

Investigating Burnout in relation to Work-life Balance, Managerial Support and the effect of Working Hours and Demographics in the Corporate Environment in Potchefstroom

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Mini-dissertation accepted in partial fulfilment of the requirements for the degree *Master of Business Administration* at the North-West University

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Graduation: May 2020
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ABSTRACT

The aim of the research was to investigate work-life balance in relation to burnout, the effect of the number of working hours and levels of managerial support. The second aim was to ascertain accessibility to, and the support of work-life balance policies, as well as to verify whether some demographical diversity has any effect. The goal of exploring these ideas was to supplement the existing information regarding burnout within the corporate environment in the city of Potchefstroom. According to Barkhuizen (2005:158) and Maslach (2003:195), burnout is a disorder that can decrease work enthusiasm and can result in lower individual achievement at work. Burnout happens more often among people who focus on “individual work” or increased likeness thereof. Schaufeli and Bakker (2003:87) also recognised depletion as a central marker of burnout and a feeling of lessened sufficiency as an indication. Burnout includes three extra broad side effects, namely: pain (full of feeling, i.e. psychological, physical and behavioural); less than normal inspiration; and isolated behaviours and practices at work. This study adopted Perlman and Hartman’s (1981:11) burnout models, which served as the most important elements of burnout organising and investigation.

Work-life balance has been one of the main topics of research in the academic and business field over the last few years. One of the ways to increase turnover and improve efficiency would be to enhance the work-life balance of an organisation's employees. There has been no previous study on the topic of the corporate environment in Potchefstroom. The underlying goal of this study was to provide suggestions for future research in attempting to improve the life of the corporate workers. According to related studies, two of the main factors regarding work-life balance are managerial support, and the number of working hours. Furthermore, studies have foregrounded a definite connection between work-related burnout and the work-life balance of employees. Therefore, the aim of this study was to investigate and demonstrate the connection between burnout and work-life balance, as well as the effect of factors such as number of working hours and level of managerial support. In order to gain a more extensive perspective, a quantitative research approach was followed. The target population consisted of small and medium-sized corporate business personnel in and around the Potchefstroom area. The sample size was 85 and the research was conducted by means of a questionnaire.

The self-selection technique included a sample of both genders of different age groups and different roles in the business value chain. The questionnaire consisted of four consistent and evaluated scales. These scales are acknowledged and explained in the literature study. A Statistical Package for the Social Sciences (SPSS) was used to analyse the data.

The correlation between burnout and work-life equilibrium was statistically significant, indicating a medium negative correlation: $p < 0.05$, $n = 83$, $r = -0.391$ (Table 4.4.4). Consequently, the conclusion can be drawn that the work-life balance factor contributed 15.2% to the factors contributing to burnout.

A correlation that is statistically important ($p < 0.05$) was found between managerial support and work-life balance with a positive correlation coefficient of $r = 0.719$, $n = 83$, $p < 0.05$. The connection between managerial support and work-life balance showed a coefficient of multiple determination (r^2) of 0.516 showing that the construct “managerial support” was accountable for 51.6% of the score level of work-life balance satisfaction.

Unexpectedly, there was only a very small negative correlation between the number of working hours per week and the intensity of work-life balance, with $r = -0.334$, $n = 83$, $p = 0.002$. Consequently, the conclusion can be drawn that there is a small connection between burnout and work-life balance since the coefficient of multiple determination (r^2) was only 0.111. The number of working hours factor was shown to contribute 11.1% to the factors contributing to work-life balance.

Although the data illustrate that many policies are considered to be helpful and available, there was a wide range in the frequencies of helpful and available. This indicated that the wishes of employees are of a personal nature and that, in terms of policies, there is no one-size-fits all approach.

The results of the study showed no significant variation between any of the demographic factors in the research areas, affirming that demographics have no significant effect on burnout and work-life balance.

Keywords: Work-life balance, Work-life balance policies, Managerial support, Burnout, Mashlach Burnout Inventory (MBI).

ACKNOWLEDGEMENTS

I thank God for making it possible for me to complete this MBA study through His amazing grace. I also want to acknowledge Ria Lategan and Jan-Hendrik Lategan for your assistance and support with the distribution and gathering of the questionnaires.

To my supervisor, Dr Bertus Le Roux, for your guidance and patience.

To my wife, Chinèl de Villiers, for your words of wisdom and for being my pillar of strength through this challenging time.

To my mother, Wilna de Villiers and sister, Elmè de Villiers, for your support and kind words of inspiration during my study.

To my study group, who were greatly supportive throughout the MBA programme.

To my copy editor, Prof Annette Combrink.

Finally, to all the participants in the study who made this study a reality; your input was very critical and valuable for this study.

DEDICATION

This study is dedicated to my late father, Mr David de Villiers. I am grateful for his wisdom and guidance with an exemplary positive mindset. He inspired me to dream big and, therefore, his influence led me to achieve my goals and today I strive to be the best that I can be. Thank you, Dad.

DECLARATION

I, DM De Villiers, do hereby declare that this dissertation is the result of my own investigation and research and that it has not been submitted in part or in full for any degree or for any other degree to any university.

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LIST OF ACRONYMNS

Inter-Item Correlation Matrix: IICM

Job Demand Resources Model: JDRM

Squared Multiple Correlation: SMC

United Kingdom: UK

United States of America: USA

CHAPTER 1: OVERVIEW OF THE STUDY

1.1 INTRODUCTION

This section explains the motivation and the milieu of the study. It also deals with the problem statement and questions asked during the research process. The research design and method are also discussed in this section. The topic of burnout and work-life balance was very prominent in the 1990s and 2000s, prompting the researcher to utilise the works of Maslach which had been very prominent during this period. According to Maslach (2003:191), burnout is a state that occurs when long-lasting increased levels of stress cause energy to evolve into overtiredness, participation to turn into scepticism, and effectiveness becoming a lack of achievement in an organisation. Burnout has serious dysfunctional consequences, resulting in large costs for organisations and individuals (Golembiewski, Bodreau, Sun & Luo, 1998). Cordes and Dougherty (1993:640), and Lee and Ashforth (1996:31) explained that burnout is instrumental in demonstrating a broad sequence of behaviours and different types of mindsets in a stressful work environment. Previous studies went so far as to imply that burnout is a centred aspect connected to a wide range of variables of social and professional significance (Golembiewski, Bodreau, Sun & Luo, 1998).

Schultz, Hoffman, Fredman and Amy (2012:46) stated that the main goal of work-life strategies is to aid and assist workers in increasing the sense of balance between their personal lives and work. The latest study of Nietzsche, Jung, Kowalski and Pfaff (2014:139), showed that as many as 42% of workers struggle to find the balance between their personal and work lives. The high percentage of people failing to achieve a desirable balance demonstrates that organisations are not achieving their potential goal in increasing the level of work-life balance of their employees. Stress is one of the main reasons for low levels of work-life balance in regard to corporate employees. A destabilised work-life balance from both work and private circumstances may cause lower efficiency, as well as reduced performance (Karkoulia, Srour & Sinan, 2016).

Nilsen, Skipstein and Demerouti (2016:6) matched reduced work-life balance with burnout, and they associated these two factors with lessened mental health and higher levels of stress. The study of Lewis (2014:40), stipulates the importance of considering the aspects of mental health problems and absence from work due to stress related problems, and that the levels of stress are on the rise. These factors are important because human stress levels are rising, and this could have severe financial implications for organisations.

1.2 BACKGROUND TO THE PROBLEM

Rothmann (2003:16), stated that success in the workplace requires hard work and is connected to a shortage of free will. It also adds to health-related problems. Researchers have shown a relationship between stress and absence, and that stress levels could have an effect on work performance (Leiter, Bakker & Maslach, 2014). However, sometimes constructive pressure has a positive effect, providing dynamism, faster improvement, and more constructive thoughts (Rothmann, 2003). That said, there is a very fine line between maximum efficiency and overworking. Overworking seems to decrease both health and wellbeing (Xanthopoulou, Bakker, Demerouti & Schaufeli, 2013). Meyer *et al.* (2001:354) consider occupation overwork to be a main indicator of mental wellbeing.

Van den Berg, Manias and Burger (2008:1328) established that the employee's mindset in terms of management, and the specific views of the employee are important contributing factors to the employee's health and performance. Elevated problems or stress factors can be linked to insecurity at work. Work-life balance obstruction and material problems also have a discouraging impact on the intensity levels of drive and enthusiasm of corporate employees. Leiter *et al.* (2008:251) reported that stress factors such as occupation profile can cause lower commitment to the work establishment. Burnout is a term frequently used to express a condition or development of psychological exhaustion (Leiter *et al.*, 2014). From both the organisation's and the employee's viewpoints, burnout, work-life balance and work-related performance are important focus areas in this study (Maslach, Schaufeli & Leiter, 2009: 211).

More recently, researchers have based their studies on employees with perceived higher stress levels (Darcy, McCarthy, Hill & Grady, 2011: 114). As a result of this, fewer studies have focused on other workforce areas, for example the younger workforce in the millennial age bracket. Based on this information, the aim of this study is to investigate work-life balance in relation to burnout, effect of the number of working hours, and level of managerial support provided to corporate employees in Potchefstroom. Another aim was to determine accessibility to, and support of work-life balance policies, as well as to verify the effect of demographical diversity in the corporate environment in Potchefstroom.

Covin and Miles (2014:185) explained that the corporate sector is that part of the economy made up of different companies. These companies are subsets of the domestic economy. The corporate sector excludes private households, non-profit organisations and economic activities of general government.

According to Cilliers & Coetzee (2000:284), the term corporate employee means a worker of a company or an associate whose primary responsibilities relate to corporate level activities rather than group level or maintenance level activities. A corporate employee can also be described as an employee with a management role, who is classified by the company as an employee primarily working in a corporate group within the company. Corporate position in a company means that the employee can be a director, officer, agent, fiduciary of the company or any other corporation, joint venture, or enterprise in which such a person is or was serving at the request of the company (Cilliers & Coetzee, 2000). For the purposes of this study, five different corporate companies in Potchefstroom were used in an attempt to represent the broader corporate environment in Potchefstroom. The following five Potchefstroom based companies were used: Nedbank, PSG Insure, Indwe Risk Services, ABSA Bank, and Futurum Financial Group (Pty) Ltd.

The outcome of the study showed the impact and significance of managerial support. The evidence of the study confirms the relationship between burnout and work-life balance. In contrast, there was no clear evidence or link between longer working hours, burnout and reduced work-life balance. The study did not find any substantial differentiation between the diverse demographic segments. The study revealed the interesting result that, although there is an array of work-life policies available in the organisations, the perceived usefulness of these policies is questionable as the employees have different personal needs and responsibilities.

1.3 PROBLEM STATEMENT

To compete in an economic business context, executives pressurise their corporate employees to attain elevated targets, thus increasing the workload of employees and generating pressure on the work-life balance of the workforce (Curtis, 2012:99). In this regard, Yili and Zhou (2016:65) have argued that the conduct, skills and values of one employee may influence another, and any inappropriateness between employees in the workplace can result in the experience of low levels of work-life balance.

According to Yalabik, Popaitoon, Chowne and Rayton (2013:2811), there are many explanations as to why the corporate environment should be troubled with the levels of work-life balance among its workforce. To begin with, all companies have a responsibility towards their human resources to guarantee facilitating and taking care of their well-being since work-life balance and stress can have a damaging effect on an employee's health. Regardless of widespread research on burnout, it has been found that work-life balance as a measure of contribution to burnout and profit, has not been researched in Potchefstroom.

This research has the potential to assist organisations with work-life balance of their employees and could result in retaining employees in the corporate environment. According to McCafferty (2014:6), the younger generation, born between the 1980s and 2000s, value an adequate work-life balance more than previous generations. This could point to the possibility of inadequate policies, or a lack of policies catering to the needs of all employees.

According to Shields (2014:50), long working hours are common worldwide and since the late 19th century it has been one of the main topics in occupational health studies. The number of hours people are required to work has an inescapable impact, not only on physical health, but also on mental health. Excessive working hours per week can have a very serious impact on employees' health and can increase the risk of hypertension, diabetes, chronic infection, sleep disturbance, anxiety and depression (Shields, 2014:56). Richert-Kazmierska and Anita (2016:17) stated that typically middle-aged workers have been implicated in several sudden deaths caused by cardiovascular diseases due to extreme working hours. In Japan such deaths are called 'karoshi' which means 'death from overwork'. In Japan diseases and mental disorders due to excessive work hours have increased three-fold in the last decade (Richert-Kazmierska & Anita, 2016). In the study of Harrington (2015:36), data show that a lot of employees with mental health problems, struggle at work. The study shows that 96% of people with moderate mental health problems struggle with work-related performance, compared to 26% of those without mental health problems. It is evident that excessive working hours could lead to mental and physical health problems that have serious consequences, not only for the individual but also for the productivity of the organisation. Employees and organisations could greatly benefit from further studies regarding working hours and the effect it has on employees.

According to Sonnentag (2003:520), managerial support for employees plays an important role in organisational effectiveness. Effective organisations need managers to positively motivate and support employees. As a result of the positive encouragement, employees perceive the support from their senior or higher-level management as managerial support. Employees who consider their manager supportive and trustworthy, and whose managerial style they like, are more prone to share the objectives and values of the organisation which add more value to the organisation (Sonnentag, 2003). Employees show better performance and results when managers involve employees in the decision-making process making use of a democratic management style. Research shows that there is a positive relationship between organisational commitment and the

perceived managerial support. This means that the more support employees receive from the organisation and their managers, the higher their levels of organisational commitment (Somers, 2010:49). On the contrary, lower levels of managerial support reduce organisational commitment which can cause lower levels of performance resulting in reduced turnover, more absenteeism and stress. According to Somers (2010:56), bureaucratic management styles have relatively lower levels of employee commitment. It is in the interest of both the employee and the organisation to improve perceived managerial support.

According to White (2013:130), it is theorised that organisations employing large numbers of corporate employees such as banks and financial organisations are more likely to implement work-life balance policies as corporate employees are scarcer, more valuable and more expensive to recruit and retain than less well-paid employees. Measuring and controlling the efficiency of corporate workers is challenging and costly, because the outputs of corporate employees are not as tangible as the outputs of, for example, a manufacturing process (White, 2013:123). Corporate employees are also more likely to resent intense supervision and inspection, whereas work-life balance policies may be extra motivation for a professional's discretionary effort. According to Taylor & Bain (2009:111), work-life balance policies can help to lower stress levels of corporate employees and contribute to a healthier and safer workplace by combating exhaustion, which will help to reduce the possibility of accidents and mistakes in the workplace. According to the studies of Taylor & Bain (2009:117), there is also clear evidence of business benefits in work-life balance policies, however these conclusions are circumstance specific and not necessarily generalisable.

As an outcome of the literature review, it is apparent that work-life balance is a very important aspect in the business world of today, and secondly it is clear that there is a lack of research focussing on the corporate environment in Potchefstroom. In the study of Adkins, Cheryl and Premeaux (2012:382), it is demonstrated that the two most influential factors contributing to work and personal conflict are the number of working hours and the level of managerial support. This study will endeavour to determine whether this is also applicable to the corporate environment in the city of Potchefstroom.

1.4 AIM OF THE STUDY

The aim of the research was to investigate work-life balance in relation to burnout in the corporate environment in Potchefstroom. And to investigate the effect of the number of working hours and the levels of managerial support of corporate employees in Potchefstroom. Another aim was to ascertain accessibility to, and the support of work-life balance policies, as well as to verify whether some demographical diversity has any effect on the corporate employees in Potchefstroom.

1.5 RESEARCH QUESTION

Kellman (2015:333) together with other researchers, argue that work-life balance and burnout are significant problems of our time. The researcher found that there is a substantial shortage of studies focussing exclusively on the corporate sector in Potchefstroom. Research on work-life balance policies is crucial in this specific sector. Furthermore, her study indicated a strong link between low levels of work-life balance and expanded job burnout (Kellman, 2015:30).

Moreover, the literature indicates that work hours and support by management are the two main significant aspects leading to conflict between employees and management (Kellman, 2015:88).

The study of work-life balance and burnout in a corporate environment in the North-West Province was aimed at investigating whether these specific findings were accurate for this specific study, which could assist companies to establish a better work-life balance strategy. The following research questions, with the intention of guiding the study, were posed:

- What is the current burnout rate in relation to the work-life balance state of corporate employees in Potchefstroom (Kellman, 2015:39)?
- Can the work-life balance of corporate employees in Potchefstroom improve?

1.6 OBJECTIVES OF THE STUDY

The main objectives in terms of the research questions, were:

- 1.6.1 Explore the degree to which representative corporate employees accomplish a successful work-life balance in Potchefstroom.
- 1.6.2 Establish what the levels are of burnout experienced by corporate workers and whether there is a connection linking burnout to work-life balance.
- 1.6.3 Establish the effect of managerial support on burnout and on work-life balance, as well as the impact of the number of working hours.
- 1.6.4 Investigate to what extent work-life balance policies are available and determine their value.
- 1.6.5 Verify whether demographics can have an impact on the research areas.

1.7 SIGNIFICANCE

Cordes and Dougherty (1993:625), showed that burnout has severe negative repercussions on the work-life balance of the workforce in organisations. Further studies have shown that there are different parallel correlations of burnout, together with individual and organisational aspects (Leiter *et al.*, 2014; Dodge & D'Analeze, 2012). Individual aspects include locus of control, supposed inconsistencies linking exertion with compensation, in addition to demographic reasons such as age – all these have been connected to burnout.

Even though work-related burnout has been studied in different types of occupations, studies on burnout in relation to work-life balance among corporate employees in South Africa are inadequate. Brummelhuis and Bakker (2012:453), researched the correlations of burnout among corporate employees but only measured two aspects, namely responsibility divergence along with role insecurity. Wang and Verna (2012:340), found in their study that responsibility divergence, along with position vagueness, are mutually and powerfully related in terms of investigating burnout among corporate workers. Since burnout has been investigated in a range of professions, writing about it has been involved with creating a complete conceptualisation of stress-related burnout.

The most frequently acknowledged conceptualisation of burnout is the fact that there are three different components: increased tiredness, uncertainty and professional ineffectiveness (Leiter *et al.*, 2014; Dodge & D'Analeze, 2012). This study builds on the study of Singe Kristina Kellman who did her study at the School of Business, National College of Ireland in a dissertation presented for the MA in Human Resource

Management. The research explores more potential aspects motivating burnout and low levels of work-life balance of corporate employees together with exploring the connection of possible features regarding the different factors of burnout.

1.8 FORMAT OF THE STUDY

This mini-dissertation format comprises the following:

Chapter 1: Introduction and overview of the study
This chapter introduces the study, giving details regarding the problem statement, providing conditions and outlining the importance as well as the rationale of the study. This chapter also shows the questions asked in the study and the objectives of the questions.
Chapter 2: Literature review
This section presents the literature on the study area that was investigated. This chapter also presents an indication of the term burnout and work-life balance in the corporate sector.
Chapter 3: Research design and methodology
This section describes the chosen approach to investigate the topic in terms of basic considerations of methodology. The method chosen to conduct the study was quantitative, based on questionnaires handed out to individuals in the corporate environment in Potchefstroom. The sampling strategy, data-collection instruments, data analysis, pilot study and ethical considerations are also discussed in this chapter.
Chapter 4: Results, discussion and interpretation of findings
An account of the findings and a discussion is presented. This study makes use of narrative analysis to present the investigation's findings. The investigation also offers an early analysis and interpretation of the findings in relation to the literature review, research questions and objectives.
Chapter 5: Conclusion and recommendations
This chapter presents conclusions, which include an answer to both the research objectives and, ultimately, the questions asked in the research. This is followed by a number derived from the research targeting specific stakeholders in the corporate environment, followed by brief reflections on research limitations and scope for further research.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION TO LITERATURE REVIEW

This part of the study aims to conceptualise and incorporate the current theories on work-life balance and burnout, focussing on the corporate environment in the Potchefstroom area. Firstly, established views on burnout will be introduced, followed by an analysis of work-life balance and factors that can have an impact on work-life balance. Work-related burnout in South Africa will be examined, as well as the significance of burnout within the corporate environment. Another aim of this literature review is to present an overview of past research focussing on the specific area of work-life balance and the factors having a potential impact on work-life balance. Seeing that previous research studies focuses more on a working class community and their specific needs, this review will begin with a broader definition of work-life balance inherent in this research. Following this, an examination of the terms work and non-work conflict will be discussed. A discussion follows on the factors related to work in the corporate environment that could have a potential impact on work-life balance and burnout, including long working hours and the value of managerial support, as well as a summary on demographic factors influencing work-life balance. Lastly, this literature review will conclude with the impact of a poor work-life balance and an assessment of the current situation relating to work-life balance policies in the corporate environment. The benefits of work-life balance policies will be explained.

Issues pertaining to corporate environment welfare are more important today than ever before (Dodge & D'Analeze, 2012; Maslach *et al.*, 2014). Studies regarding the identification of the levels of satisfaction of workers are essential; not just considering gainful employee conditions, but also because of the view that more individuals are miserable (Meyer & Allen, 2001:15). Individual wellbeing is a fundamental marker of the welfare of people (Kahn, 2002:333). Welfare is measured as part of various existing elements, for example marriage, family, work and lodging. Work speaks to a crucial setting making it possible to concentrate on the welfare of people, particularly because it presents a basis for judging the effects on people in different walks of life, and on the grounds that it requires a significant amount of people's time and vitality. Employment, is positioned in line with determinants of living fulfilment (Leiter *et al.*, 2014:164).

