

**FACTORS RESPONSIBLE FOR WORK LIFE BALANCE:
THE CASE OF ADMINISTRATIVE RANK POSITION IN
KOROGWE TOWN COUNCIL**

**FACTORS RESPONSIBLE FOR WORK LIFE BALANCE:
THE CASE OF ADMINISTRATIVE RANK POSITION IN
KOROGWE TOWN COUNCIL**

By

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and Management in Partial Fulfillment of the Requirement for the
Award of Master Degree of Master of Science in Human Resource
Management (MSc. HRM) of Mzumbe University**

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CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled “*Factors Responsible for Work Life Balance: the case of administrative rank position in Korogwe town council*” in partial/fulfillment of the requirements for award of the degree of Master of Science in Human Resource Management (MSc. HRM) of the Mzumbe University.

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DECLARATION AND COPYRIGHT

I, **Justus Josephat**, hereby declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

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DEDICATION

I dedicate this work to my family, my mother, Jane Josephat and my wife, Hilda K. Sarapion. Where I have been away for sometimes, you expected me to stay with you at home or contribute something to our family, but this was not the case. Nevertheless, my long absence finally yielded this work; therefore, your support and long period of solitude have well rewarded.

LIST OF ABBREVIATIONS

ATE	–	Association of Tanzania Employers
C.f	–	Confer
FWC	–	Family Work Conflict
HOD	–	Head of Department
HRD	–	Human Resource Development
ILO	–	International Labour Organization
KTC	-	Korogwe Town Council
LGAs	–	Local Government Authorities
MGD	–	Millennium Goals of Development
PLIW	–	Personal Life Interference with Work
SHRM	–	Strategic Human Resource Management
TUCTA	–	Trade Union Congress of Tanzania
URT	-	United Republic of Tanzania
WFB	–	Work Family Balance
WFC	–	Work Family Conflict
WIPL	–	Work Interference with Personal Life
WLB	–	Work Life Balance
WPLE	–	Work/Personal Life Enhancement

ABSTRACT

The major assumption of work life balance is to derive to work/personal life enhancement. Yet in Tanzania public service still reports imbalances and growing gap between work/employment priorities and social/family priorities among servants despite the efforts and well established public service machinery. This study aimed at to find the factors responsible for work life balance in Korogwe town council specifically to administrative rank position by scrutinizing factors for work family conflicts, family work conflicts and strategies in ensuring balances of work/employment priorities and family priorities. The study employed a case study research design to tap the information required on the matter and the sample size of sixty eight (68) respondents were involved: forty questionnaire respondents randomly selected from different stratum (the departments and divisions) and twenty eight interview respondents purposively selected from the Korogwe town council's senior officials including the Mayor and Executive Director. Data gathering was done through multiple methods: interview, questionnaire and documentary review. Quantitative data derived from questionnaire were analyzed by means of descriptive statistics and also the use of relevant frequency, tables and percentages while the qualitative data were coded, transcribe, categorized and summarized into relevant emerging themes in relation to the research questions. A narrative approach in terms of direct quotes was used to present qualitative data. Meanwhile the study revealed that work-personal life enhancement is not effectively ensured in KTC because of socio-geographical factors, personal work related factors, intimidating rules, un-systematized planning and scheduling characterized by quantity work overload and effects of family stress and organizational stress in administering daily responsibilities to ensure work-personal life enhancement in KTC. Based on the findings, some of the recommendation were made includes the following: (1) The council to encourage employees' self awareness and time management skills, (2) Servants to remain alert that family matters should not intervene work matters and the verse-vesa, (3) Encourage self evaluation among employees and (4) Servant's enthusiasm and consciousness to work plus team working spirit should be encouraged and strengthened within KTC.

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CHAPTER ONE

INTRODUCTION AND PROBLEM SETTING

1.0 Introduction

This chapter presents an introduction and problem setting. It covers background of the study, Korogwe town council's profile, statement of the problem, objectives of the study, research questions, significance of the study, focus of the study and dissertation's organization. The socio-economic characteristics and organizational profile of the case study area precede after background of the problem.

1.1 Background of the problem

The measures of quality and performance in workplace are usually developed according to the potential of each individual or work groups, which are ultimately translated as their association, enthusiasm or excitement for the work or the incorporating workplace as a whole. However, this might not be the case at all when the way each individual performs his responsibilities depend primarily on how he or she strike balance between the household works and workplace responsibilities, while also devoting much to ensure quality within both premises and domains. In actual working environments, however, the later perception is rarely maintained, which is the reason as to why human resources are rarely utilized effectively.

In the current labour-economy situations, both profit generating and nonprofit generating companies are hard pushing their concentration on higher output and need of employees with improved work-life balance. It is believed that an employee with better work-life balance will contribute more significantly towards the organizational growth and success (Naithani, 2010). This perspective has gained stance due to multitude of changes in the work place, employee demographics and family sphere. When Carlson et.al.,(2008) viewing work life balance as work-family balance, that; "Work-family balance" is at the core of issues central to human resource development (HRD); Grzywacz and Carlson (2008) provide evidence to the effect that, implicitly or explicitly, work-family balance is at the core of HRD's major

functions and that it may be a powerful leverage point for promoting individual and organizational effectiveness.

In few decades, “Work-Life Balance” (WLB) has been an issue of concern. The current circumstances associated with globalization and due to changing nature of work and work set-up have provided the impulsion for this topic. The current work scenario is marked by intensive pressure, constant deadlines, demographic changes, haste of economic changes, increase in per capital income and rise in living standards which individuals do strive for better work atmosphere, improved family and modernized personal life style, (Shankar and Bhatnagar, 2010); which today employees want it all. It is not restricted to one domain of work or life but rather a rich amalgamation of the two. Development of this generation is keeping pressure on companies to devise flexible, innovative options that give high-performing employees more choice and control in managing their competing demands of works and families, (Klun 2008).

Global labour market is highly aggressive, demanding and challenging companies are adopting outsourcing strategy in order to reduce the labour costs. As a consequence, the employees feel incited to put more efforts and adopt longer working hours to achieve and perhaps exceed the employers’ expectations in order to secure their jobs. Thus, the ‘long hours culture’ that is 12/24 hours or beyond to 7 days in a week has acknowledged to be life style. Worse enough this has come to dominate the lives of highly educated personnel, technical officials and managerial personnel. Some decades back the innovation of science and technology; it was widely with expectations that will reduce working hours by simplifying its operations and hence bring respite and leisure to the work force. Upside down to the expectations the developed technology has left the workers, especially technical servants and managerial personnel, with little time free from paid work to non paid work, as they do attend some works at night, on leave or holidays through the invented technologies; (Mullins 2008).

Indeed, technology has distorted the demarcations of office from home and now the employees are also expected to be available for office work, while at home, on leave

or even on journey because of the facilities that IT networking has brought within the industry. Thus, the work has become more demanding and troublesome. These pressures and demands of work, reflected both in longer working hours, more exhaustion and the growth of evening and weekend works, have left few ample time for the family and other social matters leading to child crime, increase of street children, drug abuse among the children, and social grievances (Rantanen et.al., 2011). Moreover, work stress is has dominated their life which is directly associated with employees' health disorders and mental shock.

Also, with hastily changing nature of business industry and labour demands, the employment is not well secured as the organizations are incapable of providing secure employment. This practice has altered the attitudes and peoples' principles to work as they put less interest to work and are have no morale to work. Guest, (2002), opine that the decline of interest to work as catalyzed by conflicting demands between work and other life demands have resulted in an imbalance between work and other life priorities. To this the youth attitudes towards life are also changing today, they believe in working hard and longer working hours to secure more money for self esteem without considering the risks. They want comfortable life such as travelling, socializing, pursue hobbies, and sports among the many while employers demands defeats their desire. When they do not get time for these activities, they are absorbed by aggravation, unhappiness, low morale leading to less work/personal life enhancement.

Also now there experienced with family changes which have impacted the work life balance of individuals in today's context including presence single parent households, extended families, parents working at different locations, long distance from work station to home disposal and increasing household works; (ILO's Tanzania work profile report, 2010). Hence, it has become very difficult to meet the family demands among the doers. To uplift the matter, is the entry of women in labour market at a high rate, while still continuing with their traditional role of a home care taker which has widened the disillusion of individuals. So, women are playing multiple roles, that of a wage earner and that of family care. Genuinely,

women carry primary responsibility of childcare and who in case of family/social conflicts; carry burdens of adjusting their daily schedule to accommodate those pressures (Falkenberg and Monachello, 1990; Ramu, 1989). All these put an extra pressure and burdens on female employees hence the distortion of work/personal life enhancement concepts.

As suggested by Nathani and Jha (2010) who grouped factors influencing work and family life spheres into three namely, family and personal life related factors, work related factors and other factors. Family and personal life related factors include increasing participation of women in labour industry, increasing participation of women with breastfeeding child in workforce, increasing participation of double career couples in workforce, increase in single-parent/ single person households in workforce, increase in child-care/ elder care burdens to employees, health and well being considerations to employees. Work related factor include long working hours culture and unpaid overtime, time squeeze, demand for shorter working hours, increase in part-time workers, work intensification and stress and changing work time. Other factors include ageing population, rise of service sector industries, and technological complexity of work, skills shortages, and loss of social support network, globalization and demographic shift of workforce. These mark that, the door is still open and undoubtedly there is unbroken chain between work and personal life enhancement which influences more researchers to address the matter.

1.2 Korogwe Town Council background

KTC is among the LGAs established in Tanzania, and is among the eight districts of Tanga region being presided by Korogwe District Council. Initially it was solemnly Korogwe District Council, but upon growth and expansion of Korogwe District Headquarter on 1999 was officially launched as Korogwe Township Establishment Authority where several efforts were made to systemize the proposed establishment of Korogwe Township. On 2004 official accreditation was made to pronounce the said Korogwe Township Establishment Authority to Korogwe Town Council. Thus, Korogwe Town Council is traced from 2004 to date and have 386 total employees within thirteen departments and seven divisions. Administratively is presided by the

Town Mayor who is elected by the Counselors among the elected Counselors in Korogwe Town's Wards and Town Executive Director preside as general secretary of the Council and is responsible with day to day activities of the Council.

Geographically Korogwe Town Council is located 127 Km from Tanga City Centre with a total population of 310,346 residents equalizing to 91/km² (230/sq mi) density and consist of 3,428.43 km² (1,323.72 sq mi) North-East of Tanzania. Its social economic activities are subjected to ethnic compositions within Tanga region and are affected with customs, and social values of the locality as hereunder explained.

1.2.1 Ethnic Composition and socio-economic activities of KTC

In terms of ethnic composition, Korogwe have heterogeneous tribal composition like her neighbors Muheza, Tanga and Pangani where no single ethnic group accounts for more than 20% of the total district population while Lushoto and Handeni have the most homogenous population while Muheza, Korogwe, Tanga and Pangani feature a very heterogeneous tribal composition. The main ethnic groups in terms of their numbers are Smbaa, Zigua, Bondei and Digo. Smbaa are the main ethnic group in the Usambara Mountains and low lands of Muheza, Korogwe and Lushoto they account for nearly 40% of the district's total population. These are famous for agricultural purposes particularly husbandly farming. The Zigua are the main ethnic group in Handeni district and partially Korogwe and Pangani districts, while Bondei are mainly in Muheza district and part of Pangani and the Digo are the main ethnic group in Tanga district and part of Muheza district. Both Bondei and Digo depend on livestock keeping and fishing along the coast. There are other small ethnic groups such as Segeju, Duruma, Mbugu and Pare and business intruders including the Chagga, Hindus and other Tanzanian tribes. Thus, the major economic activities may simply be husbandly farming (cultivation and pastoralist at small scale), and both middle and low business activities.

1.2.2 Ethnic Implications

Historically Tanga region practiced Umwinyi system during the early days of traditional leadership. The Umwinyi system was mainly based on esteemed and prestigious noble living style where the nobles did nothing than supervisory

activities. During colonial rule, Tanga region was much invaded by Arabs and Islamic faith was introduced among the indigenous which to date is still in practices. It is this spirit and practices have influenced the indigenous normal living style which its implications are not only realized on family matters but also on work places.

1.3 Statement of the Problem

The articulation of work and life, cast as work-life balance, has become a key feature of much current government, private institutions, labour practitioners and generally the employer-employee relationship. With strategic management towards talent management as opposed to personnel management balancing a successful career with personal or family life, impacts the person's satisfaction in their work and personal life's roles, (Broers, 2005). While work-life balance is about effectively managing the juggling acts between paid work and all other activities, (Dundas 2008), paid work are so demanding to maximize the profit in expenses of personal life enhancement (Young, 2009). The ability to balance between workplace's needs and personal life's needs is perceived as an important issue among workers globally and workers in local level, including the servants in non-profit organization as in the Local Government Authorities.

Despite the big role played by Human Resource Officers and advisory committees in these LGAs still there is a growing gap between balancing family related works and official routine in the Tanzanian LGAs. Due to these imbalances it is severally reported that the work family conflicts and family work conflict in Tanzania are experienced, (ILO Report, 2011). The ministerial report of 2014/2015 reveals that despite several efforts put forward by the government still some of the public servants have failed to manage their priorities in family matters, social life and service delivery to the community whereas little has been done in investigating the sources of this growing tendencies in the public servants cadre despite the stiff demand of well established public service delivery system in Tanzania.

1.4 Objective of the study

The study was guided by the following objectives.

1.4.1 General objective of the study

The purpose of the study was to investigate the factors responsible for work life balance in Local Government Authorities in Tanzania particularly on factors for work-family-conflicts and family-work-conflicts.

1.4.2 Specific Objective of the study

The specific objectives of the study were as hereunder:-

- i. To find out factors responsible for work family conflict in Korogwe Town Council.
- ii. To find out factors responsible for family work conflict in Korogwe Town Council
- iii. To find out strategies used to balance competing demands of work to family and family to work conflict in Korogwe Town Council.

1.5 Research questions

- i. What are factors responsible for work family conflict to top administration Cadre in Korogwe Town Council?
- ii. What are factors responsible for family work conflict to top administration cadre in Korogwe Town Council?
- iii. What strategies used to balance competing demands of work to family conflict and family to work conflict in Korogwe Town Council?

1.6 Significance of the study

The study is significant in view of the followings:-

- i. The study is significant as it finds out factors responsible for work family conflicts and family work conflicts which have been proved to decelerate and cause disturbance to both work performance and family harmony and the suggested solutions will bridge the existing gaps.
- ii. The study is significant as the scrutinized strategies to ensure effective and efficient balance of competing demands to employees will help both the administrative cadres and other employee so that to ensure work/personal life enhancement and for the betterment of public service delivery.

