathe, genuine management promotion of work-life balance policies and practices should be open to disseminate information and advocate for the importance of a balanced work-life relationship for all its employees. Management should also promote the advancement of work-life balance policies and practices because the lack of support has negative impacts on the motivation, citizenship

behaviour of employees and organisational performance, which leads to low productivity (Beauregard and Henry, 2009: 23).

2.5 Work-life balance policies and practices in South Africa

South Africa, as in other parts of the world, has undergone several changes in the workplace that have impacted work-life balance policies and practices. Over the years, with women entering and staying in the workplace, there has been a reallocation and redistribution of “family responsibilities in order to address the needs of children” (Mokomane and Chilwane, 2013: 142). Men in South Africa are no longer just regarded as breadwinners but also as caregivers (Richter, Chikovore, Makusha, Bhana, Mokomane, Swartz and Makiwane, 2011: 49).

In this context, in attempting to reconcile work and family balance, *the South African government with the Basic Conditions of Employment Act and the Labour Relations Act of 1997* state that “each employee is entitled to 21 consecutive days of leave for every completed year worked, 3 days paid family responsibility leave during each annual leave cycle”, 4 consecutive months of paid maternity leave and “an employee is entitled to be paid sick leave equal to the number of days an employee normally works during a six week period” (Republic of South Africa, 2002). In support of work-life balance, the *Employment Equity Act (Act 55 of 1998)* explains that “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” (Republic of South Africa, 1998: 21).

However, important to note is the fact that paternity leave is still not legislated in the country and fathers use the 3 days paid family responsibility leave upon the birth of their child (as paternity leave). Nonetheless, this is only provided if one has worked for an employer for longer than four months and works at least four days a week. Currently, the *Labour Laws Amendment Bill [B24-2016]*, if passed, is set to amend the *Basic Conditions of Employment Act, 1997* so that an employee, who is a parent of a child, is entitled to at least 10 consecutive days' parental leave, and may commence parental leave on the day the employee's child is born or day that an adopted child is placed.

To conclude this section, it is important to note that although South Africa has taken huge strides to promote affirmative action in the labour market, it still has a long way to go in promoting work-life balance for women. With regards to gender equality in the labour market in South Africa, various policies and programs have been implemented in the country to promote equitable access to employment for men and women. However, due to the nature of the South African social and cultural landscape which defines the identities and moreover the gender roles of men and women, female employees are still underrepresented in the labour force because of their multiple roles as a wife/partner, mother and employee (Johnson and Mathur-Helm, 2011). This is cemented by Dancaster (2008), who states that:

We need to recognise the role of employees as caregivers through legislative provisions encompassing a range of leave circumstances, with the right to request flexible working arrangements. These measures are a means of valuing women as the main providers of this vital societal function and are necessary

considerations if there is to be true equality of opportunity in the workplace (Dancaster, 2008).

Work-life balance practices are aspects of the South African socio-economic landscape that need to be thought of, considered and addressed by policymakers, employers and employees. Given that employment is one of the most important factors in the fight against poverty in the country, policies and practices designed to facilitate and support work-life balance are critical. In this context, it is important to reduce gender inequalities and assist employees to balance their work and family roles (Mokomane and Chilwane, 2013: 144).

2.6 Work-life balance practices and employee job performance

Organisational performance is largely dependent on the performance of employees – which is attributed to a number of factors (Goyal, Jain and Jain, 2013: 1762). It is important to note that if employees believe that they are doing more than they are being paid for, they may reduce their performance – to try and match their perception of how the company is valuing them. Also, if employees perceive that they are not considered important in the organisations they may reduce their performance. Another key factor that affects employee job performance in a negative way is if there is a reduction in the workforce, while the work needing to be done remains the same (Sommers-Krause, 2007: 1).

On the other hand, employees that are highly motivated, remunerated well, receive company benefits and benefit from positive leadership, training, and mentoring styles

are usually satisfied. This has a positive effect on employee job performance (Becker, Antuar and Everett, 2011: 261). Employees that are satisfied usually have efficacy and self-confidence to take up challenging tasks; more likely to persevere to ensure that they achieve the desired goals; are usually optimistic about the company's forecast; and are resilient to shocks and adversity that might occur in the company (Luthans, Youssef and Avolio, 2007: 111).

Organisations reward management system appeal to, encourage, stimulate, retain and inspire workers with high capabilities and potential to be productive and in turn receive high levels of performance (Shahzadi, Javed, Pirzada, Nasreen and Khanam, 2014: 160). Thus, employee job performance is directly associated with human resources practices (Jiang, Lepak, Han, Hong, Kim and Winkler, 2012: 74). Reward management system, consisting of both extrinsic – in form of salary increases and bonuses, and intrinsic rewards – in the form of promotion, recognition, flexible working hours has potential to boost employee job performance and ultimately company productivity (Jiang et al., 2012: 74).

Employees that are rewarded for individual and company success growth and development are more likely to be satisfied, feel appreciated, and valued, and therefore more likely to perform at their best to ensure maximum productivity of the company (Güngör, 2011: 1511). These motivated employees are usually goal oriented, self-driven, willing to take up more responsibilities, willing to learn and attend training course to enhance their knowledge and skills for individual and company benefit. Satisfied

employees also have more autonomy in decision-making compared to less motivated employees (Shahzadi et al., 2014: 160).

Employee job performance is very important in ensuring profitability of the organisation. Inefficient job performance leads to lower productivity, less profit and ultimate collapse of the organisation (Okoye and Ezejiolor, 2013: 240). In light of this, where organisations notice potential in employees who are going through difficult situations, they have the mandate to implement employee assistance programs (EAP). These programs are aimed at assisting employees to resolve personal problems that negatively impact on their job performance.

Employee assistance programs include confidential consultations and counselling sessions, with the aim of establishing and following up on personal and/or work-related issues; stress management workshops; team building exercises; and relaxation seminars (Luthans et al., 2007: 111). The mere knowledge of available support from the employer has potential of relieving stress of an employee. The psychological wellbeing of an employee is important for employee job performance and critical for the productivity of an organisation so companies should always ensure that they balance the needs of their employees with their organisational requirements (Kim, 2014: 39).

2.7 Work-life balance theoretical frameworks

Chapter one introduced the study, specifically focusing on the research aims and the importance of conducting research to establish the association between work-life balance practices with employee job satisfaction, and chapter two gave an overview of current literature on work-life balance. This chapter focuses on the multiple theoretical frameworks that fundamentally make it difficult to have a commonly established basic language and key constructs (Pitt-Catsouphes, Kossek and Sweet, 2006: 4). It is universally agreed that work-life scholarship is largely dependent on many different theoretical frameworks, such as spill-over, compensation, facilitation, work-life conflict, work-life balance, segmentation, resource drain, integration and ecological theories (Morris and Madsen, 2007: 440). However, this study utilises the demands-resources approach which combines a number of theoretical frameworks that focus on work-life, and life-work balance and conflict.

Previous research on work-life balance has been particularly grounded on the role stress theory, which emphasised the negative interaction of work and family (Rantanen, Kinnunen, Mauno and Tillemann, 2011: 27). This dates back to literature on females' multiple roles - as paid workers, wives and mothers, and how that impacted on their psychological distress (Barnett and Baruch, 1985: 135, Mokomane and Chilwane, 2013: 140). The role-conflict hypothesis posits that multiple roles have huge potential to lead to role strain and conflict for individuals who end up becoming depressed and less satisfied as workers and family members in general (Mokomane and Chilwane, 2013: 143, Mokomane, 2013: 9, Tiedje, Wortman, Downey, Emmons, Biernat and Lang, 1990:

64). Current studies have shifted their investigations towards positive associations between work and family roles (Jones, Burke and Westman, 2006: 1). Positive role balance manifests in engaging in every role with the same amount of effort, devotion, attention, and care to ensure success, satisfaction and fulfilment (Marks and MacDermid, 1996: 420).

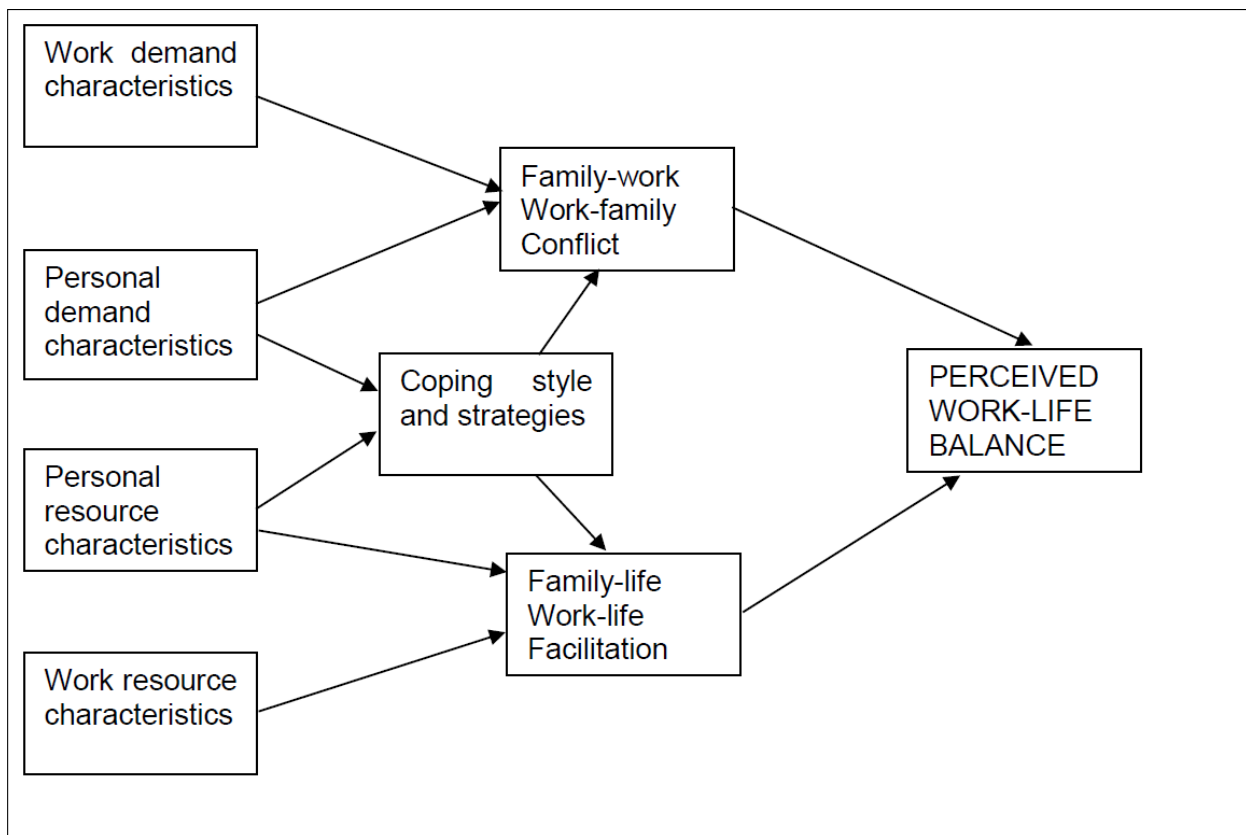
2.7.1 Demand-resource theoretical approach to work-life balance

This study utilises this demand-resource theoretical approach to explore the work-life balance practices implemented at Mi7 Security Intelligence Company and how they impact on job performance. Critical to this study and the field of work-life balance is the knowledge that greater work demands are associated with greater work-life conflict and lower work-life interaction (Karimi and Nouri, 2009: 200). Demands include paid work hours, extra work without notice, job insecurity and time pressure, while resources include autonomy, learning opportunities, respect, meaningful work, parental leave, time off for family, supportive work-family culture, and supervisor work-family support (Voydanoff, 2004a: 398, Voydanoff, 2004b: 275). Demands are negatively associated with work-life balance while resources are positively associated with work-life facilitation.