2.2 DEFINITION OF WORK-LIFE BALANCE

In recent years, academics and researchers have spent a lot of time studying and researching the subject of work-life balance. On account of these studies, there are a few different definitions for the term work-life balance. The popularity of the term work-life balance resonates from a lack of an established definition in the research literature as work-life balance is both a social construct and a discourse (Lewis, & Beauregard, 2018:715). According to Lewis & Beauregard (2018:719), work-life balance as a social construct is a notion that is constructed through social practice and may or may not represent objective reality. Work-life balance as a discourse can be defined as an individual experience, focussing on white collar workers (corporate employees) with limited time. Work-life balance as a discourse can also be used as an adjective to describe workplace policies with the intention to enhance the employee's work experience (for example, flexible work hours, parental leave and financial support).

Clark and Watson (1995:311), proposed a popular definition for work-life balance as "satisfaction and good functioning at work and at home, with a minimum of role conflict". Clark and Watson's definition for work-life balance means to have enough time and drive to be able to handle the number of private and work-related commitments. If an individual can achieve a high quality work-life balance, it may reflect on his performance at work and possibly increase the value of the organisation. The difference between Clark and Watson's definition and some other definitions, is that Clark and Watson propose a broader interpretation of work-life balance, including those without specific family responsibilities.

Wallace, Eagleson and Waldersee (2000:179), created the notion of 'work conflict' and 'non-work conflict'. The non-work conflict element includes all the sections of an individual's life outside work, in other words an employee's personal life. Examples of some non-work activities are: hobbies, exercise, studying, as well as family and household tasks and responsibilities. If a person fails to reach an adequate work-life balance, it is referred to as a work-non-work variance. According to Michel, Clark and Jarmillo (2011:100), this type of conflict has two constructs, namely: firstly non-work-to-work refers to a situation where an individual's personal life interferes with his/her work, creating tension at work; secondly, work-to-non-work refers to a situation where pressure or conflict at work spills over to employees' personal lives, creating non-work conflict. Research shows that situations or aspects at work are far more likely to cause conflict,

suggesting that, in creating a successful work-life balance strategy, the focus should concentrate on reducing work stressors (Jenkins, Bhanugopan & Lockhart, 2016:119).

2.3 WORK-LIFE BALANCE IN THE CORPORATE SECTOR IN SOUTH-AFRICA

The challenging characteristics of the corporate environment make it a very interesting area to do research on topics such as burnout, work-life balance, and the connection between the two. In their study, Chen, Zeng, Lin and Ma (2017:122) show that, because of the intensive fast-paced milieu of the corporate sector, companies tend to be very demanding when it comes to complex work. The typical corporate employee is engaging, middle-aged and has high qualifications. As the intensity and complexity of the workload increase, the boundaries between work and personal life oftentimes become distorted, suggesting that work-life balance could be a concern (Wang & Verna, 2012:359). Regardless of these factors, there is not much information or studies on work-life balance in the corporate environment in South Africa.

In South Africa, limited resources are available towards directing human resource divisions to approach the implementation of work-life balance policies in corporate companies. According to Wang and Verna (2012:358), human resource divisions also need guidance on what organisations should consider before implementing such policies and how to convince organisations that work-life balance policies is worth the effort. In addition, it cannot be assumed that every employer is supportive of work-life balance policies; especially managers who favour long working hours, believing employees show commitment to the organisation by working long hours. It is important to establish how employers perceive work-life balance policies.

According to Nilsen, Skipstein and Demerouti (2016:5), it is very important to establish a framework within South African organisations for implementing work-life balance policies which could be used as a basis for future practitioners. When scientific research forms the basis of new ventures, employers are better equipped to make informed and context-specific decisions. Ideally, these informed decisions by employers would increase the general success rate of the implementation of work-life balance policies within South African organisations (Nilsen, Skipstein, & Demerouti, 2016:10). The findings from the present study will possibly contribute to the general availability of any work-life balance research. There is a general lack of context-specific research, especially within South African organisations.

2.4 THE HISTORY OF BURNOUT

Freudenberger (1974:164), instituted the expression “burnout” to portray a specific condition of enthusiastic consumption, failure of inspiration and commitment, along with bodily fatigue. Working as a substitute specialist in a medicinal services organisation, Freudenberger (1989:159) stated that “after some time, we started to note changes in state of mind, disposition, inspiration and identity among the volunteers”. The idea of burnout was motivated and tested further from the year 1974 (Freudenberger, 1974).

Burnout initially developed because of a societal concern and not because of financial value. It was considered an exciting point of view. Firstly, it was observed as happening in the “welfare” callings, for example tending, regulation authorisation, instruction, etc (Maslach *et al.*, 2014:354). However, it is at present seen as being a far-reaching concern within corporate environments. From this time, where the idea of burnout was at first firmly connected to human administrations where individuals do individual work, the concept has been extended to every other calling and work-related gathering. At the time (1974), individuals working in medical professions felt that they had lost optimism and experienced extraordinary exhaustion. These issues incited an investigation into the field, prompting the advancement of the Maslach Burnout Inventory Human Services Survey (MBI-HSS) (Maslach & Jackson, 1981). The MBI-HSS measured burnout according to the person's line of work.

During the spearheading stage, the underlying origin of work-related burnout was formed through genuine concern instead of scholastic anxiety. The research was investigative with the objective to explain the burnout phenomenon (Maslach & Schaufeli, 1993; Maslach *et al.*, 2001). During the second experimental stage, burnout investigations turned out to be more orderly and quantitative, characterised by exact investigations. More substantial tests were utilised, and more detailed studies went into the evaluation of burnout, using the poll and study approach (Maslach *et al.*, 2001:114).

Maslach (1982:99), soon found that both excitement and intellectual stimulation had important ramifications for individuals in the field of employment and adaptability in the workplace. Key to Maslach's (1978:57) analysis and Freudenberger's (1974:166) examinations, (which are still acknowledged as the most important mainstream viewpoints of burnout), is the demanding environment of the workplace as an underlying driver of burnout (Maslach *et al.*, 2014:198). As indicated by Farber (1983:8), the scientific methodologies of Maslach (1982:65) and Pines (1988:13) complement each other. In

more recent studies, with broader perspectives, there is an abundance of information available regarding the phenomenon of burnout.

In conclusion, the literature on the history of burnout confirms that it is a non-discriminatory phenomenon. According to Maslach and Leiter (1997:12), burnout is evident in all occupations and professions, but also has a definite negative impact on the employee and ultimately on the organisation. The view by Maslach and Leiter (1997:55) that burnout can cause an erosion in dignity, will, spirit, and values offers an appropriate concluding perspective on the nature of the burnout phenomenon. Therefore, concluding that burnout is an erosion of the human soul. Maslach and Leiter (1997:39), suggests that organisations and employers should give extensive and careful consideration to the phenomenon of burnout.

2.5 CRITICAL REVIEW OF BURNOUT

In the study of Peterson (2003:563), one notes that there are two different views of stress-related burnout. One in which the worker stays employed but only does the bare minimum or less, and the second where the employee resigns. In the studies of Maslach *et al.* (1996:44), together with the study of Dodge and D'Analeze (2012:111), work-related burnout is a consequence of high occupational demands and a shortage of resources at work. This imbalance can cause several negative reactions such as material illness, lower workforce performance and high levels of absenteeism from work. Previous research has proved that there is a positive direct link between psychological and bodily illness in the case of work-related burnout, resulting in lower levels of value and magnitude of output at work (Dodge & D'Analeze, 2012:215). This high level of work-related burnout and stress may lead to the employee resigning from his/her job (Jackson & Simpson, 2001:440).

Then again, there have been some experimental work that shows that there are individuals who are not affected by burnout, despite high demands at work and the high number of working hours. They actually excel under pressure and enjoy hard work (Schaufeli & Bakker, 2001:241). As a result of this perspective, more theoretical and experiential studies were done based on work-related burnout and stress. Schaufeli *et al.* (2003a; 2003b), showed work commitment to be an element on its own. Past studies on work commitment focused more on mental capability in contrast to physical sickness because of work-related burnout (Seligman & Csikszentmihalyi, 2000:63).

2.6 WORK-RELATED ASPECTS INFLUENCING WORK-LIFE BALANCE.

According to Mohan and Ashok (2015:120), work stress is often developed when an individual is assigned to an important project or responsibility without the proper ability and delegation of power to handle the specific task. Workaholism is connected to work stress and work-life imbalance, regardless of gender (Rothmann & Pieterse, 2007:298). There are strong connections between the dimensions of the workplace, job satisfaction and stress. However, there is a shortage of theory to provide conceptual understanding of these relationships (Rothmann & Pieterse, 2007:299).

The emotional aspect is a different contributing aspect to employees working too hard. Emotion is a concept referring to the unwritten prospects that an individual employee has (Rogers, 1987:103). For employees to have more optimistic opinions about their work-life balance, they must believe they will be rewarded for their hard work. This reward (in any form) is one of the many common employee expectations. If the expectation of reward does not meet reality, work and non-work-related conflict could be made worse and it will be seen as a violation of the emotional expectation (Paine, 1982:74). The employee who expects a career progression is a great example of an emotional agreement. The employee might experience a lesser altitude of fulfilment with work-life balance if the progression does not meet their expectation.

Supervisory support, also known as perceived managerial sustainment, is the next key factor in the work-life balance satisfaction. Managerial support is the perception that employees have about their direct supervisor's thoughtfulness concerning work-life comfort. It stems, in part, from how the employees view their supervisors as representatives for the organisation and consideration of its support towards work-life stability (Zikmund, 2003:115). Creative work-life management, acting as a role model, and emotional support all form part of supportive management (Harter, Schmidt & Hayes, 2002). Employees who generally have a higher balance fulfilment, recognise their managers as supportive of a work-life balance. They are more prone to benefit from work-life balance policies and programmes (Harter, Schmidt & Hayes, 2002:270).

Job involvement and social support are two other factors that have been identified as factors that strongly relates to work-life balance. Job involvement refers to an emotional area that an individual identifies and participates in within the work environment of the company. A high percentage of this emotional involvement is positively related to work-life balance and it also forms part of higher job satisfaction (Bakker & Costa, 2016:328).

A strong social network can decrease stressors and improve perceived work-life balance. Social support can stem from family and friends or colleagues in the workplace (George, 2015:88). However, support from colleagues has not contributed as greatly to work-life balance policies as have been expected (Baker & Costa, 2016 and Dancaster & Braid, 2002).

2.7 THE INFLUENCES OF BURNOUT IN THE CORPORATE ENVIRONMENT

Like the general hypothesis of burnout, there is an absence of agreement about what really brings about burnout (Thomas *et al.*, 2014:1058). At first, the primary focal point of burnout related studies concentrated on employment variables, as well as individual elements. The variables concentrated on disengagement. Today, scholars understand that burnout ought rather to be viewed as a blend of work requirements and one's private life (Maslach *et al.*, 2014; Thomas *et al.*, 2014). This intuitive way to deal with burnout has moved the attention away from accusing people to rather attempt grasping and understanding a person's situation in a specific setting. The sections below include an arrangement of significant topics related to burnout.

2.7.1 Individual influences

According to Rothmann and Joubert (2007:51), the past 25 years of research have established the complexity of the construct "job burnout" and places the individual stress experience within a larger organisational context of employees' relationship to their work. Certain personality attributes may provide an explanation as to why some people are more inclined to be worn out than others (Thomas *et al.*, 2014:1084). The following paragraphs provide viewpoints based on demographic and interpersonal qualities of burnout.

2.7.1.1 Age

Researchers have shown that there is a relationship between age and burnout. More youthful people report more increased intensity of burnout, yet different types of work have shown that more knowledgeable individuals showed less significant levels in terms of depletion of passion and work commitment (McCafferty, 2014:6). It is accepted that more established employees are more experienced, steady and developed. They also, presumably, have a more adjusted viewpoint on life and, as a result of this viewpoint, are less inclined to burnout (Meyer, 2001:574).

2.7.1.2 Gender

While a few investigations contain no great correlations among the gender category and burnout, different studies show that males and females regularly demonstrate contrasting responses in terms of intensity of burnout (Creek & Lougher, 2011:325).

Maslach (1982a as cited in Starrin *et al.*, 1990) supposes that although males and females are for the most part comparable pertaining to burnout, there are vital contrasts between the two. Females are identified as experiencing more regular and serious engagement depletion whilst males show an additional depersonalised state of mind towards the other employees in their work area. The distinctions might mirror the conventional view of male and female gender contrasts. Females are thought to be more naturally compassionate, friendlier and touchier than males, who are perceived to be physically stronger, and outspokenly harsh (Ratcliff & Baum, 2010:368). This theory is somewhat opposed by organisations as far as gender is concerned, which regularly leaves women more vulnerable to being emotionally depleted (Thomas, Kelly & Lillian, 2006:1060).

2.7.1.3 Marital status

Some studies show that people in marriages show lesser levels of work-related burnout versus unmarried people (Van den Berg, Manias, & Burger, 2008:112). In addition, studies show that employees with adolescent families show signs of less emotional exhaustion and depersonalisation than employees with no young children. This may suggest that family structures could act as a safeguard against burnout and stress in the workplace. Family units are regularly a foundation of enthusiasm and workers in the company of relatives are frequently more established and more balanced by means of practical objectives (Lemkau *et al.*, 1994:214).

2.7.1.4 Occupation and Role Conflict

As indicated by Farber (1983a:12), the idea of burnout has been used extensively to depict sentiments that may occur in any situation. Thirty years ago, burnout was limited to a person in a specific line of work. Nowadays, the limitations include different categories of work and personal fields such as blood relations burnout and relationship burnout. According to Rothmann & Steyn (2004:99), work-related uncertainty and role conflict can occur independently. Both terms refer to uncertainty about what one's role at work. Role conflict can be defined as the simultaneous occurrence of two or more contrasting pressures in such a manner that, a response to one, makes compliance with

the other, impossible (Rothmann, Steyn & Mostert 2004:170). According to Ventura, Salanova, and Lloren (2014:200), the most frequent role conflicts in the corporate environment are:

1. The conflict between the different values of the employee and the values of the manager or the organisation.
2. The conflict between the difficulties of the workplace and the employee's personal life.
3. The conflict between the organisation's expectations and the employee's abilities.

In the corporate environment role ambiguity may be defined as a lack of clarity about the job, that is, a difference between the information available to the employee and that which is required for successful job performance. In comparison with role ambiguity, role conflict has the highest correlation to work-related dissatisfaction, resulting in higher level of burnout in the corporate environment.

2.8 DEMOGRAPHIC FACTORS INFLUENCING WORK-LIFE BALANCE

There are various studies available where researchers examined and explained that demographic factors can have a significant impact on an employee's work-life balance. Demographic factors such as gender, income, age, years of experience, marital status, the number of family dependants, and the workplace environment can have an immense impact on maintaining the work-life balance of a person.

In the study of Lavanaya (2014:66), the researcher suggested a segmentation of different policies for different age groups of employees in an organisation. In this study, the researcher emphasised the establishment of career development platforms for employees. Secondly, the study focused on flexible work practices according to the need of employees to assist with enhancing the quality of the employee's professional life.

In the study of Anita & Muralidharan (2014:71), the researchers explained that demographic factors such as educational qualification, experience, age, salary, and whether the spouse is working, have an impact on work-life balance. According to the study, the mentioned demographics can also impact factors like target orientated work and extended benefits, whereas means of transportation also has an influence on the work-life balance of corporate professionals (Anita & Muralidharan, 2014:94).

2.8.1 Studies on the role of Women and Work-Life Balance

Most women are employed permanently, working 5 days per week and 8 hours per day with a workload that increases daily (Singh, 2017:32). The increased workload of most women force them to take work and work-related responsibilities home, but balancing this requires an extensive skillset. Women have to cope with targets at work, office commitments, tight schedules and the duties and responsibilities of life at home. Organisations and employers should invest in framing various policies to support the work-life balance and to attract female employees. The following studies and suggestions regarding the work-life balance of woman may be useful:

According to the study of Gayathri and Karthikeyan (2013:72), employees learn different types of behaviour from the workplace and private life. Gaystthri and Karthikeyan (2013:77) also suggested that “since reciprocal interactions between both the life domains occur, a Green Work-Life Balance Concept is suggested to facilitate environmentally friendly behaviour for women”.

Susi and Jawaharrani (2015:381), agree that a strong culture in the organisation increases the intent for female employees to remain in the organisation. The study also suggests that work-life balance must be encouraged and supported at all the levels of the organisation including senior management, line mangers and all staff.

Louise and Peter (2008:251), explained in their study that work and family outcomes such as role interference, stress strain and life satisfaction are related to several strategies and orientation.

2.9 ADOPTED MODELS OF BURNOUT FOR THIS STUDY

There are various theoretical models explaining the development of burnout within the work environment. As a basis for this study we used the following three models of burnout:

2.9.1 Cherniss's Model

Cherniss's model (Cherniss, 1980:110), was created out of research that focussed on employees in the human service industry in 1980. Cherniss (1980:112), suggested that aspects of the work environment, available resources, and the characteristics of the employee can cause work-related problems and burnout. This work-related strain is created

by doubts in the employee's mind regarding his or her competence. Management interference with goal achievement and a lack of co-worker relationships can also cause work-related strain. Employees attempt to cope with work stress in a variety of ways. Some of these ways may involve negative attitude changes, including reducing work goals, taking less responsibility for work outcomes, and becoming detached from clients or the job itself (Cherniss, 1980:79).

2.9.2 The Job Demands-Resources Model

The Job Demands-Resources (JDR) Model is helpful in the explanation of the advantages and disadvantages of programmes and policies in the work environment (Bakker & Demerouti, 2007:410). The JDR Model originated from a model developed by Karasek in 1979 (Demerouti, Bakker, De Jonge & Schaufeli, 2001:285). This model was called the Demand-Control Model and demonstrated that an unpleasant work environment with increased levels of workload will initiate and intensify stress and undermine internal motivation if coupled with inadequate self-sufficiency. In addition, when self-sufficiency is increased, it can result in positive outcomes, even if the work environment is demanding (Carmon, Miller & Brasher, 2013:95). Similarly, the JDR Model presumes that work-related demands such as high pressure levels, unrealistic expectations, and contradictory instructions tend to increase the level of burnout experienced by the individual. According to Bakker & Schaufeli (2004:298) and Bakker & Demerouti (2007:323), the job demand context includes any aspects of work that need effort to manage, or to endure difficulties regarding the specific occupation. Exhaustion and energy loss are caused by the effort applied to manage these work demands (Bakker & Demerouti, 2007:132).

The JDR Model suggests that there are two different processes that burnout follows (Demerouti *et al.*, 2001:168). The first of the two processes are job demands - as the work-related demands grow, it can lead to overworking which leads to overtiredness. The second process that the JDR Model suggests are insufficient resources which can cause difficulties for the employee and reduce the capacity to meet the specific job demand which could lead to withdrawal (Bakker & Demerouti, 2007:174). In the long term, this withdrawal behaviour leads to disengagement.

In the study of Bakker & Demerouti (2007:309), he considers two variables as the foundation of burnout: exhaustion and disengagement. Bakker & Demerouti (2007:310), defines exhaustion as intense physical, affective, and cognitive strain as a result of prolonged exposure to certain job demands. The term disengagement is defined as distancing oneself from one's work in general, work objectives and responsibilities.

Schaufeli and Bakker (2003:341), stated that there is a negative correlation between burnout and work engagement. According to Schaufeli and Bakker (2003:330), burnout was mainly predicted by job demands in contrast to engagement that could be predicted using job resources as a factor. To conclude, burnout can primarily be predicted by job demands and secondly, burnout can also be predicted by a lack of job resources (Schaufeli & Bakker, 2003:291).

2.9.3 Hobfoll's Conservation of Resources Theory

The Conservation of Resources Theory promoted by Hobfoll (1989:444), indicates that burnout is an outcome of the depletion of resources that leads to potential incompetence to resolve any impending problems when confronted with stressful situations at the workplace. These resources include:

- Material resources (house, car),
- Conditions (status, social support),
- Personal Characteristics (self-esteem, self-belief),
- Forms of energy, (money, favours owed by other persons)

According to Hobfoll (1989:432), the major resources in a work environment include managerial support, personal control over your job, involvement, and an appropriate reward system. The demands that tend to relate to the mentioned resources are role ambiguity, role conflict, work overload, inadequate resources to perform the job, and excessive demands (Hobfoll, 1989:436).

2.10 THE SOUTH AFRICAN CONTEXT OF BURNOUT IN DIFFERENT OCCUPATIONS

From the study of Rothmann (2003:18), it is evident that work wellness and more specifically burnout, are key aspects and focus areas of intervention and research in South Africa. The environment in which South African employees work, demands more effort than ever before resulting in higher levels of perceived burnout Rothmann (2003:20). According to Barling (2010:365), because the employment relationship has changed, the work that employees do when they work and how much they work, has also changed. Some employees also face less freedom of choice and control because they are forced to work increased working hours and with working arrangements that are against their preferences (Turner, Barling, & Zachartos, 2002). According to Rothmann (2003:25), studies in South Africa confirm the negative effects of work. The study of Pienaar (2002:81), established that 8.64% of a sample of 2 396 police officers showed serious levels of suicide consideration. The study

also shows that 15% of the sample reported stress related problems.

Levert, Lucas and Ortlepp (2000:162), reported in their study that 54.9% of psychiatric nurses in South African government hospitals indicated that they experienced a high level of emotional exhaustion.

Van der Linde, Van der Westhuizen and Wissing (2012:121), showed that 29% of female teachers in their study showed high levels of emotional exhaustion. From these studies it can be concluded that work can cause burnout and form part of employee illness.