- iii. The study is significant that the embraced contents will not only help in enhancing work/personal life enrichment but also denotes and develops stability on mutual understanding of employer-employee relationships.
- iv. The study is relevant that the researcher is expected to practice HR functions within the HR and talent management department where clear understanding of employees' desire, attitude, problems and whatsoever associated thereof is important for effective utilization of employees' talents and skills for quality service and enhancement.
- v. The study is significant as it fulfills the major requirement for an award of Master of Science in Human Resource Management of the Mzumbe University.

1.7 Scope of the study

This study concentrated on investigating the factors responsible for work life balance to administrative rank or officials in Korogwe Town Council. Its focus was placed on responsible factors to work family conflict and family work conflict as well as strategies used to balance such demands between works priorities and social/family priorities in Korogwe Town Council. The study applied three major research methodologies of data collection, namely; interview, questionnaire and documentary review then collected data were computerized for systematic and scientific interpretation.

1.8 Definition of key terms

For the purpose of this research report the following terms means:-

- **Work life balance;** A comfortable state of equilibrium achieved between an employee's primary priorities of their employment position and their private lifestyle. That proper prioritizing "work" (career and ambition) and "lifestyle" (health, pleasure, leisure, family and spiritual development)
- **Work family conflict;** conflicts emanating from work which has an impact to family affairs.

- **Family work conflict;** conflicts emanating from family which has an impact to work/employment affairs.

1.9 Organization of the research report

This research report is organised in five chapters. The first chapter presents an introduction and background of the problem, statement of the problem, objectives of the research, research questions, significance of the study, and scope of the study. The second chapter presents review on the theoretical and empirical literature focused on work life balance. This chapter also entails research gap and conceptual framework of the study. The third chapter embraces discussion on the methodology of the study, where case study design was employed. The fourth chapter presents the data collected, its analysis and discussion thereof, whereas Chapter five presents the summary of the study, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The aim of this chapter was to review literature on work life balance. The review of literature is important in view of the following: It helps the researcher to familiarize the theoretical debates and overall understanding of the concept under study; it helps to widen the research objectives and research questions, methodology of the study including research design and approaches to data analysis. The review of literature is also essential in identifying research gaps. This chapter is divided into two major parts: Theoretical literature review and empirical literature review, and lastly conceptual framework were described which guided the researcher in his study.

2.1 The concept of work life balance

Work life balance was initially visualized in terms of work family conflict (Kahn et al., 1964), work family enhancement/ facilitation (Grzywacz and Marks, 2000), or, work family balance (Hill, et al. 2001). Indeed the concept expanded as days goes to the development of two major concepts namely; work family conflicts and family work conflicts, (Kahn et al., 1964). The later work family conflict was defined as: A form of inter role conflict in which the role pressures from work and family domains are mutually incompatible in some respect. That is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role. Whereas family work conflict was construed to mean inter role conflict that pressures from family roles influences stability in work/employment roles, (Hill, et al. 2001).

Most researchers make the distinction between work-family conflict, and family-work conflict. Work-to-family conflict occurs when experiences at work such as extensive, irregular, or inflexible working hours, work overload and other forms of job stress, interpersonal conflict at work, extensive travel, career transitions, unsupportive supervisor or organization interfere with family life. For example, an

unexpected meeting in late hours of a day may prevent a parent from picking up his or her child from school. Family-to-work conflict occurs when experiences in the family such as presence of young children, primary responsibility for children care, elder care responsibilities, interpersonal conflict within the family unit, unsupportive family members and marital tension interfere with work life.

Grzywacz et al. (2007) laid the conceptual foundation for work family facilitation and defined it as the extent to which an individual's engagement in one social system, such as work or family, contributes to growth in another social system. Work-family balance was defined as the extent to which individuals are equally engaged in and equally satisfied with work and family roles, (Clark, 2000; Kirchmeyer, 2000). Concisely, work-family balance refers to the degree of which an individual is able to simultaneously balance the temporal demands of both paid work and family responsibilities, whereas work-family conflict represented incompatibilities between work and family responsibilities due to limited resources like time, energy and financial resources (Gröpel, 2005).

Currently, it is being realized that life involves multiple domains and is not restricted to the domains of work and family only. Warren (2004), for example, noted that over 170 different life domains have been identified in previous investigations. The major ones include domains of work, financial resources, leisure, dwelling and neighborhood, family, friendships, social participation and health. All these domains of life are closely related to each other. This means, that neglecting or inappropriately preferring one life area will have an impact on other areas. For example, spending too much time and energy for work could lead to health problems such as "somatic complains" or conflicts in the family such as with one's partner, which in turn might affect the performance at work. On the other hand, spending too little time and energy for work usually leads to problems at the workplace and loss of employment which could also affect other life areas such as stress, depression, family problems, less self-actualization. A broad term thus emerged in literature to refer to work/non-work conflict and it is "Work Life Balance" (Fisher, 2001; Hobson et al., 2001).

Therefore the term “work/life balance” was coined in 1986, although its usage in everyday practice is reported to be periodic for a number of years (Bhatnagar, 2010). Interestingly, work/life programs existed as early as on 1930’s before World War II, the metrics of W.K. Kellogg Company which created four six hour shifts to replace the traditional three daily eight-hour shifts, and the new shifts resulted in increased employee morale and efficiency (Lockwood, 2003) are major example.

Reiter (2007) categorized definitions of work life balance (WLB) according to a framework of ethical ideologies. To him WLB can be considered according to the extent to which the definition implies universal rules of what balance “is” versus definitions that are relative to an individual as well as the idealism of the definition. Idealism refers to the extent to which a definition infers that with the right conditions, the desired outcome can always be achieved, versus definitions that accept that this cannot always be the case. When these two dimensions are dichotomized and crossed, they give way to other classification of ethical ideologies, that is to say; *Situationists*, *Absolutists*, *Subjectivists*, and *Exceptionists*. Definitions framed from a *Situationist* position focus on a “fitting” definition of balance for a person depending on his or her personal context, (Clark, 2000; Greenblatt, 2002). This included their stakeholders, resources, and desires. Using a *Situationist* definition of balance, people could be grouped according to their values and situational variables such as family structure, life stage, gender, career, or income level with varying definitions of WLB for different segments. The *Subjectivist* definition is concerned only with the individuals’ desires and suggests that as long as they are happy with their WLB, nothing else matters (Amundson, 2001). On the non-relativistic side of the typology, *Absolutists* (Greenhaus et al., 2003; Kirchmeyer, 2000) and *Exceptionists* (Burton, 2004) definitions tend to be less concerned with the consequences of balance. Definitions framed within an absolutist perspective accept that rules can prescribe a “right” formula for balance. An example of this is Greenhaus et al.’s (2003) definition of equal time, equal satisfaction, equal involvement in each of the work and home spheres to achieve work-family balance

(WFB). This contrasts with *Exceptionists'* definitions that are of a utilitarian nature and seek to reflect the greatest good for the greatest number.

Bailyn et al. (2001) defined work /life balance as harmonious and holistic integration of work and non-work, so that men and women can achieve their potentials across the domains in which they play out of their life roles. According to Fisher (2001) work life balance comprises of four components. The first component is time that is, how much time is spent at work as compared to how much time is spent engaged in other activities. The second component is related to behaviour, such as, work goal accomplishment, as work life balance is based on ones' belief that he is able to accomplish what he would like at work and in his personal life. Two additional issues or components are strain and energy. However strain has been defined as a third source of inter role conflict (Greenhaus and Beutell, 1985). The rationale for including energy is consistent with the notion of time; energy is a limited resource and relevant to employee being able to accomplish work and/or non work related goals. He further suggests that work life balance, includes both work/personal life interference as well as work/personal life enhancement and gives three dimensions of work life balance, that is,

- *Work interference with personal life (WIPL)*
- *Personal life interference with work (PLIW)*
- *Work/Personal life enhancement (WPLE)*

Thus, work life balance concept is placed on three major dimensions which also is support by the assumptions of role theory as propounded the Sociologists and Anthropologists in 1920s. However the study of work life balance and role theory have paved way to development of new concept in the field such as work-family conflict (WFC), family-work conflict (FWC), and Life work fit, (Smith, 2005). The three concepts will be presented first as preceded by the theoretical review in section 2.5.

2.2 Work Family Conflict (WFC)

The concept of work-family conflict has been defined as a form of inter-role conflict in which the role pressures from work and family domains are mutually incompatible (Netemeyer et.al., 1996). Smith (2005) defined the concept to mean interference of work stress and responsibilities with family issues and responsibilities. Moreover according to Skinner and Pocock (2008) the term work-family conflict referred to discomfort and unbalanced time expenses from work or working place to family set-up responsibilities. They stress that its root is based unclear and balanced time management resulting to work-family conflict or family-work conflict.

Precisely all these definitions surround the premises portrayed by Jones et. al., (2006) that work to family or family to work conflict arises when the family/social priorities and work/employment priorities are inconsistency to each other. Ahmad et.al., (2008) averred that employees' family demands and employers' work demands forming part to employees' employment demand and return from employers if not balanced work-family conflict or family-work conflict may be experienced.

2.2.1 Factors for Work Family Conflict

Basing on the above propositions and from current literature the following are the common factors for work family conflict.

Time imbalance or poor of time management

Smith (2005) points out that time management is an essential element to determine *life work fit* or in other word to be a determinant factor to work-family conflict. Thompson et.al., (1999) also suggested that time causes clashes at work which its effects may result to personal distress and family discomfort.

Job related factors

Netemeyer et. al., (1996) while describing this factor pointed out job related factors are job burnout, job tension, role conflict, role ambiguity, intention-to-leave an organization, and search-for-another job impacts the whole affairs of a person and directly causes stress in his all affairs of life style which has an impact to family

matter. They further commented that Stressors associated with work role are more likely to increase feelings to work-family conflict than family work conflict, (Netemeyer et.al.,(1996).

Quantity of workload

The work stressors pointed out three major factors for work-family conflict among which quantity of workload is included. They stress that as the more quantity and workload to a person as the more personal stress, time imbalance and un-comforts it becomes, (Kansas 2010). They aver that this influences much work family conflict at family level and in social perspectives.

Work variability

Kansas, (2010) provides that the work stressors also points out that unpredictability of work is among the causes for work family conflict. They affirm that this influences a personal to be more dynamic and situational that predictable. The family stressors pointed out that for family sustainability predictability is much important, (Fox & Dwyer, 1999) so unpredictability of a person results to family conflict.

Frequency of stressful events

In some organizations are experienced with stressful events like repatriation and layoff, change of policy, administration and management system, financial crisis and any other work related stresses which influences personal distress and discomfort to work family conflict, (Kansas, 2010 and Gordon et. al., 2007).

Effects of organizational stress

Nisslyet. al., (2004) defines effects of organizational stress to mean work relationships, conflicts and conflict management mechanisms, politics, resources, autonomy and opportunity to use skills. Gordon et. al., (2007) stressed that effects of organizational stress may also include personal treatment, adherence to state order and rules, and equity in operation which all these influences work family conflict.

Generally the work stressors affirms that work related matters have significant contribution to family sustainability and family sustainability influences personal

settlement and determines his/her performance at work. Later this school developed the family stressors who also have the following in regard to family work conflict.

2.2.2 Family Work Conflict (FWC)

As pointed earlier that family work conflict arises when family responsibilities impedes work activities, (Kansas, 2010). The family stressors affirm that family work conflict results from role imbalance between the family roles and job/employment roles whereas the family roles dominate the employment roles, (Smith, 2005). The family stressors pointed out three major factors influencing family work conflict as hereunder explained.

Marital tension

The family stressors aver that marital apprehensions and stress such as marital conflicts, clan conflicts, and marital financial crisis influences a person at work performance. They affirm that marital stress may influence personal discomfort at work any place of destine which also affects personal performance, (Fox & Dwyer, 1999). Robbins and Judge (2005) averred that marital related stress is mostly widely pattern of personal dissatisfaction at work and employment requirements. They further pointed that the logic underlying marital peacefulness and joys determine personal comfort ability at work and influences performance.

No spouse help

The family stressors highlighted this point as among the factors influencing family work conflict as one of the spouse found himself or herself with family responsibility overload and no spouse recognition which diminishes quality of performance at home and consequently impacts the fulfillment of tasks at work. Kansas (2010) avers that family responsibility overload as resulted from lack of spouses help to each other which influences family work conflict and undermines personal performance and career growth.

Lack of child care

Mishra (2006) highlighted lack of child care as one among the family work related stressor. Lack of child care is more gendered but impacts the mind of parents at work

despite the fact that female gender is much victimized with this factor. Thomposon et.al., (1999) found that parents with no child care taker at home remains stressful at work and entertains much apology from work to home affairs to look after their child which impact employment requirement.

Family/clan conflict

This is another factor for family work conflict despite of major three factors pointed out by Family stressors scholars. The ILO report (2010) heightened this problem as among the influencing factor to family work conflict in East Africa. The report averred that family or clan conflict impacts personal mind settlement and comfort which has impacts at work and job performance as well as the surrounding circumstances of employment requirements.

However Robbins & Judge (2005) and Kansas (2010) stress that there more other factor to either family work conflict or work family conflict which are more personal and gender based to strike balance of family priority and employment priority.

Personal behavioural patterns

Marks and MacDermid (1996) conceptualize balance quite differently. According to them, role balance is not an outcome but rather “both a behavioral pattern of acting across roles in a certain way and a corresponding cognitive-affective pattern of organizing one’s inner life of multiple selves” (Marks and MacDermid, 1996: 421). Robbins and Judge (2005: 672) affirmed that behaviour related stress symptoms affecting family or employment roles include changes in productivity, absence, and turnover, as well as changes in eating habits, increased smoking or consumption of alcohol, rapid speech, fidgeting and sleep disorders, and influences of religious affiliations. All theses behavioural patterns impacts work family conflict or family work conflict.

Gendered issues influence

The literature available reveals that personal sex determines the type of responsibility and satisfaction of responsibilities so tasked to perform at work and family. Kossek and Ozeki (1998) averred that sex of worker plays a significant role in work family

conflict and family work conflict. Their research found that much stronger relation between WFC and job satisfaction for female than for male. Thus, gender of a role player dictates the comfortability and role balance of life style and employment requirements.

Thus being the fact that there are existing several factors influencing work family conflict and family work conflict while the family and work demands are still intake, several strategies have been developed and adopted by the employee and employer to ensure balances between competing demand of work and family.

Labour market influence

The ILO report in Tanzania (2010) presented that labour market influences is associated with job seekers inflation in market which determines the bargaining power of employers. As the high demand of labour the more bargaining power of job seekers and choice of place of work and type of job so offered whereas as the low demand of labour the more decline of job seekers bargain hence can be positioned anywhere and to any offered position.