Figure 1 shows that the work and personal demand characteristics are strongly associated with family-work and work-family conflict, while controlling for coping styles and strategies. Coping styles and strategies are behaviours crafted and adopted by individuals for their well-functioning within a given work context (Bakker and Demerouti,

2017: 273). Flexibility, selection, psychological detachment, recovery and relaxation strategies are but a few from the wide selection of individual strategies that can be utilised. The effectiveness of such strategies relies on the situational context in which the strategies are employed (Bakker and Demerouti, 2014: 390).

Figure 1: Work-life demand and resources characteristics as predictors of perceived work-life balance



Source: Designed by author for this study

Negative coping style and strategies are also strongly associated with family-work, work-family conflict. Family-work and work-family conflict is associated with negative work-life balance, such as work-related stress, family-related stress, burnout,

depression, high levels of absenteeism and general psychological strain (Boyar, Maertz and Pearson, 2005: 921).

On the other hand, personal and work resource characteristics are positively associated with family-work and work-family facilitation. Positive coping styles and strategies are also positively associated with family-work and work-family facilitation. Family-work and work-family facilitation is associated with positive work-life balance, such as job-life satisfaction, commitment to the organisational, increased job performance, career satisfaction (Sprung and Jex, 2017: 218).

CHAPTER 3: RESEARCH METHODOLOGY

3. Introduction

The study explores the various work-life balance practices which Mi7 Security Intelligence Company has undertaken to increase employee job performance. The previous chapter reviewed literature on work-life balance, work-life balance practices – employee assistance programmes, work-life conflict and employee job performance. This chapter explores the study research design – mixed methods research approach – survey and in-depth interviews, research context, sampling strategy and target sample, ethical considerations, measuring instruments, data collection methods, data analysis for this research project, and validity, reliability and dependability issues.

3.1 Research design

A research design gives a logical sequence to a researcher which in turn creates a connection between the aims and objectives, questions of the research problem to eventually lead to the conclusion (Yin, 2014: 38). The phenomena of interest guides the decisions taken by the researcher during the study and set the logic by which the researcher interprets results at the end of the study (Creswell and Clark, 2017: 53). This study utilises mixed methods research design (Saunders, Lewis and Thornhill, 2009: 595).

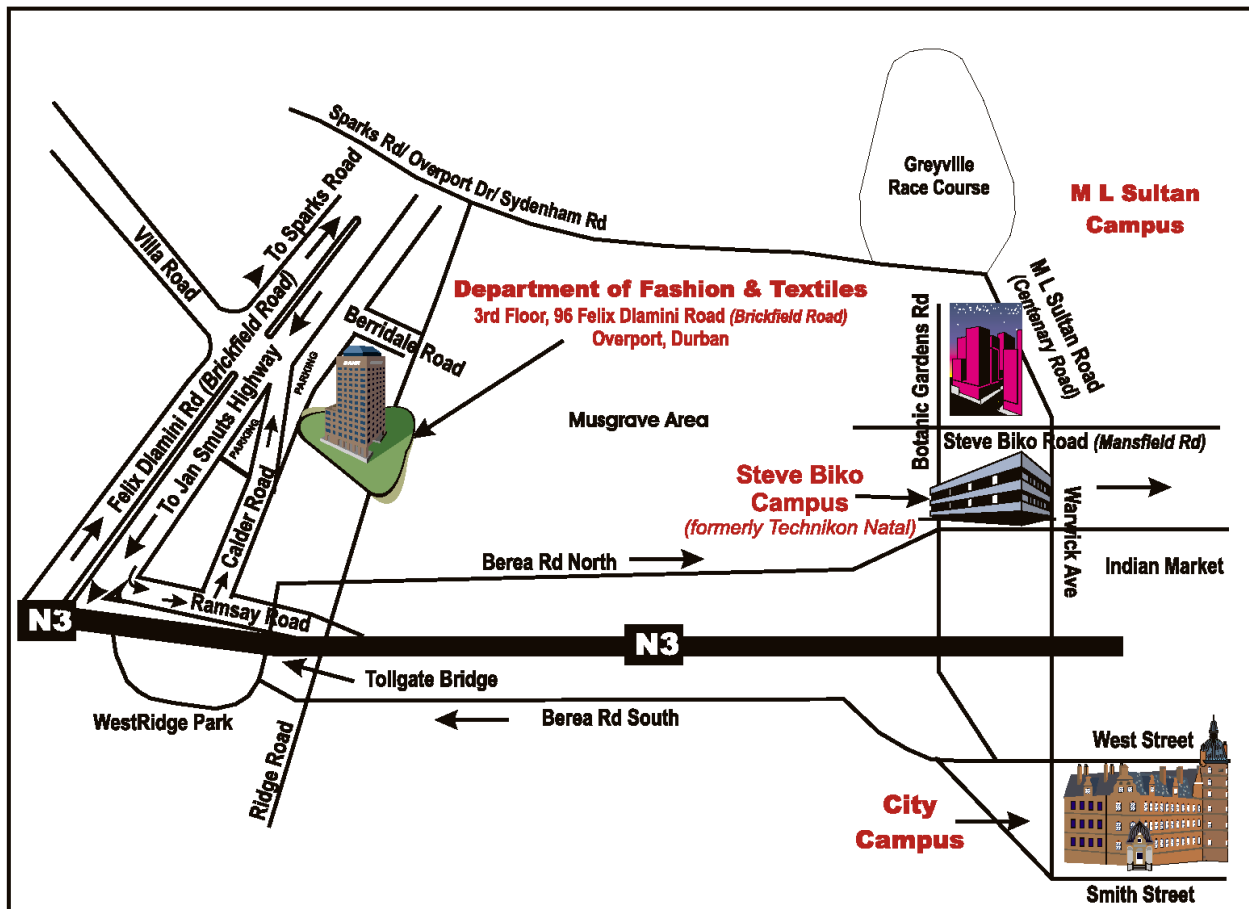
This research design addresses limitations of one research method by employing another to achieve the same goal and also do away with bias in research. The mixed method research design allows the researcher to investigate the study trends by

conducting quantitative research and thereafter utilize qualitative research for further scrutiny. Accordingly the mixed methods research design utilizes questionnaires and in-depth interview guides to collect research data.

3.2 Research context

A research context is the place in which the study was conducted. This study was conducted at Durban University of Technology's Ritson, Steve Biko, ML Sultan, City Campuses, and Corlo Court Student residence in Durban, KwaZulu-Natal (see Figure 2).

Figure 2: DUT Campus map



Security officers stationed in these locations were asked to take part in the study.

3.3 Ethical considerations

The study protocol was approved by the Durban University of Technology Research Ethics Committee. Internationally accepted ethical standards of conducting research were observed, which include obtaining a permission letter from Mi7 Security Intelligence Company to conduct research about its work-life balance policies, with its staff members. Mi7 security officers were also asked to provide informed consent after being provided information about the study in their preferred language (either Zulu or English). For qualitative interviews, the 10 participants selected were also asked to consent to be audio-recorded. The information sheet and consent forms with all the information about the research were translated from English into Zulu (for isiZulu speaking participants) and copies given to all respondents.

The study participants were provided information about the range of matters related to the study, namely; the purpose of the study, how the study respondents were selected, the identity of the researcher, and how information dissemination will be conducted. The participants were notified about the confidentiality and anonymity of the information they provided in the study. They were also informed that they could stop the interview at any time if they decided not to continue with it. Emphasis was made on the fact that withdrawal would not lead to any repercussions for them or affect their employment as security officers in Mi7 Security Intelligence Company. Participants were notified that their personal identification information in the questionnaires would be removed and

replaced with a unique identifier. Participants' real names were replaced with pseudonyms in all the qualitative transcripts. All data collection documents were compiled into one master list with their unique identifiers and kept in an electronic password-protected file, only accessible by the researcher and supervisor. All transcripts and audio-recorded files were electronically stored and password-protected, only accessible by the researcher and supervisor. The study information will be kept for a working period of five years upon which all data from the study will be destroyed.

3.4 Quantitative research design and methods

3.4.1 Pre-data collection activities

3.4.1.1 Questionnaire design

This study utilised a closed-ended questionnaire. Designing the questionnaire required a review of current data collected on work-life balance and employee job satisfaction and performance. The questionnaire adopted six scales from previous studies that were relevant to this current research. The questionnaire had a socio-demographic section, security officer satisfaction survey, family-work balance scale, work-family balance scale, family satisfaction scale, work satisfaction and performance scale, and psychological health scale. The null hypothesis for this study is that security officers employed by Mi7 Security Intelligence Company are satisfied with the work-life balance.

The security officer satisfaction survey scale had a minimum-maximum score range of 0-70, with a score of 70 being very satisfied; the family-work balance scale had a minimum-maximum score range of 0-25, with a score of 25 being very balanced; the

work-family balance scale had a minimum-maximum score range of 0-25, with a score of 25 being very balanced; the family satisfaction scale had a minimum-maximum score range of 0-25, with a score of 25 being very satisfied; the work satisfaction and performance scale had a minimum- maximum score range of 0-40, with 40 being very satisfied and high performance; and the psychological health scale had a minimum-maximum score range of 48, with 48 being very satisfied with one's psychological health. The researcher acknowledges that questionnaires have their merits and demerits as data collection instruments.

3.4.1.2 Advantages of questionnaires

The closed-ended questionnaire was adopted because of the following merits:

A menu of standardised responses ensures uniformity of responses; question uniformity throughout the questionnaire can assure a reduction in bias; questionnaires ensure that the participants' anonymity and confidentiality of the respondent is guaranteed; questionnaires permit respondents to respond at their convenience; questionnaires are ideal in reaching a large and geographically widespread target population; and questionnaires are non-threatening and familiar territory to most human beings.

3.4.2.3 Disadvantages of questionnaires

However, it is also important to note that questionnaire have their limitations. The following are some of the demerits of using questionnaires:

A standardised menu of responses may put target respondents off co-operation with the study; the targeted respondents may be unwilling and reluctant to participate in the research project; questionnaire utilisation does not provide room for honesty verification; the researcher has limited control over the questionnaire completion process; follow-up procedures for late responses are time-consuming but are essential to ensure a high response rate; and questionnaires can only be administered to interested and cooperative respondents.

3.4.2.4 Pre-pilot data collection activities for survey

Prior to piloting the questionnaire, the researcher discussed the questionnaire with her Supervisor and after a consensus chose a couple of research colleagues to go over the questionnaire with so that she could get a balanced view on whether other people understood the aim of the study from the questions asked. The aim of this activity was to also ensure that the scoring of the scales was done appropriately, for example, where questions were asked in a negative way, the scores needed to be reverse coded. This process also involved the translation and back-translation of the questionnaire into Zulu and to English, respectively.

3.4.3 Pilot study for survey

After testing for accuracy and consistency on the questionnaire, the researcher conducted a pilot survey with 10 Mi7 security officers to establish whether the questions asked were addressing the objectives of the study. The participants involved in the pilot

study were not included in the actual study. This data was analysed and the researcher decided the results with her Supervisor. The researcher and her Supervisor agreed that the data collection instrument was ready.

3.4.4 Quantitative sampling strategy

The researcher utilised non-probability sampling. The strengths of non-probability sampling are that it is easy for the researcher to select the participants required to take part in the study (Burns, Bush and Sinha, 2014: 254). Prior to the commencement of data collection, Mi7 Security Intelligence Company management was approached and introduced to the study to ensure buy-in from the company. Each participant was selected on the basis that they were employed by MI7 Security Intelligence Company as a security officer at one of the four Campuses and Student Residence mentioned in the research context. 60 participants were purposively selected to take part in the study survey, with 10 out of the 60 participants selected to take part in the in-depth interviews after the survey was conducted because they were stationed at one of the locations selected for the study.