Kelloway, Sivanathan, Francis, and Barling (2005:66), stated that, in contrast with the above mentioned conclusion, goal-directed work and positive structured activity lead to other mental health outcomes and could have an indirect effect on employees and their work-life balance. Work can also be used to increase the psychological well-being of a person, for example occupational therapy for psychiatric patients. In addition, studies (Warr, 2008:150) regarding the effects of unemployment explained that a lack of work can cause very serious negative effects such as alcoholism, depression, psychological strain and even suicide (Rothmann, 2003:22). Therefore, it can be concluded the work could affect an employee in different ways - it could have a positive effect or work can contribute to illness.

2.11 LITERATURE REVIEW OF WORK-LIFE BALANCE

Currently, there is a wealth of information available on the topic of work-life balance and a great deal of literature on different aspects of employee work-life balance. There has been an increased interest in the dynamic of work-family-interface in human resource management literature. Greenhaus (2014:33), examined the antecedents between family and work. Ingram and Simons (2005:261), presented an institutional perspective on organisations' responses to work-family issues.

Murphy and Doherty (2011:345), stated that women and men generally have a different perception of what "life" in work-life balance involves. For women it means to be more devoted to family and for men it is spending more time pursuing personal interests. Murphy and Doherty (2011:346), revealed that it is not possible to measure work-life balance in an absolute way. There are personal circumstances which influence a person's perceived work-life balance. Hyman and Summers (2007:250), classified six major problems associated with work-life balance in organisations:

- Unevenness of work-life balance policies across different organisations and sectors;
- Shortage of formal policies at organisations;
- Restricted employee input in the formulation and implementation of policies;

- Policies are primarily to benefit the organisation rather than the employee;
- There is no evidence of reduction in the number of working hours;
- Domestic responsibilities are still conducted primarily by women irrespective of their employment status.

2.11.1 Work-life Policies and Work-life Balance

According to the literature, business can be affected in several ways, one of which being work-life balance policies. In the current competitive South African labour market employers can attract better quality employees by adhering to better work-life balance policies (Wiese & Bond, 2016:32). Good work-life balance policies can enhance productivity and reduce costs by improving staff retention rates. Work-life balance policies can also reduce negative spill-overs, reduce overtime and fatigue to improve productivity. Furthermore, it also minimises stress and contributes to a safer workplace (Wiese & Bond, 2016:47). In Greenhaus' study (2014:38), employers are encouraged to introduce and improve work-life balance policies and to make them more inclusive in order to enhance their business performance. According to Kelloway, Sivanathan, Francis, and Barling (2005:109), firms employing corporate employees are more likely to implement work-life balance policies because these employees are more valuable and harder to retain.

2.12 THE FACTORS THAT CAN HAVE AN IMPACT ON BURNOUT

High levels of labour overload, scrutinisation and supervision of workers, contending administration objectives, absence of upward career development, absence of aptitude assortment, and passionate work are the factors that will be investigated in the sections below.

2.12.1 Work overload

There is an entrenched connection between substantial labour expectation in terms of workload, as well as the exacerbation of burnout (Maslach *et al.*, 2014:384). Occupational burdens are specifically connected with the advancement of organisational goals (Cordes & Dougherty, 1993:640). The most regular manifestations of work overload includes large amounts of customer contact (high recurrence of contact) and not having the capacity to reach higher objective levels, (Maslach *et al.*, 2014:223).

2.12.2 Monitoring and surveillance of employees

The supervision and inspection of workers are viewed as exceedingly obvious and disturbing in organisations (Holman, 2004:245). Over-the-top long-haul monitoring can negatively affect workers. Electronic performance observing can be connected to stress (Holdsworth & Cartwright, 2003:137). It causes workers to end up discouraged and creates larger amounts of tension that may result in a greater amount of their subjective assets directed to managing the uneasiness. Worker checking, along these lines, is additionally connected to more elevated amounts of extreme emotional weariness because employees do not appreciate having their performance examined persistently (Holman, 2004:225).

2.12.3 Upward career-pathing

Growing professional development is viewed as an important asset and also a remedy against the advancement of stress. An absence of upward personal development is an indicator of work-related passion depletion (Leiter *et al.*, 2014:295). At the point when individuals encounter more noteworthy upward growth in comparison with colleagues, it might serve as a type of input demonstrating that they are making a positive commitment to the organisation.

2.12.4 Emotional labour

Employees are relied upon to express socially expectable feelings, to seem cheerful and must be willing to serve the client, to show positive feelings and to ignore negative feelings (Maslach *et al.*, 2001:213). This can be viewed as a kind of labour. It is vital to consider that the advancement of burnout is the conflicting part of passionate work. Enthusiasm is created when representatives show positive feelings. It makes them feel inauthentic. Client benefit agents, particularly, are more inclined to burnout because they generally perform enthusiastic work and possess limited time to express their feelings (Singh & Goolsby, 1994).

2.13 WORK-LIFE BALANCE POLICIES

Managerial support is not one of the work-life balance policies but is a key success factor for any work-life balance policy (Downes & Koekemoer, 2011:18).

Working from home, part-time working, job-sharing and flexible hours are all examples of traditional work-life balance policies intended to decrease working hours or organising working hours in a way that suits the needs of the employee better (Downes & Koekemoer, 2011:19). Companies should make a wide range of policies available to all their employees as suggested by a recent study because the academic debates and government's plans regarding work-life balance policies are slowly opening up in favour of employees (Adame, Gonzalez & Martines, 2016:5521).

For all employees to lead fulfilling private lives, companies must internalise the needs of employees in the workplace and reap the benefits of a more comprehensive work-life balance tactic (Weise & Bond, 2003:45). The study of Wiese and Bond (2003:41) illustrates the benefits of on-site counselling and gym conveniences or facilities. These facilities, sometimes also referred to as wellness initiatives, are aimed at improving health in a suitable manner for employees.

In general, only a small number of practices have been introduced to the benefit of employee groups. Food services, concierge services, added vacation days and financial sustainment for education, has been known to benefit the wider employee population in the corporate sector (Downes & Koekemoer, 2011:492). Paid time-off for volunteering, paid study leave, and paid holiday leave are other policies which have also been introduced in some sectors (McCafferty, 2014:131).

2.14 CONCLUSION

This chapter's main goal was to emphasise facts about burnout in relation to work-life balance with reference to the ideal base foundations regarding the history of the definitions, causes and dimensions of the main concepts. Models of burnout which this study relates to were discussed, namely: Cherniss's model, the JDR Model, and Hobfall's model. It expanded in more detail on the dynamics of burnout, and a discussion followed about the critical views in a South African context regarding the corporate environment.

The literature review explains the different factors that can either positively or negatively impact work-life balance. It defines work-life balance and introduces the corporate sector. It also shows the lack of investigation focusing on the corporate sector in South Africa.

The literature review also showed that there are positive aspects pertaining to managerial and social support. The role of demographics has also been discovered in the literature. Some general alterations are thought to occur like the generation referred to as "Millennials" is said to value work-life balance more than other generations. Work-life balance remains important to all employees in every stage of their lives. Maintenance of employees' work-life was not confirmed in this study but, however, it was noted that work-life balance is an important aspect in driving organisational assurance.

Poor work-life balance has been related to job burnout. This chapter also showed that burnout can lead to reduced performance levels and poor psychological wellbeing and that work-life balance programmes and strategies may assist in developing work-life balance. Yet, work-life balance policies still tend to have a low level of influence. However, the corporate sector has introduced some more advanced policies which generally addressed wellness but a gap remains pertaining to the availability and supposed utility of work-life balance policies.

CHAPTER 3: RESEARCH METHODOLOGY

31 INTRODUCTION TO RESEARCH METHODOLOGY

The next chapter explains and illustrates the research methodology used in this study as well as the design used to complete the study. This chapter will also deal with the differences between research methodologies such as the qualitative research methodology and the quantitative methodology. This chapter of the study includes a discussion to justify the methodology chosen for this study with regard to the specific objectives of the study. There is a discussion on the population and the sample used for this study, as well as a justification of the sampling methodology that was used. Finally, this chapter outlines the ethical reflections that guided the study to protect the participants and the corporate organisations in the city of Potchefstroom.

32 THE RESEARCH METHODOLOGY

According to Saunders, Lewis and Thornhill (2012:154), there are two main categories or research methods, namely: quantitative and qualitative. Both research methods have their merits and the choice between each of the methods is often determined by the research strategy. The difference between the two methods are that qualitative research is connected to a variety of strategies, including action and case study research (Richert-Kazmierska & Anita, 2016:95). Quantitative research is associated with survey research and experimental research. The research philosophy play an important role in the choice of research method. The two most common research philosophies are positivism and interpretivism (Saunders, Lewis & Thormhill, 2012:100).

Positivists take the stance of the scientist, preferring to collect data about an observable reality. Positivists search for associations that serve to create law-like generalisations (Saks, 2006:618). Studies indicate that a highly structured methodology is suitable within the positivist philosophy (Schaufeli & Van Rhenen, 2006:269). This suggests that qualitative information gathering, and analysing may include methods such as interviews as part of the positivist philosophy. Qualitative research collects information in a standardised manner and examine relationships between variables.

According to Schultz, Hoffman, Fredman & Amy (2012:264), interpretivists believe that the social world of management and business cannot be reduced to law-like generalisations because it is too complex. The study of Schultz emphasises the big

difference between researching people rather than objects (Schultz *et al.*, 2012). Leedy & Ormrod (2010:78), describe the research methodology as the holistic steps a researcher employ in embarking on a research work. A quantitative research method deals with quantifying and analysing variables in order to get results. Quantitative research involves the utilisation and analysis of numerical data using specific statistical techniques to answer questions like: who, what, when, how, how many, and where. Lodico, Spaulding & Voegtle (2013:254), describes quantitative research methods as the explaining of an issue or phenomenon through gathering of data in numerical form and analysing it with the aid of mathematical methods, in particular statistics. On the other hand, Lichtman (2006:88), state that “Quantitative research involves the collection of data so that information can be quantified and subjected to statistical treatment in order to support or refute alternative knowledge claims”. In addition, quantitative research employ strategies of inquiry such as experiments and surveys and collect data on predetermined instruments that yield statistical data (Lichtman, 2006:77). Having understood, to an extent, the meaning of quantitative research, it is important to analyse the difference between quantitative and qualitative research methods. The choice of the research approach for this study is based on the literature review, research aims and objectives. The study was carried out using quantitative research through a cross-sectional approach in a range of corporate organisations in Potchefstroom.

3.3 THE RESEARCH DESIGN AND INSTRUMENT

Segura & Gonzalez-Roma (2003:960), clarify that the design of the research plays a very important role in different areas of the research. The design assists the researcher in systematising the investigation movement and helps with the gathering of the necessary data to achieve the research objectives. Kahn (2002:332), explains that to maximise the information gathered from the study with minimal expenditure of resources, the researcher needs a dynamic research design to smooth the progress of the research. Jenkins, Bhanugopan & Lockhart (2016:110), characterise a research design as a guideline to assist with answering the specific objective of the research or to solve the research problem. Additionally, Burns and Grove (2003:195), define a research design as a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings.

Self-completion questionnaires were used in most of the previous studies in the field of burnout and work-life balance. The reason previous studies used this design is because

questionnaires are suitable for descriptive and explanatory research (Vance, 2006:96). This study has been designed in the same manner and approach, with a descriptive nature. A cross-sectional survey design was used to describe the collected information on the population (Zapf & Vash, 2001:541). The questionnaire pack consisted of five questionnaires.

The advantages of using the self-completion design are that the participants can complete the questionnaire at a time that is convenient to them which meant that the participants would not have been under pressure to complete the questionnaire as fast and as soon as possible. Secondly, the participants remain anonymous and as a result, there should be a higher participation rate providing richer and more exact data (Saunders, Lewis & Thorn, 2012:159).

3.3.1 THE RESEARCH INSTRUMENT

The instrument that was used for this study is a questionnaire with a quantitative research approach. The first few questions of the questionnaire were questions with pre-set answers; the second set of questions were open-ended questions, giving the participant the opportunity to rate his/her level of agreement and helping with the process of analysing the results. Holdsworth & Catwright (2003:140), advocate for questions that are open-ended and promote further explanation, for example questions ending with “do you agree” and “indicate the level of agreement”. The questionnaire that was used in this study was pre-tested to guarantee that the questions were understandable and consistent.

The questions that were used were based on the literature review, as well as the specific objectives chosen for this study with the guidance of previous studies in the same field. The researcher used a pilot study to test and evaluate the questions of the questionnaire and the questions that were imprecise were replaced or removed (see the addendum for an example of the questionnaire that was used for this study). Participation in this study was voluntary and authorisation was acquired from the corporate organisations in Potchefstroom.

According to Yasong, Jie & Xuqun (2016:247), there are benefits in using a self-completion questionnaire. Firstly, it allows the participant to remain anonymous and secondly, participants can complete the questionnaire at a time convenient to them.

The questionnaire is divided into five sections with the purpose of each section to provide the relevant data for each objective; thus, achieving the five objectives of this study (see Chapter 1). The questionnaire used in this study was used and validated in previous studies which means that the scales used produced consistent measures with a Cronbach Alpha coefficient greater than 0.7 (Saunders *et al.*, 2012:107).

The five sections consist of:

1. demographic questions,
2. work-life balance satisfaction questions,
3. managerial support questions,
4. burnout questions, and
5. availability and the supposed helpfulness of work-life balance policies.

Section 1: Demographic Questions

The intention of this section was to collect demographic information which included age, gender, marital status and parenthood status. The question in section 1 of the questionnaire is based on the study of “Working to live or living to work? Work/life balance early in the career”, a study done by Jane & Guest (2004:15). For a supplementary layer of analysis, a question on the broad company function was included in the questionnaire. According to Phillips, Auais, Belanger, Alvarado & Zunzunegui (2016:695), there are two main reasons why researchers often collect demographic information. The first reason for collecting the demographic information is to answer research questions which can involve analysing the information to determine whether identity is causing an individual to react in a certain way (Peterson, 2003:571). The second reason researchers collect demographic information is to accurately describe their sample (Peterson, 2003:579).

Section 2: Work-life Balance Satisfaction Questions

This section focuses on work-life balance satisfaction. The questions in this section of the questionnaire are based on the study of “Work-based resources as moderators of the relationship between work hours and satisfaction with work-family balance”, a study by Monique Valcour (2007:184). The questionnaire is based on the US General Social Survey (Mike & Pelta, 1999:162). The items in the questionnaire are measured with a five-point Likert scale, ranging from 1 to 5. On this scale 1 = Very dissatisfied and 5 = Very satisfied. In the original study, the Cronbach’s alpha coefficient is 0.93. Also included in this section is a one-item scale to measure the total number of hours worked for the week. This section is based on the study of Guest (2009:174).

Section 3: Managerial Support Questions

This section focuses on measuring managerial support. In this section the measurement is done using the PMI questionnaire (Mauno, Kinnunen & Ruokolainen, 2007:155) with a five-item scale using a seven-point Likert scale. The 1 on the scale = strongly disagree and 7 = strongly agree. In the original study the Cronbach's alpha coefficient was 0.83. This section is based on the study of Mauno, Kinnunen and Ruokolainen (2007:163).

Section 4: Burnout Questions

Maslach created the Maslach Burnout Inventory to measure burnout (Maslach & Jackson, 1981:363). In the inventory there are 22 items and a seven-point Likert scale ranging from 0 = Never and 6 = every day. The Cronbach's alpha for this section ranged from 0.76 to 0.9. This is a popular measure frequently used in academic settings. The MBI-ES comprises of three subscales, namely: Emotional Exhaustion, Depersonalization, and reduced sense of Personal Accomplishment.

Section 5: The Availability and Helpfulness of Work-life Balance Policies

This section aims to measure the availability and usefulness of work-life balance policies, using the Environment Reporting Mechanism (ERM). The approach is based on Yu's (2012:221) approach which used Yuile, Chang, Gudmundsson and Sawang's (2012:60) study as basis. The policies were identified in the literature review. In the questionnaire, the participants were asked to indicate whether the policies were available and whether they were helpful.

34 TARGET POPULATION

Saunders, Lewis and Thornhill (2012:123), stated that it is not probable that the whole population will participate in a study for reasons such as the incapability of the researcher to reach every individual in the population, the cost associated with the effort to reach the whole population, as well as the time spent to gather the information. Kim, Ji & Kao (2011:68), stated that the researcher will probably use a smaller sample of the population with a limited number of individuals participating in the study. In this case, small medium-sized corporations in and around Potchefstroom were approached and the sample size was 85 (questionnaires). Some of the business sectors that were used in this study included the bank sector, the information directory sector, the financial and the insurance sector. For this study, corporate employees working in five different corporate companies in Potchefstroom were approached, attempting to represent the broader corporate

environment in Potchefstroom. The five Potchefstroom based companies are: Nedbank, PSG Insure, Indwe Risk Services, ABSA Bank, Futurum Financial Group (Pty) Ltd. The employees who participated in this study work in the corporate sections/departments of the companies.

3.4.1 Sampling

According to Taylor and Medina (2013:48), researchers use a sampling configuration to categorise the different essentials of the population. This is an element of the survey population. The survey population is a sub-element of the target population. Cooper and Schindler (2011:364), made a similar statement that sampling is a range of a few essentials forming a population in which only a few elements will represent the entire population.

Saunders, Lewis and Thornhill (2012:216), stated that the size of the sample is synchronised with a few elements such as the population volume, the reliability of the statistics, the margins on the errors, as well as the format of the data breakdown. In addition, Saunders *et al.* (2012:156), explained that in order to get a better representation of the sample population, the researcher should increase the sample size.

Saunders *et al.* (2012:177), describes a research plan as “a plan that describes how, when and where data are to be collected and analysed”.

The study used a self-selection sampling method because some of the benefits of this method are that it requires a low time devotion while presenting a more representative sample than the convenience method. The researcher distributed the questionnaires at various corporate organisations in Potchefstroom, namely: Nedbank, PSG Insure, Indwe Risk Services, ABSA Bank, Futurum Financial Group (Pty) Ltd.

To gather the data for this research, the questionnaires were distributed to the managers of the corporate organisations who distributed it to the corporate employees. Telephonic follow-up communications were conducted, and the researcher collected the questionnaires physically from the respective managers. All the completed questionnaires were hand delivered to the NWU Potchefstroom statistics department for further analysis. Saunders *et al.* (2012:170), stated that this method often results in more participants finding the specific study interesting which is positive because it allows for more concrete data. If the participants are not interested in the study due to the self-selecting, it can skew the data.

3.5 PILOT STUDY

Saunders *et al.* (2012:394), stated that “a pilot test should be done to collect actual data”. A pilot study is a frontrunner for the larger study, with the objective to smooth the way for the final study. Barling (2010:377), stated that “Pilot studies are characterised by initial or small-scale efforts designed to test applicability”. The sole purpose of the pilot study was to test the format of the questionnaire, as well as the questions asked in the questionnaire to determine whether the participants understood the questions and whether the data were sufficient for this study. Four supervisors from different corporate businesses were chosen to conduct the pilot study to refine the questionnaire in order to determine whether it was understandable. The pilot study was conducted in Potchefstroom. There were only small changes made to the layout of the questionnaire to streamline the process of completing the questionnaire.

3.6 DATA ANALYSIS

3.6.1 Quantitative

To design the study, the researcher used the Google Docs online survey software, translating the results into suitable numerical code. With the assistance of the Statistical Consultation Services (SCS) at the Potchefstroom Campus of the North-West University, the quantitative research data were analysed and interpreted. The Statistical Consultation Services uses programmes such as the Statistical Package for Social Sciences (SPSS). This programme was helpful with the frequency tables, Cronbach's alpha coefficient calculations, and demographic differentiations.

With the measurement of burnout, the scale was designed with both negatively and positively framed questions which needed reverse coding. To test for significant differences between the means of the different observations between the groups, the study used the single factor ANOVA test.

3.7 VALIDITY AND RELIABILITY

3.7.1 Validity

According to Cooper and Schindler (2011:99), validity is the level of measurement accuracy with regard to what the researcher intended to measure with the specific study. Taylor *et al.* (2013:12), explained that “if a method is valid, the differences in the results between individuals or groups or organisations can be taken as representing true differences in the characteristics under study”. Cooper and Schindler (2011:289), stated that validity can be categorised into four different but specific categories or elements, namely: “face validity, content validity, criterion validity, and concurrent validity”. The above-mentioned validities were formed for a specific research mechanism.

- To have enough face validity, the instrument used in the study needs to relate to the individuals participating in the study. The institution of face validity started by asking the participants within the selected target population to indicate their experience with regard to the sense of balance, as well as the relevancy of the specific instrument used in the research to reach the objectives of the study. The participants in this study were accommodating and indicated that there were no misunderstandings in the study.
- Cooper and Schindler (2011:209), stated that “content validity of a measuring instrument is the extent to which it provides adequate coverage of the investigative questions guiding the study”. The design of the questionnaire used for this study included all the relevant aspects.
- Criterion validity is concerned with the capability of the questions used in the questionnaire to make exact projections (Saunders *et al.*, 2012:249). The criterion used for this study is valid and exact, and the principle data were presented.
- According to Taylor and Bain (2009:115), “current validity is a description of the present. It assesses the organisation’s ability to distinguish groups that it should theoretically be able to differentiate”.

3.7.2 Reliability

Ingram & Simpson (2005:358), classifies consistency as the “extent to which results are consistent over time; therefore, reliability is the degree to which the instrument can be depended upon to yield consistent results if used repeatedly over time involving the same person”. The researcher used a pilot study with one of the objectives being to make sure of the consistency, as well as the reliability of the information-gathering mechanism.