2.3 Strategies used to balance competing demands of work and family

Kansas (2010) pin pointed out several strategies that may be adopted to ensure balance of competing demands of work and family matters as hereunder explained;

Managers to provide supportive working environment

That managers need to provide support to servants as to work and working environment that permits flexibility in schedules, telecommuting options, personal time off, onsite child care, and other family focused programs to positively impact work performance and reduce the stress and conflict between work and home. Likewise, programs that facilitate psychological detachment such as leisure activities, workshops about time management and relaxation can help employees dealing with potential work and family conflict, (Tompson et. al., 1999)

Encouraging employer-employee mutual relationship

That the administrators need to create climate where employees will be comfortable to bring up their family conflict and work related problem for help so that to reduce role stress and personal anxiety (Gordon et.al., 2007). Creating a climate that

employees perceive as supportive should facilitate use of work-family benefits (Smith, 2005).

Clear understanding on the difference between WFC and FWC

The available literature reveals that each of these works family conflict and family work conflict has its own strategies to coup the situation, (Kansas, 2010). Therefore reason that each type of conflict has been categorized according to its source and destination will help during its combating process.

Family responsibilities' balance between couples

Thompson et. al., (1999) suggests that through his research found that family work conflict and work family conflict is high to unmarried servants, married female employees and unbalanced family responsibilities distribution to married employees and opines that to eradicate this problem well established balance of family responsibilities is mandatory although revealed that this may be reached through counseling and family consensus.

Calendar adhering and time management spirit to both employees and employer

Lack of time management skills and failure of calendar adhering are among the most challenging aspects to most of the servants. Pickering (2006) opines that once both the employer and employee meets the calendar demands and observes the principle of time management, most of the work family conflict and family work conflict will be reduce. Also Skinner, N. and Pocock, B. (2008) found that WFC and FWC are experienced due to time imbalance and un-prescribed scheduling of responsibilities between the employer and employee, so once time and schedules are met these problems will be reduced.

2.4 Importance of Work Life Balance

Earlier research has found Work-Life Balance to be positively related to both organizational and individual outcomes such as giving employees flexibility, information, and financial assistance can improve the organization's financial performance and raise employee satisfaction and labour productivity (Perry-Smith &

Blum 2000, Konrad & Mangel 2000); employee-organizational commitment and attachment (Wang & Walumbwa 2007) and Organizational citizenship behaviour (Lambert 1990), cited in Wang and Verma (2009). Many employers continue to strive to create better WLB in order to:

- Increase employee commitment and engagement
- Improve retention
- Improve mental health and productivity (Gallinsky 2005).
- Reduce work stress among the employees (SHRM Conference, 2006)

2.1.4 Local and Global perspectives on Work Life Balance

2.1.4 (a) WLB Local Perspectives

The Tanzanian perspectives on WLB is centred on the outcome of the ILO convention on Policy Development Section of the Employment and Social Protection Segment in the Fourth Item of the Agenda “Work Life Balance” held Geneva November, 2011 to the effect that drawing upon good practices from around the world, the policies that help mitigate these tensions while benefiting families, businesses and society at large. Encouraging work promotion on an integrated work – family policy measures by the office and ILO constituents.

2.1.4 (b) Working time regulatory framework in Tanzania

To ensure efficient and coordinated working time regulatory, government have provided several laws, regulations and policies which govern the conduct and time management of employees at working station. These regulatory frameworks are as hereunder explained; Laws and regulations.

The well established frameworks of time management in the public sector are well stipulated in the civil enacted laws dealing with labour matters (Tanzanian Labour Laws) as opposed to policies and circulars. These laws are the *Employment and Labour Relations Act*, Act No. 6 of 2002, *Public service Act*, Act No. 8 of 2002, *The Public Service Standing Orders*, 2009 and their regulations to mention few, which of

important to consider is the Employment and Labour Relations Act which provides under the provisions of section 19 of the Act, that an employer shall not require or permit an employee to work more than 12 hours in a day. Consequently sub-section 2 of the Act, it further provides that the maximum number of ordinary days or hours that an employee may be permitted or required to work to be:-

- i. Six days in any week
- ii. 45 hours in any week; and
- iii. Nine hours in any day.

Whereas the law provide room for negotiation between the employer and employee on working hours save that should not exceed more than 50 overtime hours in any week cycle. Significantly it covers hours for night works that to start at the hours after twenty hours and before six hours. Despite the practice reveals that night shift in many organizations starts at 20:00 Pm to 07.59 Am. It provides for consideration for early child mother and special consideration to pregnant mother, and additionally call the employers to provide with the employee rest hour in the day during the hours of working. This all is pursuant to Article 16 of ILO Convention on “Fair Labour Practice”.

2.1.4 (c) WLB Global Perspectives

The current policy interest in work–family reconciliation stems from a set of new challenges which include, among others, the rise in women’s paid work, the growth in non-standard work, work intensification, ageing and changes in family patterns, including the growth of single-parent households. The current economic crisis and the accompanying austerity measures have further exacerbated these competing pressures of paid work and family duties. Convention No. 156 requires that signatories make it an aim of national policy that all workers with family responsibilities – both women and men – can engage in employment without discrimination or, as far as possible, conflict between work and family obligations.

To this end, the Convention puts forward a set of policy devices including leave policies, social care services, social security, flexible working time and work organization arrangements and workforce reintegration policies as well as gender-

responsive awareness-raising and education (Articles 4–7) of the Convention. More recently, the International Labour Conference (ILC), through the 2009 Conclusions concerning gender equality at the heart of decent work and the 2011 Conclusions concerning the recurrent discussion on social protection (social security), has called for measures to facilitate reconciliation of work and family responsibilities for women and men, effective access to comprehensive social care services for dependants and maternity protection. In 2010, as part of the Millennium Development Goal (MDG) Acceleration Framework, the United Nations identified leave policies and infrastructure for childcare and dependant's care as key to speeding up progress in respect of the attainment of MDG1 (Poverty reduction); MDG3 (Gender equality); MDG4 (Child mortality); MDG5 (Maternal health); and MDG6 (HIV/AIDS and other diseases) by 2015. This counters the view that work–family reconciliation is relevant only to high-income countries; it is also essential for improving livelihood strategies and social protection in the informal economy.

2.5 Theoretical literature review

Theories in research are important as it pin points the theoretical foundation of the concept under study. Therefore, role theory was scrutinized for proper understanding of inter-related issues to work-life balance as it connotes its base in roles either being work roles or socio-family roles.

2.5.1 Role Theories: The Foundation for Work-Life Balance

Work-family research has long been guided by the role stress theory, wherein the negative side of the work-family interaction has been put under the spotlight. Recently, the emphasis has shifted towards the investigation of the positive interaction between work and family roles as well as roles outside work and family lives, and scholars have started to deliberate on the essence of work-life balance (Jones et al., 2006). It should be noted that the term work-life is used throughout this chapter as it is more comprehensive than the term *work-family*. However, when the work of other scholars is referred to, the terms *work-life* and *work-family* are used interchangeably, (Rantanen et.al., 2011).

Role theory sometime referred as “*Sociological Theory*” founded by the sociologist and anthropologist namely; Margaret Mead, Talcott Parsons and Robert K. Merton in 1920 suggests that human behaviour is guided by expectations held by both individual and by other people. The expectations correspond to different roles individuals performs or enact in their daily lives such as secretary, father or friend for instance, most people hold pre-conceived notions of the role expectations of a secretary, which might include answering phones, making and managing appointments, filing paperwork, and typing memos. These roles expectations would not be expected to a professional soccer player, (Marks and MacDermid, 1996).

Tiedje and her colleagues (1990) found that individuals generally have and manage many roles. Roles consist of a set of rules, or norms that function as plans or blueprints to guide behaviour. Roles specify what goals should be pursued, what tasks must be accomplished, and what performances are required in a given scenario or situation. Role theory holds that a substantial proportion of observable, day-to-day social behaviour is simply personal carrying out their roles, much as actors carry out their roles on stage or ballplayers theirs on the field. Generally the role theory is predictive, that if we have information about the role expectations for a specified position, (Rantanen, et.al., 2011).

Additionally, role theory also argues that in order to change behaviour it is necessary to change roles; roles correspond to behaviours and vice versa. Also, is suggested that heavily influencing behaviour, roles influence beliefs and attitudes; individuals will change their beliefs and attitudes to correspond with their roles, (Marks, 1977 and Seiber, 1974). For instance, someone overlooked for a promotion to a managerial position in a company may change their beliefs about the benefits of management by convincing him/herself that they didn't want the additional responsibility that would have accompanied the position.

Also many roles theorist see Role theory as one of the most compelling theories bridging individual behaviour and social structure. Grzywacz and Carlos (2007) opine that the individual in turn, influences the norms, expectations, and behaviours associated with roles. Moreover they sub-divided Role theory into two perspectives, that is, Structural-Functional perspectives and Interactionist perspective.

2.5.1 (a) Structural – Functional perspective

According to Bruce (1986) opines that whereas Structural-Functional perspective sees a role as the set of expectations that society places on an individual; by unspoken consensus, certain behaviours are deemed appropriate and others inappropriate. In the functionalist conception, role is one of the important ways in which individual activity is socially regulated; roles create regular patterns of behaviour and thus a measure of predictability, which not only allows individuals to function effectively because they know what to expect of others, but also makes it possible for the socialists to make generalizations about society.

Roles, in the functionalist perspective, are relatively inflexible and more- or less universally agreed upon. Although it is recognized that different roles interact (e.g., teacher and student), and that roles are usually defined in relation to other roles (e.g., doctor and patient or mother and child), the functionalist approach is great difficulty in accounting for variability and flexibility of roles and finds it difficult to account for the vast differences in the way that individuals conceive different roles, (Goffman, 1959). Taken to extremes, the functionalist approach results in role becoming a set of static, and semi-global expectations laid down by a unified, amorphous society. The distinction between *roles* and *norm* (or culture) thus becomes hygienic. The functionalist approach has been criticized for its static understanding of roles. Even so, it remains a fundamental concept which is still taught in most introductory courses and is still regarded as important, (Rantanen et al., 2011).

2.5.1 (b) Interactionist Perspective

The interactionist definition of role is fluid and subtle than the functionalist perspective. A role, in this conception, is not fixed or prescribed but something that is consistently negotiated between individuals, (Bruce, 1986). One of the ways Mead explained the idea of roles was by using a development model for children. According to Mead, adopted by Rantanen (2011) children adopt roles in the development of a self. In so doing, they pass through three stages:

1. Preparatory stage – meaningless imitation by the infant; assumes roles but doesn't understand what they are.
2. Play stage – actual playing of roles occurs; but no unified conceptions of self.
3. Game stage – completion stage of self; child find himself; must respond to simultaneous roles; the individual can act with the certain amount of consistence in a variety of situation because he/she acts in accordance with the generalized set of expectations and definitions he/she has internalized.

Adult, off course, are beyond the game stage, but continuo to adapt roles and adapt them through interpersonal interactions. This can be most easily seen encounters where there is considerable ambiguity. For instance, let us assume person X has a friend who is also a Lawyer, we will call him Y. If X approaches Y as a friend but then asks for legal advice, this forces Y to either switch roles completely or merge the roles temporally. Until Y decides on his roles temporally and until Y decides on his course of action, role ambiguity will exist.

Whereas later another 4 approaches were added named “Additional Approaches” and these additional approaches provided as hereunder:-

Structural approach- this approach placed little attention to norms; the attention is focused on social structure conceived as stable organizations of sets of persons (called social positions or statuses) who share the same, patterns or behaviours (roles)

Organizational approach- this approach focuses on social systems that are pre-planned, task-oriented, and hierarchical; roles in such organizations are assumed to be associated with identified social positions and to be generated by normative expectations.

Cognitive role theory- this approach placed its focus on relationships between role expectations and behaviours.

Thus, the role theory as noted emphasis on balancing the available behaviours in relation to expectations drawn from the different circumstances like, social belief, organizational set-up, social structure and personal values among the many. The

theories have contributed significantly to widen the researcher's understanding on the concept as regards to its foundation and bases. It solely cultivated the bases of analysis and critical scrutinization of data based on the foundation of work-life balanced as grounded from the theories explained herein above.

2.6 EMPIRICAL LITERATURE REVIEW

Following the assumptions of role theory Barnett and Baruch (1985) investigated the psychological distress connected to the balance of rewards and concerns generated by individual women's multiple roles as paid worker, wife and mother. They found that positive role quality more rewards than concerns experienced in a given role was related to low levels of role overload, role conflict and anxiety. Based on their research, Barnett and Baruch defined role balance as a "rewards minus concerns" difference score which could range from positive to negative values.

Tiedje and her colleagues (1990) approached the same research question from the perspective of a typology of role perception. They argued that women may perceive their work and family roles in multiple, qualitatively different ways, and thus they based their typology on both the role conflict and enhancement hypotheses. According to the *conflict hypothesis*, multiple roles with infinite demands are likely to cause role strain and conflict for individuals because the resources they have to meet these demands are finite and scarce (Goode, 1960). The core statement of the *enhancement hypothesis*, in turn, is that multiple roles provide benefits in the form of privileges, status security, psychological energy and personal growth which expand individual resources and facilitate role performance (Marks, 1977; Sieber, 1974).

More specifically, Tiedje and colleagues (1990) regarded role conflict and role enhancement as independent dimensions, and therefore they argued that it is possible to experience simultaneously either (a) high conflict and low enhancement, (b) high enhancement and low conflict, (c) low conflict and low enhancement, or (d) high conflict and high enhancement. They found that regardless of the level of enhancement, women who experienced high role conflict were more depressed and less satisfied as parents than women belonging to the low conflict-high enhancement group. On the basis of studies by Barnett and Baruch (1985) and Tiedje and

colleagues (1990), it may be concluded that high rewards and enhancement combined with low concerns and conflict experienced across the roles in one's life is beneficial for an individual's well-being, and hence these experiences characterize role balance.

However, Marks and MacDermid (1996) conceptualize balance quite differently. According to them, role balance is not an outcome but rather "both a behavioural pattern of acting across roles in a certain way and a corresponding cognitive-affective pattern of organizing one's inner life of multiple selves" (Marks and MacDermid, 1996, p. 421). Specifically, according to Marks and MacDermid (1996) there are two ways to engage multiple roles; as either positive or negative role balance. *Positive role balance*, in Marks and MacDermid's theory (cf. Barnett and Baruch, 1985), refers to the tendency to engage in every role with equally high effort, devotion, attention and care, whereas *negative role balance* refers to the tendency to engage in roles with apathy, cynicism, low effort and low attentiveness.

Whereas according Shankar and Bhatnagar (2010) adapting the idea of (Kahn et al., 1964) state that work life balance was initially conceived in terms of work family conflict (Kahn et al., 1964), work family enhancement/ facilitation (Grzywacz and Marks, 2000), or, work family balance (e.g. Hill, et al. 2001). Kahn et al., 1964 defined role conflict as the "simultaneous occurrence of two (or more) sets of pressures such that compliance with one would make more difficult compliance with the other". Greenhaus and Beutell (1985) based on the work of Kahn et al. (1964), defined work family conflict as: "A form of inter role conflict in which the role pressures from work and family domains are mutually incompatible in some respect. That is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role." Conflict between work and family has been found to be bi-directional (Frone et al., 1992a; Greenhaus and Beutell, 1985).