3.4.5 Quantitative data collection methods

3.4.5.1 Scheduling of surveys

Scheduling of surveys was done face-to-face with the security officers on their workstations. The researcher would ask the participants to state whether they would be willing to take part in the survey. If they agreed to, the researcher would then request a date and time when she could approach the participant to take part in the study. The

researcher requested cell phone numbers of participants for follow-up purposes and to be able to remind them of the date and time of the survey.

The surveys were conducted during the participants' lunch breaks at a place convenient for them. These surveys, including going through the information sheet and consent process, usually took 45 to 60 mins of the participants' time. All survey responses were recorded on a printed questionnaire. There was no monetary compensation to respondents for taking part in the survey.

3.4.6 Quality control assurance

In order to ensure data quality, the procedures in collecting all quantitative data were standardised. The researcher conducted all the surveys on her own and was consistent in the way the data was collected to ensure uniformity of data collection methods with different survey participants.

3.4.7 Quantitative data analysis

The data was analysed using *Stata 11 Statistical Software*. It focused on the socio-demographic information of the participants, descriptive statistics on various policies and practices, two-sample t-test with equal variances to establish the relationships between the work-life balance scales and different independent variables. The results were also analysed using Ordinary Least Squares (OLS) regression analysis to control for gender, race, age, marital status, employment duration, and level of education when

testing if work-life balance scales are associated with better employee work-family balance outcomes.

3.4.8 Strengths of quantitative data

The survey provided a general picture of the work-life balance satisfaction scale scores among the Mi7 Security Intelligence Company security officers. Another strength that emanates from the survey is that it facilitated easy access to security officers who were invited to take part in the qualitative study. The larger survey contact list was used to contact the respondents and requested their participation in the qualitative study.

3.4.9 Limitations of the quantitative data

One limitation of the quantitative data used in this study is that it is not a representative sample of the South African population, nor can it be considered a representative sample of security officers in the country. Therefore, generalisations about the perceptions of work-family balance practices and their roles in enhancing employee performance among security officers in the country cannot be made for the entire population. However, this data is very relevant to Security organisations – both employers and employees, with the same company profiles as Mi7 Security Intelligence Company.

While quantitative data provided a general picture of security officers' individual perceptions of work-life balance and its association with employee job performance, it does not provide an in-depth account of the realities of work-life balance policies and

practices that are experienced by security officers employed by Mi7 Security Intelligence Company at DUT.

3.5 Qualitative research design and methods

3.5.1 Research paradigm

This research study draws its methods from the interpretivists who argue that reality is not objectively determined but is subject and socially constructed (Husserl, 1965: 26). By placing people in their social contexts and requesting information of them in an open-ended way, there is greater opportunity to understand the perceptions they have of their own circumstances and activities (Hussey and Hussey, 1997: 13). Therefore, this research paradigm is interested in the uniqueness of a particular situation, contributing to the underlying pursuit of contextual depth (Myers, 1997: 241).

3.5.2 In-depth interview guide design

The qualitative data collections instruments were designed in English, with semi-structured questions. The researcher then translated the interview schedules into Zulu. The interview guide explored work-life balance policies and practices that the participants were aware of, including the challenges they were facing in ensuring that they utilise these work-life balance policies and practices. The in-depth questions also focused on the security officer satisfaction in terms of both family-work balance and work-family balance; family satisfaction; work satisfaction and performance; and psychological health. The researcher discussed the interview guide with her Supervisor and upon reaching consensus shared and discussed the interview schedule with

research colleagues at the Institution. This process included going through both the English and Zulu interview guides to determine quality of the original translation and to identify difficult questions which required further consultation, and simplification to help participants understand what they were being asked.

3.5.3 Pilot study for in-depth interviews

To test the quality and whether participants understood the interview schedule, the researcher conducted a pilot study with 5 security officers. All interviews were audio-recorded. The purpose of this pilot study was to establish whether the participants would understand the study aims and respond to questions in an appropriate way. This exercise also provided opportunities to see which questions the researcher needed to emphasise and probe more and to also measure the average time each interview would take. After the pilot study, the researcher transcribed the data and coded it into themes, which she discussed with her Supervisor. The participants involved in the pilot study were not included in the actual study.

3.5.4 Qualitative sampling strategy

Ten participants who took part in the survey were selected to take part in the qualitative in-depth interviews. These 10 participants (5 male and 5 female) were selected purposively according to their willingness to provide more in-depth knowledge on work-life balance policies and practices at Mi7 Security Intelligence Company and how they promote employee job satisfaction and performance.

3.5.5 Qualitative data collection

Qualitative interviews were conducted with only Zulu security officers. The in-depth interviews were approximately 1 hour each. All the interview guide questions were designed thematically to ensure accuracy when coding the themes for analysis. Scheduling of interviews was done prior to the interview date and time and confirmation done on the morning of the interview date as a reminder to the participants. The interviews all occurred during the participants' lunch breaks.

3.5.6 Transcription and translation of qualitative data

All interviews were audio-recorded and permission was requested before all interviews were conducted. The fact that all interviews, transcriptions and translations were conducted by one individual – the researcher in this case – provided consistency in data collection, quality control, and management. All transcribed data was translated from Zulu to English for coding and analysis.

3.5.7 Qualitative data analysis

All the in-depth interview questions were structured according to various themes: security officer satisfaction in terms of both family-work balance and work-family balance; family satisfaction; work satisfaction and performance; and psychological health. This made it easy to arrange the data thematically in *Nvivo 10*. The data was then first coded using constant comparative analysis (Glaser, 1965: 440). The themes that were already set in the in-depth interviews were further analysed and new themes were created, including more or fewer categories as appropriate. The final codes were

used to interpret the data in broad themes linked to work-life balance policies and practices and their impact on employee satisfaction and job performance.

3.6 Validity, reliability and dependability of research designs and methods

Data collected addresses the validity, reliability and dependability of security officers' perceptions of work-life balance policies and practices and how these impact their job satisfaction and performance. This research avoids using an anecdotal approach to research by providing an accurate account of security officers' own reported experiences of work-life balance policies and practices and their impact on job satisfaction and performance at Mi7 Security Intelligence Company at DUT. This avoidance of an anecdotal approach promotes internal validity. The researcher, coming from an interpretivist approach, also argues that reality is socially constructed, sensitive to context and is what the participants perceive it to be (Creswell and Miller, 2000: 126).

Rather than only using pre-coded data collection instruments, the research shows how the use of open-ended questions allows one to access participants' personal interpretations of experiences and activities. On the other hand, conducting a survey addressed issues of external validity in that the results in the study can be applied to other security officers employed by Mi7 security Intelligence Company. To also ensure validity and dependability, data on work-life balance was collected using mixed methods – as a way of triangulation and to allow for corroboration (Denzin and Lincoln, 2008: 43). To avoid being a victim of redundancy in qualitative data collection, data was collected until no new perspectives were revealed.

3.7 Conclusion to methodology

This chapter provided the research methods and designs used in the study. This focused also on the research context, sampling strategy and target sample, ethical considerations, measuring instruments, data collection methods, data analysis for this research project, and validity, reliability and dependability issues of research designs and methods. The next chapter presents data and interpretation of results.

CHAPTER 4: RESULTS

4. Introduction

Chapter 3 explored the methodologies used in the study to achieve the desired objectives. This chapter provides the quantitative and qualitative results, together with the interpretation of the data.

4.1 Results of quantitative data analysis

This section focuses on the quantitative results. It provides the socio-demographic statistics of the study sample; the descriptive statistics of the sample's knowledge and perceptions of work-life balance policies and practices; two-sample t-test with equal variances to establish the relationships between the work-life balance scales and different independent variables such as gender, race, marital status, age, educational level, employment duration, and number of children; and Ordinary Least Squares (OLS) regression analysis to control for gender, race, age, marital status, employment duration, and level of education while testing if work-life balance scales are associated with better employee work-family balance outcomes.

4.1.1 Participants' socio-demographic characteristics

The majority of participants who took part in the study were Black (93.3%), with 43.3% of them being between the ages of 31-35 years (see Table 1). The majority of participants (43.3%) were employed in the organisation for a period of one to two years. Most of the employees had a primary, Grade 8 or Grade 10 qualification, with only 18.4% having Matric qualification.

Table 1: Participants' socio-demographic characteristics

	Male (%)	Female (%)	Total (%)
Race			
Black	21 (84.0)	35 (100.0)	56 (93.3)
Indian	4 (16.0)	0 (0.0)	4 (6.7)
Total	25 (100.0)	35 (100.0)	60 (100.0)
Age			
25 years and below	6 (24.0)	2 (5.7)	8 (13.3)
26-30 years	7 (28.0)	12 (34.3)	19 (31.7)
31-35 years	9 (36.0)	17 (48.6)	26 (43.3)
36-40 years	3 (12.0)	4 (11.4)	7 (11.7)
Total	25 (100.0)	35 (100.0)	60 (100.0)
Employment duration			
<1 year	7 (28.0)	10 (28.6)	17 (28.3)
1-2 years	10 (40.0)	16 (45.7)	26 (43.3)
2-3 years	7 (28.0)	7 (20.0)	14 (23.3)
3-4 years	1 (4.0)	2 (5.7)	3 (5.1)
Total	25 (100.0)	35 (100.0)	60 (100.0)
Educational level			
Primary	2 (8.0)	13 (37.1)	15 (25.0)
Grade 8	9 (36.0)	8 (22.9)	17 (28.3)
Grade 10	8 (32.0)	9 (25.7)	17 (28.3)
Grade 12/Matric	6 (24.0)	5 (14.3)	11 (18.4)
Total	25 (100.0)	35 (100.0)	60 (100.0)
Marital Status			
Single	21 (84.0)	27 (77.1)	48 (80.0)
Married	4 (16.0)	8 (22.9)	12 (20.0)
Total	25 (100.0)	35 (100.0)	60 (100.0)
Number of children			

None	5 (20.0)	4 (11.4)	9 (15.0)
1 child	8 (32.0)	7 (20.0)	15 (25.0)
2 children	6 (24.0)	16 (45.7)	22 (36.7)
3 children	2 (8.0)	8 (22.9)	10 (16.6)
4 or more	4 (16.0)	0 (0.0)	4 (6.7)
Total	25 (100.0)	35 (100.0)	60 (100.0)
Older dependents			
1 dependent	3 (12.0)	6 (17.1)	9 (15.0)
2 dependents	12 (48.0)	18 (51.4)	30 (50.0)
3 dependents	8 (32.0)	8 (22.9)	16 (26.7)
4 or more dependents	2 (8.0)	3 (8.6)	5 (8.3)
Total	25 (100.0)	35 (100.0)	60 (100.0)

Eighty per cent of participants in the study were single, with 85% of them having between one and four or more children. All the participants had at least one adult dependent that they were providing some kind of support for – be it financial or other kinds of support.

4.1.2 Descriptive statistics on work-life balance policies

Participants in the study were asked whether they were aware of the work-life balance policies that were in place in the country. Questions were asked in ways that did not make it obvious for participants to answer “Yes” or “No”. For example, participants were asked: “Are you entitled to 18 days annual leave?”; “Are you entitled to 20 days annual leave?”; “Are you entitled to 21 days annual leave?”. Participants who reported being entitled to 21 days annual leave showed knowledge of leave entitlement (see Table 2).