3.8 LIMITATIONS OF THE STUDY

- The study is a single result and, therefore, the study cannot project transformations in burnout in the corporate environment.
- One of the limitations is the fact that this study is focused on a single objective, namely investigating burnout in the corporate environment in the Potchefstroom area.
- The method of investigation is a quantitative method and this kind of data-collection method is sometimes misleading.
- The study is only based on one geographical area, which is the Potchefstroom area. This leads to a need for further research to be conducted in other provinces as a means of enhancing the generalisability of studies such as this one.

3.9 ETHICAL CONSIDERATIONS

According to Singh (2017:126), the process of collecting the necessary data for a study includes a variety of moral concerns. This chapter includes a list of ethical concerns which this study will abide by.

3.9.1 Ensuring participants have given informed consent

The participants in the study had a choice whether they wanted to participate or not. The participants who were involved in the collection of information were aware that the nature and details of the research were being used for a study. They were also aware of their rights in terms of their participation and could stop participating at any time.

3.9.2 Ensuring no harm comes to participants

No potential harm of economic damage or costs to financial areas, families or social groups took place. Psychological pressure in any form such as feelings of anxiety or self-esteem was not present in the research.

3.9.3 Ensuring confidentiality and anonymity

No identifications were mentioned in the study. Participants were informed that the information or data collected would be kept private and safe during the study and only the researcher would have access to the files. The participants were also aware that they were the authors of the information they were writing and that they could choose what to share and what not to share. The names of the participants were handled confidentially and unidentifiable. Pseudonyms were used.

3.9.4 Ensuring that permission is obtained

A memorandum was written to the managers of the organisations to achieve an agreement to perform the study. A confidentiality agreement was signed as part of the researcher's and university's ethical processes. In this study, information was obtained directly from officials and employees located within the companies. The questionnaire script ensured confidentiality and anonymity by keeping identifications confidential, as well as assurance that no harm was anticipated to be caused to the participants.

3.10 CONCLUSION

As discussed in this chapter, the research method was chosen to gain the most important information and data for this study. Ethical issues were also covered as required. The study of the research instruments, as well as the sample method were used precisely. The quantitative method used had the capability to meet the requirements to collect data from large numbers of people and was said to be ideal in respect of the data that had to be collected.

CHAPTER 4: RESULTS, DISCUSSION AND INTERPRETATION OF FINDINGS

4.1 INTRODUCTION

In chapter 4, the results and outcomes are presented and discussed. The data for this study were obtained by means of questionnaires. This chapter presents the data gathered from the field. The data will be represented by means of graphs, charts and tables. Data will also be presented in relation to the literature review and compared to the data collected from the field.

The information from the questionnaire was used to compile the themes and categories that will be presented later in this chapter. It serves to provide relevant information on the profiles of participants. Participants were referred to under code names of the generation they represented to meet the need for privacy and confidentiality (Lok & Crawford, 2004:333).

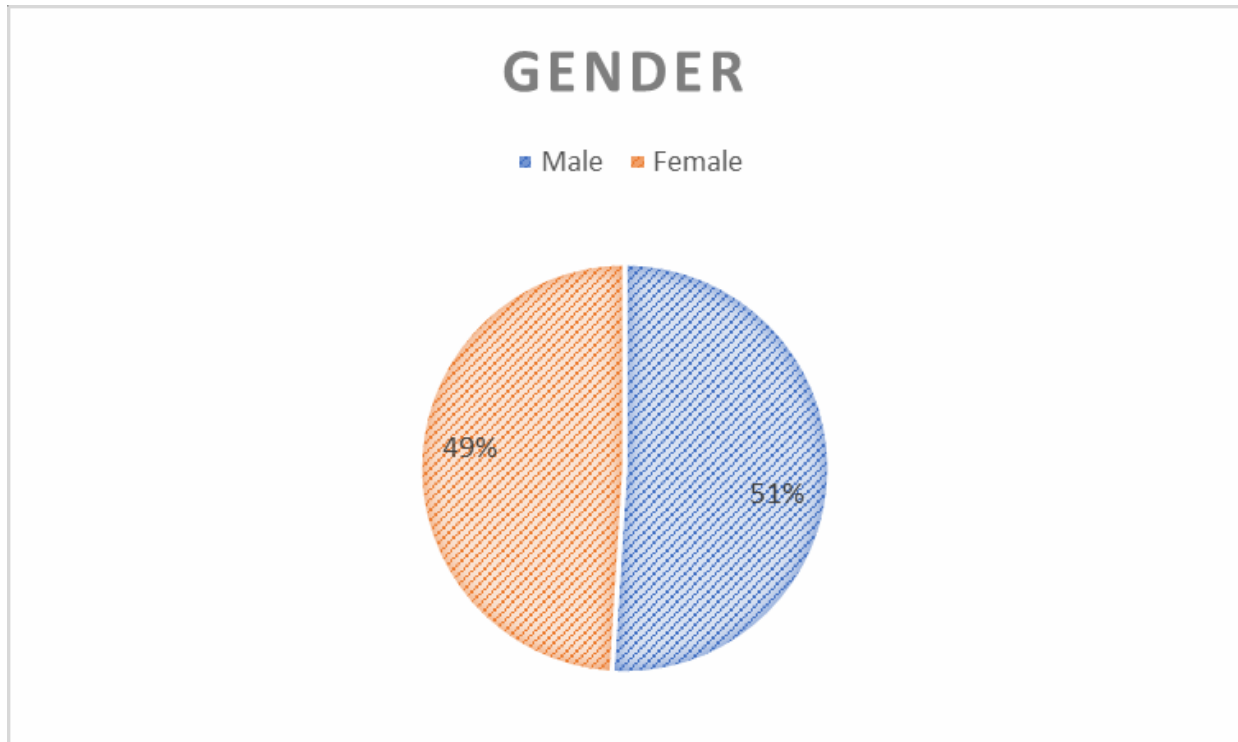
4.2 BIOGRAPHICAL CHARACTERISTICS OF RESPONDENTS

The researcher selected the sample based on targeted units using a non-probability sampling method of random sampling; specifically, the purposive sampling technique. This method ensured that representative samples of all the known elements of the population were covered in the sample.

The population size included small and medium-sized corporate business personnel in and around the Potchefstroom (Tlokwe) area and the sample size was 85 (questionnaires). In this revision, a non-probability sample was taken of Group A: general employees, Group B: supervisors and Group C: managers.

43 DEMOGRAPHIC INFORMATION

Figure 1: Gender



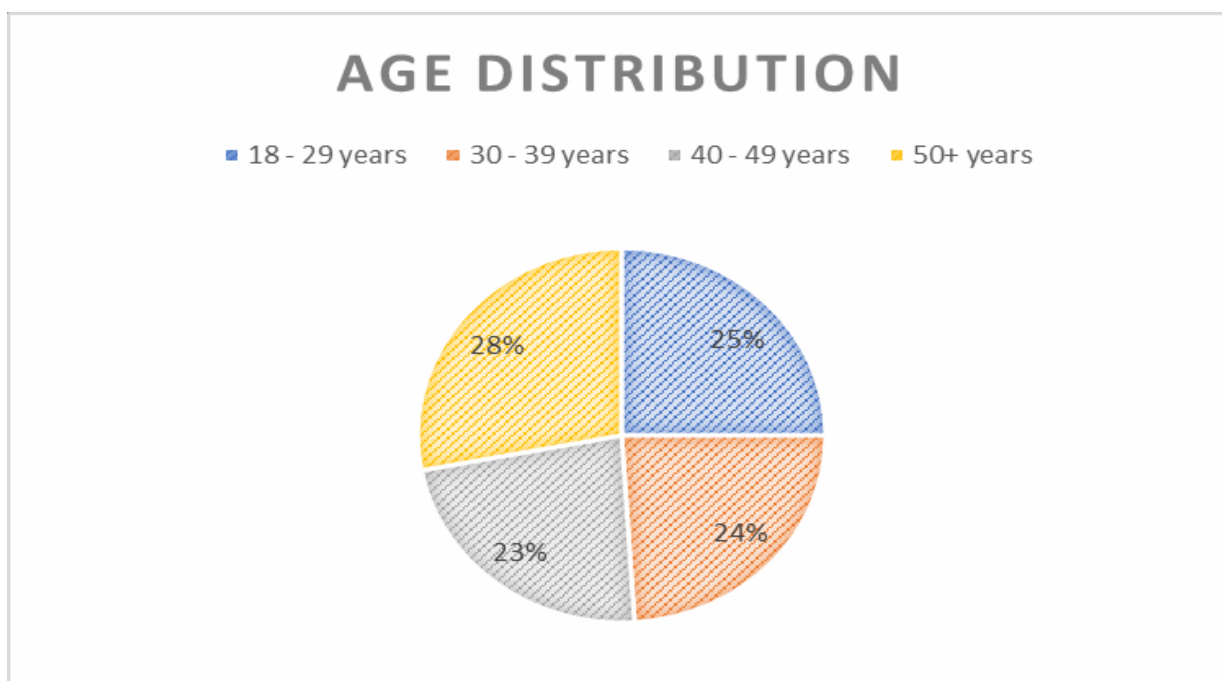
The analysis of results

Figure 4.1 depicts the gender results, showing that 51% were female and 49% male. The idea that women tend to focus more narrowly on dyadic bonds and that men tend to focus more strongly on a broader social structure, suggests a qualification of the hypothesis that women are more affected by burnout issues (Valcour, 2007:99). The issue of gender did not have any feasible impact on the study as it was only for statistical use.

Table 1: Gender

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Male	42	49.4	49.4	49.4
	Female	43	50.6	50.6	100.0
	Total	85	100.0	100.0	

Figure 2: Age distribution



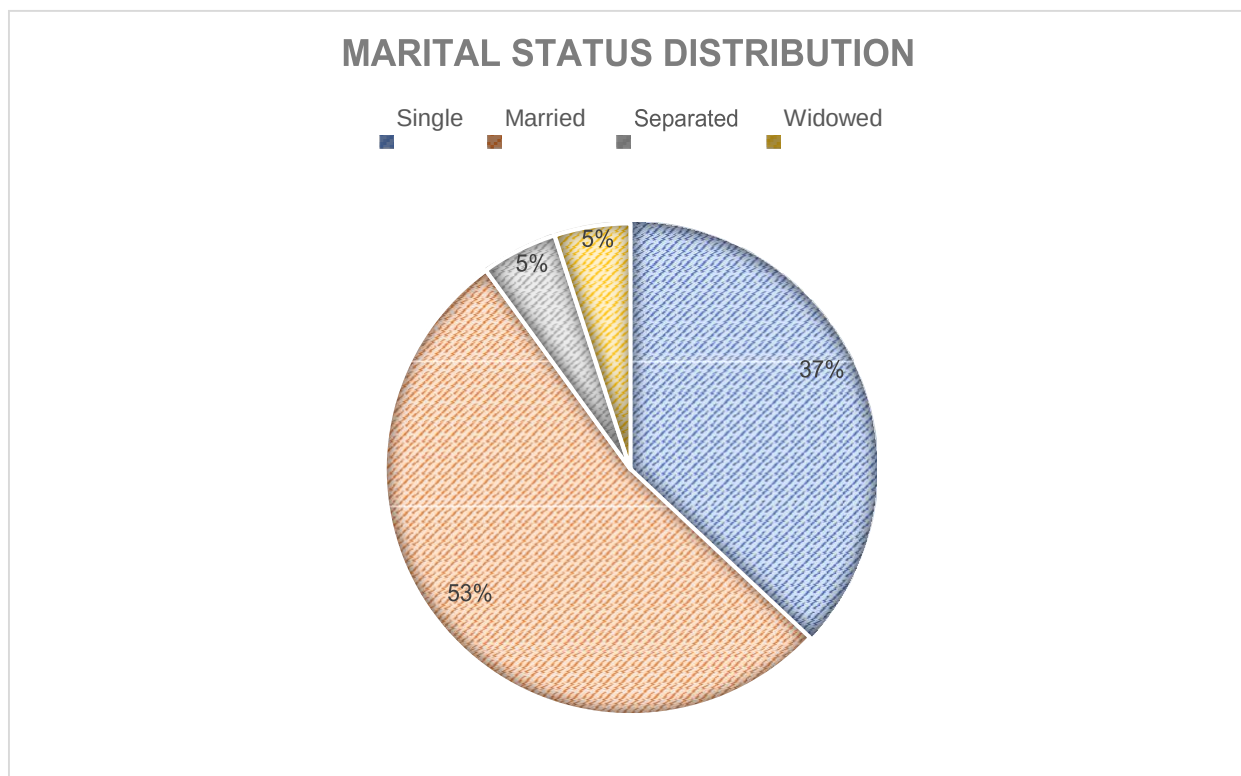
The analysis of results

Figure 4.2 stipulates the age differences of the respondents who took part in the analysis. The peers with the largest number of responses were the 50+ years' category, involving 28% of all responses. The 18 to 29 years' category was a strong 25% of respondents, whilst the 40 to 49 years' group was represented by 23%. This gives us an indication that most of those who took part in the study are younger than 40 years, ages 50 and above were 28%. Youthful or younger workers may not yet have the necessary knowledge or experience to understand all the effects implicated by burnout. There is only a tenuous link between age and positional experience since employees may have joined the corporate environment partway through their career.

Table 2: Age distribution

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	18 - 29	21	24.7	25.0	25.0
	30 - 39	20	23.5	23.8	48.8
	40 - 49	19	22.4	22.6	71.4
	50+	24	28.2	28.6	100.0
	Total	84	98.8	100.0	
Missing	System	1	1.2		
Total		85	100.0		

Figure 3: Marital status



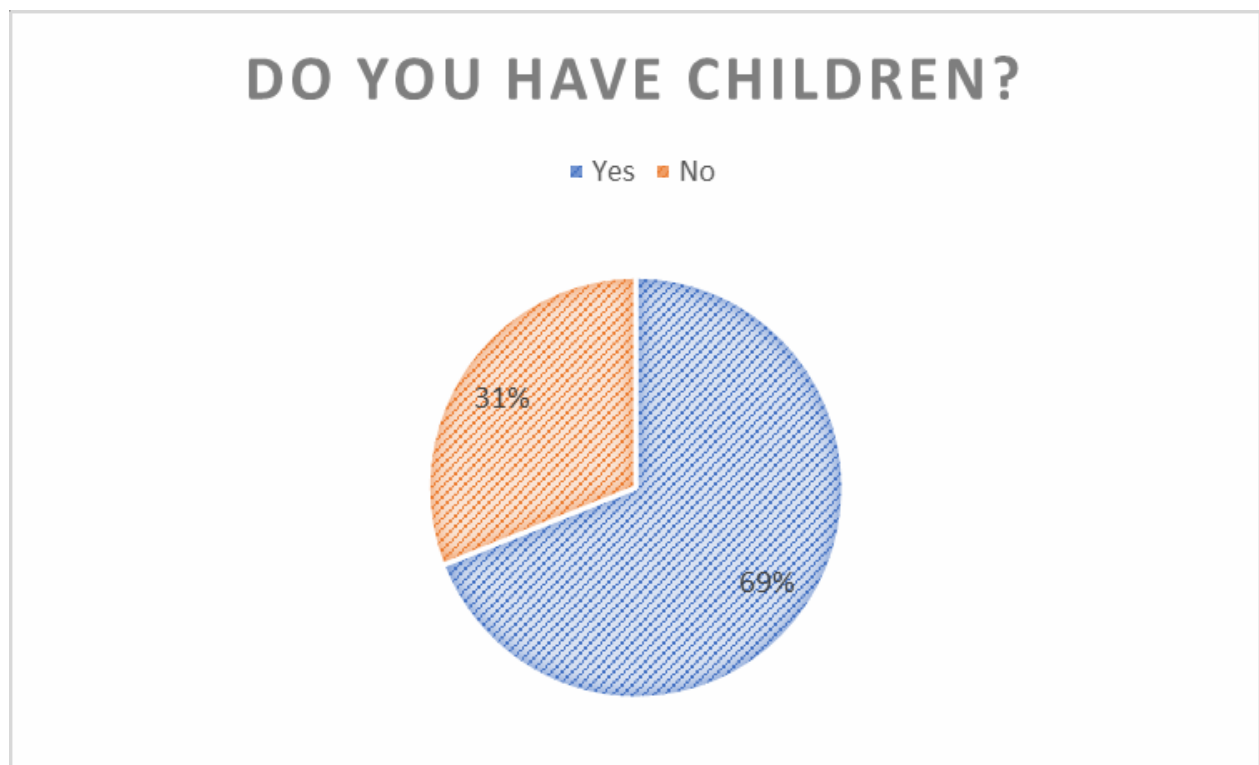
The analysis of results

Of the 85 respondents who participated in the survey, 5% were recorded as separated, and single respondents stood at 37%. The married respondents were at 53% and widows/widowers at 5%.

Table 3: Marital status 1

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Single	32	37.6	37.6	37.6
	Married	45	52.9	52.9	90.6
	Separated	4	4.7	4.7	95.3
	Widowed	4	4.7	4.7	100.0
	Total	85	100.0	100.0	

Figure 4: Do you have children?



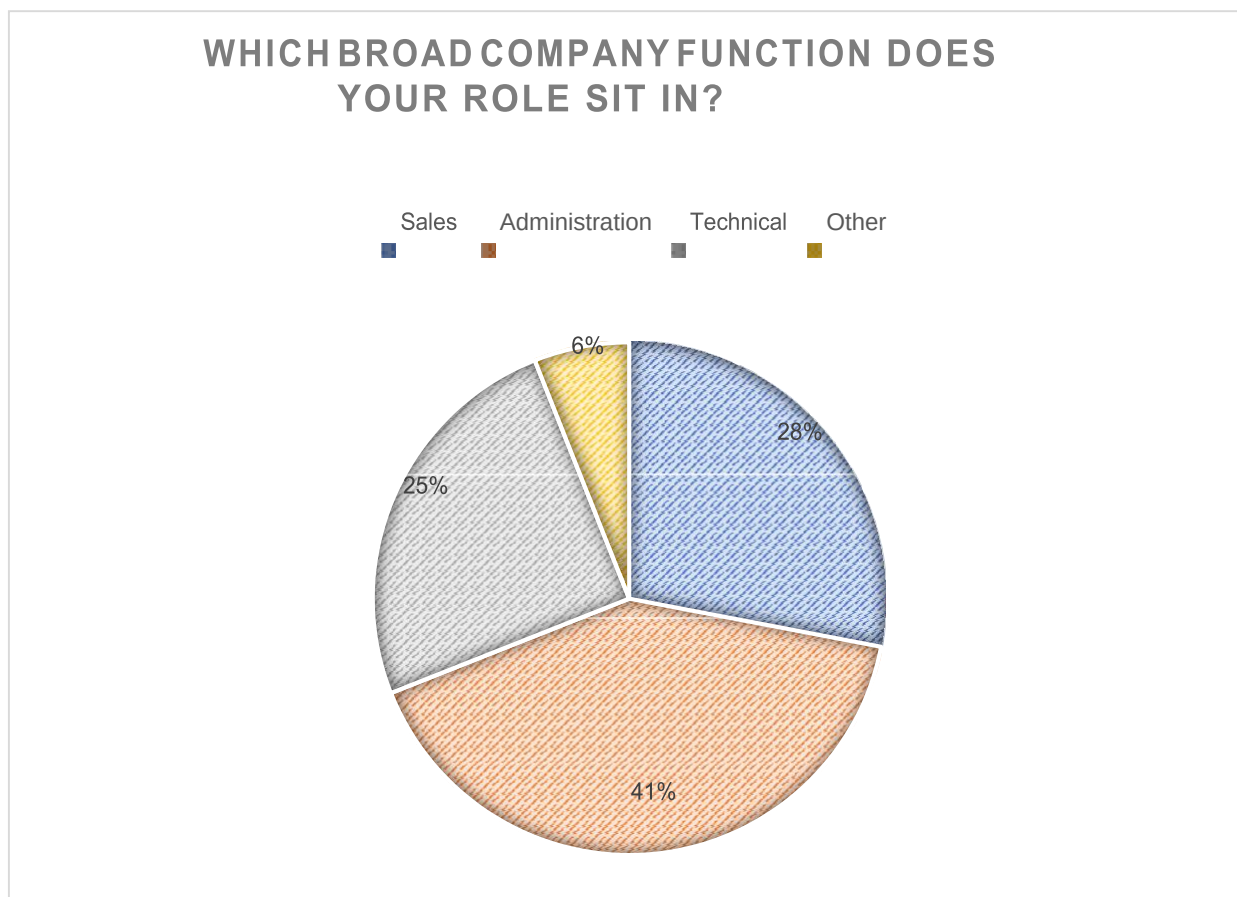
The analysis of results

The profile for those respondents regarding “Do you have children?” is depicted in Figure 4.4. The proportion of those who had children came to 69% and those with no children 31%.

Table 4: Do you have children?

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Yes	59	69.4	69.4	69.4
	No	26	30.6	30.6	100.0
	Total	85	100.0	100.0	

Figure 5: Which broad company function does your role sit in?