Moreover, most researchers such as Naithani, (2010), Shankar and Bhatnagar (2010), and Skinner and Pocock (2008) make the distinction between work-family conflict, and family-work conflict. Work-to-family conflict occurs when experiences at work such as extensive, irregular, or inflexible work hours, work overload and other forms

of job stress, interpersonal conflict at work, extensive travel, career transitions, unsupportive supervisor or organization interfere with family life,. For example, an unexpected meeting late in the day may prevent a parent from picking up his or her child from school. Family-to-work conflict occurs when experiences in the family such as presence of young children, primary responsibility for children, elder care responsibilities, interpersonal conflict within the family unit, unsupportive family members interfere with work life. For example, a parent may take time off from work in order to take care of a sick child.

Naithani (2010) in his review to work life balance and its relevance in current economic scenario categorized it into work family conflict basing on work-life spheres and work-life segments, and family work conflict basing on family work sphere and later on work –life balance benefits. Both the micro and macro level model of work life balance pinpointed out that lack of work life balance influences individual’s performance and affects current economic situation. The WFC and FWC are major two dimension growing due to imbalance of work priority and family priority and affects employee’s enhancement and overall organizational and personal economic growth.

Generally the finding of Shankar and Bhatnagar (2010) as well as Naithani (2010) recommends that literature on Work Life Balance is vast, branching out in a number of themes. The definition of Work Life Balance lacks clarity; with some viewing it as a balance between work and family and others pressing for the domain of personal space to be included as well. Together, family and the aspect of personal space form the domain of “life”. Blurring of the concept due to use of various terms like work family conflict, work family enrichment, work family integration, among the many needs to be dealt with as well. Who this issue is for is another question that begs an answer. WLB studies have grown leaps and bounds in the last few years, yet currently there is no conceptually based scale for the measurement of work family balance directly (Grzywacz & Carlson 2007). A questionnaire to measure Work-Life Balance (when seen as a balance between “work” and the “rest of life”, including men and women, both single and married, with children and without) has now

become critical. Role of one's national culture in an experience of work life balance must also be investigated.

While later the findings of Rantanen et.al (2011) basing on the propositions and recommendations by Shankar and Bhatnagar (2010) reveals that from an organizational perspective, their study offers an important message. A crucial general question for organizations is how to promote role enhancement and prevent work-non work conflict among employees. The findings show that those professionals who belonged to the beneficial balance type reported fewer turnover intentions and efficient services delivery compared to the other balance types. This finding suggests that it is particularly important both to promote work-non work enhancement and to prevent work-non work conflict if organizations want to keep their highly professional employees for a long time. A good starting point to the building of a work environment supporting this beneficial work-life balance is to take the following two things into account. First, the need for policies and, second, supervisors supporting employee needs in order to balance work and non work responsibilities (cf., Kinnunen et al., 2005). They believed that the latter point was more crucial in third world countries, where the state is especially active in forming work-family policies (such as day care, child care, leave system, reduced working hours, preventing industrial quarrels like strikes etc) while struggling to strengthen service delivery system.

2.7 THE SYNTHESIS

The ILO report in Tanzania (2010) which reads that; “in this pilot study, which covered only mainland Tanzania and not the island of Zanzibar, the Ministry of Labour, Employment and Youth Development worked in close collaboration with the Association of Tanzania Employers (ATE) and the Trade Union Congress of Tanzania (TUCTA) under the guidance of the National Bureau of Statistics (NBS). A number of tripartite plus meetings preceded the National Stakeholder Consultative meeting on 14-15 September 2009 that reviewed the first Decent Work Country Profile for the United Republic of Tanzania. The report reveals that, the trend in public sector, though positive, there are still no enough employment opportunities

being created. The profile shows that real earnings in the non-agricultural sector have increased substantially since the early 1990s, marking significant overall progress towards adequate earnings.”

Despite of this positive development, and despite high employment-to-population ratios, still there are limited service delivery and many staff are utilizing much of their time out of the targeted plans while, the situation is that; earnings are still inadequate for a large proportion of the Tanzanian population, and are insufficient to pull a large number of people out of poverty. There is a deliberate demand by the government to find out and establish well designed mechanistic instruments which will bridge this gap and tap servants’ enthusiasm and morale to service delivery by encouraging harmonized situations among employees and government.

Moreover the Ministerial report (Ministry of State President’s Office and Public Service Management of 2014/2015) on public service trend in Public sector pointed out that despite number of public servants in the cadre still limited service delivery is witnessed, and the major problem identified is lack of professional integrity and adherence to code of ethics among which fair and proper balance of work/employment priority and other personal related issues/ priority build notion of lack of professional integrity which is the core yardstick in work life balance. It is precisely therefore that work family conflict and family work conflict is among the barriers to well established work life balance in the public sector.

Therefore, the proposed research is significant as being the fact that the state and its nationals are realizing limited service delivery due unbalanced priorities of among the public servants between work –related issues and personal related issues which are among the major dimensions of work life balance plus fact that the available literature despite of being much concern on gendered issues of work-life conflict and family work conflict resulting to work distress, the study reports the practices of abroad nations which characterize our nation to be among the marginalized nations on ensuring work life balance by diminishing WFC and FWC towards efficient and effective public service delivery as among the national key success area in the Tanzanian Public Service reform programme phase three (III).

Thus, from above literature referred it is evident that the ILO report in Tanzania Mainland Work Profile as well as the Ministerial report, both indicates that there is a growing gap between employment priority and lifestyle priority among the employees and employer which results to imbalances among the two leading to limited public service delivery. Moreover the available literature pinpoints the existence of such problem but does not deeply find the root causes of such imbalance so far that later to suggest the possible solution. That being the fact, it is sole aim of the researcher through this research to bridge this gap toward fulfilling the national goal strategy.

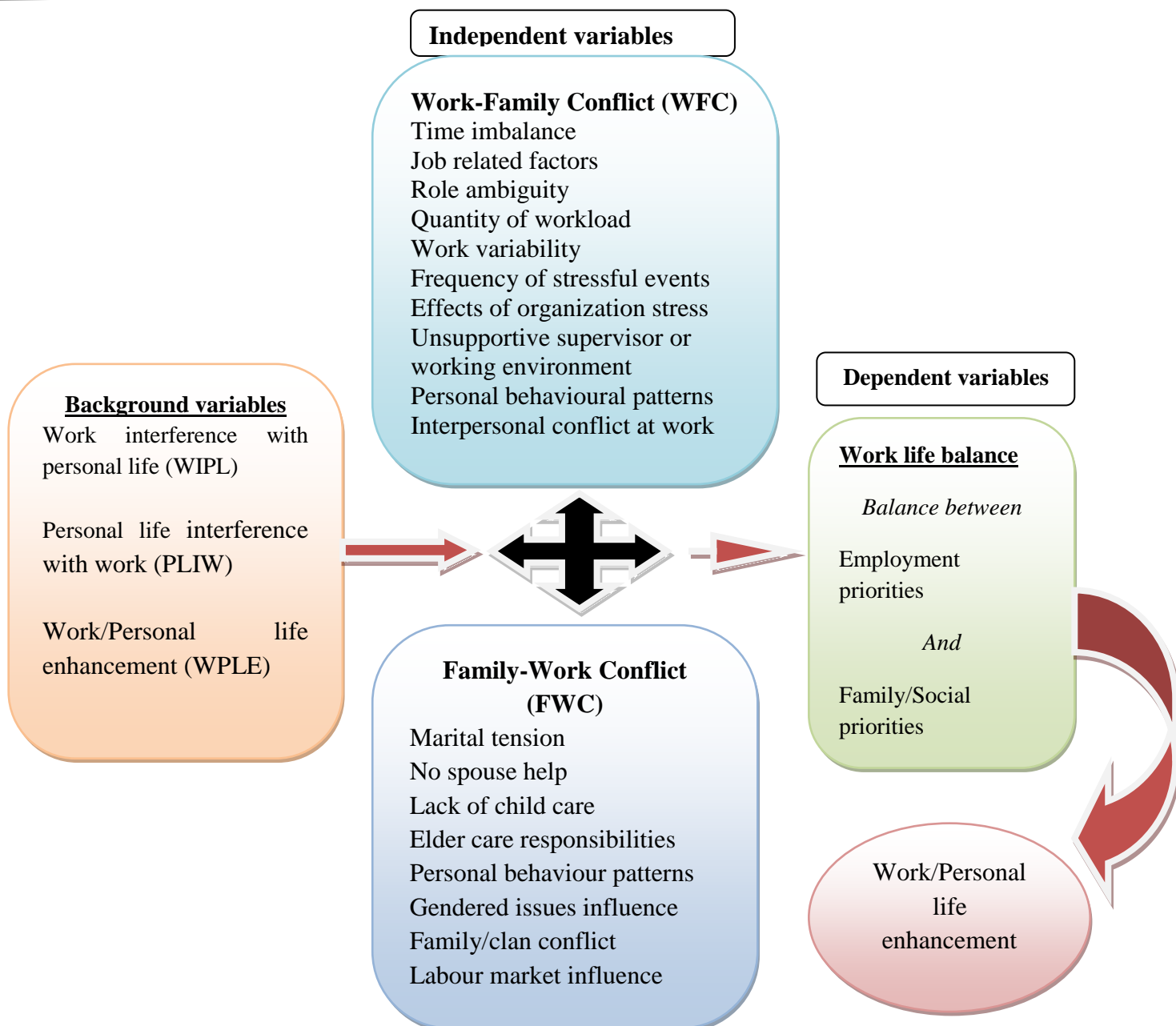
2.8 CONCEPTUAL FRAMEWORK

According to role theory, any human being is subjected to two major background factors namely, social-family demands/priorities and work demands/priorities. That while man struggling to accomplish the two mentioned factors, one do interfere the other. That while struggling for social-family matters or sometime referred as personal life priorities interferes work or get interfered with work demands and in accomplishing work demands do get interfered with personal life priorities. This connote into the development of two background concepts in role theory towards work life balance that is work interference with personal life and personal life interference with work, forming part as among the background variables in conceptual framework. Whereas also, the man had to struggle for their joint balances in order to ensure work enhancement and personal life enhancement at equal bases being the grassroots of work life balance hence the development of the third concept of work/personal life enhancement in the background variables.

Moreover, from the aforementioned background variables while implementation is on process, there are so many independent factors faced by the implementers either at home or at work renders to interference of each other between work demands and personal life demands. These independent factors being factors for family work conflict and work family conflict respectively are named as independent variables in this conceptual framework. All these hindrances, interference or stimulants affect the dependent variable, work life balance as rooted from the concept of work/personal life enhancement. Therefore, the background variables are the base of dependent

variable “work life balance” and in its implementation or realization get influenced or hindered by independent variables. For instance time imbalance as factors responsible work-family conflict is related to dependent variable which demands for balances between work/employment priorities and social/family priorities towards to work/personal life enhancement.

Conceptual framework



Source: Designed by the Researcher 2015

2.9 Measurement of Variables

The dependent and independent variables in this study were operationalized as shown below.

2.9.1 Dependent variable

The general dependent variable in this study was work life balance as rooted from work/personal life enhancement. But in due process of ensuring work life balance is influenced by two major forces namely, work family conflict and family work conflict. Therefore the two forces received much attention in this study as two dependent variables constituting the general dependent variable.

2.9.1.2 Work family conflict

This study had two dependent variables and the first dependent variable being work-family conflict. Work-family conflicts are experiences at working station which intervene family set-up. They employees at work are tasked with several responsibilities (employment demands) and organizational stress which all impact the psychology and personal ideology to family level. Data on work-family conflict dimensions were obtained by asking the respondents factors influencing work-family conflict. The response thereof were analysed and calculated into percentages.

2.9.2 Independent variables

These are variables standing alone but have influence or impact to dependent variable, thus the aforementioned dependent variable is influenced with the following independent variable.

2.9.2.1 Personal behavioural patterns

These include personal attributes, attitudes, belief and perception to organization, work/responsibility, co-workers, administration system, rules and policies. Also is associated with age, sex, level of education and marital status of employees. The variables of age, sex, marital status, educational level were measured as follows: age in years, sex (1= female, 2 = male) and marital status (1 = married, 2 = single, 3 = widowed, 4 = divorced). Education variable will be measured by four-point scales

ranging from 1 for certificate and diploma, 2 for bachelor degree, 3 for advanced diploma/master degree and 4 for doctorate holder. As to personal attributes, perception, belief and attitudes were expressed and revealed in the foregoing variables.

2.9.2.2 Impacts from organizational stress

These are forces emanated from organizational stresses which include management style, leaders' attributes, co-workers influence and scarce resources. The measurement of these variables were as follows; 1 for management style, 2 for leaders' attributes, 3 for co-workers influence, and 4 for scarce resources.

2.9.2.3 Job related factors

These are both circumstantial and influential issues related to job like; job burnout, job tension, role conflict and role ambiguity. The measurement of these variables were as follow; 1 for job burnout, 2 for job tension, 3 for role conflict, and 4 for role ambiguity; the response will be calculated into percentage having been the respondents requested to mark a tick to appropriate variable.

2.9.2.4 Quantity workload

Quantity workload entails the extent to which work doers have more or less responsibilities in relation to capacity of quality performance. It includes high average quantity, mid average quantity, less average quantity or non average quantity. These variables will be measured as follows, 1 for high average quantity, 2 for mid average quantity, 3 for less average quantity, and 4 for non-average quantity. The respondents were requested to cycle the appropriate variable and on their response frequency scores and percentages were calculated.

2.9.2.5 Work variability

The study measured the extent of job predictability and certainty to administrative cadres in the LGAs. The work variability includes lack or no clear job description, un-predictable roles, role dynamism, and unscheduled responsibilities. "Yes" and "No" response will be required to each respondent and matter of coding 1 for "Yes"

and 2 for “No”. Basing on the respondents’ responses frequency scores and percentages were calculated.

2.9.2.6 Frequency of stressful events

The study measured the influence of frequency stressful events which include political influences, change of policies, change of administration and management system, and financial crisis. To measure these variables 1 represented political influence, 2 for change of policies, 3 changes in administration and management system, and 4 for financial crisis. The respondents were requested to mark a tick to appropriate variable and basing on the frequencies of the responses, percentages were calculated.

2.9.3 Family work conflict (dependent variable)

This is among the two mentioned dependent variables that dictate work life balance. It is much concern with the factors happening at family level or lifestyle priority but have an impact at work. The independent variables influencing this dependent variable are as hereunder:-

2.9.3.1 Marital tension

In this study marital tension of the employees specifically the administrative cadre in the LGAs was investigated and measured using Likert scale. The response categories include “strongly agree”, “agree”, “disagree” and “strongly disagree”. A Likert type of response scale was used as 1 for strongly disagree, 2 for disagree, 3 for agree and 4 for strongly agree. Also this marital tension variable includes issues of marital conflict, clan conflict and family financial crisis. The measurements of these variables were as follows, 1 for family conflict, 2 for clan conflict, and 3 for family financial crisis.