Table 2: Knowledge of work-life balance policies

Knowledge of work-life balance policies	Men		Female	
	Yes (%)	No (%)	Yes (%)	No (%)
Knowledge of leave entitlement	25 (100.0)	0 (0.0)	35 (100.0)	0 (0.0)
3 days paid family responsibility leave	17 (68.0)	8 (32.0)	25 (71.0)	10 (29.0)
4 consecutive months for paid maternity leave	19 (76.0)	6 (24.0)	35 (100.0)	0 (0.0)
Entitlement to paid sick leave	14 (56.0)	11 (44.0)	23 (66.0)	12 (34.0)

This study data shows that all the participants were aware of their leave entitlement and all female participants knew that they were entitled to 4 consecutive months for paid maternity leave. Sixty-eight per cent of male participants and 71.0% of female participants had knowledge of their entitlement to 3 days paid family responsibility leave. Just above half of the male participants were aware that they were entitled to paid sick leave, while 66.0% of female participants were knowledgeable of their entitlement to paid sick leave. These questions were probed further in the qualitative interviews with 10 participants that were selected.

4.1.3 Work-life balance scales

This study also explored the participants' perceptions of work-life balance policies and practices in terms of their own satisfaction. The study examined security officer satisfaction; family-work balance satisfaction; work-family balance satisfaction; family satisfaction; work satisfaction and performance; and psychological health satisfaction.

Table 3: Ranges of work-life balance scales

Scales	Min-Max score possible	Mean	Range	Confidence Intervals (95%)
Security officer satisfaction survey	0 – 70	26.8	14 – 40	24.7-28.9
Family-work balance	0 – 25	16.6	5 – 25	14.7-18.4
Work-family balance	0 – 25	16.6	5 – 25	14.7-18.4
Family satisfaction	0 – 25	10.1	5 – 14	9.4-10.8
Work satisfaction and performance	0 – 40	24.7	14 – 34	23.2-26.2
Psychological health	0 – 48	29.8	18 – 30	29.4-30.2

Table 3 presents the ranges of the work-life balance scales used in this study. The results of all the scales are positive. The higher the score the more satisfied one is with their family-work and work-family balance. The security officer satisfaction survey and the family satisfaction mean scores are below the average scores. This shows that the majority of participants were neither satisfied with their employment as security officers in the company nor satisfied with their family life.

4.1.4 Association between work-life balance scales and gender

The following section presents results from two-sample t-test with equal variances to establish the relationships between the work-life balance scales and different

independent variables such as gender, race, marital status, age, educational level, employment duration, and number of children.

Table 4: Work-life balance mean scores by gender

Gender	Male (25)		Female (35)	
	Mean	CI	Mean	CI
Security officer satisfaction survey	27.8	24.4-31.2	26.1	23.4-28.9
Family-work conflict	17.2	14.2-20.1	16.1	13.6-18.6
Work-family conflict	17.2	14.2-20.1	16.1	13.6-18.6
Family satisfaction	10.1	8.8-11.4	10.1	9.2-10.9
Work satisfaction and performance	25.1	22.5-27.7	24.5	22.5-26.4
Psychological health	30	30-30	29.8	29.4-30.2

The study compared the mean differences between male and female participants. The results show no significant difference between males and females in terms of work-life balance mean scores (see Table 4).

4.1.5 Association between work-life balance scales and race

Focusing on work-life balance mean scores with regards to race, the study established no significant difference between Black and Indian participants (see Table 5). However, caution must be taken in analysing these results because of the sample differences between Blacks (56) and Indians (4). This might have skewed the results, and therefore difficult to draw any inferential statistics.

Table 5: Work-life balance mean scores by race

Gender	Black (56)		Indian (4)	
	Mean	95% CI	Mean	95% CI
Security officer satisfaction survey	27.1	25.0-29.2	23.4	5.4-41.1
Family-work balance	17.0	15.0-19.0	12.0	-8-25.0
Work-family balance	17.0	15.0-19.0	12.0	-8-25.0
Family satisfaction	10.2	9.5-10.9	8.5	2.1-14.9
Work satisfaction and performance	25.1	23.5-26.6	20.3	9.5-31.0
Psychological health	29.8	29.4-30.2	30.0	30-30

4.1.6 Association between work-life balance scales and marital status

The results from this study indicate that family-work balance, work-family balance, and psychological health are significantly correlated with being single ($p < 0.01$) (see Table 6).

Table 6: Work-life balance mean scores by marital status

Gender	Single (48)		Married (12)	
	Mean	95% CI	Mean	95% CI
Security officer satisfaction survey	28.0	25.5-30.0	23.1	18.0-28.1
Family-work balance	17.5**	15.4-19.5	12.8**	8.5-17.2
Work-family balance	17.5**	15.4-19.5	12.8**	8.5-17.2
Family satisfaction	10.1	9.3-10.9	10.1	8.4-11.8
Work satisfaction and performance	25.4	23.8-27.1	21.9	18.4-25.4
Psychological health	30.0**	30.0-30.0	29.8**	29.4-30.2

Note Statistical Significance: ** < 0.01

What these results imply is that in this sample, single participants are significantly more likely to have a balanced family-work and work-family balance and have better psychological health compared to married participants.

4.1.7 Association between work-life balance scales and age

Table 7 shows that age was strongly and significantly associated with security officer satisfaction survey scale; family-work balance scale; work-family balance scale; and work satisfaction and performance scale ($p < 0.001$).

Table 7: Work-life balance mean scores by age

	Overall Mean (95% CI)	25 years and below Mean (95% CI)	26-30 years Mean (95% CI)	31-35 years Mean (95% CI)	36-40 years Mean (95% CI)
Security officer satisfaction survey	26.8 (24.7-28.9)	35.0 (30.7-39.3) ^{***}	30.1 (27.0-33.1)	23.7 (20.5-26.8) ^{***}	20.3 (17.9-22.7) ^{***}
Family-work balance	16.6 (14.7-18.6)	22.6 (19.3-25.9) ^{***}	19.9 (17.1-22.6)	13.9 (10.9-16.9) ^{***}	10.4 (8.0-12.8) ^{***}
Work-family balance	16.6 (14.7-18.6)	22.6 (19.3-25.9) ^{***}	19.9 (17.1-22.6)	13.9 (10.9-16.9) ^{***}	10.4 (8.0-12.8) ^{***}
Family satisfaction	10.1 (9.4-10.8)	9.9 (8.4-11.3)	11.1 (9.7-12.4)	9.8 (8.5-11.0)	8.9 (7.6-10.1)
Work satisfaction and performance	24.7 (23.2-26.2)	28.8 (25.9-31.6) ^{***}	27.7 (25.5-30.0)	23.0 (20.6-25.4) ^{***}	18.6 (16.9-20.2) ^{***}

Psychological health	29.8 (29.4-30.2)	30.0 (30.0-30.0)	30.0 (30.0-30.0)	29.5 (28.9-30.4)	30.0 (30.0-30.0)
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Note Statistical Significance: *** < 0.001

Being 25 years and below compared to being 31-35 years, and 36-40 years was positively associated with job satisfaction, family-work and work-family balance and performance. Younger participants compared to older employees were more likely to derive satisfaction from their work, manage to balance work and family and to increase their performance.

4.1.8 Association between work-life balance scales and educational level

The data shows that the higher the level of education the lower the job satisfaction and work-family and family-life balance (see Table 8).

Table 8: Work-life balance mean scores by educational level

	Overall Mean (95% CI)	Primary Level Mean (95% CI)	Grade 8 Mean (95% CI)	Grade 10 Mean (95% CI)	Grade 12 Mean (95% CI)
Security officer satisfaction survey	26.8 (24.7-28.9)	30.5 (25.2-35.9)**	28.2 (23.9-32.5)	26.2 (22.3-30.1)	23.2 (19.2-27.2)**
Family-work balance	16.6 (14.7-18.6)	19.4 (15.0-23.8)**	17.6 (13.8-21.4)	16.2 (12.6-19.6)	13.7 (9.7-17.7)**
Work-family balance	16.6 (14.7-18.6)	19.4 (15.0-23.8)**	17.6 (13.8-21.4)	16.2 (12.6-19.6)	13.7 (9.7-17.7)**
Family	10.1 (9.4-10.8)	10.3 (8.9-11.7)	10.4 (9.0-11.8)	10.0 (8.4-11.6)	9.5 (7.7-11.3)

satisfaction	10.8)	11.8)	11.7)	11.6)	11.2)
Work satisfaction and performance	24.7 (23.2-26.2)	26.4 (22.8-30.0)	24.5 (21.3-27.7)	25.5 (22.2-28.8)	23.0 (20.2-25.8)
Psychological health	29.8 (29.4-30.2)	30.0 (30.0-30.0)	30.0 (30.0-30.0)	30.0 (30.0-30.0)	29.2 (27.5-30.9)

Note Statistical Significance: ** < 0.01

Participants with primary level education were significantly more likely to be satisfied with their position as security officers, highlighted significantly more family-work balance and work-family balance ($p < 0.01$) compared to participants with Matric.

4.1.9 Association between work-life balance scales and employment duration

The duration of employment was not significantly correlated with the work-life balance scales (see Table 9).

Table 9: Work-life balance mean scores by employment duration

	Overall Mean (95% CI)	Less than a year Mean (95% CI)	1-2 years Mean (95% CI)	2-3 years Mean (95% CI)	3-4 years Mean (95% CI)
Security officer satisfaction survey	26.8 (24.7-28.9)	25.8 (21.2-30.3)	29.1 (26.4-31.9)	24.6 (19.5-29.8)	22.7 (9.0-36.3)
Family-work balance	16.6 (14.7-18.6)	15.8 (11.6-19.9)	18.4 (16.1-20.7)	14.8 (9.9-19.6)	13.0 (-2.1-28.1)
Work-family	16.6 (14.7-18.6)	15.8 (11.6-19.9)	18.4 (16.1-20.7)	14.8 (9.9-19.6)	13.0 (-2.1-28.1)

balance	18.6)	19.9)	20.7)	19.6)	28.1)
Family satisfaction	10.1 (9.4-10.8)	10.6 (9.1-12.0)	10.1 (9.1-11.0)	9.6 (9.1-11.2)	9.7 (-1.5-20.9)
Work satisfaction and performance	24.7 (23.2-26.2)	24.6 (21.4-28.0)	25.9 (23.9-27.9)	23.5 (21.7-26.5)	21.0 (5.9-36.1)
Psychological health	29.8 (29.4-30.2)	30.0 (30.0-30.0)	30.0 (30.0-30.0)	29.1 (27.3-31.0)	30.0 (30.0-30.0)

However, in all work-life balance scales the results indicate that participants who have been employed for more than three years in the company scored low on all the scales.

4.1.10 Association between work-life balance scales and number of children

Security officers with two or more children were significantly less likely to score high on security officer satisfaction survey; family-work balance and work-family balance compared to those without children (see Table 10).