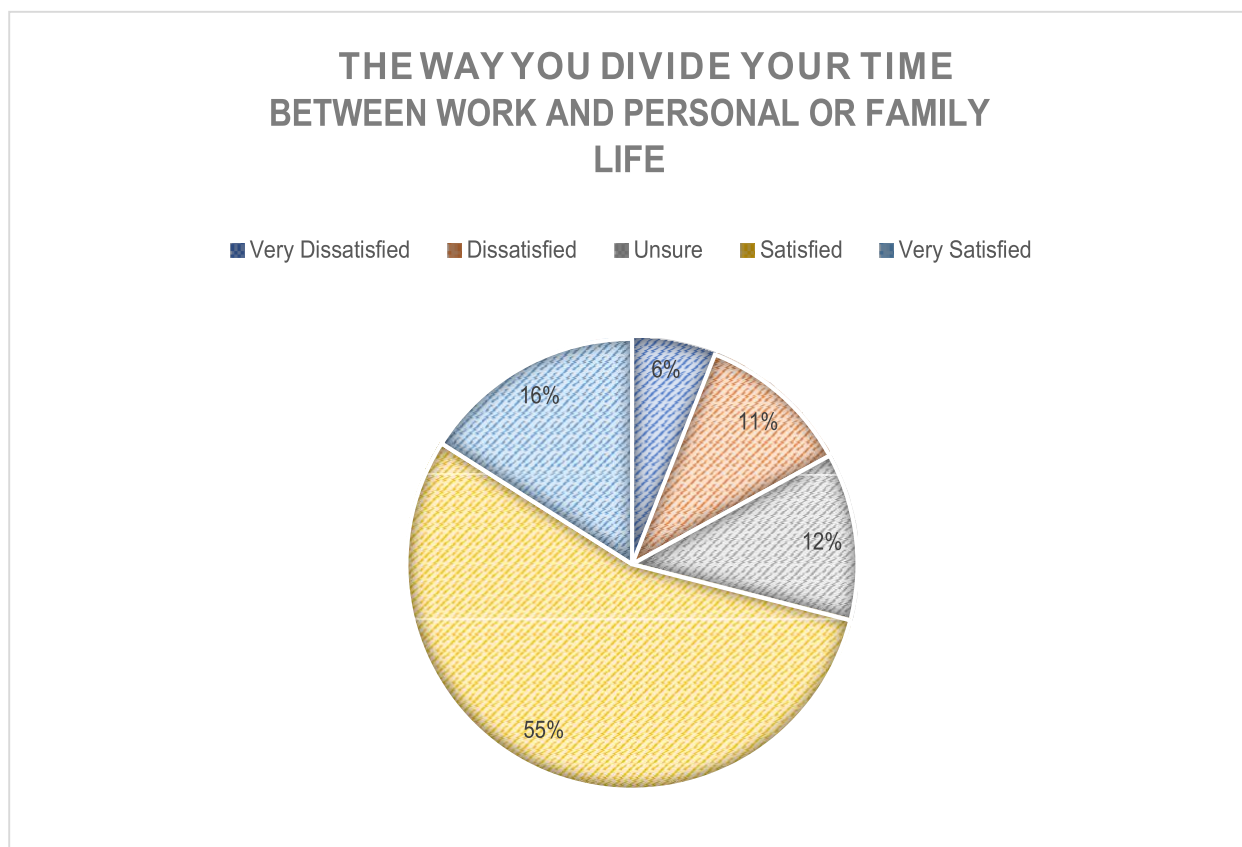
The analysis of results

The largest proportion of corporate employees are working in administration at 41%, the second largest portion in sales at 28%, the rest of the employees technical at 25%, and other at 6%.

Table 5: Which broad company function does your role sit in?

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Sales	24	28.2	28.2	28.2
	Administration	35	41.2	41.2	69.4
	Technical	21	24.7	24.7	94.1
	Other	5	5.9	5.9	100.0
	Total	85	100.0	100.0	

Figure 6: The way you divide your time between work and personal or family life



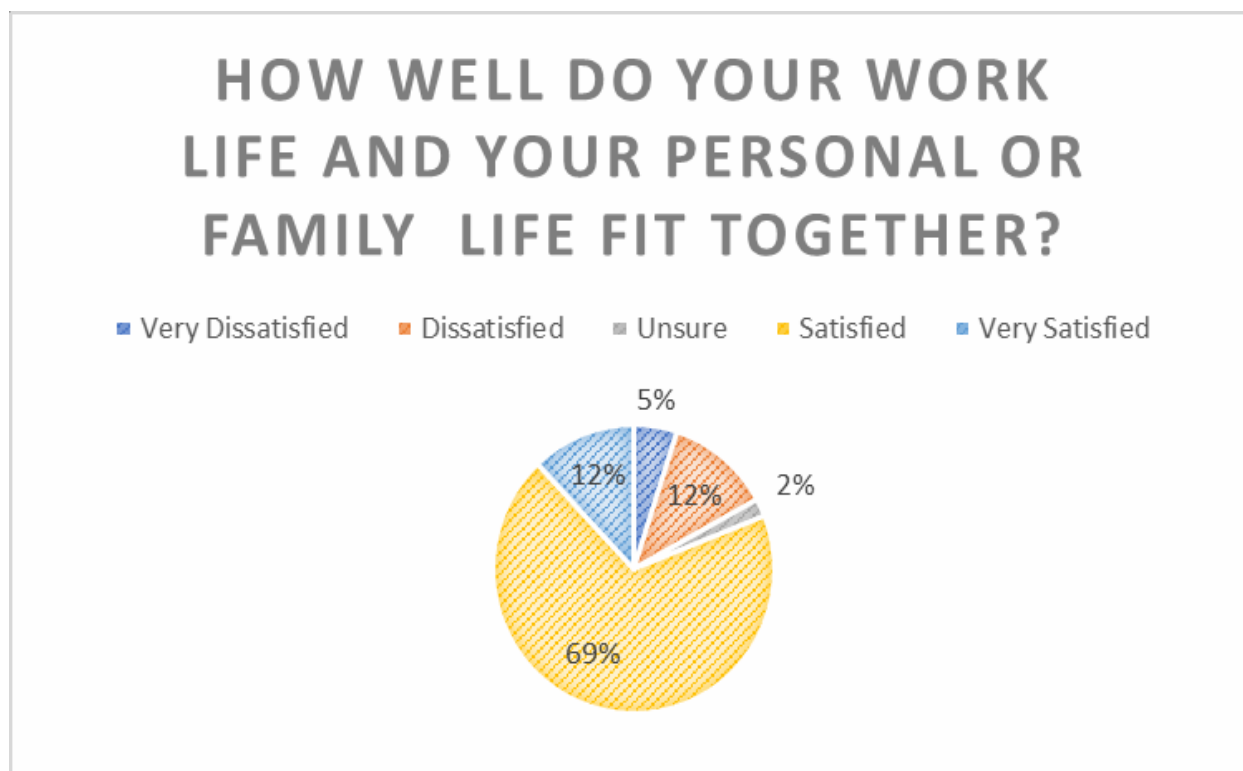
The analysis of results

Figure 4.6 depicts respondents' levels of agreement with the proposition "The way you divide your time between work and personal or family life". The results presented a mixed response: 6% were recorded as very dissatisfied; 11% dissatisfied; 12% were unsure; 55% reported to be satisfied; and 16% reported to be very satisfied.

Table 6: The way you divide your time between work and personal or family life

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Very Dissatisfied	5	5.9	5.9	5.9
	Dissatisfied	9	10.6	10.6	16.5
	Unsure	10	11.8	11.8	28.2
	Satisfied	47	55.3	55.3	83.5
	Very Satisfied	14	16.5	16.5	100.0
	Total	85	100.0	100.0	

Figure 7: How well does your work life and your personal or family life fit together?



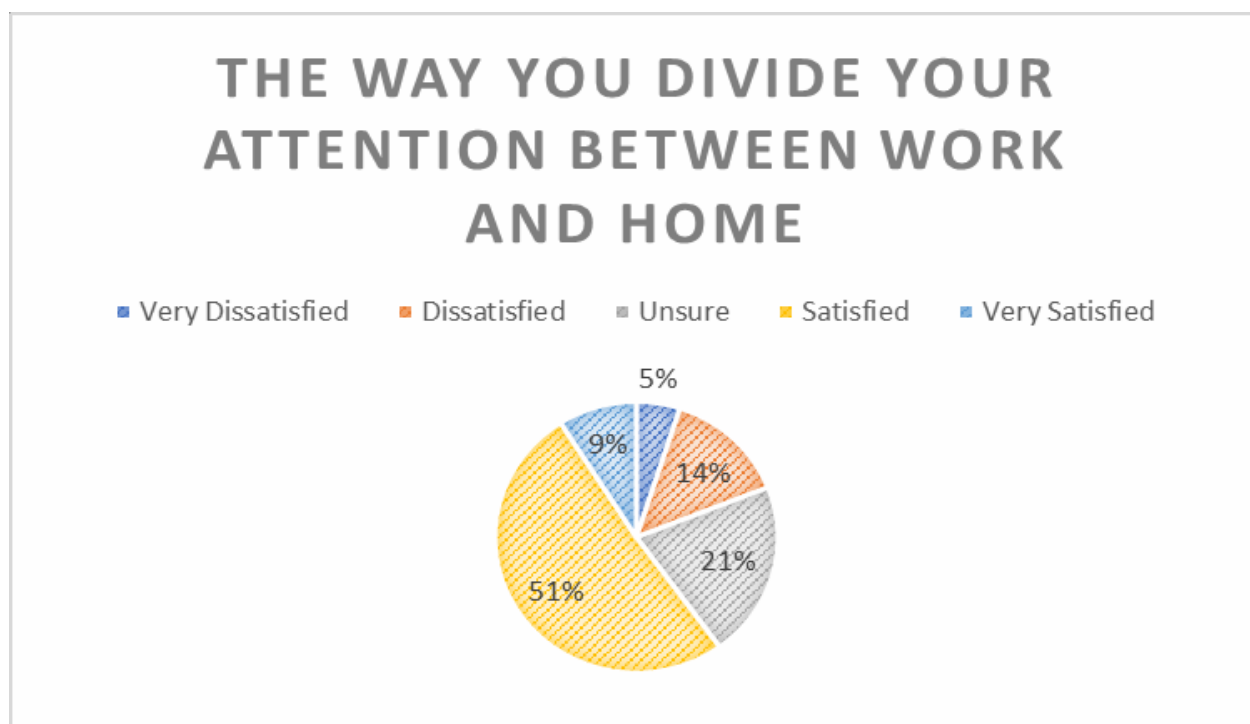
The analysis of results

Figure 4.7 shows the level of agreement with the proposition “How well your work life and your personal or family life fit together?”. The results presented a mixed response: 5% recorded very dissatisfied; 12% were dissatisfied; 2% were unsure; 69% reported to be satisfied; and 12% were recorded to be very satisfied.

Table 7: How well does your work life and your personal or family life fit together?

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Very Dissatisfied	4	4.7	4.7	4.7
	Dissatisfied	10	11.8	11.8	16.5
	Unsure	2	2.4	2.4	18.8
	Satisfied	59	69.4	69.4	88.2
	Very Satisfied	10	11.8	11.8	100.0
	Total	85	100.0	100.0	

Figure 8: The way you divide your attention between work and home



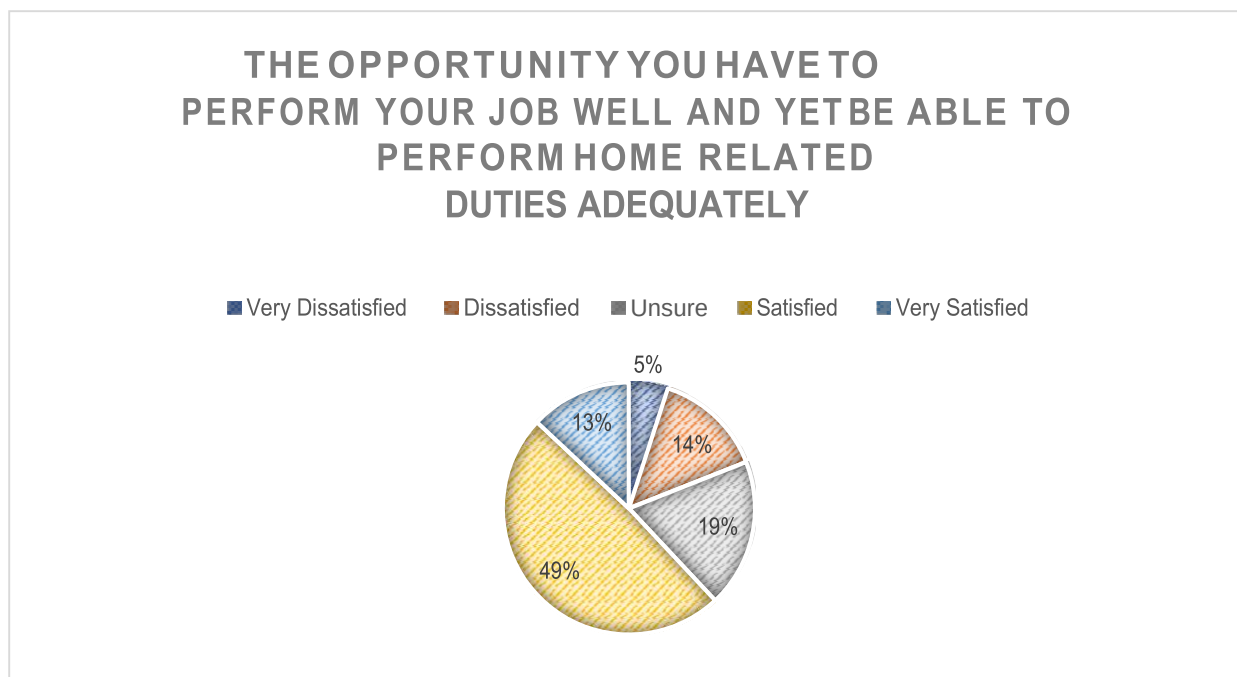
The analysis of results

Figure 4.8 illustrates the agreement level of the way respondents divide their attention between work and home: 9% of the respondents were very dissatisfied; 14% were dissatisfied; and 21% reported to be unsure.

Table 8: The way you divide your attention between work and home

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Very Dissatisfied	4	4.7	4.7	4.7
	Dissatisfied	12	14.1	14.1	18.8
	Unsure	18	21.2	21.2	40.0
	Satisfied	43	50.6	50.6	90.6
	Very Satisfied	8	9.4	9.4	100.0
	Total	85	100.0	100.0	

Figure 9: The opportunity you have to perform your job well and yet be able to perform home related duties adequately



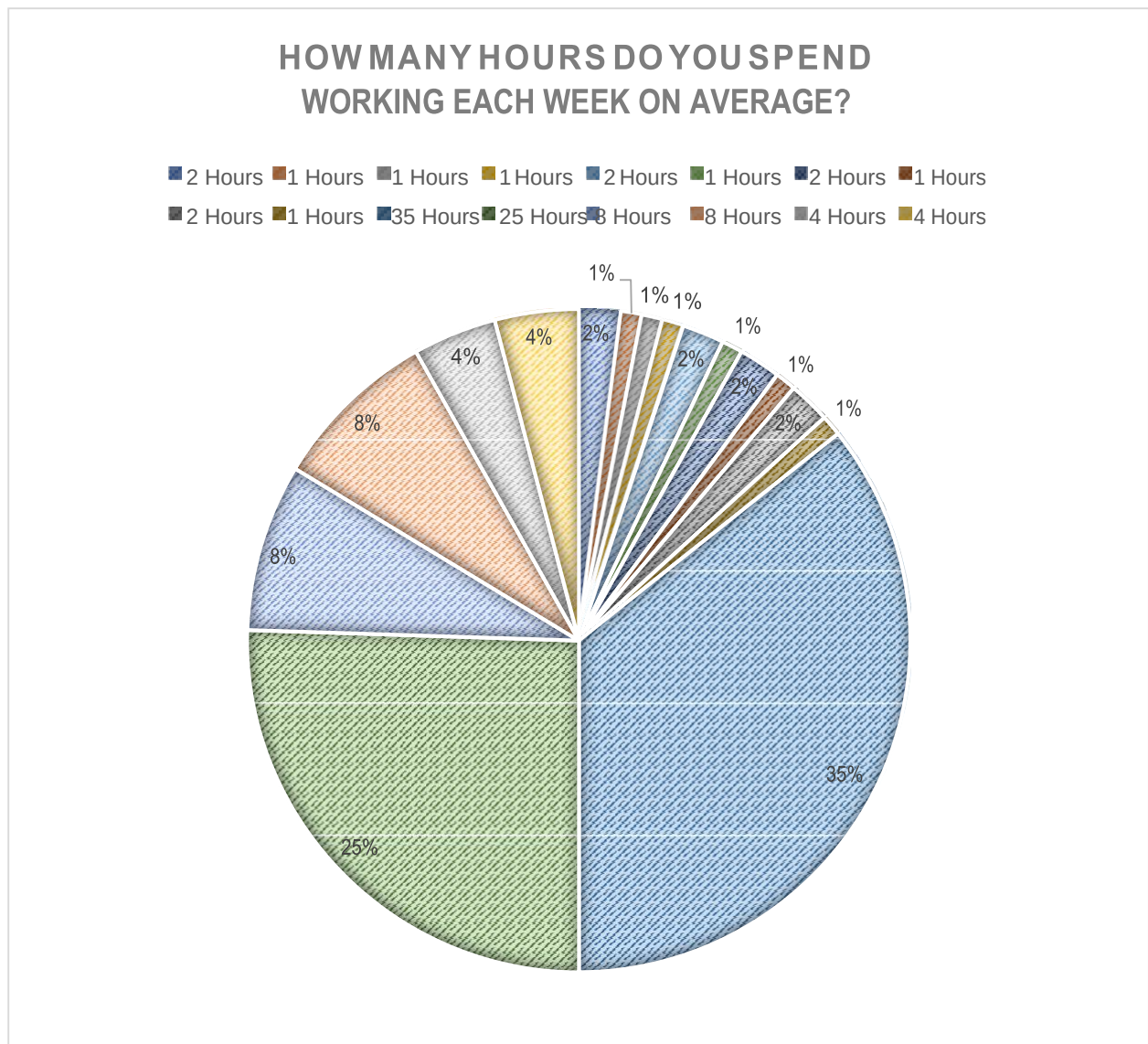
The analysis of results

Figure 4.9 above demonstrates the response rate to the question “The opportunity you have to perform your job well and yet be able to perform home related duties adequately”: 5% reported to be very dissatisfied; 14% dissatisfied; 19% were unsure; only 49% were satisfied; and 13% were reported being very satisfied.

Table 9: The opportunity you have to perform your job well and yet be able to perform home related duties adequately

		Frequency	Per cent	Valid percentage	Cumulative percentage
Valid	Very Dissatisfied	4	4.7	4.8	4.8
	Dissatisfied	12	14.1	14.3	19.0
	Unsure	16	18.8	19.0	38.1
	Satisfied	41	48.2	48.8	86.9
	Very Satisfied	11	12.9	13.1	100.0
	Total	84	98.8	100.0	
Missing	System	1	1.2		
Total		85	100.0		

**Figure 10: How many hours do you spend working each week on average?
(Including any work done outside the office, such as checking emails)**



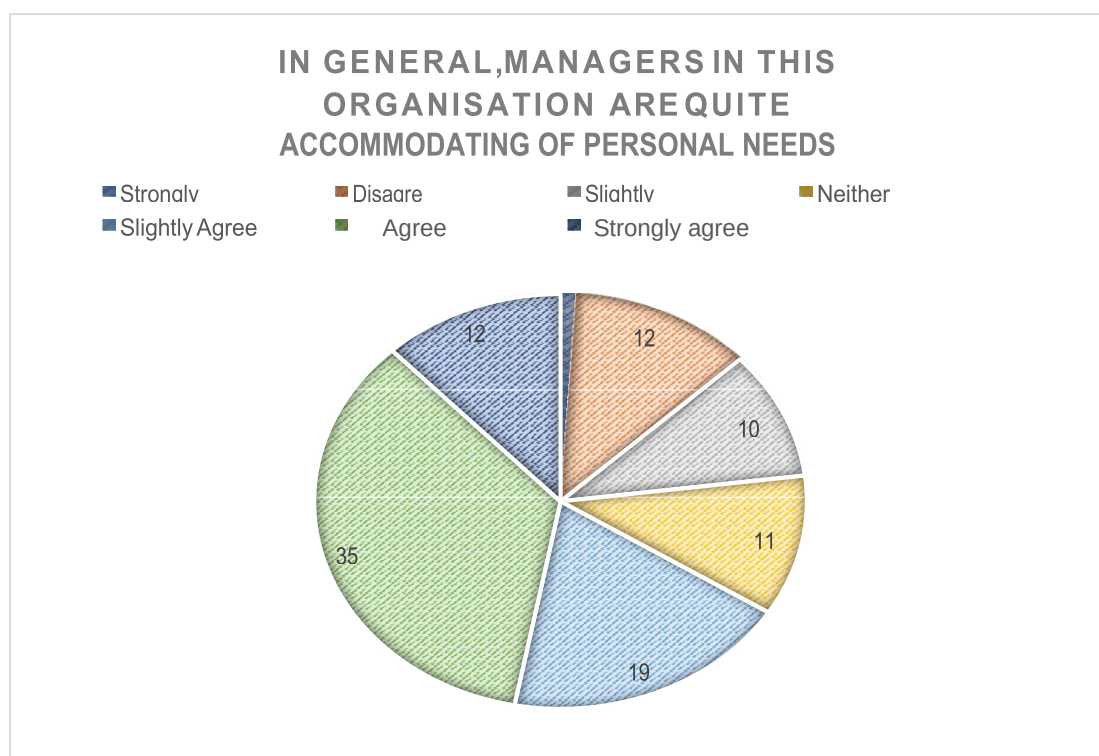
The analysis of results

Figure 4.10 depicts the response rate to “Working hours and workload: How many hours do you spend working each week on average? (Including any work done outside the office, such as checking emails)”. The majority of the respondents indicated that they worked 45 hours per week and the second largest portion indicated they worked 48 hours per week.