2.9.3.2 No spouse help

Lack of spouse help also is another factor which needs to be tested in this study. It consists of family role conflict, family role overload, spouse recognition and respect and gendered responsibility stress. The measurement style to be used is Likert scale.

The response categories included “strongly agree”, “agree”, “disagree” and “strongly disagree”. A Likert type of response scale to be used as 1 for strongly disagree, 2 for disagree, 3 for agree and 4 for strongly agree.

2.9.3.3 Lack of child care

Lack of child care causes the stress to parents and especially when comes to balancing these social responsibility and employment demands. It includes issues like child moral guidance and care, health issues and gendered family responsibility. Also Likert scale measurement mode were used where respondents were asked to marked a tick to appropriate response on the following 1 for strongly disagree, 2 for disagree, 3 for agree and 4 for strongly agree. Soon thereafter the responses were calculated into percentage.

2.9.3.4 Gendered issues influences

These are more gendered issues as emanated from social established norms, customs and values which influence certain sex to behave or act in a certain way. It includes issues like responsibility distribution, social-cultural ideologies and affiliation requirements. Also Likert scale measurement mode was used where respondents were asked to marked a tick to appropriate response on the following 1 for strongly disagree, 2 for disagree, 3 for agree and 4 for strongly agree. Soon thereafter the responses were calculated into percentage.

2.8.3.5 Labour market influence

This is associated with job seekers inflation in market which determines the bargaining power of employers. As the high demand of labour the more bargaining power of job seekers and choice of place of work and type of job so offered whereas as the low demand of labour the more decline of job seekers bargain hence can be positioned anywhere and to any offered position. Likert scale measurement mode was used to measure the respondents’ response where respondents were asked to marked a tick to appropriate response on the following 1 for strongly disagree, 2 for disagree, 3 for agree and 4 for strongly agree. Soon thereafter the response was calculated into percentage.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents and discusses research methodologies which were used in this study. It covers: the study area, the research design, the study population, study sample and sampling techniques, the methods of data collection and finally approaches to data analysis.

3.2 Study area

The study was carried out in Korogwe Town Council. The choice of the council was influenced by the following considerations: the place provided me with the possibility of obtaining the required data because of presence of key people that the researcher is familiar with; familiarity of the place to the researcher facilitated data collection process in terms of comparatively easy access to key people. Literature for instance Mason (1996) and Silverman (2006) recommends that researchers to avoid places providing no possibility of accessing data. Moreover the area is significant to the study as being among the district within Tanga region where the problem is reported at a growing rate; (See Ministerial report, Ministry of State Public Service and Good governance's report of 2014).

3.3 Research design

Research design implies a plan, structure and strategy of investigation will be conceived so as to obtain answers to research questions (Kumar, 2002). Selltitz, Wrightsman & Cook (1976) define research design as the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with the economy in procedure. The objective of research design is to plan, structure and execute the selected research project in such a way that the validity of the findings are maximised (Mouton & Marais, 1996). There are four research designs: the experimental design, case study, longitudinal design and survey design (Kothari, 2004). This study employed a case study design.

A case study design involves in-depth study and detailed description of a single or several cases that may be individuals, places, organisations or things as per (Gravetter&Forzano, 2009). Yin (2009) points out that a case study makes “a possibility of capturing real life situations as experienced by the respondents which cannot be achieved by purely statistical survey”. The selection of a case study design was based on a number of considerations: first, the expedition of study to gain in-depth analysis of the study phenomenon in a specified location would be best served by case study design as suggested by Yin, (1994. Second, as suggested by Shuttleworth (2008) a case study design captures the process under study in a very detailed and exact way and it is able to fully use the potential of multiple methods. With regard to this questionnaire, interview and documentary review methods were used. Third, budget constrain made the case study approach more appropriate for the study since the study focused to a single case. Gravetter&Forzano (2009) indicated that a case study design potentially saves cost of the research and time restrictions within which the researcher must operate. The said scholar went on to note that using a case study design certainly keeps the researcher’s costs to the minimum and that data can be collected first- hand and in- depth while the researcher is attached in the organisation of the study.

3.4.0 Population of the study and sample

According to Tayie (2005) study population is a group or class of subjects, variables, concepts or phenomena of interest for an investigation. Studying every member of the population usually becomes impossible thus, researchers usually employ *study sample*; as subset of the population that is taken to be representative of the entire population (Tayie, 2005). The next sub sections clarify the population of the study and study sample.

3.4.1 Study population

The populations of this study was the employees of Korogwe Town Council specifically the administrative positions and their couples. The selection of this population was based on the fact that its elements would provide vital data that would enable the investigation of the factors responsible for work-life balance in the

Local Government Authorities, specifically Korogwe Town Council. Specific targeted respondents were from the following categories: male managing officials, female managing officials, the accessible selected respondents' couples and one child. Thus, the study population were 68 being the Town Executive Director, Mayor, Head of Departments and Divisions which includes Human Resource and Administration dept, Finance and Business Administration dept, Building and construction dept, Primary Education dept, Secondary Education dept, Development and Social welfare dept, Urban Planning dept, Statistic Management dept, Monitoring and Evaluation dept, Preventive health dept, Agriculture and Cooperative dept, Livestock and Fisheries dept, ICT dept, Procurement unit, Legal unit, Internal Auditing unit, Bookkeeping unit, and Election unit plus two employees from health sector. Table 3.7 summarises the study populations.

3.4.2 Study sample

The study sample included categories of respondents mentioned in Table 3.7. Thus two types of study sample were employed. First, interview sample selected purposively including twenty six respondents: the Mayor of Korogwe Town Council, Korogwe Township Executive Director, Head of 13 departments and their respective assistants, and 7 divisions at a sub total of 28 respondents. This sample is consistent with a suggestion in literature, for example, (Kothari, 2004) opines that interview samples tend to be small because the focus is carrying out in-depth investigation of the study problem which cannot easily be achieved with a huge sample of respondents (See Table 3.7). Also Krishnaswami, (2003) suggests that interview sampling should be small in size compared to all investigation as to focus on in-depth investigation of the study.

The second category of sample employed was questionnaire sample. This category included forty (40) respondents selected randomly among the departments and divisions within Korogwe Town Council and selected employees' couples as well as some selected respondents' child in two stratum purposively designed based on respondents' gender. Female stratum and male stratum were designed to ensure gender representation in the study. This technique is also supported in the literature,

for example, (Kothari, 2004) opines that if a population from which a sample is to be drawn does not constitute a homogeneous group, and stratified sampling technique is generally applied in order to obtain a representative sample. The selection of forty questionnaire respondents follows the logic of statistical sampling that requires the use of large sample to investigate a particular phenomenon. Literature, for instance, Prince (2005) indicates that a sample of thirty elements and above is sufficient and can warrant statistical analyses to be carried out. The selection of forty respondents involved taking into account the possibility of non-responses in the sense that even if some respondents declined to respond there would still be a possibility that the returned questionnaire would be sizable enough to allow statistical analysis to be carried out. Thus, the sample for this study included sixty eight (68) respondents being 28 interview respondents and 40 questionnaire respondents, (See Table 3.7).

3.5 Sampling techniques

Sampling is a process of drawing a study sample from a study population (Krishnaswami, 2003). In this study, two types of sampling techniques were employed including non-random and random sampling. These aspects are clarified below.

3.5.1 Non random sampling

As stated above, a non-random sampling technique was employed to select interview sample for this study. Specifically, the study employed a purposive sampling technique where by the investigator selected the respondents into sample based on their potential to provide the data necessary to address the research question as suggested by Tayie, 2005, as indicated in Table 3.7. The following categories of sample were purposively selected into interview sample: the Mayor, Town Executive Director, Head of Departments and Head of Division and their assistants respectively.

3.5.2 Random sampling

According to Black (1976), random sampling is a method of obtaining a sample in which there is specific and equal probability of including each element into the

sample. Specifically, the random sampling technique that was applied for this study were stratified sampling following with simple random sampling which provides equal probability of including any element in a category into the sample. These approaches were used to select both female and male assistants of head of departments and divisions and, the rest employees from Korogwe Town Council administration structure and the selection of samples' child who constitutes questionnaire sampling frame having the employees' couple selection determined by the selection of his/her couple during the selection of interview sampling frame and questionnaire sampling frame specifically to assistant head of departments and divisions.

3.6 Data collection methods

This section describes methods which were used to collect data. The study employed the triangulation approach whereby primary and secondary sources of evidence were used as described below.

3.6.1 Primary sources

Primary data refers to data that are first hand, collected by the investigator himself or herself (Krishnaswami, 2003). The sources of primary data in this study included questionnaire and interview. These methods are clarified below.

(i) Questionnaire

A questionnaire is a set of prepared questions to obtain responses from respondents (White, 2002). The questionnaire for female and male employees attached as Appendix (i) and (ii), were used to collect evidence, views and assessment of respondents about how they understood the concept of work-life balance and how they practice it. Literature, for example Shuttleworth (2008), suggests that questionnaire is a method of choice when the investigator wishes to gather evidence from a large number of respondents. It makes the data collection cheaper and fast. This is because the researcher distributes self-administered questionnaire to a large number of respondents. In this study, questionnaires were employed to collect data on factors responsible to work family conflict, family work conflict and strategies to

balance competing demands of lifestyle priorities and employment priorities from forty six respondents (See Table 3.7).

Questionnaires are not flawless as they may be susceptible to low response rate especially when respondents find the questionnaire too long to fill or lack interest to fill in it. Also if poorly designed they can be misunderstood by respondents; hence, the possibility of collecting low quality data, to overcome this potential limitation a short, user-friendly, sufficiently edited and simple designed questionnaire will be used.

(ii) Interview

Krishnaswami (2003) defines interview as a two way systematic conversation between an investigator and an informant, initiated by investigator for obtaining information relevant to a specific study. Interview was employed to collect qualitative data on factors responsible to work family conflict, family work conflict and strategies to balance competing demands of lifestyle priorities and employment priorities used to supplement information gathered through questionnaires and documentary review. The choice of interview tool is basing on assumptions that interview allows flexibility of clarification of questions also enables additional questions to be asked leading to rich data collection. Yin (1994) adds that interview is a method of choice when the investigator wishes to carry out an in-depth investigation on a subject of interest. As indicated in Table 3.7, interview sample involved the Mayor, Town Executive Director, Head of Department/divisions and their respective assistants. An interview guide was prepared so that to ensure systematic flow and govern the whole conversation. The suggested interview guide hereby attached with this Research Report marked as Appendices III and IV. Literature, for example Kothari (2004) opines that interview can be costly and may take long time to collect data especially if a large number of respondents is involved. To overcome these limitations only a few respondents were interviewed (See Table 3.7). The interview appointments were fixed with the respective respondents and follow-ups made to ensure all planned interviews are carried out.

3.6.2 Secondary sources

Secondary data is about the use of data collected and recorded by other people. It is a cheap source of data since the research uses the readymade data (Kothari, 2004). The study reviewed different council reports and human resource department's report to find out the trend of work-life balance practices to employees and specifically to administrative cadre. The study also reviewed parent laws, by-law and policies to establish the approaches used to facilitate implementation of work-life balance practices. Data from secondary sources were also obtained from different books, electronic media, publications and articles that provide relevant information on human resource management especially on work-life balance concepts and principles.

Although secondary sources provide readymade data, literature for example Potter (1996) counsel the investigators to be cautious with the use of documents. While they may be useful sources, they may be simply inaccurate, out dated, false or fabricated therefore misleading. To limit these potential limitations documentary review were done selectively and critically in the sense that data obtained had to be counterchecked with data from other sources such as questionnaire and interview.

Table 3.7 Summary of study population, study sample and methods of data collection used

S/No.	Population category	Study sample	Data collection techniques to be used	Type of information to be sought
1.	Mayor	1	Interview	-Council members perception and knowledge on work-life balance -responsible factors to work family conflict and family work conflict in KTC -Strategies in use to balance the competing demands of life style priority and employment priority.
2.	Town Executive Director (TED)	1	Interview	-Factors responsible to WFC and FWC in KTC -Staff tendencies and attitudes on work life balance -Strategies in use to ensure balance of competing demands of social life and employment requirement.
3.	Head of divisions and departments	26	Interview	-Factors responsible for work-family conflict -Factors responsible for family-work conflict -Strategies applicable to balance family demands and employment demands -How best is the strategies successful -Merits and demerits of balancing the demand of lifestyle priority and employment priority
4.	Employees' couples	20	Questionnaire	-Couples balance of family responsibilities and employment requirements -Intervening issues in balancing family matters and employment requirements. -Strategies used to ensure balance of lifestyle priority and employment priority -Employee's couple role to ensure balance of competing demands in family matters and work requirements
5.	Employees' child	20	Questionnaire	-Interference of parent's work to home affairs -Strategies used to avoid parent's work interference with family matters -Child's contribution to avoid WFC and FWC at family level.
6.	Total study sample	68		

3.8 Data analysis

Data analysis is the process involving a number of closely related operations that are performed with the purpose of summarising the collected data and organising them in such a manner that they will yield answer to the research questions (Kumar, 2002). Questionnaire data being the Respondents' personal particulars, Respondents' response on factors responsible for work-family conflict, factors responsible for family-work conflict and its strategies used to strike balance between work priorities and social/family priorities were analysed using descriptive statistics employing computer software of Statistical Package for Social Science (SPSS) and the data was summarised in relevant frequency, tables and percentages.

Qualitative analysis of data involved the assembling and grouping qualitative data being the Respondents' responses gathered during interview on the factors responsible for work family conflict, family work conflict, and strategies used to balance the competing demands between work priorities and social/family priorities in terms of themes emerging from transcripts of interview and documentary data in relation to research questions addressed by the study (Kothari, 2004). To ensure the analysis entails the use of direct quotes with a view to capturing the respondents' own talk and experiences as suggested in Yin (1994).

3.9 Validity and reliability of the study

The term validity refers to whether the method used in conducting the research basically measures what it intends to measure while reliability of the research means how similar the results would be if another researcher conducted the same research in another place and time (Gronhaug, 2005). To ensure validity and reliability of the study the following measures were taken into consideration:

First, complimentary sources of evidence were used to capture desired outcomes including interview, questionnaire and documentation.

Second, the principle of reflexivity was observed where by the investigator ensured that the conclusions reached are based on data collected from respondents. This approach helped to reduce researcher's bias in the study.

Third, peer review was used where the draft of interview transcripts and the draft of the report are subjected to peer review. This approach enabled all the noted abnormalities to be corrected.