Table 10: Work-life balance mean scores by number of children

	Overall Mean (95% CI)	No children Mean (95% CI)	1 Child Mean (95% CI)	2 Children Mean (95% CI)	3 Children Mean (95% CI)	4 or more Children Mean (95% CI)
Security officer satisfaction survey	26.8 (24.7-28.9)	33.8 (31.2-36.6)**	33.3 (30.6-36.0)	24.4 (21.0-27.8)**	19.8 (15.0-24.5)**	18.9 (17.1-20.7)**
Family-work balance	16.6 (14.7-18.6)	22.1 (20.4-25.0)**	21.8 (20.0-23.6)	14.6 (11.4-17.8)**	10.3 (5.2-15.3)**	9.4 (7.7-11.1)**
Work-family	16.6	22.1	21.8	14.6	10.3	9.4 (7.7-

balance	(14.7-18.6)	(20.4-25.0)	(20.0-23.6)	(11.4-17.8)**	(5.2-15.3)**	11.1)**
Family satisfaction	10.1 (9.4-10.8)	10.9 (9.5-12.2)	10.5 (8.5-12.5)	10.2 (8.5-11.9)	9.5 (4.2-14.7)	9.4 (8.1-10.8)
Work satisfaction and performance	24.7 (23.2-26.2)	29.9 (27.9-31.9)	28.6 (27.7-29.4)	23.0 (20.4-25.6)	19.7 (17.5-21.9)	19.0 (14.3-23.7)
Psychological health	29.8 (29.4-30.2)	30.0 (30.0-30.0)	30.0 (30.0-30.0)	30.0 (30.0-30.0)	28.8 (26.1-31.5)	30.0 (30.0-30.0)

Note Statistical Significance: ** < 0.01

4.2 OLS regression analysis of work-life balance scores

This study utilised Ordinary Least Squares (OLS) regression analysis to control for gender, race, age, marital status, employment duration, and level of education. Model 1 tests if work-life balance scales are associated with better employee work-family balance outcomes regardless of gender and race. Model 2 examines if the association changes when age and marital status are included. Model 3 examines if the association changes when employment duration and educational level are controlled, and Model 4 tests if the work-family balance is achieved when the number of children is controlled.

4.2.1 The OLS regression analysis of security officer satisfaction survey scores

The OLS regression analysis of security officer satisfaction survey scores indicates that age of participants was significantly and negatively associated with security officer satisfaction survey in Models 2, 3, and 4 (p < 0.001) (see Table 11). These results

suggest that the older the participant, the lower the security officer satisfaction survey score. Participants who were younger were more likely to score higher than older participants in this satisfaction survey, meaning job satisfaction diminished with age. In Model 3, educational level was significantly associated with the security officer satisfaction survey ($p < 0.01$). The results indicated in Model 4 show that having 2 or more children is significantly and negatively associated with security officer satisfaction survey ($p < 0.001$).

Table 11: OLS Regression Analysis of Security officer satisfaction survey scores by Gender, Race, Age, Marital Status, Employment duration, Educational level, and number of children

	Gender, Race	Gender, Race, Age & Marital Status	Gender, Race, Age, Marital Status, Employment duration & Educational level	Gender, Race, Age, Marital Status, Employment duration, Educational level & Children
Gender	-2.476 (2.208)	-0.513 (1.894)	0.572 (1.881)	1.564 (1.787)
Race	-5.369 (4.364)	-2.915 (3.697)	-3.821 (3.670)	-1.169 (3.184)
Age		-5.034*** (1.076)	-4.835*** (1.048)	-3.137*** (1.069)
Marital status		-1.092 (2.288)	-0.879 (2.211)	1.392 (2.062)
Employment duration			0.163 (1.026)	0.458 (0.900)
Educational level			1.542** (0.628)	0.409 (0.610)

1 child				0.572 (2.460)
2 children				-7.588*** (2.559)
3 children				-11.350*** (3.311)
4 or more children				-7.737 (4.676)
_cons	36.464*** (6.727)	44.800*** (6.083)	38.098*** (6.558)	34.681*** (6.128)
N	60	60	60	60

4.2.1 The OLS regression analysis of family-work balance scores

The OLS regression analysis of family-work balance scores presents data that highlights the significant and negative association between being older and having more than 2 children and family-work balance ($p < 0.001$) (see Table 12).

Table 12: OLS Regression Analysis of Family-work balance scores by Gender, Race, Age, Marital Status, Employment duration, Educational level, and number of children

	Gender, Race	Gender, Race, Age & Marital Status	Gender, Race, Age, Marital Status, Employment duration & Educational level	Gender, Race, Age, Marital Status, Employment duration, Educational level & Children
Gender	-2.029 (1.963)	-0.335 (1.711)	0.508 (1.723)	1.606 (1.643)
Race	-6.143 (3.881)	-4.026 (3.338)	-4.792 (3.362)	-2.295 (2.927)

Age	-4.178*** (0.972)	-4.032*** (0.960)	-2.635*** (0.983)
Marital status	-1.655 (2.067)	-1.485 (2.026)	0.408 (1.896)
Employment duration		0.207 (0.940)	0.532 (0.827)
Educational level		1.202** (0.575)	0.285 (0.561)
1 child			1.804 (2.262)
2 children			-5.734** (2.353)
3 children			-9.333*** (3.044)
4 or more children			-5.320 (4.299)
_cons	26.314*** (5.982)	33.945*** (5.494)	28.644*** (6.008)
N	60	60	60

This suggests that older employees and those with two or more children were more likely to be unsatisfied with their family-work balance. The lower the educational level, the higher the satisfaction with family-work balance.

4.2.3 The OLS regression of work-family balance scores

The OLS regression of work-family balance scores are similar to those of family-work balance scores because the two scales were reversed – to speak of the same themes (see Table 13).

Table 13: OLS Regression Analysis of Work-family balance scores by Gender, Race, Age, Marital Status, Employment duration, Educational level, and number of children

	Gender, Race	Gender, Race, Age & Marital Status	Gender, Race, Age, Marital Status, Employment duration & Educational level	Gender, Race, Age, Marital Status, Employment duration, Educational level & Children
Gender	-2.029 (1.963)	-0.335 (1.711)	0.508 (1.723)	1.606 (1.643)
Race	-6.143 (3.881)	-4.026 (3.338)	-4.792 (3.362)	-2.295 (2.927)
Age		-4.178*** (0.972)	-4.032*** (0.960)	-2.635*** (0.983)
Marital status		-1.655 (2.067)	-1.485 (2.026)	0.408 (1.896)
Employment duration			0.207 (0.940)	0.532 (0.827)
Educational level			1.202** (0.575)	0.285 (0.561)
1 child				1.804 (2.262)
2 children				-5.734** (2.353)
3 children				-9.333*** (3.044)
4 or more children				-5.320 (4.299)
_cons	26.314*** (5.982)	33.945*** (5.494)	28.644*** (6.008)	24.215*** (5.634)
N	60	60	60	60

One can notice that both age and having more than 2 children is significantly and negatively associated with work-family balance ($p < 0.001$), and having primary education is significantly associated with high work-family balance scores.

4.2.4 The OLS regression analysis of family satisfaction scores

The OLS regression analysis of family satisfaction scores highlights that in all 4 Models, family satisfaction scores were not significantly associated with gender, race, age, marital status, employment, educational level and number of children (see Table 14).

Table 14: OLS Regression Analysis of Family satisfaction scores by Gender, Race, Age, Marital Status, Employment duration, Educational level, and number of children

	Gender, Race	Gender, Race, Age & Marital Status	Gender, Race, Age, Marital Status, Employment duration & Educational level	Gender, Race, Age, Marital Status, Employment duration, Educational level & Children
Gender	-0.371 (0.755)	-0.209 (0.774)	-0.363 (0.803)	-0.268 (0.908)
Race	-1.929 (1.491)	-1.725 (1.511)	-1.379 (1.567)	-1.173 (1.617)
Age		-0.536 (0.440)	-0.536 (0.447)	-0.551 (0.543)
Marital status		0.426 (0.936)	0.379 (0.944)	0.401 (1.047)
Employment duration			-0.303 (0.438)	-0.399 (0.457)
Educational			-0.234	-0.307

level			(0.268)	(0.310)
1 child				0.304 (1.250)
2 children				-1.112 (1.300)
3 children				0.460 (1.682)
4 or more children				-0.532 (2.375)
_cons	12.729*** (2.299)	13.101*** (2.487)	14.389*** (2.800)	14.751*** (3.113)
N	60	60	60	60

These results are important as they show that the participants all scored low on family satisfaction indicating lack of satisfaction with their family lives. This should raise concerns for the company as it is difficult to maximise productivity from an employee who is unsatisfied with their family life.

4.2.5 The OLS regression analysis of work satisfaction and performance scores

The OLS regression analysis of work satisfaction and performance scores shows that race was significantly and negatively associated with work satisfaction and performance scores in Model 1 ($p < 0.05$) (see Table 15).

Table 15: OLS Regression Analysis of Work satisfaction & performance scores by Gender, Race, Age, Marital Status, Employment duration, Educational level, and number of children

	Gender, Race	Gender, Race, Age & Marital Status	Gender, Race, Age, Marital Status, Employment duration & Educational level	Gender, Race, Age, Marital Status, Employment duration, Educational level & Children
Gender	-1.590 (1.596)	-0.235 (1.399)	0.260 (1.438)	0.897 (1.394)
Race	-5.798* (3.155)	-4.104 (2.731)	-4.377 (2.805)	-2.245 (2.483)
Age		-3.401*** (0.795)	-3.292*** (0.801)	-2.109** (0.834)
Marital status		-1.073 (1.691)	-0.987 (1.690)	0.683 (1.608)
Employment duration			-0.105 (0.784)	0.028 (0.702)
Educational level			0.693 (0.480)	-0.063 (0.476)
1 child				1.586 (1.919)
2 children				-4.907** (1.996)
3 children				-6.857** (2.582)
4 or more children				-5.523 (3.647)
_cons	33.436*** (4.863)	39.386*** (4.494)	36.545*** (5.012)	33.284*** (4.780)
N	60	60	60	60

These results indicate that being Black was largely associated with low work satisfaction and performance. Older age ($p < 0.001$), and having more than 2 children were significantly and negatively associated with satisfaction and performance ($p < 0.01$).

4.2.6 The OLS regression analysis of psychological health scores

The OLS regression analysis of psychological health scores present important results to consider for married security officers. Marital status is significantly and negatively associated with psychological health scores ($p < 0.05$) (see Table 16). These results suggest that married people in the study score less on the psychological health scale. These results should be worrying for both the work and family systems and require more attention. What these results provide are opportunities for government, policymakers, civil society, researchers, companies and families to establish how best married people can be able to balance work and family in ways that promote their psychological, mental and physical health.

Table 16: OLS Regression Analysis of Psychological health scores by Gender, Race, Age, Marital Status, Employment duration, Educational level, and number of children

	Gender, Race	Gender, Race, Age & Marital Status	Gender, Race, Age, Marital Status, Employment duration & Educational level	Gender, Race, Age, Marital Status, Employment duration, Educational level & Children
Gender	-0.343 (0.432)	-0.274 (0.435)	-0.143 (0.444)	0.006 (0.504)
Race	-0.000	0.086	0.200	0.208

	(0.855)	(0.849)	(0.867)	(0.898)
Age		0.048	0.101	0.092
		(0.247)	(0.247)	(0.302)
Marital status		-1.006*	-0.998*	-1.038*
		(0.525)	(0.522)	(0.582)
Employment duration			-0.267	-0.172
			(0.242)	(0.254)
Educational level			0.170	0.195
			(0.148)	(0.172)
1 child				0.264
				(0.694)
2 children				0.500
				(0.722)
3 children				-0.400
				(0.934)
4 or more children				0.840
				(1.319)
_cons	30.343***	31.229***	30.766***	30.082***
	(1.317)	(1.396)	(1.549)	(1.729)
N	60	60	60	60

4.3 Conclusion of quantitative results

Quantitative data indicates that education, race, age, marital status, and employment duration were most likely to impact on participants' work-life balance perceptions. The next section explores qualitative results of work-life balance policies and practices.

4.4 Results of qualitative data analysis

Qualitative data was collected after the survey data collection and the various themes were derived from the quantitative results. This was meant to provide for triangulation as a way of providing clarity and corroboration. The broad themes were centred on the work-life balance policies and practices – how the participants perceived them, and the challenges they were facing in ensuring satisfactory work-life balance.