Table 10: How many hours do you spend working each week on average?
(Including any work done outside the office, such as checking emails)

	Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	2	2.4		
10	1	1.2	1.2	1.2
12	1	1.2	1.2	2.4
15	1	1.2	1.2	3.6
20	2	2.4	2.4	6.0
25	1	1.2	1.2	7.2
26	2	2.4	2.4	9.6
30	1	1.2	1.2	10.8
32	2	2.4	2.4	13.3
35	1	1.2	1.2	14.5
40	30	35.3	36.1	50.6
45	21	24.7	25.3	75.9
48	7	8.2	8.4	84.3
50	7	8.2	8.4	92.8
55	3	3.5	3.6	96.4
60	3	3.5	3.6	100.0
Total	85	100.0	100.0	

Figure 11: In general, managers in this organisation are quite accommodating of personal needs



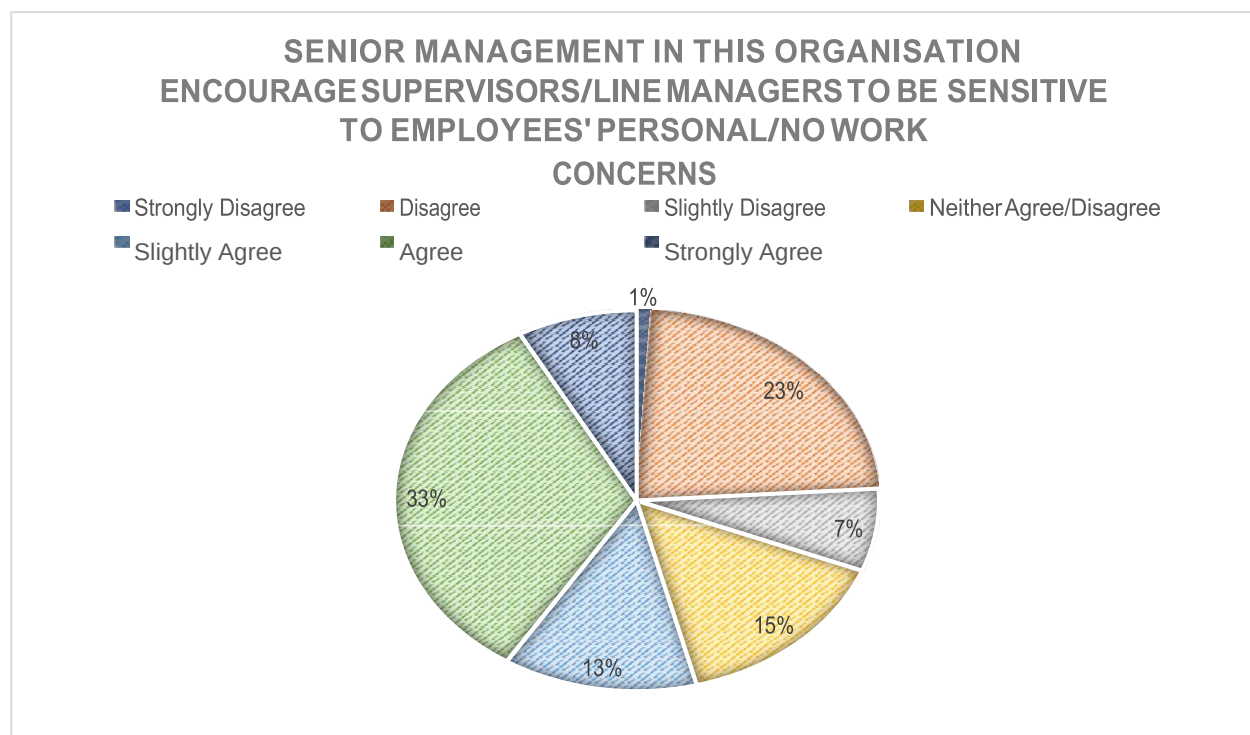
The analysis of results

Figure 4.11 shows the number of the responses to “In general, managers in this organisation are quite accommodating of personal needs”. The result in Figure 4.11 indicates that 1% strongly disagreed and 12% disagreed. The others had a mixed response with 11% not agreeing or disagreeing, and 35% agreed.

Table 11: In general, managers in the organisations are quite accommodating of personal needs

	Frequency	Percentage	Valid percentage	Cumulative percentage
Valid Strongly Disagree	1	1.2	1.2	1.2
Disagree	10	11.8	11.8	12.9
Slightly Disagree	9	10.6	10.6	23.5
Neither Agree/Disagree	9	10.6	10.6	34.1
Slightly Agree	16	18.8	18.8	52.9
Agree	30	35.3	35.3	88.2
Strongly Agree	10	11.8	11.8	100.0
Total	85	100.0	100.0	

Figure 12: Senior management in the organisations encourage supervisors/line managers to be sensitive to employees' personal concerns



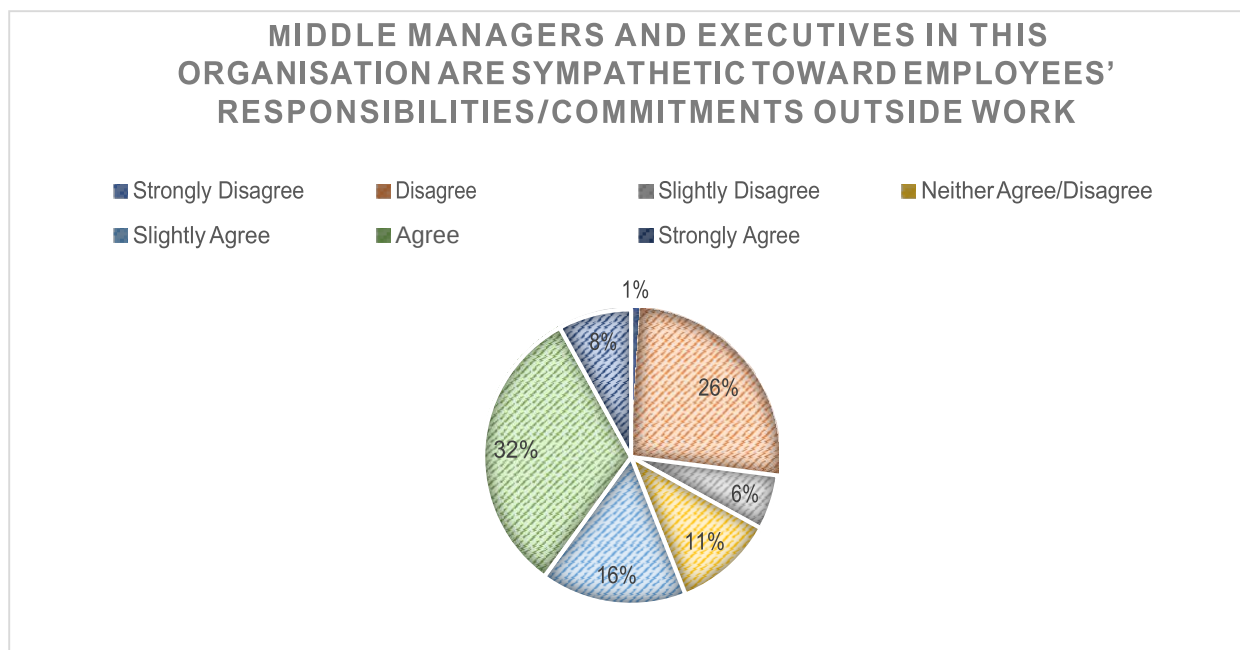
The analysis of results

Based on Figure 4.12, from the total respondents sampled, 8% strongly agreed and 33% agreed that senior management in this organisation supported directors/line managers to be perceptive to employees' individual/non-work concerns. A percentage of 13% slightly agreed, while 15% did not agree or disagree. Only 1% strongly disagreed; 23% disagreed; and 7% of the respondents slightly disagreed.

Table 12: Senior management in the organisations encourage supervisors/line managers to be sensitive to employees' personal/no work concerns

	Frequency	Percentage	Valid percentage	Cumulative percentage
Valid Strongly Disagree	1	1.2	1.2	1.2
Disagree	19	22.4	22.4	23.5
Slightly Disagree	6	7.1	7.1	30.6
Neither Agree/Disagree	13	15.3	15.3	45.9
Slightly Agree	11	12.9	12.9	58.8
Agree	28	32.9	32.9	91.8
Strongly Agree	7	8.2	8.2	100.0
Total	85	100.0	100.0	

Figure 13: Middle managers and executives in the organisations are sympathetic toward employees' responsibilities/commitments outside work



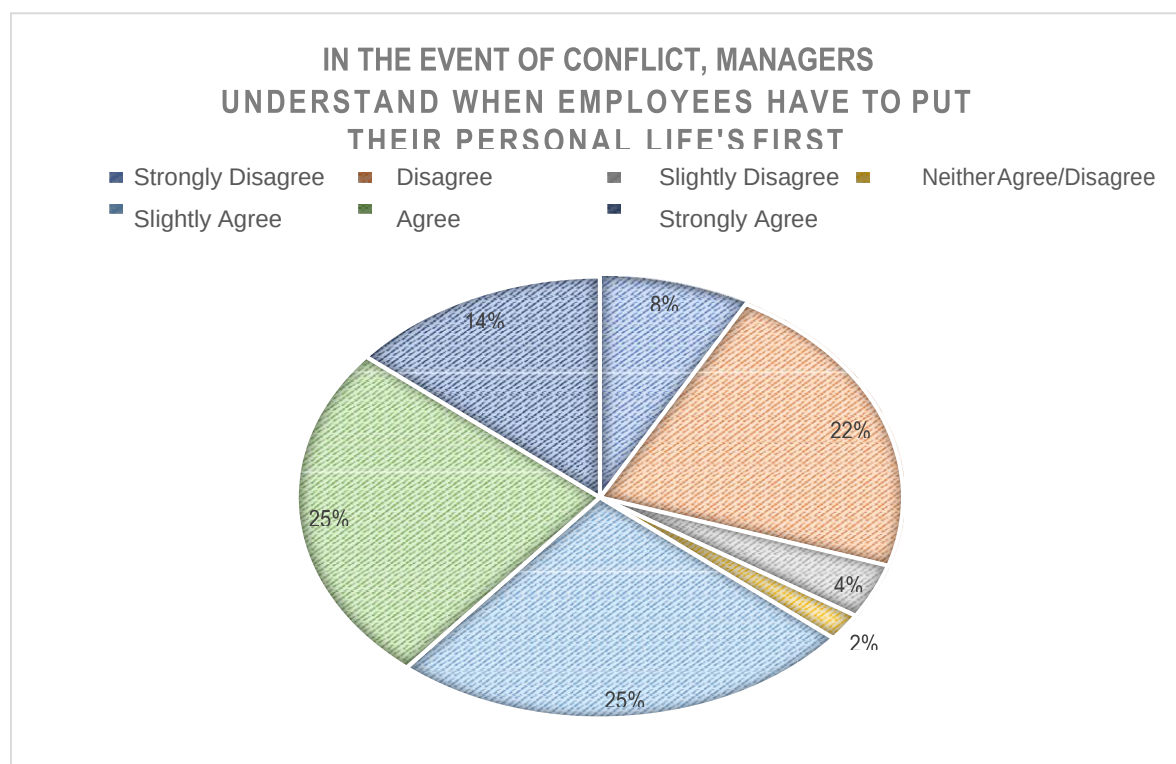
The analysis of results

Figure 4.13 shows that most of the respondents agreed that middle managers and executives in this organisation were compassionate toward employees' responsibilities/commitments outside work. A percentage of 8% strongly agreed, 32% agreed and 16% slightly agreed. A further 11% represented those who did not agree or disagree. Only 1% strongly disagreed; 26% disagreed; and 6% slightly disagreed.

Table 13: Middle managers and executives in the organisations are sympathetic toward employees' responsibilities/commitments outside work

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Strongly Disagree	1	1.2	1.2	1.2
	Disagree	22	25.9	25.9	27.1
	Slightly Disagree	5	5.9	5.9	32.9
	Neither Agree/Disagree	9	10.6	10.6	43.5
	Slightly Agree	14	16.5	16.5	60.0
	Agree	27	31.8	31.8	91.8
	Strongly Agree	7	8.2	8.2	100.0
	Total	85	100.0	100.0	

Figure 14: In the event of conflict, managers understand when employees have to put their personal lives first



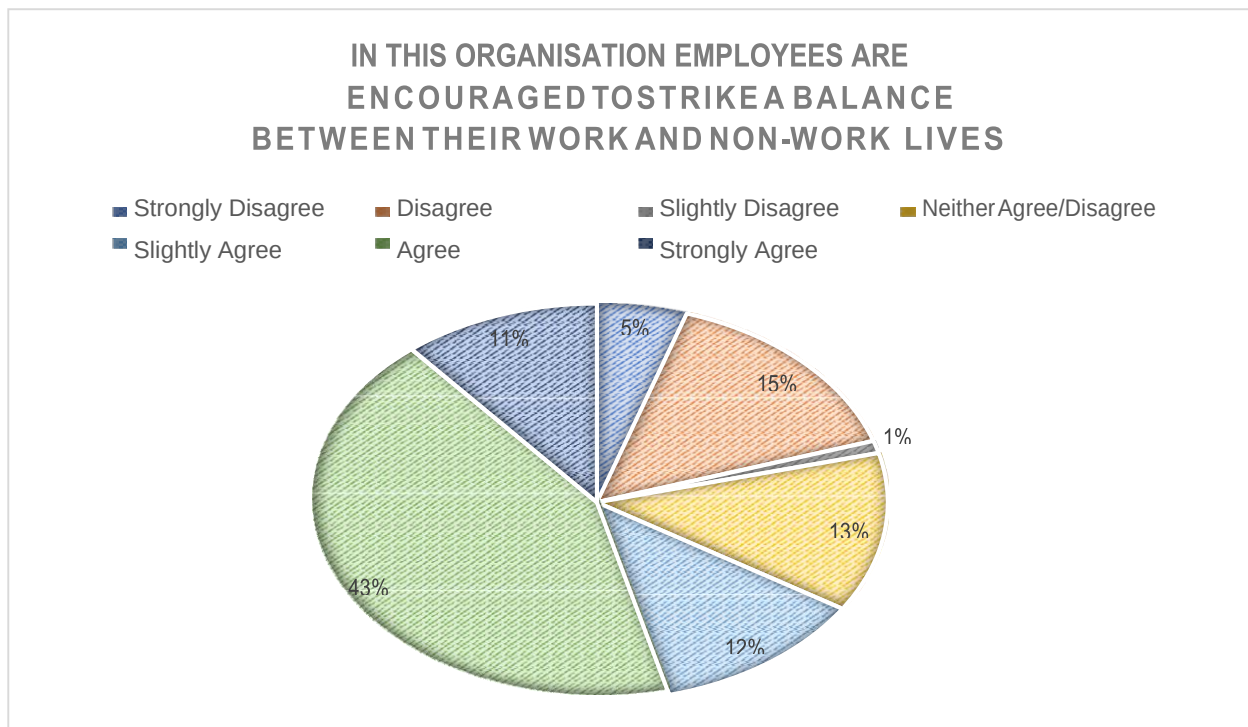
The analysis of results

In Figure 4.14, most of the total respondents who participated in the study agreed (14% strongly agreed, 25% agreed, and 25% slightly agreed) that, in times of disagreement, managers understand when employees must prioritise their private lives. Only 2% did not agree or disagree. The rest of the respondents disagreed (8% strongly disagreed, 22% disagreed).

Table 14: In the event of conflict, managers understand when employees have to put their personal life's first

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Strongly Disagree	7	8.2	8.2	8.2
	Disagree	19	22.4	22.4	30.6
	Slightly Disagree	3	3.5	3.5	34.1
	Neither Agree/Disagree	2	2.4	2.4	36.5
	Slightly Agree	21	24.7	24.7	61.2
	Agree	21	24.7	24.7	85.9
	Strongly Agree	12	14.1	14.1	100.0
	Total	85	100.0	100.0	

Figure 15: In the organisations, employees are encouraged to strike a balance between their work and non-work live



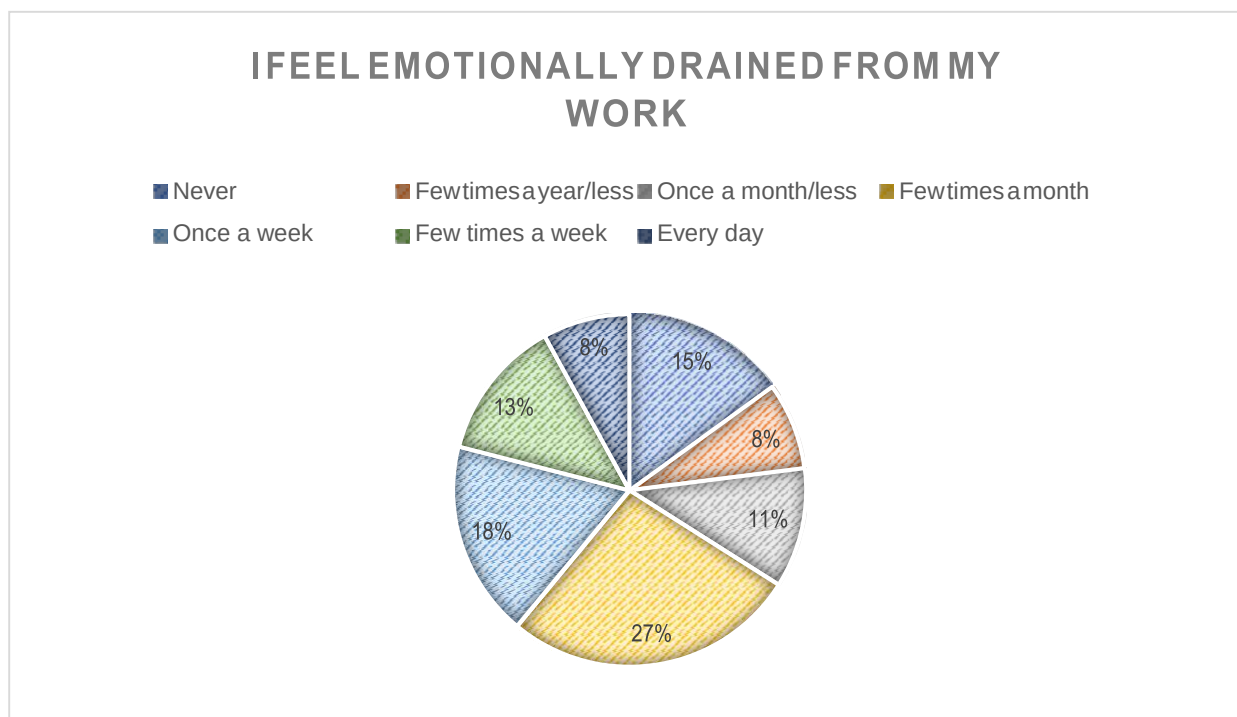
The analysis of results

Figure 4.15 represents the reaction of the respondents. The mainstream of the participants agreed that in this organisation, employees were encouraged to strike a balance between their work and non-work lives (11% strongly agreed, 43% agreed, and 12% slightly agreed). Only 13% did not agree or disagree. The rest disagreed (5% strongly disagreed, 15% disagreed, and 1% slightly disagreed).

Table 15: In the organisations, employees are encouraged to strike a balance between their work and non-work life's

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Strongly Disagree	4	4.7	4.7	4.7
	Disagree	13	15.3	15.3	20.0
	Slightly Disagree	1	1.2	1.2	21.2
	Neither Agree/Disagree	11	12.9	12.9	34.1
	Slightly Agree	10	11.8	11.8	45.9
	Agree	37	43.5	43.5	89.4
	Strongly Agree	9	10.6	10.6	100.0
	Total	85	100.0	100.0	

Figure 16: I feel emotionally drained from my work



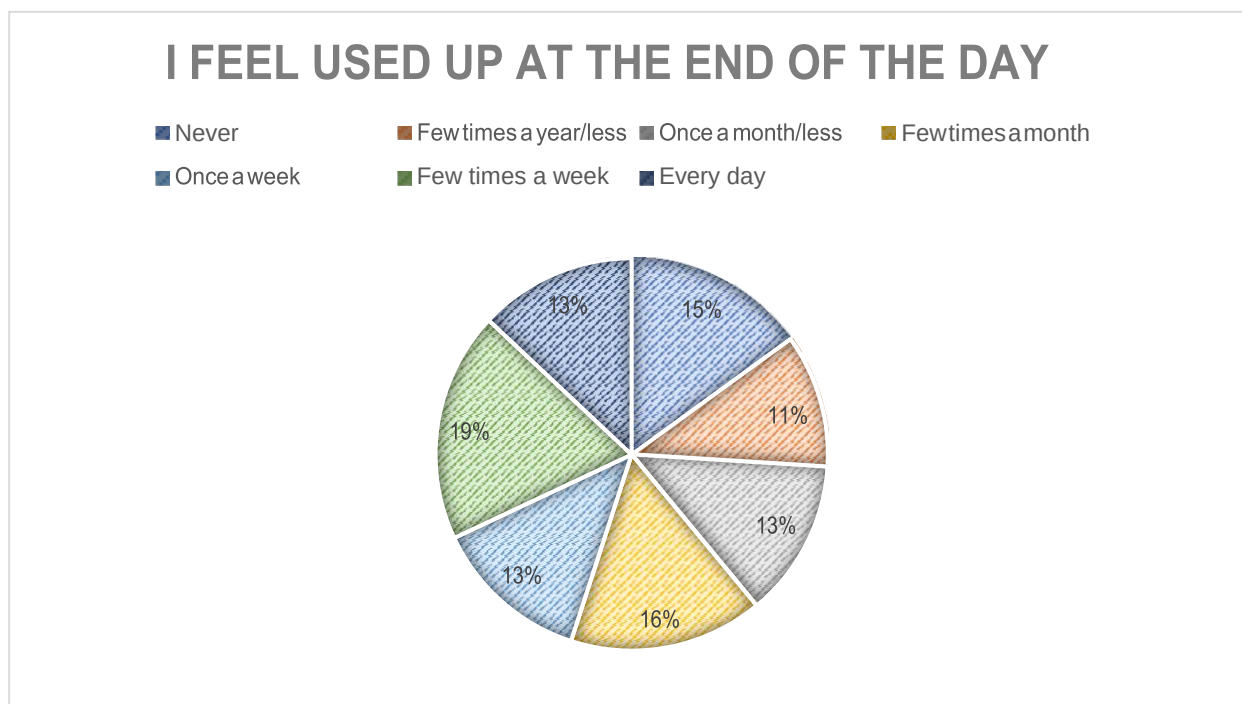
The analysis of results

Figure 4.16 presented the total responses to “I feel emotionally drained from my work”: 15% responded never; 8% a few times a year or less; and 11% once a month.