Forth, based on Yin's (2003) advice on how to improve the quality of the analysis, extra efforts were made to ensure that different opinions and rival arguments are addressed in the analysis and conclusion of the study. Additionally, relevant literature was used to corroborate or challenge the findings of the study.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents and discusses the findings in relation to the study questions. The chapter is organized into two parts: the first part presents the findings on social family characteristics of the respondents of the study. The second part presents results and analysis with respect to the research objectives and attempts to answer the associated research questions set out in the introductory chapter. Socio-family characteristics of the respondents are presented first.

4.2 Socio-family characteristics of the respondents

The characteristics of respondents examined were sex, age of respondents, education, marital status and number of children of the respondents. These features are essential because they may suggest the nature of responses or possible reasons for the responses provided by the respondents also, forms key part in work life balance. The next part presents findings with regard to sex, age, level of education and marital status of the respondents.

4.2.1 Respondents distribution by sex

The purpose of obtaining data on the basis of sex was to gain insights on role distribution within the family unit between men and women since in many societies women are faced with much social responsibilities compared to men. The findings (Table 4.1) show that thirty six respondents (52.9%) were males while thirty two (47.1%) were females. The findings suggest that the distribution of respondents by sex was almost balanced with males exceeding by only 5.8%.

Table 4.1 Respondents distribution of by sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	36	52.9	52.9	52.9
	Female	32	47.1	47.1	100.0
	Total	68	100.0	100.0	

Source: Questionnaire and interview data (2016).

These findings suggest that the findings of this study might have been equally influenced by both males and females respondents.

4.2.2 Respondents distribution by age

The age of respondents was categorized into four age groups: 25-34, 35-44, 45-54 and 55-60 years. The findings show that the majority of respondents were those aged between thirty five and forty four years which jointly constituted 45 % followed by those aged twenty five to thirty four years (27%) then forty five to fifty four years (19.2%) and fifty five to sixty year (8.8). Data in Table 4.2 show the distribution of respondents by age group.

Table 4.2 Respondents' distribution by age

	Distribution	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-34	18	27	27.0	27.0
	35-44	13	19.2	19.2	46.2
	45-54	31	45	45.0	91.2
	55-60	6	8.8	8.8	100.0
	Total	68	100.0	100.0	

Source: Questionnaire and interview data (2016).

The finding that the most of respondents belonged to age group of 25 to 54 years gives implication that the most of Local Government Employees belonged to the mid age group and therefore able to work and equipped with other social matters like marriages and child care.

4.2.3 Respondents distribution by level of education

The education level of respondents was categorized into three: certificate/diploma holder, bachelor degree holder and master degree holder/above. The findings (Table 4.3) show that twenty nine respondents (42.6%) are holders of Bachelor degree, twenty seven respondents (29.8%) master degree holder and twelve respondents (17.4%) are certificate/diploma holder.

Table 4.3 Distribution of respondents by level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate& Diploma	12	17.4	17.4	17.4
	Bachelor Degree	29	42.6	42.6	60.0
	Master Degree & Above	27	40.0	40.0	100.0
	Total	68	100.0	100.0	

Source: Questionnaire and interview data (2016).

The finding suggest that the majority were sufficiently educated and therefore, capable to handling administrative position in Korogwe Town Council hence capable of understanding the essence and rationale of work-life balance concept.

4.2.3 Respondent's marital status and socio-family distribution

The findings show that forty six respondents (67.6%) were married and have been blessed with children and occupy social-family responsibilities, those who are married either in small or large/extended families implying much social demands. Sixteen Respondents (23.6%) are not married but in relations while six respondents (8.8%) are neither married nor in relations but have children. Data in Table 4.4 summarizes the findings on respondents' marital status and socio-family distribution

Table 4.4 Respondents distribution by occupation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married with children	46	67.6	67.6	67.6
	Not married (In relations)	16	23.6	23.6	91.2
	Neither married or in relations but with children	6	8.8	8.8	100.0
Total		68	100.0	100.0	

Source: Questionnaire and interview data (2016).

The findings suggest that all respondents were subjected to both work demands and socio-family demands in struggling for work/personal life enhancement in Korogwe Town Council among the Local Government Authorities in Tanzania. This implies they were all likely to have interest in a study of work life balance.

4.3.1 Factors responsible for work family conflict in Korogwe Town Council

The first research objective was to find out factors responsible for work family conflict in Korogwe Town Council. The associated research question was what are factors responsible for work family conflict to top administration Cadre in Korogwe Town Council? From interview with the Township officials the findings show that the interfering factors from work to personal life at family level are generally categorized into three sub-units of interventions, namely; the organization set-up and practices, administration system and personal work related factors. Organization set-up and practices is presented first.

(i) Organization set-up and practices

During interview with senior Township Officials, it was identified that the Local Administrative Organization is not certain as is subject to directives and ministerial circulars from the central authority and the decisions of the Town Council which most are much political than professional. Further were revealed that the Organization set up influences work family conflict in the following manner:

(a) Through intimidating rules, regulations and policies

During interview with Township Officials it was witnessed and identified that rules and regulations therein concerning with decision making, normal practices and administrative bases of the Council intimidates the implementers due to political intervention by the Chancellors and Ministerial directives which mostly have political influence than professional proficiency which bars the harmonious working environment resulting to personal stress at work and later at family level. For example, the Department of Economic, Finance and Planning commented that:-

“The rules and policies regarding planning, budgeting and issuance of any credit are so bureaucratic and intimidating that to allow more simplified means of decision making and implementation”

Thus, intimidating rules and, practices by its normal application featured by bureaucratic policies bars the realization of work life balance in Korogwe town council.

(b) Organizational stress and frequent stress event

During interview and responses from respondents who filled the questionnaire identified that Local Governments are victimized by organizational stress which affects the officials at work and at home while executing their daily duties. These stresses are associated with lack of resources and facilities, motivational packages and low salaries, whereas unrealistic budgets by the Central Government to Local Government projects being the major source of stress, as one respondent averred that;

“the major stress witnessed in this local authorities is un realistic budget from central government which result into organization stress for lack of resources and supporting facilities.”

These practices have influence poor living standard to employees and subjection into bank or other financial institutions’ loans which later result into family stress and catalyse work family conflicts.

(c) Geographical factors and social values

Both work and family life is surrounded by geographical factors such as coldness, wet and dry seasons plus influences of social values like hygienic factors, religious belief and ethnic ideologies which all impact the dwellers. It was established that with these interference and adoption have influenced the behaviours of employees both at work and family level. These interferences influence both work family conflicts and family work conflict when struggling for work/personal life enhancement. That there societies within area of operation which its members are harsh, stubborn, and lazy in implementing the directives from their leaders, which mostly are subjected to deadlines and failure of which burdens are placed to Township Officials which intervenes with their family piece and comfort.

For example one among the employee's spouse had this to comment,

“It has now come into my mind that, the Wasambaa tribe, Wadigo tribe and Semi-Arabs who are common Tanga region dwellers seem to be lazy by nature and are subjected to leisure and wish no extra disturbances in their daily duties actions delays plans.”

(ii) Administration System

While interviewing the Respondents and according to Township Official it was identified that among the major factors for work family conflict in Korogwe Town Council is Administration System. The administration systems referred in this section are both clear administration structure which are commonly uniform to all Local Government Authorities in Tanzania. That the established administration structure is so bureaucratic that to cutter the immediate demands when the need arises and mostly the leadership style adopted encourages egoism, pomposity and less team working spirit which result into individual torture and undefined time table to meet both personal priorities and work priorities and later work family conflict as hereunder explained.

“In most of LGAs once a person has been vested with power, he think that each and everything are subjected to his discretion, he press the required tasks to be perform on the desk till deadline when he forces his subordinates to perform it as quickly as required which intervenes other time table.”

(a) Un supportive and clear supervision

From the respondents both interviewed and who filled the questionnaire a total of 67% of the total employees' respondents identified that unsupportive supervision cause interference with work to other personal matters as much time is spent for scrutinizing the source of challenges rather than implementing the needful. Also, unclear supervision/instruction which result to role ambiguity, fear and stress as among the personal contributing factors to personal discomfort at family set-up to most employees. For instance the human resource department identified that;

“... there are some complaints from staff that other line managers are cruelty, unsporting one to their subordinates which result into unclear instructions, poor supervision and egoism among employees.”

This being the case has influenced stresses to employees both at work and at home. Therefore it was concluded that work comfort ability has influence to family comfort ability at home and the verse vesa.

(b) Extensive, irregular and inflexible working hours

The respondents revealed out that irregular time table, inflexible working hours are among the factors responsible for work family conflict. The ration behind being the fact that both family matters and work matters consumes time so, each should be implemented on its own schedule and interference of one affects the whole schedule. Whereas the common practices of Administrative Official(s) in Korogwe Town Council is subject social circumstances, Council's resolution and Ministerial directives which affects their time plan. For example, the department of Land and town planning revealed that sometime when had scheduled for allocating pieces of land to dwellers the council's resolution altered the same to other incidents. These practices result into operations of services towards events and divorces time/action plan.

(c) Quantity work overload

During interview, it was identified by the respondents that the Administrative ranks in Korogwe Town Council are influenced by quantity work overload. That, social

circumstances like, eruption of diseases such as cholera, and other epidemic diseases and the like, robbery, social/civil conflicts, social disasters such as flood, hunger and the like determines their operations while normal official duties are to be attended plus the demands presented before hand by the community, chancellors or from Town Council's resolution which compromise the quality due to its quantity rendering to tiredness and family matters remain un attended.

(d) Role Conflict and Work variability

(During interview with records unit, Auditing units and procurement units and by responses filled in the questionnaire about 15% of the returned filled questionnaire by the respondents among the Township Officials revealed that due to some role/responsibilities to be accompanied by extra incentive packages do cause conflict within staff especially those falling under the same department as one comments:-

“One among the reasons for work family conflict arises when there is a specific task to be performed which involve extra pay, as everyone will demand to be included and later if not included he will not be supporting its implementation ... and this specific task facilitates role variability.”

Therefore, work conflict and role variability fasten work family conflict due to work grievances and discomforts at work place influencing one's mind at home.

(iii) Personal work related factors

While interviewing the Township managing officials was indentified that among the major overall factors for work family conflict was personal work related factors. This implied the personal tendencies including individuals' deeds, belief, attributes such as egoism, jealousy and romance/speculation and other conducts like corruption, harshness at work which are associated with work and its implications interferes the normal family priorities in struggling for work-personal life enhancement as explained below.

“Personal behaviours are major concern to this work family conflict as you may find one have been provoked at work and his return is also reflected at home.

Bad enough there some staff who feel better once they observe one suffering, so they are ready to create romance or mere speculation so that one get stressed at work which also affect the affect employee at home.”

(a) Poor time management

Poor time management simply refers to misuse of available time or unspecified schedules compatible to demands. This was among the major cross cutting issue while interviewing the Respondent as well as from questionnaires response. It was further concluded that not only it influences work family conflict but also family work conflict due to misconception and confusions by one’s daily schedules which also result into ineffective and insufficient service delivery both at work and at home. The Town Director for example had this to comment;

“You find an official in the office at 8:00 O’clock while doing un called businesses and at 2:00 O’clock the same employee starts to be busy with his normal routine so, how will he manage to get home as early as required for family matters? And some don’t have their time plan; each acts of their own are subjected to external pressure”

This observation by the Town Director, which later got support from other Respondents is genuine and real is the contributing factor to work family conflict.

(b) Personal incompetency

During interview sessions with the Korogwe Township officials it was observed that personal incompetency also contribute to work family conflict as most of employees time is spent for consultations and even the work produced got rejected by his supervisor something creates tension to employee at work and later at home. Also questionnaire respondents commented that personal competency being both educational competency and self hygiene competency hinders an employee at work and cause disturbances and confusion while being at home. For example one of the respondents had this to comment;

“Some of the official(s) are so stubborn, and they get stressed due to their incompetency. You may wonder if informed that a graduate doesn’t know how to prepare weekly or monthly report and his practices may be considered as secondary school graduate which put him into hard condition both at work and home.”

So, this reveals that some of the challenges that employees are faced with at home are due to their incompetency and improper practices at work as explained above.

(c) Inter/Intra personal conflict

Among the common negative effects of conflict are stress, anxiety and disillusion. While collecting data from the respondents it was found that employees are faced with both inter personal and intra personal conflict at work due to roles or earning matters at work station and sometime faced with intra personal conflict having mused information which is not only harmful to co-worker but also to entire department or division. These practices do influences personal stress and disillusion both at work and home and resulting to work interference with personal life practices.

(d) Jealousy and egoism

One among the common or repetitive response for the respondents and due to secondary source of data collection, documentary review evidences that while the common practices for any successful organization being unit and team working spirit. The practices in Korogwe Town Council is different from different department, that there are some officials who measure weight than others in performance, they consider themselves superior to the other and even duties should be borne on their shoulder either due to economic purposes or prestige. These tendencies hinder their performance both at work and family unit due to time imbalance, and results to departmental conflicts and inter personal conflicts that result to personal disillusion in his normal life style as one among the respondents pin points that;

“... that a person is ready to provoke the Bosses with lies against the other may be, he be appreciated or assigned with extra duty for allowances purposes. This

practice is common to some staff, even to write or temper with confidential information in order to lower down the emerging staff...”

This practice once done to an employee result into fear, disillusion and anxiety which affects the whole system of life and rendering imbalances of both family and work matter due to stresses and low morale.

Generally, these findings are hereunder tabulated according percentages as to Respondents’ responses on factors responsible to work family conflict:-

Table 4.5 Respondents’ responses on factors for WFC by percentages

	Factors for Work Family Conflict	Frequency	Percent %	Variance Percent %
Valid	Organization Set-up and Practices	58	85.3	14.7
68	-Intimidating rules, regulations and policies	61	89.7	10.3
	-Organizational stress and frequent stressful event	52	78.5	21.5
	-Geographical factors and social values	45	66.2	33.8
	Administration System	60	88.2	11.8
	-Unsupportive and un-clear supervision	49	72.0	28.0
	-Extensive, Irregular & Inflexible working hours	62	91.2	8.8
	-Quantity work overload	66	97.1	2.9
	-Leadership style	54	79.4	20.6
	-Role conflict and work variability	38	55.9	44.1
	Personal work related factors	66	97.1	2.9
	-Poor time management	68	100.0	0.0
	-Personal incompetency	64	94.1	5.9
	-Inter/Intra-personal conflict	57	83.8	16.2
-Jealousy and egoism	62	91.2	8.8	
	Total frequency	68	100.0	100.0

Source: Questionnaire and interview data (2016).

4.3.2 Factors responsible for family work conflict in Korogwe Town Council

The second research objective was to find out factors responsible for family work conflict in Korogwe Town Council. The associated research question was what are factors responsible for family work conflict to top administration Cadre in Korogwe

Town Council? From interview with the Township officials and spousal employees where 58 respondents turned-up and the findings show that the interfering factors from family base to work priorities which generally may be categorized into two sub-units of interventions or overall factors, namely; the gender roles and marital issues. The gender roles are presented first.