4.4.1 Work-life balance policies and practices

Participants were asked to provide knowledge of work-life balance policies they were aware of and their entitlements on the respective policies. All participants were aware of their entitlement to 21 days annual paid leave and all female participants had knowledge of their entitlement to 4 months paid maternity leave. However, some male participants thought that women were entitled to only 3 months paid leave with an option of adding another month of unpaid leave. This was common in the responses provided by some male participants. One participant stated that:

I think women are entitled to 3 month maternity leave and then if they want they can still take another month, which they will not be paid for by the company. The 3 months is paid for by the company but if you want to add another month then it would be unpaid for and you have to apply for it separately (K115).

Still on the matter of child-birth and its impact on work-life balance, the researcher asked whether men were entitled to any form of leave to ensure that they were present during the birth of their children and after. Most participants who were interviewed did

not have knowledge of the possible use of family responsibility leave by men who would have had a child so as to be present during birth and the following two days. One female participant stated that:

Men do not have leave because they are not the ones who give birth to the child. If men get leave this might be a problem for women actually because they will end up looking after 2 babies, because men themselves also need to be looked after so they need to stay at work. Some men even if you give them leave to be there when their children are born they end up spending that time drinking and not supporting their wives (KII3).

However, one male participant who had used the family responsibility leave before when his child was born, not only showed knowledge of the policy but also advocated for a possible increase of the number of days stipulated in this policy.

I know that men are entitled to 3 days family responsibility leave when their child is born. But this family responsibility leave is not only for the birth of your child, if your father or mother dies and you take the leave, when your child is born and you have already taken this leave then you cannot take it again. When my child was born I had to take this leave to be there for my wife and also to run around and make sure that she gets everything she wanted when she was in hospital. However, by the time she came out of hospital it was already the third day and I had to come back to work even when I could see that she could not do a lot of things on her own. Government needs to think about increasing these days because they are not enough for men to support their wives after delivery (KII1).

This statement highlights men's need to be more involved in the delivery and post-delivery of their children and calls onto government to reconsider family responsibility leave by increasing the number of days men can take paid leave after the birth of their children.

Participants were also asked about their entitlement to paid sick leave. Most participants knew that they were entitled to some form of paid sick leave but all thought that this could only happen when one has a Doctor's note to the employer stating that the employee was sick. Yet, employees would need to provide a sick note if they are off sick for more than 7 days, including non-working days, according South Africa's sick leave policy. Participants emphasised that they were worried that if they missed work without a sick note they would lose their jobs. One respondent stated:

You see my sister, I know I am entitled to sick leave but then I cannot take leave without going to the clinic. If you miss a day without having a sick note they will take money for that day. Sometimes you are sick but you do not have money to go to the clinic and you cannot even go to work to report and show them you are sick so you will end up just getting your money deducted for those days you do not go to work. Also, you see this job does not have security, if you miss work too many times you might end up losing your job (K114).

While policies might be in place to ensure that employees are able to balance their work and family, in practice the employees do not really see the flexibility between their work

and family for them to be satisfied. These results also show that fear of job loss impacts on employees' advancement of their rights to ensure the balance of work and family.

4.4.2 Security officer satisfaction

The participants were asked about their jobs and whether they were satisfied with the work they were doing. Like the quantitative results, the participants with primary education were more satisfied with their work-life balance compared to those with Matric level. Participants who had primary level education highlighted their satisfaction with their jobs because they were "just happy to have a job". One participant stated:

When you are not as educated as I am, you will be happy to even have a job because these days it is difficult to get a job. At least this job makes it possible for me to pay my bills and to buy food, so I am happy. This job has given that opportunity to be a man. I am able to provide for my family (K112).

This statement was contrasted by what a respondent with Matric level of education stated:

This job is not something I would have wanted to do. It's unfortunate that I did not manage to continue with my education after Matric. Everything about this job is wrong for me. All I know if there would never be an opportunity for me to grow here. I do not see any prospects of promotion. I cannot even use the money I get here to continue with my education on a part-time basis because the money is not enough. Also, even if the money was enough, I do not have the time to go to school because of my shifts (K116).

What this data shows is that participants in this study had different aspirations and this impacted on their job satisfaction. Those with lower levels of education were more likely to be content with their jobs while those with Matric were not satisfied with their employment conditions as security officers. There was a sense of wanting more from security officers with Matric and some sort of disappointment that they could not achieve their aspirations while being security officers.

4.4.3 Family-work and work-family balance

Participants were asked about their perceptions of family-work and work-family balance. The results indicate that different employees have different perceptions of their family-work and work-family balance. The employees who were single, had primary education, with no children, and younger were more likely to speak positively about their family-work and work-family balance. One participant highlighted that:

I am single and I stay on my own so it is easy for me to balance my family and work. This job is easier like that because of our working hours. I think it becomes more difficult when one is married and has children to look after. For me, I can balance my time easily because I decide when I want to cook or when I do not have to. I do things at my own time so both work and family is not negatively affected (K117).

On the other hand, participants who were older, higher level of education, married, with children, and had worked in the company for longer reported having an unbalanced family-work and work-family relationship. This was emphasised by one of the

participants who spoke of her dissatisfaction of having an unbalanced family-work and work-family relationship:

You see when you have children and a family you really find it difficult to balance your work and family. You see we work 12 hour shifts and some of us have to walk long distances to come to work because the money is not enough to pay for transport for the whole month. When you get home you have to cook for the kids, ensure that they eat and sometimes do laundry before the next morning. You leave home at 4am so that you can get to work at 6am for the morning shift. You do not have time to be with your family. This job is really taxing for those with families (K119).

4.4.4 Family satisfaction

When participants were asked about their perceptions on their family satisfaction none of them expressed satisfaction. Among the some of the issues raised were “not having enough money to pay bills and buy food”; and “not having enough family time”. One of the participants strongly expressed this:

How can one be satisfied with their family life when they are not able to provide for their family. You know with the salary we get here it is not enough to even ensure that one survives until the end of the month. Do you know that we survive on debts on a daily basis and it's not a happy life for sure? You know if at least you were spending less time at home while getting more money to support your family then at least there would be some reward (K112).

This statement highlights the lack of family satisfaction among the participants. It also shows that family dissatisfaction is influenced by their work-life and what it offers them, such as; low wages, and long working hours.

4.4.5 Work satisfaction and performance

Participants were asked to give their perceptions on their work satisfaction and job performance. Most of the participants argued that there was very little work satisfaction and therefore impacted on their job performance. Participant highlighted doing the bare minimum to ensure that they just maintain their jobs. One participant stated:

Even if you work hard there is little recognition. You go not even get a salary increase or a bonus. This job does not have room for a promotion. You will always be a security guard. The supervisors will never leave so you cannot grow. If you see this and you know this then you will know that you end up just doing the bare minimum. If I have to leave home at 4am to get to work at 6am, I will not wake up any earlier so that I get to work earlier. I will make sure that I get there right on time and I leave as soon as my shift ends because I still have two hours on the road. I get home tired and just cook, eat and sleep (KII9).

Another participant also reported that:

You know this job is very tricky, if you get to work early you will never be recognised, but see the day you are late you will get a big warning. This makes you realise that the company does not care about you. You want to do your best but they will not understand when you are the one who needs help. Even when

you are sick, you will have to bring a letter from the Doctor otherwise they will take money from your salary. Sometimes you get sick and do not have money to go to the clinic so you stay at home (KII8).

This statement highlights that employees do not have trust in their employers to look after them when they really need their support and therefore they will only do what they are required to do without going an extra mile to ensure the company's success.

4.5 Recommendations for work-life balance policies and practices

Participants in the study were asked to provide their recommendations for work-balance policies and practices they would want for them to have job satisfaction and enhanced job performance. A number of suggestions came up including, reduction of working hour shifts from 12 hours to 8 hours per day and if one has to work for 12 hours, then the other 4 hours need to be considered to be overtime and be paid for accordingly. Participants also highlighted the need for management to educate employees about the work-life balance policies and practices that are in place and encourage employees to use them.

It was also recommended that the company ensures more parental leave for male partners of women who would have given birth and to also encourage men to attend both antenatal and postnatal clinic sessions so that they learn about their children's development, while also promoting maternal and child health. The participants recommended that they are treated first as human beings and not only as employees

and that when they are sick and do not have money to go to the clinic, the company should not deduct their salary before the 7 days stipulated by the policy expires.

The participants also emphasised the importance of introducing family day retreats at the workplace where employees are able to bring their families and also where both management and employees are able to engage on what work-life balance policies and practices are important for employees and the company. These kinds of agreements between management and employees have potential of making participants motivated and therefore more likely to be more efficient and productive.

4.6 Conclusion of study results

In conclusion, this chapter explored both quantitative and qualitative results as a form of triangulation. The quantitative section provided the statistics of the sample, while the qualitative provided an in-depth assessment of perceptions of Mi7 Security Intelligence Company security officers, from a sub-sample of employees. The next chapter explores the discussion of results in relation to the literature review and theoretical framework.

CHAPTER 5: DISCUSSIONS AND RECOMMENDATIONS

5.1 Introduction

The purpose of the study was to explore the influence of work-life balance practices on employee job performance at Mi7 Security Intelligence Company at Durban University of Technology. This study has several strengths. Using both quantitative and qualitative research methods, this dissertation shows the various influences and impacts of work-life balance practices on employee job performance. While quantitative data from the study cannot be generalised because of lack of randomisation and the small size of the sample in one research context, the results are important for Security organisations which fit the same profile as Mi7 Security Intelligence Company and can be generalised to those. Qualitative data provided in-depth and personalised accounts of the impacts of work-life balance practices being implemented by Mi7 Security Intelligence Company. This data shows that Mi7 security officers are very conscious of and feel strongly about work-life balance practices.