Table 16: I feel emotionally drained from my work

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Never	13	15.3	15.3	15.3
	Few times a year/less	7	8.2	8.2	23.5
	Once a month/less	9	10.6	10.6	34.1
	Few times a month	23	27.1	27.1	61.2
	Once a week	15	17.6	17.6	78.8
	Few times a week	11	12.9	12.9	91.8
	Every day	7	8.2	8.2	100.0
	Total	85	100.0	100.0	

Figure 17: I feel used up at the end of the day



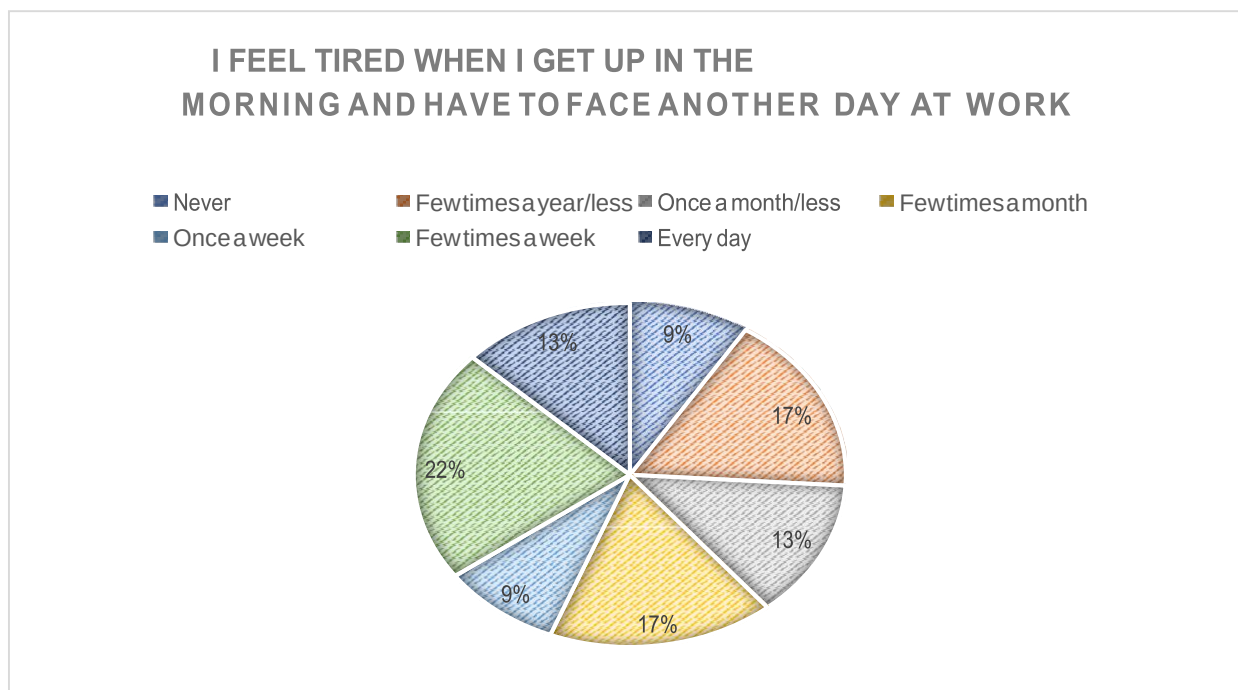
The analysis of results

Figure 4.17 depicts the response rate from the respondents. The statement “I feel used up at the end of the day” produced the following responses: 15% responded never, 11% a few times a year or less; 13% once a month. A percentage of 16% was once a few months; 13% once a week; 19% a few times a week; and 13% every day felt used up at the end of the day.

Table 17: I feel used up at the end of the day

	Frequency	Percentage	Valid percentage	Cumulative percentage
Valid Never	13	15.3	15.3	15.3
Few times a year/less	9	10.6	10.6	25.9
Once a month/less	11	12.9	12.9	38.8
Few times a month	14	16.5	16.5	55.3
Once a week	11	12.9	12.9	68.2
Few times a week	16	18.8	18.8	87.1
Every day	11	12.9	12.9	100.0
Total	85	100.0	100.0	

Figure 18: I feel tired when I get up in the morning and have to face another day at work



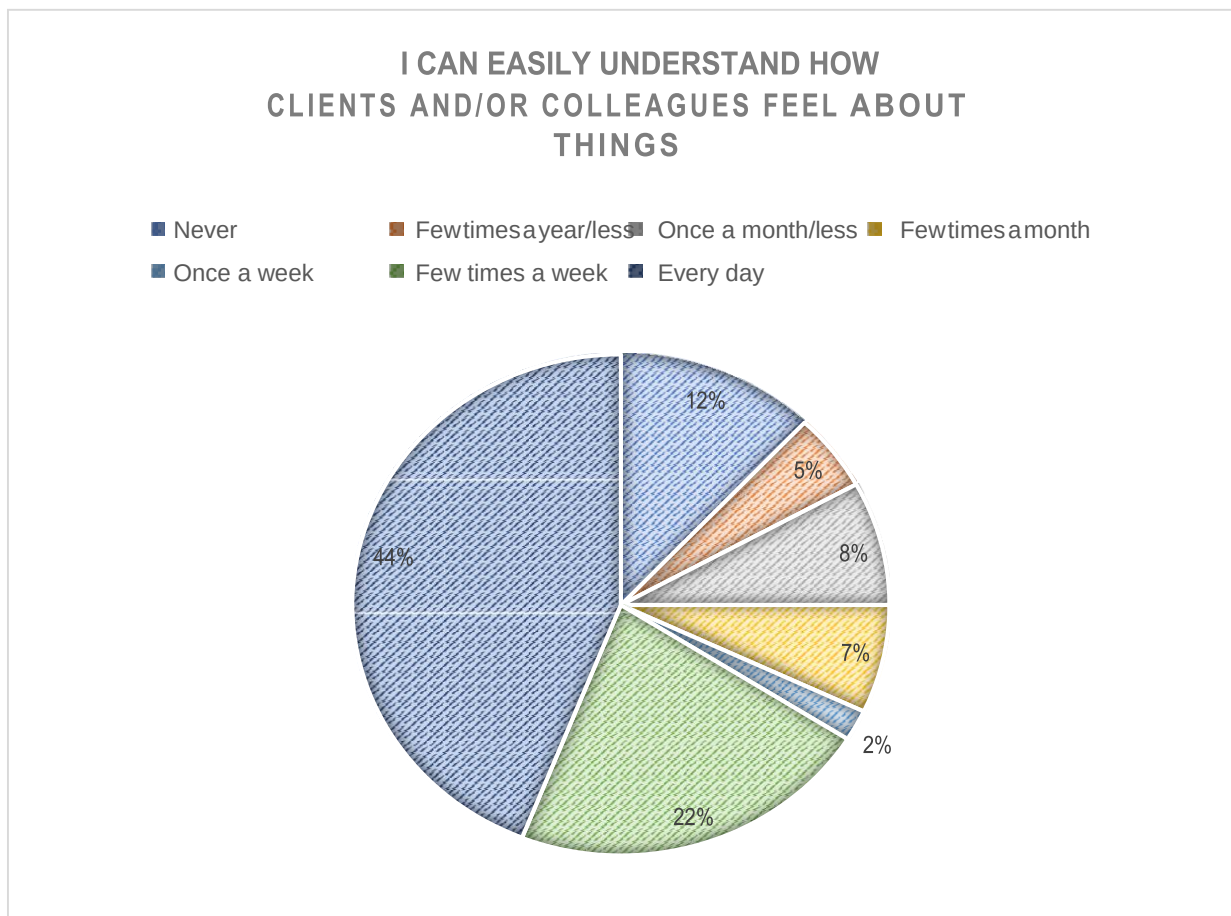
The analysis of results

Figure 4.18 shows the number of responses to “I feel tired when I get up in the morning and have to face another day at work”. The results in Figure 4.18 depict that 9% of the responses were never; 17% a few times a year or less; and 13% once a month was. A percentage of 17% were once a few months; 9% once a week; 22% a few times a week; and 13% every day felt used up at the end of the day.

Table 18: I feel tired when I get up in the morning and have to face another day at work

		Frequency	Percent	Valid percentage	Cumulative percentage
Valid	Never	8	9.4	9.4	9.4
	Few times a year/less	14	16.5	16.5	25.9
	Once a month/less	11	12.9	12.9	38.8
	Few times a month	14	16.5	16.5	55.3
	Once a week	8	9.4	9.4	64.7
	Few times a week	19	22.4	22.4	87.1
	Every day	11	12.9	12.9	100.0
Total		85	100.0	100.0	

Figure 19: I can easily understand how clients and/or colleagues feel about things



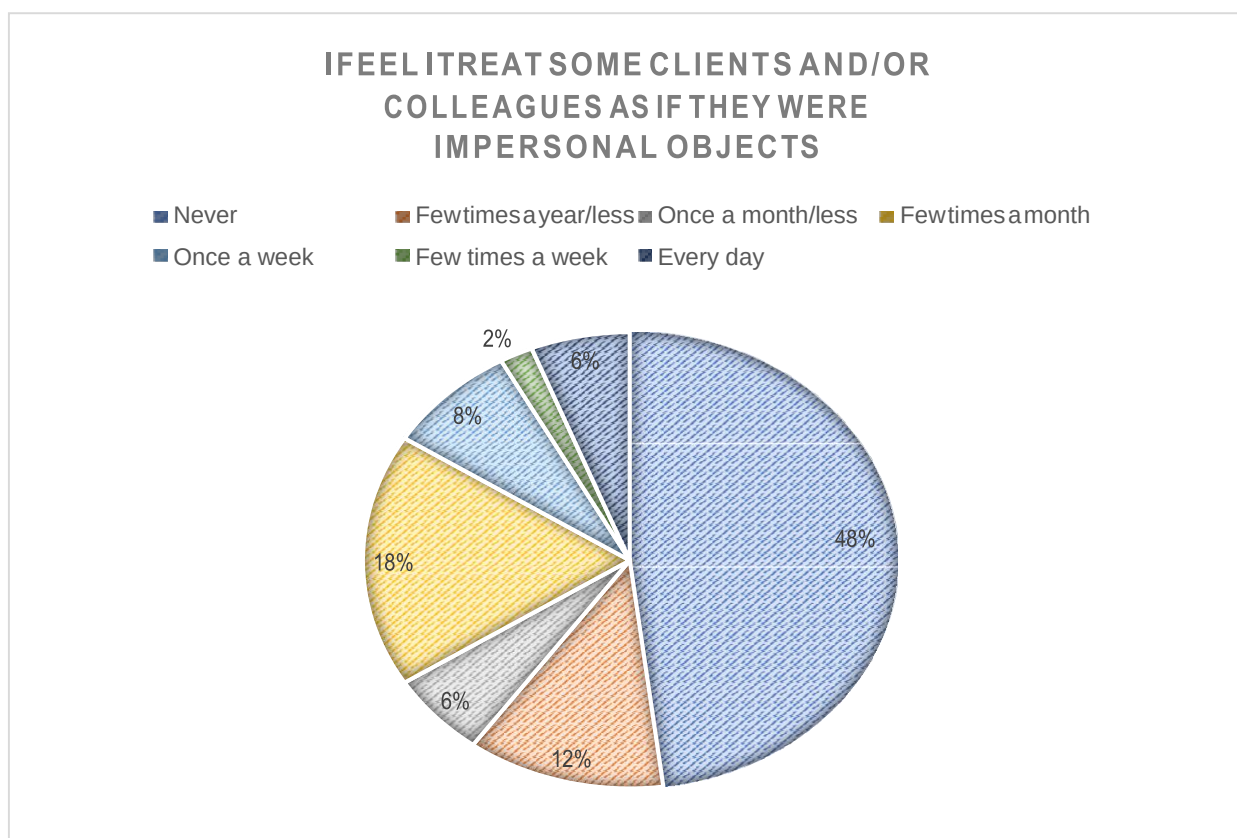
The analysis of results

Figure 4.19 presents the agreement level with “I can easily understand how clients and/or colleagues feel about things”. The statement attracted mixed responses as indicated by the figure above. The statement resulted in the following responses: 12% of the responses were never; 5% a few times a year or less; and 8% once a month. A percentage of 7% of the responses were once a few months; 2% once a week; 22% a few times a week; and 44% for every day could easily identify with how clients and/or colleagues experience things and how they feel.

Table 19: I can easily understand how clients and/or colleagues feel about things

	Frequency	Percentage	Valid percentage	Cumulative percentage
Valid Never	10	11.8	11.8	11.8
Few times a year/less	4	4.7	4.7	16.5
Once a month/less	7	8.2	8.2	24.7
Few times a month	6	7.1	7.1	31.8
Once a week	2	2.4	2.4	34.1
Few times a week	19	22.4	22.4	56.5
Every day	37	43.5	43.5	100.0
Total	85	100.0	100.0	

Figure 20: I feel I treat some clients and/or colleagues as if they were impersonal objects



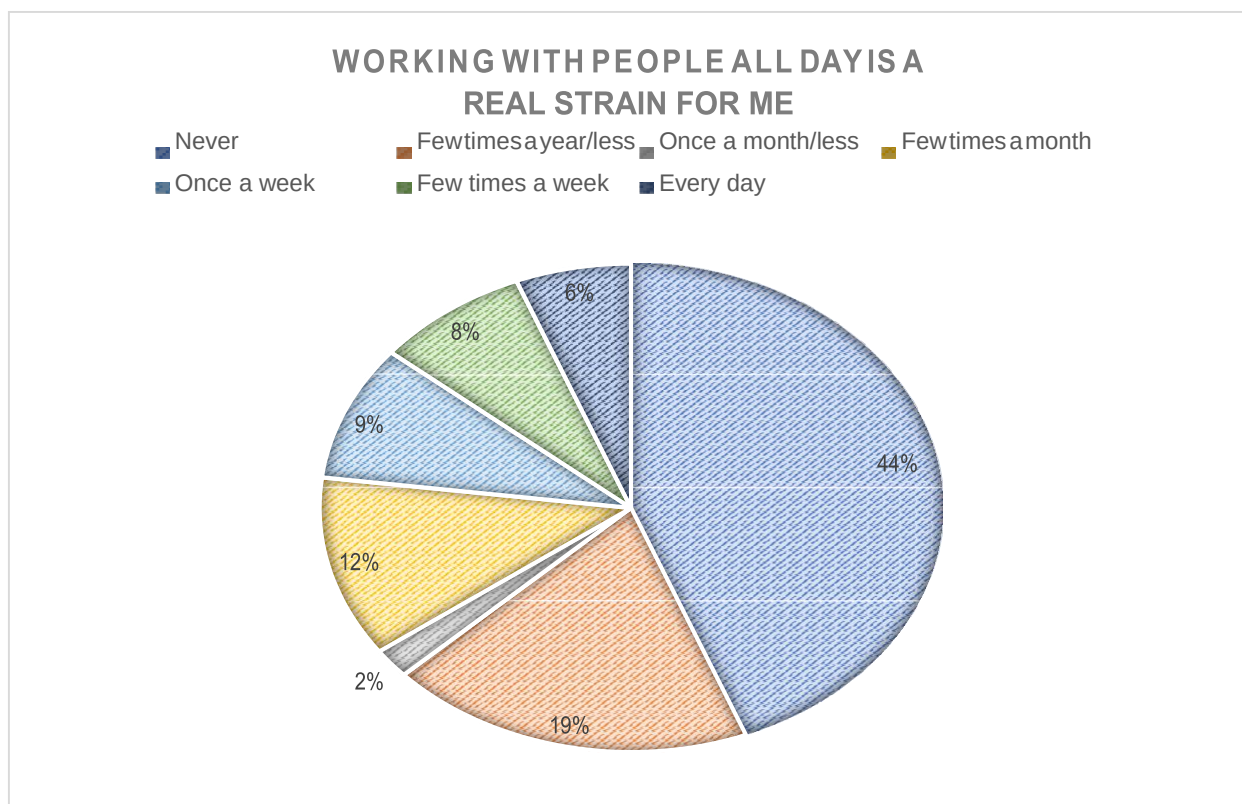
The analysis of results

Figure 4.20 shows the levels of agreement: 48% of the responses were never; 12% a few times a year or less; and 6% once a month. A percentage of 18% of the responses were once a few months; 8% once a week; 2% a few times a week; and 6% every day.

Table 20: I feel I treat some clients and/or colleagues as if they were impersonal objects

	Frequency	Percentage	Valid percentage	Cumulative percentage
Valid Never	41	48.2	48.2	48.2
Few times a year/less	10	11.8	11.8	60.0
Once a month/less	5	5.9	5.9	65.9
Few times a month	15	17.6	17.6	83.5
Once a week	7	8.2	8.2	91.8
Few times a week	2	2.4	2.4	94.1
Every day	5	5.9	5.9	100.0
Total	85	100.0	100.0	

Figure 21: Working with people all day is a real strain for me



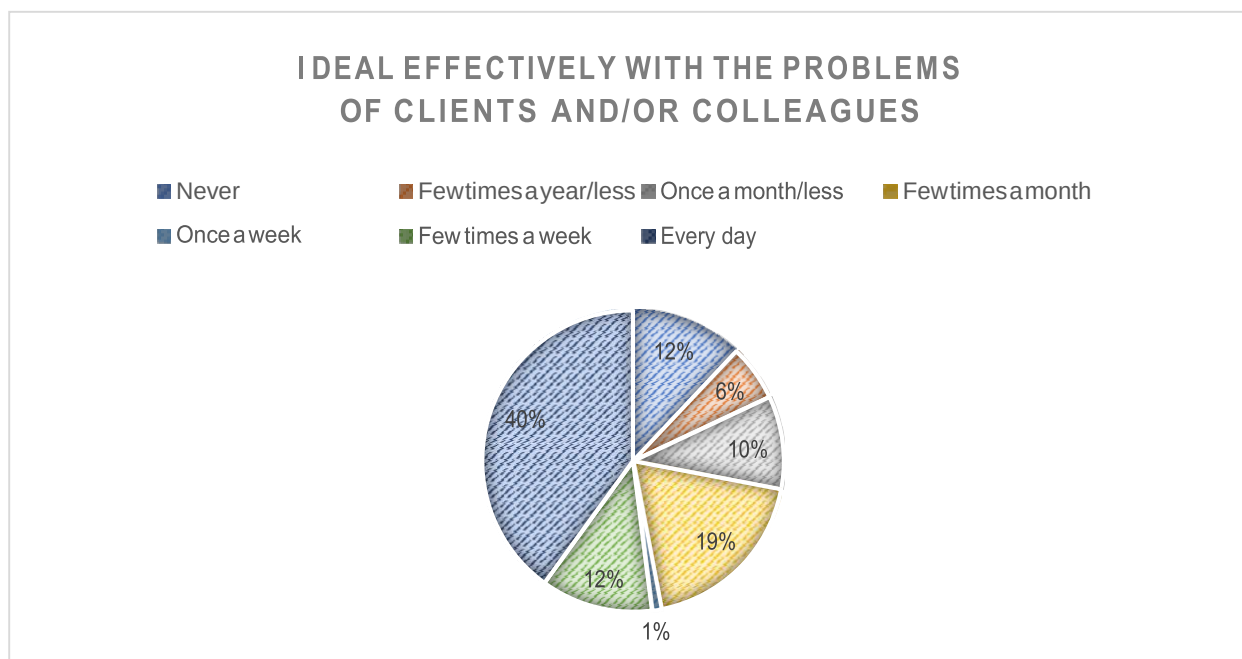
The analysis of results

Figure 4.21 shows the frequency distribution for the notion “Working with people all day is a real strain for me”. A percentage of 44% of the responses were never; 19% a few times a year or less; and 2% once a month. A percentage of 12% of the responses were once a few months; 9% once a week; 8% a few times a week; and 6% every day.