(i) Gender roles

The spirit of this overall factor responsible to family work conflict as presented by the respondents is centred on the inherent roles of any human being basing on sexual role(s) distribution as per customs and norms while under Muslim faith, according to preaching of the Holly Qourahan. These gender roles influences employee's readiness and distribution to work priority as hereunder explained:-

“In the Muslim faith women are responsible to husband' care and sometime to assist on other family matters but not to perform hard work, or even the “Umwinyi” practices by men within our region have resulted in laziness to domiciled citizen which its implication are realized at work.”

Therefore, it is now established that gender roles as rooted from religious faith or customary rules influences one's practices at home and later to family work conflict.

(a) Lack of child care

Children are among the major blessing of any family however their presence is accompanied by their daily care which inherently is the role vested to their mothers who are female employees. So, with lack of child care at home disturbs the mind and comfort of female employees at work, with too much apologies, some truancies and unlimited stresses while being at work resulting to deadline failure. This was much envisaged by one of the female respondent who during the persuasion of this research had breast feeding child at home and had this to comment:-

“To shorten the story here I have my breast feeding baby at home, so you may witness that how early I am being the fact that now days family assistant at home have proved worse and encourages stresses due to their reported conducts. Therefore whatever I will and I am doing is subject to uncertainty, while feelings and thought are placed to young child.”

This being the fact, lack of child care at home intervenes the priorities and work demands at organizational set-up.

(b) Lack of spouse help and the rest family members

During the interview session with the employee and employees' spouses it was observed that since much of the family duties are inherently placed to female, so failure to assist them renders them (female) to unfulfilled duties. Also since female are placed with stiff family duties they end up feeling tired and rendering their services at minimum rate once not assisted with their spouse or any other family member as presented here by the Township Official that;

“Some men are so stubborn and cruelty in their family that they don't assist their wife, which result into role stress to female staff having vested with too much responsibilities to attend while without time for rest and compromising to quality of services.”

Thus, the female officials are so much victimized with these tendencies as resulted from patilinear socio systems, social norms and values and religious beliefs.

(c) Influences of social values

Social values are regarded as general principles and practices of a given society. It is a combination of both customs and tradition as rooted from the social norms. An act of one may be categorized as unique due to such social norms, and one may be subjected to change in order to suit with such social values. It was revealed that Korogwe Town Council is influenced with social values such as tribal ceremonies, too much religious affiliations to meet balance and the like of different tribes due to their scattered-ness but they are African accepted values once seen omitted is subjected to dishonor. It is from this base gendered matters intervene with work matters so that something to be deemed correct according to such society.

(d) Influences of affiliations and religious belief

During interview with the Department of human resource and administration it was identified that among the major growing practices in public servants failure to

balance their matters and work priorities are affiliations and religious belief. For example the director had this to comment:-

“Imagine one had to attend the church or commonly the Mosques fourth or fifth per day, or even leaving as early as not required so that to attend spiritual congregation and bad enough the rest prays while being at work which is totally misconception of the notion of work life balance.”

This being the fact have caused so much delays in performance and implementation of plans which are just personal pleasures interfering work demands and by the observation method also it came evident to the researcher that some time employees are not seen in the office due to religious matters like attend noon prayers or he like.

(ii) Marital issues

These are misunderstanding, grievances and dissatisfaction among spouses, family member and the society at large. The misunderstanding may be due to family uncertainties resulted from economic issues, successfulness of the marriage, clan perspectives towards marriage, social perspectives and something of the like. It was revealed that due to polygamy practices within Korogwe District and early marriages have influenced marital tension. Which have pave way to separation of families, decline of family economy and disillusion of social image to family work conflict.

(a) Marital tension and conflicts

While interviewing the department of Social Welfare it was identified that among the major disturbing tendencies of the employees at work is marital tension. They further contended that marital status whether stable or unstable have an implication in one's daily conducts and performance. The managing official on Social counseling and guidance had this to comment on the matter:-

“One among the common issues of the day to both employees and normal citizens are associated with marital tension, bad enough with family tension no one may be comfortable at work and produce the best. Indeed I join hand with this

interview guide that marital tension has great impact to any one at work, and basically the victims are female employs compared to male.”

The spirit of this comment in factual evidences that how marital tension influences anyone at work, and its impact on performance. It further impliedly evidences that one may be psychologically tortured and found mood less with low morale at work due to family matters.

(b) Family financial crisis

It is un-doubtly that life is all about sustaining its demands, and sustainability of such demands is by accommodating the expenses associated thereto. Family financial crisis may simply refer to situation where the family unit can't accommodate its file demands financially. During interview with Korogwe Township Official and the responses by the respondents at a rate of 91.2% who filled the questionnaires severally pin pointed the role of income in one's comfortability. Families encountered with financial crisis to an employee, no matter how good management may be, the practices and comfortability of such employee is like carrying flower to an empty pond. One among the employee had this to comment;

“Let not bit around the bush my dear, if at home no hope of something to eat in a day or to night your daily present at work will be of no importance as you will be physically present but not mentally that's way we advice the government to advance the servant's remunerations.”

That being the case, family financial crisis impacts one's performance at work and influences his/her morale in service delivery.

(c) Children disorder/ insufficiency

Once again it is hereby covered that, children is among the major indicator of a successful marriage in African culture. But their presence also may accompany with several disorders like pandemic and epidemic diseases, cruelty and disobedience which all distorts the harmonious living standards to their parents and indeed disturbs their mind which affects their morale at work. As one female long aged employee (about to retire) had this to comment:-

“Stresses associated with children disorder are commonly witnessed at our station and impact those affected in their performance. As all knows that children is God’s blessings to family, once something different happens within them disturbs the family piece and such dominates the whole conducts of parents”

So, let it be marked that family stability as also fertilized by presence of psychologically, biologically and physically fit children as an impact one’s performance at work and lead to family work conflict.

Summarily, the following table below presents statistical data in terms of percent by the respondents’ views on factors responsible for family work conflict in Korogwe town council.

Table 4.6 Respondents’ responses on factors for FWC by percentages

	Factors for Work Family Conflict	Frequency	Valid Percent %	Variance Percent %
Valid	Gender roles	62	91.2	8.8
68	-Lack of child care	61	89.7	10.3
	-Lack of spouse help and rest family members	62	91.2	8.8
	-Influences of social values			
	-Influences of affiliations and religious belief	45	66.2	33.8
		63	92.6	7.4
	Marital issues	66	97.1	2.9
	-Marital tension and conflict	68	100.0	0.0
-Family financial crisis	62	91.2	8.8	
-Children disorder/insufficiency	66	97.1	2.9	
	Total frequency	68	100.0	100.0

Source: Questionnaire and interview data (2016).

4.3.3 Strategies used to balance competing demands of work to family and family to work conflicts in Korogwe Town Council

The third research objective was to find out strategies used to balance competing demands of work to family and family to work conflict in Korogwe Town Council. The associated research question was what strategies used to balance competing demands of work to family conflict and family to work conflict in Korogwe Town Council? From interview with the Township officials and spousal employees the findings show that several strategies are used to ensure such balances of family priorities and work priorities. Whereas it was identified that among those adopted strategies major two strategies were identified as overall strategies namely; One's self awareness, and time management. Also has to be born on mind that these strategies cross cuts the matter, are strategies once used avoids or reduces work family conflicts as well as family work conflict. In this premises, the presented strategies are strategies for ensuring work/personal life enhancement hence covers strategies for WFC and FWC respectively. The one's self awareness is present first, followed by time management and at last cumulative table is presented being a summary to the strategies presented in percentage according to Respondents' response.

(i) One's self awareness

This is the broad strategy used in ensuring work/family life enhancement in Korogwe Town Council. The strategy it entails about one's (employee) self determination, commitment, consciousness and discipline toward attaining his normal life demands and work's priorities. In ensuring work/family life enhancement through one-self awareness an employee is expected to apply the following broad strategies:-

(a) Encouraging good relationship and team working spirit

During data collection it was presented by the respondents that sometime employees do fail to balance their daily duties both at home and at work due to bad relationship and lack of cooperation. That with bad relationship one's time is spent on mitigating evils and social discontents while divorcing unit and cooperation hence more time are spent on non beneficial issues as one opines that;

“Good relationship cultivates cooperation at work and in the community so, if one lacks these features will find himself in danger of consuming more his time to nonsense that ever been if encourages good relationship and cooperation.”

Thus, unit, cooperation and good relation to both co-worker and the rest community acts as an immediate strategy of balancing socio-family demands and works demands.

(b) Refreshment

No doubt that stiff tiredness result into shock, madness and discomfort so, refreshment is only major tools for avoidance of these unnecessary issues. Refreshment in this context is broadly construed, to mean, body exercise, family tour, work tour and joining any other social entertainment like games, wedding and ceremonies, religious matters among the many. These all will rise up the morale of life; reduce stress and anxiety while cultivating enthusiasms towards demands to be achieved either at home or at work hence avoiding work-family or family-work conflict to an employee. More precisely the Department of Information and Technology in Korogwe Town Council had this observation:-

“For example we ICT people we are faced with so many issues to do at work including installing programs, maintaining office devices, uploading data, downloading several credential from ministries and stockholders, attend personal and family matters and so many other factors as technologies is still new to many of employees so they need help. The major way to balance our life at home and work place is trough avoiding unnecessary chaos at work and at home and community by ensuring satisfaction of both parties through refreshment and normal reassures.”

This evidences the role of refreshment in ensuring balances between work and other life demands, that the family should get time to refresh with their father or mother as well as the organization should arrange time to refresh with its staff so that set free from work stress, personal stress and social stress.

(c) Respect and self discipline

The spirit of this strategy as presented by the Town Mayor is placed on encouraging mutual understanding between work and other life demands including family responsibilities. It is further directed to maintaining self counseling, monitoring and evaluation for responsibilities one had to perform either at work or at home. The Town Mayor went further and tendered an illustration that:-

“Imagine one is given plenty time but with no respect or discipline on the same, will be a total worst as it witnessed that some employees left at work as early as time requires but end up on bars and attending uncalled businesses while their families are left isolated.”

The major assumptions drawn here are not matter how nice time table or schedule may be, but what matters is the respect and discipline of confirming to prescribe time tables and schedules plus, maintaining self evaluation on the consumption of any minute available on attend work demands and family demands.

(ii) Time Management

No doubt that time is the central unit of work demands and family demands. The work consists of prescribed working hours in a day and the rest hours are subjected to other duties responsible to employee in cause of and out of working station. During data collection through documentary review it was ascertaining that 8.30 hours are subjected to employee official work attendances also by subtracting 1 hour being 30 minutes for tee break and 30 minutes at noon for lunch time. So, the normal working hours in that cause are only 7:30 out of 12 hours of a day. Yet, the findings reveals that these time has not been well utilized in extent that causing time imbalances. Time management skills is one among the common weaknesses identified to cause imbalances, and in exercising such skills the respondents opines that the following broad strategies have to be ensured:-

(a) Ensuring systematic planning and scheduling

During interview with the Town Planning department, it was identified that major weakness resulting to imbalances of work demands and life demands is centred on poor systematic planning. This point was joined hand with the department of Human

Resource and Administration and the Town Executive Director that Local Governments are faced with unclear plans, which facilitates presence of irregular scheduling of responsibilities as it depends to Town Council's Resolution, unforeseen event which attract official response and the like as hereunder the Planning department states:-

“Lack of systematic Planning in Local Government Authorities affects many of the issues associated with time consumption. So, we the Planning Committee we are responsible to ensure systematic planning prior to event(s) in order to avoid this unnecessary intervention of work intervening with other personal time table, however we encourage the staff also to be systematically arranged and the chancellors also be educated on this so as they act according to Organization's action plan.”

Therefore, with systematic planning and scheduling work priorities/demands and family demands may be achieved at equal bases without quarrel or disturbances.

(b) Adhering to fixed time table

During interview with the department of Economics and Finance, it was identified that the major strategies used to ensure such both demands of life and work are achieved is by adhering to fixed time table as one among the respondent in the department suggests:-

“Take an example of us economic and finance department we are responsible of income generation planning in each financial year, and also responsible on collection tracking and expenditure reporting. So, to be free from unnecessary stress and quarrels with the Director is better adhering to fixed time table and this avoids working under pressure and paves way to settle other personal responsibilities.”

Genuinely, this is the central view that as afore explained above say, systematic planning and scheduling is one among the strategy but if not adhered may be like placing harvesters to un-sowed area and remain endless waiting for the harvest.

(c) Prioritizing events

While collecting data it was presented by the respondents that prioritizing events or responsibilities is one among the strategies to ensure equal balances or somehow equilibrium units of work demands and family demands to an employee. The rationale of this averment is centred of not divorcing one aspect in compromise to another, that each should have its change and time table to be accomplished as required.

(d) Flexibility and adopting circumstantial management system

That it is common in life to witness circumstantial issues, that each and every thing daily cannot be in order or be implemented as planned, but flexibility and adoption of circumstantial management system is important. This spirit divorces the notion of rigidity as opposed to flexibility. The responses from the division of Records Management in Korogwe Town Council envisage the matter that;-

“Flexibility at work or any responsibility is important, but as the more rigidity as the less accomplishment of tasks and resulting into quarrels and discontents to earners. Like we female, flexibility is the only solution as you may be planning to do one but comes two from either your husband or any related guardian.”

Thus, flexibility and circumstantial management system is construed as one among the strategies of ensuring the competing demands of work and family are achieved in struggling for work and personal life enhancement.

Summarily, the following table below presents statistical data in terms of percent by the respondents’ views on applicable strategies for ensuring balances of competing demands between work priority and socio-family priorities in Korogwe town council.

Table 4.7 Respondents’ responses on strategies to Work-personal life enhancement by percentages

	Strategies to work-personal life enhancement	Frequency	Valid Percent %	Variance Percent %
Valid	One’s self awareness	64	94.1	5.9
68	-Encouraging good relationship & team work	63	92.6	7.4
	-Refreshment			
	-Respect and self discipline	62	91.2	8.8
	-Other related strategies	65	95.6	4.4
		42	61.8	38.2
	Time management	66	97.1	2.9
	-Ensuring systematic planning and scheduling	68	100.0	0.0
	-Adhering to fixed time table	66	97.1	2.9
	-Prioritizing events	66	97.1	2.9
	-Flexibility and adopting Circumstantial management system	62	91.2	8.8
	Total frequency	68	100.0	100.0

Source: Questionnaire and interview data (2016).