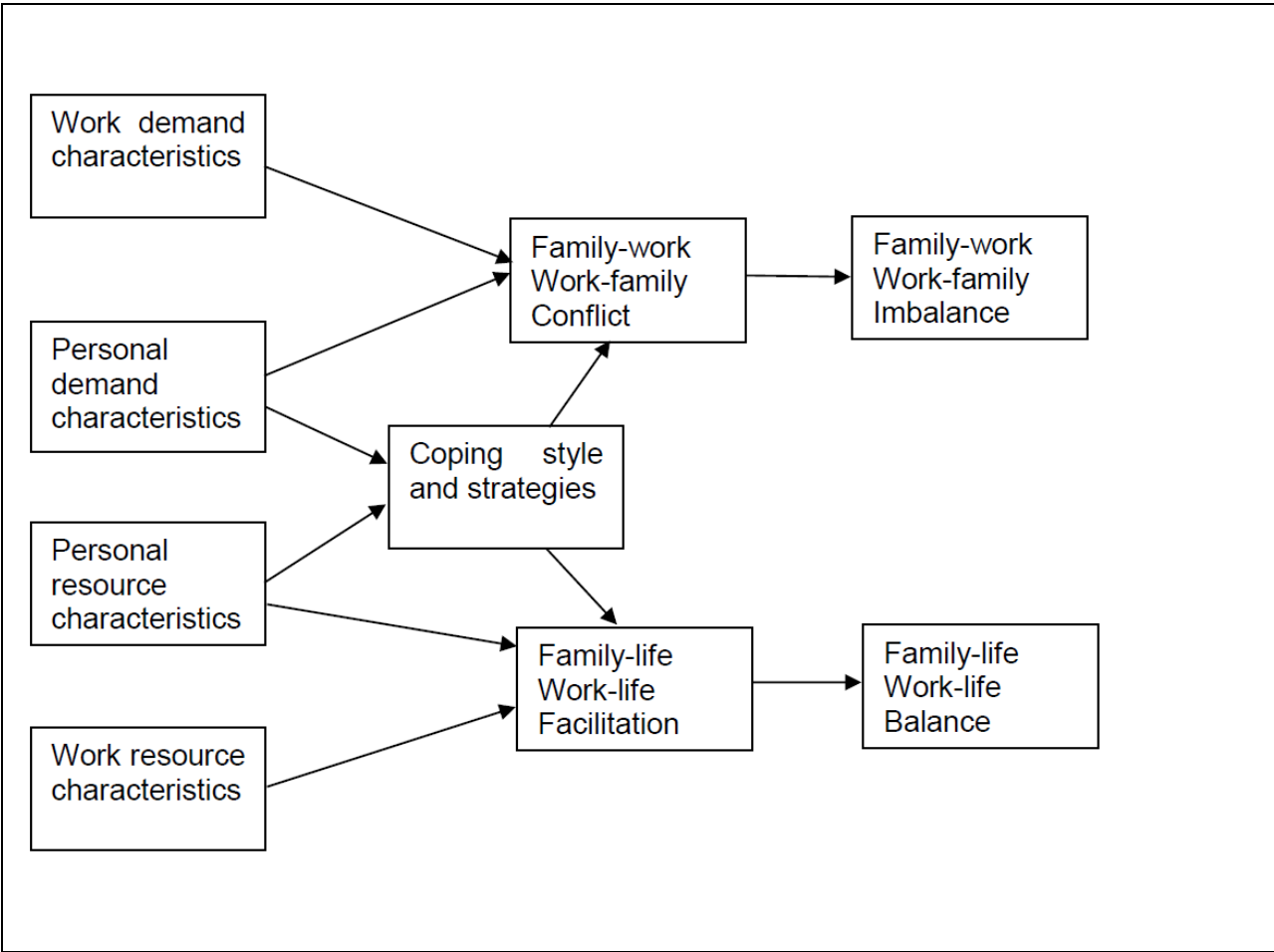
5.2 Adaptation and development of a theoretical model

The study was informed by the demand-resource theoretical approach. The results from the study show that demands from both work and family negatively impacts on employee work-life balance which in turn affects employee job performance.

The results from this study also corroborates the demand-resource theoretical approach in that employees without children were more likely to be satisfied with their work-life balance compared to those without any children. This dissertation goes a step further

from the demand-resource theoretical approach by introducing two outcomes of the demand-resource approach. Instead of both the demands and resources impacting on perceived work-life balance, this study shows that demand characteristics are positively associated with work-life imbalance, while resource characteristics are positively associated with work-life balance (see Figure 3).

Figure 3: Work-life demand and resources characteristics as predictors of perceived work-life balance and imbalance



Source: Conceptualised by author from study results

5.3 Major research findings

This study shows that work-life balance was largely circumstantial and dependent on one's current situation. This evidence raises important questions for future research and company policies. Should companies tailor policies that are person-centred? The results indicate that younger, unmarried, with no children and those with lower levels of education were more likely to be satisfied with their jobs and also more likely report better job performance. This presents a case which suggests that job satisfaction and performance in this study declined as people got older, had children, got married and had higher educational qualifications. Hence it is critical to establish in this industry whether different groups of employees require different work-life balance policies and practices – and how these would be implemented.

Qualitative findings on work-life conflict are consistent with the assertions made by Siddiqui (2013: 29) and Fapohunda (2014: 81) who argue that work-life conflict affects employee job satisfaction due to shift timing, loading, the number of working hours, wages and salary matters, nature of work and time constraints. This study has demonstrated that work-life imbalance has huge potential to negatively impact the quality of life and career accomplishments of employees. The employees in the study highlighted how they were only prepared to do the bare minimum at work due to the long working hours and the low salaries they were being paid by the company.

The study results also concur with literature on rewards management systems, which states that rewards have a huge potential of increasing employee job performance and

company productivity (Jiang et al., 2012: 74). What the study data shows explicitly in both the quantitative and qualitative data is that those employees with higher education and more employment years in the organisation were less likely to be satisfied with their jobs and more likely to not go an extra mile on their job performance citing lack of recognition and no prospects of moving up the ladder in terms of their occupation. This led to participants in the study not possessing any motivation to provide the extra support to maximise productivity in this organisation (Noe et al., 2008: 23).

What this study clearly shows is that there is no one size fits all mechanism for work-life balance policies and practices (Mokomane, 2013: 7). Work-life balance policies, practices and needs differ according to context, culture, gender, age, marital status and whether one has children or not, number and age of the children. These issues raise important questions about employer/employee satisfaction and performance. This is because both employers and employees sign contracts before job commencement, it is critical for both companies and employees to have discussions and negotiations about their circumstances before signing the contract. This might ensure that both the employers and employees are satisfied and might increase employee job performance. Literature shows that organisations with flexible work options, and family or personal leave are more likely to attract, capture, retain and motivate employees with high potential and in return get high levels of performance.

However, in the context of high unemployment and poverty this sort of bargaining by employees might not be possible. Even when employees might not be comfortable with

the current work-life balance policies and practices offered by the company, they might end up taking employment due to desperation and the need to survive and provide. In this context companies do have higher bargaining power at the expense of employees. These results are consistent with literature on the non-uptake of work-life balance policies and practices. Kodz et al., (2002: 53) show that employees fear that uptake of these work-life balance policies and practices may negatively impact their career prospects such as promotion, while Houston and Waumsley (2003: 14) state that employees on contract may be worried that their contracts may not be renewed if they utilise the work-life balance policies and practices. However, the lack of clarity and emphasis from management on the importance of work-life balance policies and practices in organisations creates a relationship of mistrust between employees and employers, which negatively impacts on employee job performance and limited organisational productivity.

The study results show that the effects of work-life conflict are that employees tend to underperform on both ends. Employees who are not satisfied with their employment conditions are more likely to also not be satisfied with their family circumstances. Bridging this gap is important for both productivity of the company and the well-being of employees. The study results coincide with literature on work-life balance and role stress theory – focusing on the negative interaction of work and family (Rantanen et al., 2011: 27). The role-conflict hypothesis posits that multiple roles have huge potential to lead to role strain and conflict for individuals who end up becoming depressed and less

satisfied as workers and family members in general (Mokomane and Chilwane, 2013: 143, Mokomane, 2013: 9, Tiedje et al., 1990: 64).

5.4 Recommendations

Mokomane and Chilwane (2013: 143) show that work-life balance practices are critical to the South African social and economic landscape and that they need to be central to the discussion agenda by policymakers, researchers, labour law experts, advocacy organisations, employers and employees. Given that South Africa is fighting against unemployment and poverty, it is in this context that policies and practices designed to facilitate and support work-life balance should be emphasised. The establishment and implementation of such work-life balance policies and practices have huge potential to reduce employee abuse by greedy employers taking advantage of the scarcity of employment and high rates of poverty – due to a high supply of labour in a low work demand environment. Work-life balance policies also play an important role in ensuring that employees are satisfied and therefore will perform better. Important questions however have to be raised here.

In this difficult context of high unemployment and poverty, should work-life policies and practices promote job sharing and shift timing to ensure that the number of people who are unemployed is reduced? However, if this avenue is considered, it means that more people will be employed for less, but work-life roles will be more balanced. The question that then arises is: are employees willing to work less hours for less money? It remains to be answered whether job and income sharing would result in better life satisfaction.

This study recommends that these questions be addressed by policymakers, organisational unions, employers, and the general population through national income dynamics and general household surveys.

Specifically to the security intelligence industry, in which this study was situated, it is important to recommend the reduction of working hours from 12 hours to the standard 8 hours, which most industries require of their employees. This has potential to reduce burnout, exhaustion and stress from increased work or family demands, while increasing work-life balance (Boyar et al., 2005: 921).. More opportunities for training courses offered by security intelligence companies to their employees as part of their employment contracts should be encouraged for capacity development and employee satisfaction and growth.

CHAPTER 6: CONCLUSIONS

6. Conclusions

In conclusion, it is very important to state upfront that it is well established that work forms an integral part of one's adult life. It is also undoubted that companies need to ensure that they have policies, programs and practices that promote work-life balance and help employees thrive and increase job performance. As emphasised by the social exchange theory, a satisfied employee is most likely to perform well on his or her duties and responsibilities, stay motivated and more likely to be loyal to the organisation. A satisfied employee is also more likely to live a happier non-work life, thereby creating a balance on both work and family life.

The study concludes that in the security intelligence sector, being single, less educated, without children, being employed for a short duration and being young is positively associated with job satisfaction, while being married, older, having a Matric qualification, being employed for a longer duration and with two or more children is negatively associated with job satisfaction. What these results show is that people generally want to grow in terms of socio-economic status as they grow older and start families and also require recognition from their places of work both financially and intrinsically.

Work-life balance practices should be sensitive to the different needs of employees. For women – those pregnant and those that have delivered – there should be practices that are friendly to them, including time for antenatal and postnatal clinic consultations and breastfeeding. For men who have pregnant partners and those that have delivered they

should also be awarded time-off to be available during antenatal and postnatal clinic consultations. They should also be allowed to take parental leave so that they can be present during the birth of their children and assist their partners in the early days after delivery. Employee skills and capacity development should also be encouraged to ensure that one can grow professionally in terms of career.

Lastly, South African policies and practices on work-life balance should be centred on both the family and economic productivity. Focusing only on economy productivity has a potential of dismantling an already 'fragmented' family system which needs to be healed. Families need to form part of every company's policies and practices, with organisational visions also focusing on citizenship and giving back to society.

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Annexure A: Information sheet and informed consent form

Information sheet and consent form for Mi7 Security Guards at DUT

Introduction

Hello, my name is Thelma Zindoga. I am a Masters' Student at Durban University of Technology. I am conducting a study on the influence of work-life balance practices on employee job performance – A case study of Mi7 Security Intelligence in Durban KwaZulu-Natal. You are being invited to take part in this study because you are employed as an Mi7 Security Guard at DUT. **You will decide whether you want to participate in this study or not. No one can force you to take part if you do not want to.**

Contact

If you have any questions, comments, or worries about taking part in this study, then please feel free to ask us/me questions at any time during or after the interview. If you have questions at a later stage you may also call **Dr Tawanda Makusha, on 031 242 5506**. If you have questions about your rights in this research study, please call the **Institutional Research Ethics Committee (IREC) Administrator on 031 373 2900**. Complaints can be reported to the DVC: TIP, **Prof F. Otieno on 031 373 2382** or dvctip@dut.ac.za.

Consent

I hereby agree to take part in this study. I understand that I am taking part freely. I also understand that I can withdraw from completing the study at any point should I not want to continue and that this decision will not in any way disadvantage me, my family or community.

I understand that this study aims to assess the influence of work-life balance practices on employee job performance – A case study of Mi7 Security Intelligence in Durban KwaZulu-Natal.

I have received the telephone number of **Dr Tawanda Makusha (031 242 5506)**, and the **Institutional Research Ethics Committee (IREC) Administrator (031 373 2900)**, should I need to speak about any issues which may arise in this study.

I completely understand the details above. I am willing to sign this form voluntarily and will be given one copy of the signed consent form.

Signature of participant

Date

Name and signature of interviewer

Date

Annexure B: Study questionnaire

QUESTIONNAIRE FOR Mi7 SECURITY OFFICERS AT DURBAN UNIVERSITY OF TECHNOLOGY (DUT)

INSTRUCTIONS

- You are requested to participate in this research survey and express your views and opinion about your work-family balance as a Security Officer at DUT.
- This survey is strictly confidential: Kindly do not write your name or any identifying information on the questionnaire.
- Please answer all questions.
- Be open and honest.