The findings suggest that employee in collaboration with political leaders who are also the decision makers in the council are strong to influence or to discourage realization of work/personal life enhancement within the council jurisdiction and at family unit. The study further suggests that the influence of personal consciousness and time management skills covers strategies to be used to ensuring balances between work demands and other socio-family demands may stimulate realistic practices of work life balance principles and delay of which discourage its realization and remain untapped by the case study council.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary for the study, a conclusion based on the findings presented and discussed in chapter four and finally HR policies implications. The summary of the study is presented first.

5.2 Summary of the study

The study focused on factors responsible for work life balance: the case of administrative rank position in Korogwe Town Council. Specifically the study examined factors responsible for work family conflict, factors responsible for family work conflict and strategies used to balance competing demands of work to family and family to work conflicts in the case study council. Three research questions used to accomplish the above objectives were (i) What are factors responsible for work family conflict to administrative rank in Korogwe Town Council? (ii) What are factors responsible for family work conflict to administrative rank in Korogwe town council? And (iii) what strategies used to balance competing demands of work to family conflict and family to work conflict in Korogwe town council? A case study research design was applied, employing both primary and secondary data collection methods in order to achieve the above mentioned objectives.

Data collected were analyzed by using various statistical techniques and presented in tables, percentages and frequency distribution. The qualitative data were also edited, coded and presented using direct quotation. From the analysis of data collected, the following are the findings of the study:

First, with regards to the factors responsible for work family conflict in Korogwe town council, the findings revealed that despite of building factors, the major over leading factor can be categorized into three namely; the organization set-up and practices, administration system and personal work related factors. The organization set-up and practices entails about the underlying circumstances of uncertainties within local government due to directions, budget delays, ministerial circular, and

resolution by the council which all divorces systematic planning and implementation of plans as planned. Whereas administration system revealed bureaucratic system that doesn't cutter immediate demands and, leadership style practiced encourages egoism, pomposity and less team work spirit which delays systematization of plans and lastly is personal work related factors such as personal tendencies, conducts and attributes at work like laziness, poor time management, alcoholism and the like which delays plans. The findings showed that lack systematization of plans due to budgets delays, bureaucracy, egoism, personal conducts and political intervention have decelerated work-personal life enhancement in Korogwe town council.

With respect to second objective the study found that in the study area, two major factors influenced family work conflict namely; gender roles and, marital issues. The scrutinization of the area further identified that gender roles as inherently accepted that any human being based on sex have his/her roles to perform within the family and the community as a whole as claimed from customs, norms and, religious belief commonly on Muslim faith which mostly places more roles to female than male whose roles cultivated tiredness and stressed hence hindering or intervening work priorities. Also marital issues such as misunderstandings, grievances, dissatisfaction among spouses and family member due to uncertainties like economic issues, successfulness of the marriage, clan perspectives and social perspectives towards the marriage causes personal stresses and disillusion at work. Furthermore, the study found fluctuating trends of human resource enthusiastic stability at work and dynamisms of morale which delays work-personal life enhancement at equal terms in Korogwe town council and the common victimized group is female employees.

In the third objective, the study aimed at identifying strategies used to balance the competing demands of work to family conflict and family to work conflict in Korogwe town council. The findings showed that two broad strategies are used in ensuring such balances namely, one's self awareness and time management that with regard to first broad strategy issues of self determination, commitment, consciousness and discipline towards attaining demands being both at work and at family were considered such curtail to fulfillment. While the later strategy issues of systematic planning and scheduling, adhering to fixed time table and meeting

deadlines, prioritizing of events and flexibility by adopting circumstantial management system were so emphasized that leads to work-personal life enhancement in Korogwe town council. Furthermore, the findings evidence that one's commitment and systematization of scheduling according to demands at equal weights proves success to more advantageous than the rest to work-personal life enhancement and those broad strategies once adopted cutters conflicts/interference on both work to family conflict and family to work conflict.

5.3 Conclusions

Based on the data presented and the analysis made, this study concludes that:

- (i) Despite of outstanding performance of Korogwe town council in administering and utilizing available human resource, still does not measure equal weight between work demands and other life demands. The Role theory entails to ensure work-personal life enhancement towards successful practices of work life balance.
- (ii) The council's practices are affected with fluctuation of events which delays systematization of schedules and influencing imbalances between work demands and family/social matters.
- (iii) The council has less or insufficient mobilization of team working spirit which encourages egoisms, personalization of practices and inter personal or department disillusion in executing plans that encourages stresses at work and later affects employees' mood at family unit.
- (iv) The general tendencies of servants lacks enthusiasms and consciousness to attain work demands which facilitates personal life enhancement to measure weight compared to work enhancement in service delivery as opposed to work-personal life enhancement principle.

Generally, apart from the above limitations, the case study council demonstrated some efforts in ensuring work-personal life enhancement since it ensures service delivery at average rate and employees have attained their desire at satisfactory rate.

However, the findings revealed a worrying trend where the other social factors like; social ceremonies, religious congregation attendances, lack of unity and team work spirit are measured weight compared to works priorities which attract immediate attention to rectify the situation.

5.4 Recommendations

Based on the findings of the study and the conclusion drawn above, the study recommends the following:

(i) The council to encourage employees' self awareness and time management skills

One possible way of addressing challenges of inequality between work priorities and socio-family priorities is to recognize the important role of work life balances concept by each doers through self awareness and time management skills to its officials. Thus the council needs to invest on these skills to its human resources for both Council's enhancement and employees' life enhancement.

(ii) Encourage self evaluation among employees

Since the rationale of work life balance is to ensure attainment of both work demands and other life demands through work-personal life enhancement so, self evaluation will help each doer to assess whether he has attained work demands in compromise to family demands or the verse-vesa for mutual enhancement.

(iii) Servants to remain alert that family matters should not intervene work matters and the verse-vesa.

Factors for work family conflict or family work conflict are common to any human living struggling to sustain life as the role theory suggest that work may interference with personal life or personal life may interference with work. The major assumption drawn in this theory at work-personal life enhancement is to keep alert that acts at work should not dominate comforts at family or acts at family should not prevail comforts at work. Moreover, issues like refreshment, tours, time management, cooperation and good relationship should be used to rectify one's mood either at work or at home.

(iv) Servant's enthusiasm and consciousness to work plus team working spirit should be encouraged and strengthened

Employee's morale dictates his performance at work, as the low morale as the less quality and effective service delivery. The employee's enthusiasms may be taped by encourage conducive working environment, supportive supervision and part-close working spirit. These practices will immediately dissolve the problem of egoism, unfounded speculations and unnecessary jealous. Moreover the ministry responsible and wage board also should ensure economical remuneration that servant's emoluments should at least collocate to social economic demands and operate in the finger tips of economies of scale.

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APPENDICES

DATA COLLECTION TOOLS

1. Questionnaire

(For employees other than Executive Director, HODs and Head of Divisions)

Dear respondent,

This questionnaire has been prepared by **JUSTUS JOSEPHAT**, a student pursuing Master of Science in Human Resources Management (MSc.HRM) at Mzumbe University – Main Campus. The researcher submits this questionnaire aiming at collecting data for the research titled “*Factors responsible for work life balance: A case of administrative rank position in Korogwe Town Council.*” This research is undertaken as one among the important requirement for the award of Master degree of the Mzumbe University, therefore, I kindly request you to fill in this questionnaire accurately and transparently for the interest of my dissertation compilation, principle of confidentiality is strictly adhered. Kindly please, assist me in filling this questionnaire below.

SECTION A: PERSONAL PARTICULARS

(Please put a tick (✓) where appropriate)

1. What is your education level?

Primary [] Secondary [] Certificate []

Diploma [] First Degree [] Master degree []

2. What is your gender?

Male [] Female []

3. Are you married?

Single [] Married [] Widow [] Widower []

4. How many children do you have?

One [] Two [] Three [] Four [] Five [] More than 5 []

5. How old are you?

25-34 years [] 35 – 44 years [] 45-54 years [] 55-60 years []

6. How long have you been a servant of the Public sector particularly local authorities?

Below 1 yr [] 1-10 yrs [] 11-20 yrs []

21-30 yrs [] Above 30 yrs []

SECTION B: FACTORS RESPONSIBLE FOR WORK FAMILY CONFLICT

(Kindly please mark a tick (✓) where appropriate)

Key:

SA = strongly agree

A = agree

D = disagree

SD = strongly disagree

Statement	SA	A	D	SD
Extensive, irregular, or inflexible work hours				
Time imbalance or poor time management				
Quantity work overload				
Interpersonal conflict at work				
Unsupportive supervisor or working environment				
Role conflicts				
Role ambiguity				
Work variability				
Frequency of stressful events				
Effects of organizational stress				
Labour market influence				
Personal behavioural patterns				

SECTION C: FACTORS RESPONSIBLE FOR FAMILY WORK CONFLICT

(Kindly please mark a tick (√) where appropriate)

Statement	SA	A	D	SD
Presence of young children				
Elder care responsibilities				
Interpersonal conflict within the family unit,				
Lack of spouse help				
Marital tension				
Lack of child care				
Gendered issues				
Personal behavioural patterns				
Labour market influence				

SECTION D: STRATEGIES USED TO BALANCE COMPETING DEMANDS OF WORK FAMILY CONFLICT *(Kindly please mention)*

- i.
- ii.
- iii.
- iv.
- v.

SECTION E: STRATEGIES USED TO BALANCE COMPETING DEMANDS OF FAMILY WORK CONFLICT *(Kindly please mention)*

- i.
- ii.
- iii.
- iv.
- v.

SECTION F: OVERALL STRATEGIES USED TO BALANCE COMPETING DEMANDS OF WORK PRIORITIES AND FAMILY PRIORITIES

(Kindly please mention)

- i.
- ii.
- iii.
- iv.
- v.

SECTION G: INCIDENTAL ENQUIRIES

(Kindly please attend responsibly and appropriately)

1. Which most among the two, works and family/social matters consumes much of your time in day hours?

Official works [] family/social matters [] Average []

2. How do you balance the two? Please explain.

.....
.....
.....
.....

3. What are other additional factors responsible for work family conflict in Korogwe Town Council other than mentioned in section B?

- i.
- ii.
- iii.
- iv.

4. What are other additional factors responsible for family work conflict in Korogwe Town Council other than mentioned in section C?

- i.

- ii.
- iii.
- iv.

5. Do you have any comment or suggestion towards this research? Please explain if any.

.....

THANK YOU FOR YOUR RESPONSE AND COOPERATION

2. Interview guide:

(For Mayor, Town Executive Director, HODs and Head of Divisions)

- 1) How do you know the term work family conflict?
- 2) What are factors responsible to work family conflict?
- 3) How do you come about challenges of work family conflict?
- 4) How do you know the term family work conflict?
- 5) What are factors responsible to family work conflict?
- 6) How do you come about challenges of family work conflict?
- 7) What consumes much of your time between employment requirements and family matters? Why?
- 8) What are your overall strategies used to balance the competing demands of work priorities and family priorities?
- 9) Does harmonization of the two *ie.* Work priority and family priority important? Why?
- 10) What are your comments, or suggestion towards this research?

THANK YOU FOR YOUR RESPONSE AND COOPERATION

3. Questionnaire (for Employees' Spouses and Children)

Dear respondent,

This questionnaire has been prepared by **JUSTUS JOSEPHAT**, a student pursuing Master of Science in Human Resources Management (MSc.HRM) at Mzumbe University – Main Campus. The researcher submits this questionnaire aiming at collecting data for the research titled “*Factors responsible for work life balance: A case of administrative rank position in Korogwe Town Council.*” This research is undertaken as one among the important requirements for the award of Master degree of the Mzumbe University, therefore, I kindly request you to fill in this questionnaire accurately and transparently for the interest of my dissertation compilation, principle of confidentiality is strictly adhered. Kindly please, assist me in filling this questionnaire below.

SECTION A: PERSONAL PARTICULARS

(Please put a tick (✓) where appropriate)

1. What is your education level?
 Primary [] Secondary [] Certificate []
 Diploma [] First Degree [] Master degree []
2. What is your gender?
 Male [] Female []
3. How many children do you have?
 One [] Two [] Three [] Four [] Five [] More than 5 []
4. How old are you?
 25-34 years [] 35 – 44 years [] 45-54 years [] 55-60 years []
5. How long your marriage has sustained from immediate date you married to each other) (Please tick for spouse, kindly please a child you may proceed with the rest)
 Below 1 yr [] 5-10 yrs [] 11- 15 yrs []
 16 -20 yrs [] Above 21 yrs []

SECTION B: FACTORS RESPONSIBLE FOR WORK FAMILY CONFLICT

(Kindly please mark a tick (✓) where appropriate)

Key:

SA = strongly agree

A = agree

D = disagree

SD = strongly disagree

Statement	SA	A	D	SD
Extensive, irregular, or inflexible work hours				
Time imbalance or poor time management				
Quantity work overload				
Interpersonal conflict at work				
Unsupportive supervisor or working environment				
Role conflicts				
Role ambiguity				
Work variability				
Frequency of stressful events				
Effects of organizational stress				
Labour market influence				
Personal behavioural patterns				

SECTION C: FACTORS RESPONSIBLE FOR FAMILY WORK CONFLICT

(Kindly please mark a tick (✓) where appropriate)

Statement	SA	A	D	SD
Presence of young children				
Elder care responsibilities				
Interpersonal conflict within the family unit,				
Lack of spouse help				
Marital tension				
Lack of child care				
Gendered issues				
Personal behavioural patterns				
Labour market influence				

SECTION D: STRATEGIES USED TO BALANCE COMPETING DEMANDS OF WORK FAMILY CONFLICT *(Kindly please mention)*

- vi.
- vii.

- viii.
- ix.
- x.

SECTION E: STRATEGIES USED TO BALANCE COMPETING DEMANDS OF FAMILY WORK CONFLICT *(Kindly please mention)*

- vi.
- vii.
- viii.
- ix.
- x.

SECTION F: OVERALL STRATEGIES USED TO BALANCE COMPETING DEMANDS OF WORK PRIORITIES AND FAMILY PRIORITIES

(Kindly please mention)

- vi.
- vii.
- viii.
- ix.
- x.

SECTION G: INCIDENTAL ENQUIRIES

(Kindly please attend responsibly and appropriately)

6. Which most among the two, works and family/social matters consumes much of your spouse/parent's time in day hours?

Official works [] family/social matters [] Average []

7. How do your spouse/parent balance the two? Please explain.

.....

.....
.....

8. What are other additional factors responsible for work family conflict to your spouse/parent other than mentioned in section B?

- i.
- ii.
- iii.
- iv.

9. What are other additional factors responsible for family work conflict to your spouse/parent other than mentioned in section C?

- i.
- ii.
- iii.
- iv.

10. What roles do family members play to help mother/father in balancing the demands of work and family issues?

- i.
- ii.
- iii.
- iv.
- v.

11. Do you have any comment or suggestion towards this research? Please explain if any.

.....
.....
.....

THANK YOU FOR YOUR RESPONSE AND COOPERATION