SECTION A: DEMOGRAPHIC INFORMATION

Please make an X in the appropriate box.

1. What is your gender?	Male	1
	Female	2

2. What is your race?	African	1
	Indian	2
	Coloured	3
	White	4
	Other	5

3. What is your age?	25 and below	1
	26-30 years	2
	31-35 years	3

	36-40 years	4
	41-45 years	5
	46-50 years	6
	51 and older	7

4. How long have you been employed by this Security Company?	Less than a year	1
	1-2 years	2
	2-3 years	3
	3-4 years	4
	4-5 years	5
	5-6 years	6
	Over 6 years	7

5. What is your educational qualification?	No education	1
	Primary education	2
	Grade 8	3
	Grade 10	4
	Grade 12/Matric	5
	University Diploma	6

	Degree	7
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6. What is your marital status?	Single	1
	Married	2
	Divorced	3
	Widowed	4

7. How many children do you have?	None	0
	One	1
	Two	2
	Three	3
	Four or more	4

8. Number of elder dependents?	None	0
	One	1
	Two	2
	Three	3
	Four or more	4

SECTION B: WORK-FAMILY BALANCE ASSESSMENT QUESTIONS FOR SECURITY OFFICERS

ASSESSMENT CRITERIA

Numerical scale	Descriptive scale	Interpretation
5	Very satisfied	Exceeds required level of satisfaction
4	Satisfied	Evidence of consistently and constantly being satisfied
3	Neither satisfied nor dissatisfied	Meets minimum criteria
2	Dissatisfied	Something has been done, but the work-family balance is below standard
1	Very dissatisfied	The required work-family balance has not yet been achieved

SECURITY OFFICER SATISFACTION SURVEY						
No.	As the Security Officer at DUT please indicate on the scale from (1) very dissatisfied to (5) very satisfied, your level of satisfaction with the following items:	RATING SCORE				
		1	2	3	4	5
1	The opportunity you have to perform your job well and yet be able to perform home-related duties adequately.					
2	The way you divide your attention between work and family life.					
3	How well your work and family life fit together.					
4	Your ability to balance the needs of your job with those of your family life.					
5	The way you divide your time between work and family life.					
6	Child-care information or referral systems e.g. when the company offers assistance in locating child-care when needed					
7	Paid maternity or paternity leave					

8	Elder care e.g. the company provides financial support for elder care.						
9	Safety at work during pregnancy for female employees (i.e. changing the work station of the pregnant worker to avoid long periods of standing)						
10	Prenatal leave (e.g. time for pregnant women or their partners to attend medical appointments during working hours, either using additional leave or sick leave)						
11	Counselling services for employees (i.e. the organization pays for counselling services for employees experiencing, among other things, work stress or family stress e.g. if there has been a shooting at work etc.).						
12	Health programs (e.g. Wellness day programs where employees are advised by specialists on diet, diseases and how to keep healthy)						
13	Parenting or family support programs (the organization facilitates programs supporting positive parenting)						
14	Equal access to promotion, training and development (Providing equal access to promotion, training and development by providing encouragement and assistance to those employees with family responsibilities)						
Total scoring							

SECTION C: PERCEPTIONS REGARDING WORK-FAMILY BALANCE

ASSESSMENT CRITERIA

1	2	3	4	5
Strongly disagree	Disagree	Undecided	Agree	Strongly agree

1. FAMILY-WORK BALANCE

1.1	The demands of my family or spouse/partner interfere with work-related activities.	1	2	3	4	5
1.2	I have to put off doing things at work because of demands on my time at home.	1	2	3	4	5
1.3	Things I want to do at work don't get done because of the demands of my family or spouse/partner.	1	2	3	4	5
1.4	My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.	1	2	3	4	5
1.5	Family-related strain interferes with my ability to perform job-related duties.					

2. WORK-FAMILY BALANCE

2.1	The demands of my work interfere with my home and family life.	1	2	3	4	5
2.2	The amount of time my job takes up makes it difficult for me to fulfil my family responsibilities.	1	2	3	4	5
2.3	Things I want to do at home do not get done because of the demands my job puts on me.	1	2	3	4	5
2.4	My job produces strain that makes it difficult for me to fulfil family duties.	1	2	3	4	5
2.5	Due to work-related duties, I have to make changes to my plans for family activities.	1	2	3	4	5

3. FAMILY SATISFACTION

3.1	In most ways my family-life is close to my ideal.	1	2	3	4	5
3.2	The conditions of my family-life are excellent.	1	2	3	4	5
3.3	I am satisfied with my family life.	1	2	3	4	5
3.4	So far I have got the important things I want in my family-life.	1	2	3	4	5
3.5	If I could live my family-life over, I would change almost nothing.	1	2	3	4	5

4. WORK SATISFACTION & PERFORMANCE

4.1	General speaking, I am very happy with my work.	1	2	3	4	5
4.2	I frequently think of leaving this job.	1	2	3	4	5
4.3	I am generally satisfied with the kind of work I do in my job.	1	2	3	4	5
4.4	I am generally satisfied with the way I am treated by my boss.	1	2	3	4	5
4.5	I am generally satisfied with the way I am treated by my colleagues.	1	2	3	4	5
4.6	I generally perform very well on my job.	1	2	3	4	5
4.7	I take a lot of initiatives on my job because I am happy.	1	2	3	4	5
4.8	I go an extra mile to do well at my job	1	2	3	4	5

SECTION D: PSYCHOLOGICAL HEALTH

ASSESSMENT CRITERIA

1	2	3	4
Much worse than usual	Worse than usual	Same as usual	Better than usual

Using the 1-4 Scale please indicate your agreement with each item by ticking the appropriate circle.

Psychological health

1	Have you recently been able to concentrate on what you are doing?	1	2	3	4
2	Have you recently lost much sleep over worry?	1	2	3	4
3	Have you recently felt you are playing a useful part in things?	1	2	3	4
4	Have you recently felt capable of making decisions about things?	1	2	3	4
5	Have you recently felt constantly under strain?	1	2	3	4
6	Have you recently felt you could not overcome your difficulties?	1	2	3	4
7	Have you recently been able to enjoy your normal day-to-day activities?	1	2	3	4
8	Have you recently been able to face up to your problems/challenges?	1	2	3	4

ASSESSMENT CRITERIA

1	2	3	4
Much more than usual	Rather more than usual	No more than usual	Not at all

Psychological health

9	Have you recently been feeling unhappy or depressed?	1	2	3	4
---	--	---	---	---	---

10	Have you recently been losing confidence in yourself?	1	2	3	4
11	Have you recently been thinking of yourself as a worthless person?	1	2	3	4

ASSESSMENT CRITERIA

1	2	3	4
Much less than usual	Less than usual	Same as usual	More so than usual

Psychological health

12	Have you recently been feeling reasonably happy, all things considered?	1	2	3	4
----	---	---	---	---	---

THANK YOU!!!!!!

Annexure C: Study interview guide

INTERVIEW GUIDE FOR Mi7 SECURITY OFFICERS AT DURBAN UNIVERSITY OF TECHNOLOGY (DUT)

1. How often do you think or worry about work (when you are not actually at work or travelling to work)? Please provide an explanation to your response.
2. How many hours in a day do you normally work?
3. How many hours per day do you spend travelling to work?
4. Do you ever feel emotionally drained when you get home from work? Please provide an explanation to your response.
5. Do you feel you have enough time to spend with your family? Please provide an explanation to your response.
6. Do you think that your job is too demanding that you do not have enough time to spend with your family? Please provide an explanation to your response.
7. Does management help you balance your work and family commitments? If they do help, please explain how they do this. If they do not do this, please may you tell us why you think they do not help you balance your work and family commitments?
8. Do you know whether your company has a work-family balance policy?
9. Do you think you will be more effective as an employee if the company assisted you in balancing your work and family commitments?
10. Do you think that if employees in this company have a balanced work and family schedule, the company will be more effective and successful?
11. How would you summarise your work-family balance?
12. What do you think your employer could do to improve your work-family balance?
13. Any other comments?

Annexure D: Letter of approval

ANNEXURE D



07 October 2015

Att: Ms Thelma Zindoga

The Durban University Of Technology

Durban

4001

To whom it may concern

We refer to a letter dated 16th September 2015 in which Thelma Zindoga expressed interest in conducting research entitled " **The Influence of work- life balance practices on employees job performance: A case study of Mi7 Security Intelligence in KwaZulu-Natal** in fulfilment of a Master's degree in Human Resources Management with Durban University Of Technology.

here are no objections to her study and if her proposal is approved, Mi7 Security & Intelligence will be willing to work with her.

Kind Regards

Mr Clense Naidu

Contracts Manager

Mi7 Security & Intelligence

D.U.T Durban

031 373 2869 DIRECTORS

NOBIN KARIEN - CHAIRMAN; TRACEY KARIEN - CEO, S.R. KARIEN - SPECIAL OPERATIONS; KAMESHA NAIDOO - FINANCE; KEVIN JOHN - HUMAN RESOURCES

REGISTERED HEAD OFFICE

536 OLD GREYTOWN ROAD PH 033 - 3875628

SUITE 1 & 2 - RITHORPE FAX 033 - 3877842

PIETERMARITZBURG CELL 083 679 1222

OPERATIONS CENTRE

19 LENNOX ROAD PH 031 - 123 456 78

MORNINGSIDE FAX 031 - 123 456 78

DURBAN CELL 083 679 1222

OPERATIONS CENTRE

1 CARL BOSCH ST PH 017 - 631 3054

SECUNDA FAX 017 - 631 2627

MPUMALANGA CELL 0711 305877

EMAIL : mi@telkonsa.net

Annexure E: Letter of permission

41 Botanic Avenue
Berea
Durban
South Africa
4000

15 September 2015

The Human Resources Director
Mi7 Security Intelligence Company
Durban University of Technology (DUT)
Durban

Dear Sir

RE: REQUEST FOR PERMISSION TO CONDUCT RESEARCH

My name is Thelma Kudzai Zindoga. I am a student at Durban University of Technology (DUT), currently studying towards a Master's degree in Human Resource Management. I am conducting a research entitled: **The influence of work-life balance practices on employee job performance: A case study of Mi7 Security Intelligence in Durban KwaZulu-Natal**. To achieve the objectives of my study, I am kindly requesting your permission to administer a structured questionnaire and an in-depth interview guide to selected employees of Mi7 Security Intelligence at DUT campuses and residences.

The participation of your employees will be voluntary and no participant will be coerced to be part of the research study. The completion of the questionnaire and interview guide will take approximately 45 – 60 minutes. The researcher will personally conduct both the survey and the interviews within 30 working days. It is envisaged that the findings of the study will assist Mi7 Security Intelligence in developing innovative work-life balance strategies for all its employees.

You can contact me at thelmazindoga@yahoo.com or 062 569 6188 or contact my Supervisor, Dr Tawanda Makusha at tmakusha@hsrc.ac.za or 031 242 5506

Your cooperation is greatly appreciated.

Sincerely,

Miss Thelma Kudzai Zindoga

Annexure F: Turnitin Report

Final dissertation submission for Turnitin

ORIGINALITY REPORT

4%	2%	4%	1%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	v-scheiner.brunel.ac.uk Internet Source	1%
2	"Work–Family Interface in Sub-Saharan Africa", Springer Nature, 2014 Publication	1%
3	Submitted to University of KwaZulu-Natal Student Paper	<1%
4	Submitted to London School of Commerce Student Paper	<1%
5	usir.salford.ac.uk Internet Source	<1%
6	"Creating Balance?", Springer Nature, 2011 Publication	<1%
7	epubs.scu.edu.au Internet Source	<1%
8	journals.univ-danubius.ro Internet Source	<1%

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