Table 21: Working with people all day is a real strain for me

	Frequency	Percentage	Valid percentage	Cumulative percentage
Never	37	43.5	43.5	43.5
Few times a year/less	16	18.8	18.8	62.4
Once a month/less	2	2.4	2.4	64.7
Few times a month	10	11.8	11.8	76.5
Once a week	8	9.4	9.4	85.9
Few times a week	7	8.2	8.2	94.1
Every day	5	5.9	5.9	100.0
Total	85	100.0	100.0	

Figure 22: I deal effectively with the problems of clients and/or colleagues



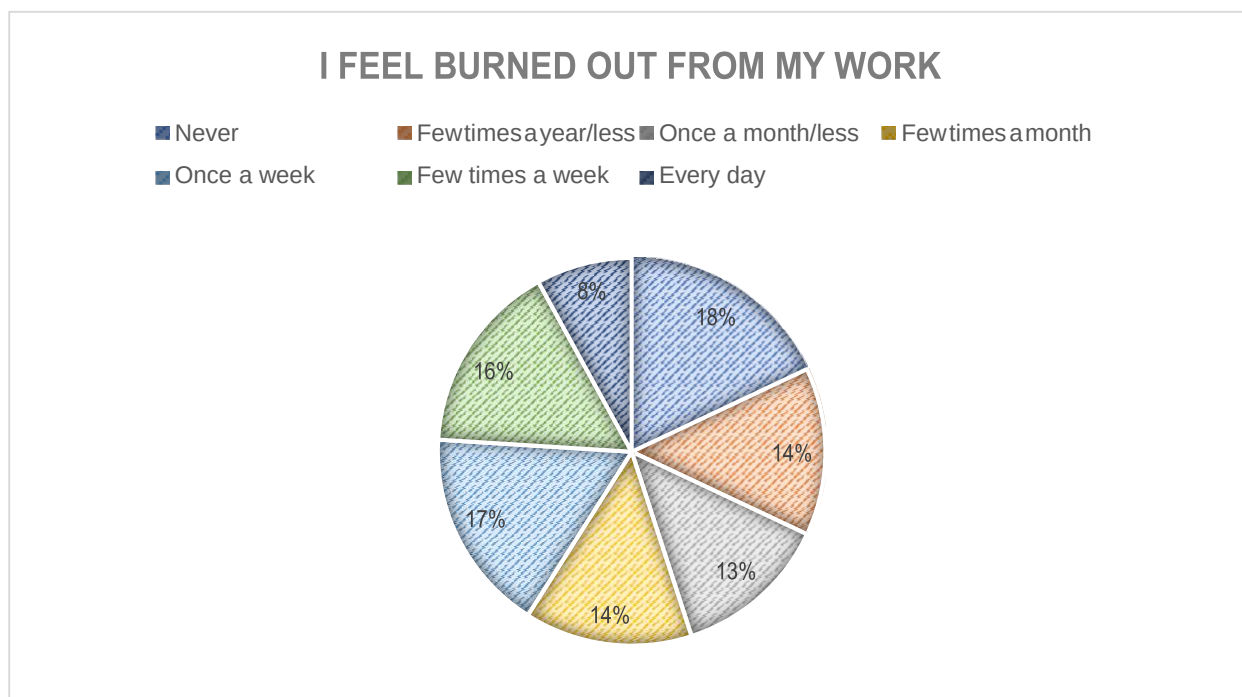
The analysis of results

Figure 4.22 shows the proportions of views on how the problems of clients and/or colleagues are dealt with. The respondents' results were divided into the following percentages: 12% of the responses were never, 6% a few times a year or less, and once a month was 10%. 19% of the responses were once a few months, 1% once a week, those of a few times per week were 12% and 40% for every day.

Table 22: I deal effectively with the problems of clients and/or colleagues

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Never	10	11.8	11.8	11.8
	Few times a year/less	5	5.9	5.9	17.6
	Once a month/less	9	10.6	10.6	28.2
	Few times a month	16	18.8	18.8	47.1
	Once a week	1	1.2	1.2	48.2
	Few times a week	10	11.8	11.8	60.0
	Every day	34	40.0	40.0	100.0
	Total	85	100.0	100.0	

Figure 23: I feel burned out from my work



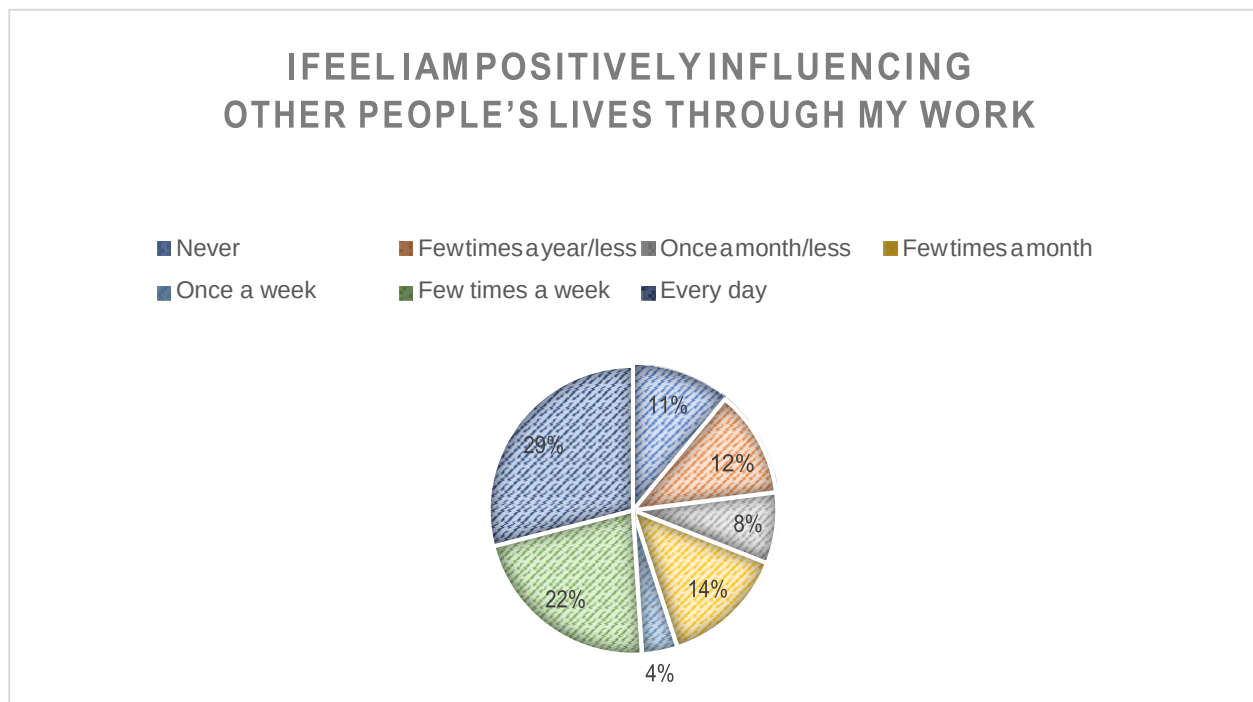
The analysis of results

Figure 4.23 presents the agreement level of “I feel burned out from my work”. The statement attracted mixed responses, as 18% of the responses were never, 14% a few times a year or less, once a month was 13%, 14% of the responses were once a few months, 17% once a week, 16% a few times a week, and 8% every day.

Table 23: I feel burned out from my work

	Frequency	Percentage	Valid percentage	Cumulative percentage
Valid Never	15	17.6	17.6	17.6
Few times a year/less	12	14.1	14.1	31.8
Once a month/less	11	12.9	12.9	44.7
Few times a month	12	14.1	14.1	58.8
Once a week	14	16.5	16.5	75.3
Few times a week	14	16.5	16.5	91.8
Every day	7	8.2	8.2	100.0
Total	85	100.0	100.0	

Figure 24: I feel I am positively influencing other peoples' lives through my work



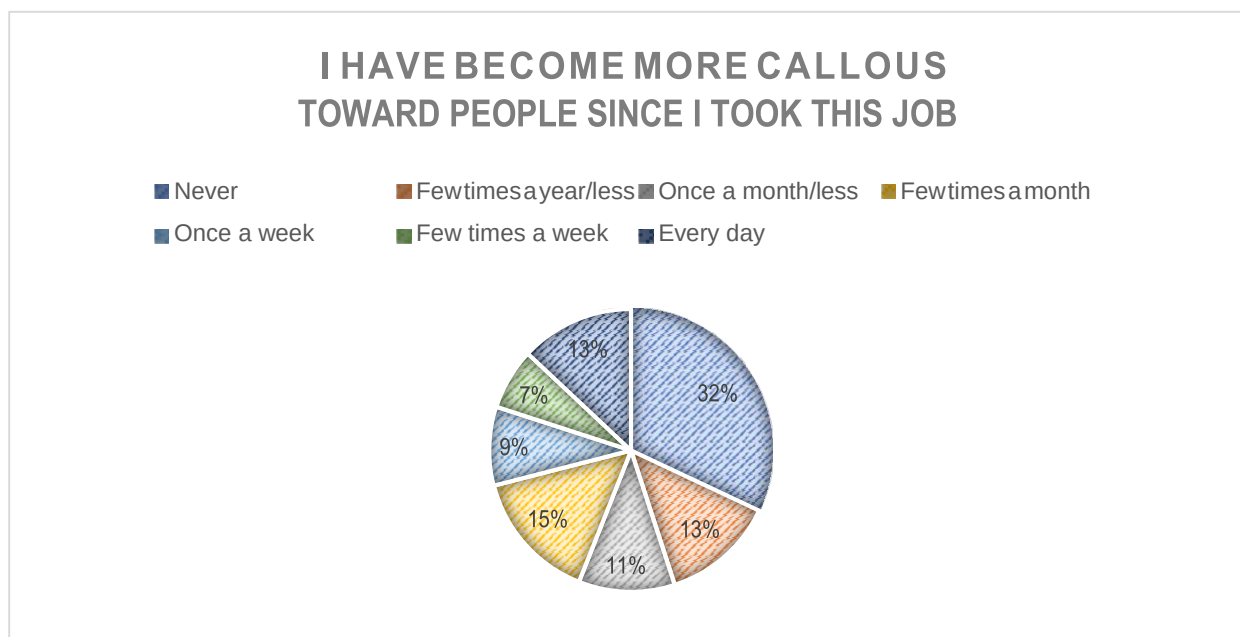
The analysis of results

Figure 4.24 presented the total responses for “I feel I am positively influencing other people’s lives through my work”. A percentage of 11% of the responses were never, 12% a few times a year or less, 8% once a month, 14% of the responses were once every few months, 4% once a week, 22% a few times a week, and 29% every day.

Table 24: I feel I am positively influencing other people’s lives through my work

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Never	9	10.6	10.6	10.6
	Few times a year/less	10	11.8	11.8	22.4
	Once a month/less	7	8.2	8.2	30.6
	Few times a month	12	14.1	14.1	44.7
	Once a week	3	3.5	3.5	48.2
	Few times a week	19	22.4	22.4	70.6
	Every day	25	29.4	29.4	100.0
	Total	85	100.0	100.0	

Figure 25: I have become more callous toward people since I took this job



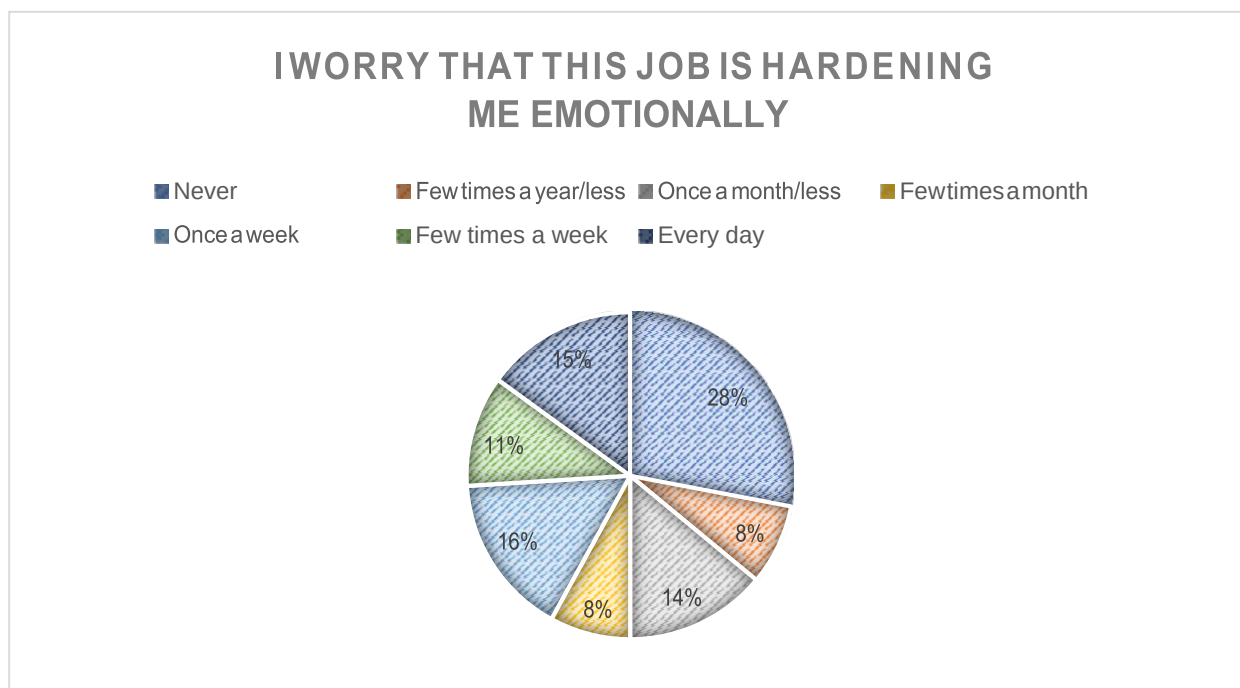
The analysis of results

Figure 4.25 depicts mixed response rates from the respondents on “I have become more callous toward people since I took this job”, whereas 32% of the responses were never, 13% a few times a year or less, once a month was 11%, 15% of the responses were once a few months, 9% once a week, 7% a few times a week, and 13% every day.

Table: 25: I have become more callous toward people since I took this job

	Frequency	Percentage	Valid percentage	Cumulative percentage
Valid Never	27	31.8	31.8	31.8
Few times a year/less	11	12.9	12.9	44.7
Once a month/less	9	10.6	10.6	55.3
Few times a month	13	15.3	15.3	70.6
Once a week	8	9.4	9.4	80.0
Few times a week	6	7.1	7.1	87.1
Every day	11	12.9	12.9	100.0
Total	85	100.0	100.0	

Figure 26: I worry that this job is hardening me emotionally



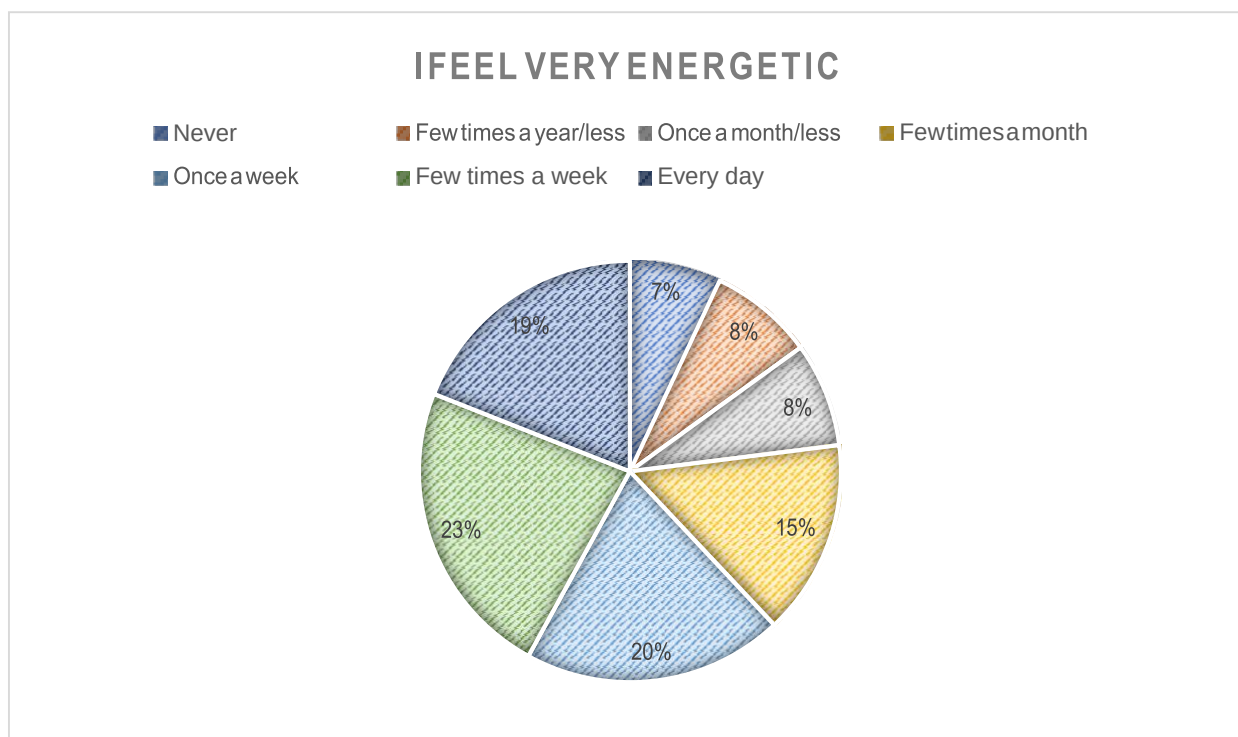
The analysis of results

Figure 4.26 illustrates that, out of the total respondents who participated in the study, 28% of the responses were never, 8% a few times a year or less, 14% once a month, 8% once a few months, 16% once a week, 11% a few times a week, and 15% every day.

Table 26: I worry that this job is hardening me emotionally

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Never	24	28.2	28.2	28.2
	Few times a year/less	7	8.2	8.2	36.5
	Once a month/less	12	14.1	14.1	50.6
	Few times a month	7	8.2	8.2	58.8
	Once a week	13	15.3	15.3	74.1
	Few times a week	9	10.6	10.6	84.7
	Every day	13	15.3	15.3	100.0
	Total	85	100.0	100.0	

Figure 27: I feel very energetic



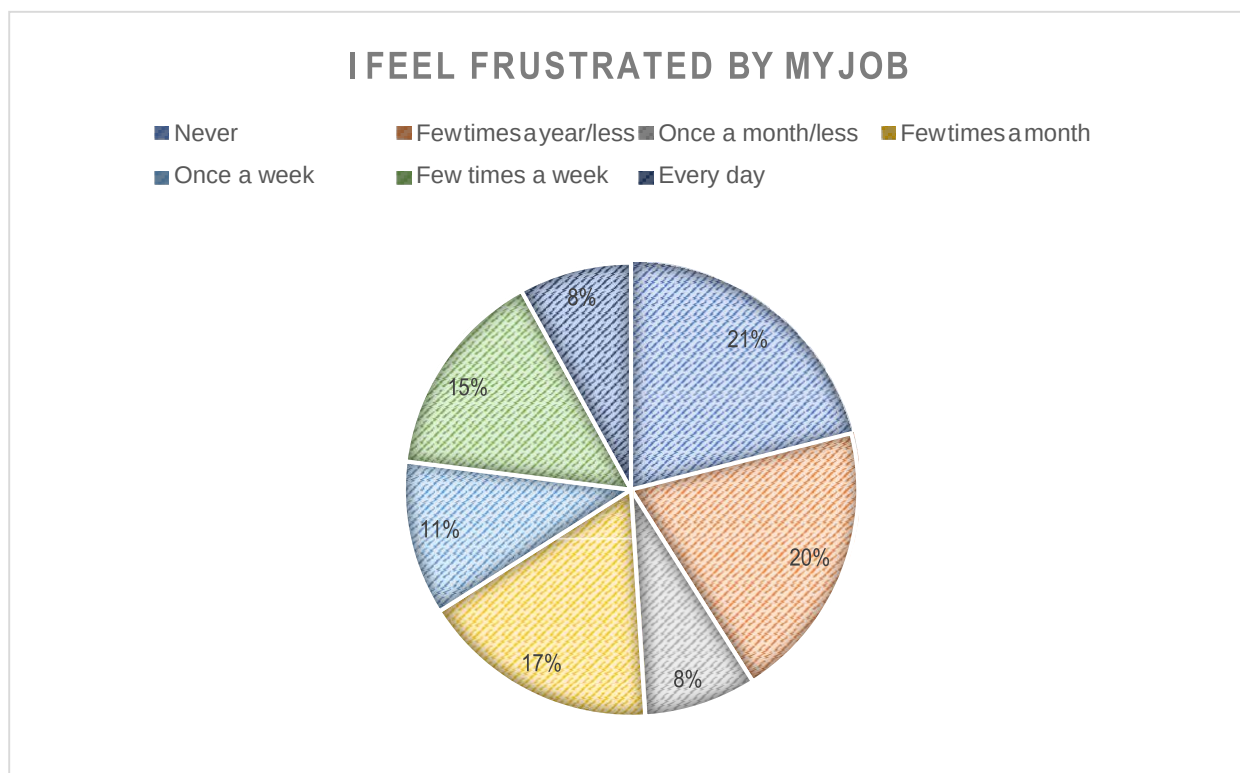
The analysis of results

Figure 4.27 illustrates the agreement level of how “I feel very energetic”, where 7% of the responses were never, and 8% a few times a year or less, once a month was 8%, 15% of the responses were once a few months, 20% once a week, 23% a few times a week, and 19% every day.

Table 27: I feel very energetic

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Never	6	7.1	7.1	7.1
	Few times a year/less	7	8.2	8.2	15.3
	Once a month/less	7	8.2	8.2	23.5
	Few times a month	13	15.3	15.3	38.8
	Once a week	17	20.0	20.0	58.8
	Few times a week	19	22.4	22.4	81.2
	Every day	16	18.8	18.8	100.0
	Total	85	100.0	100.0	

Figure 28: I feel frustrated by my job



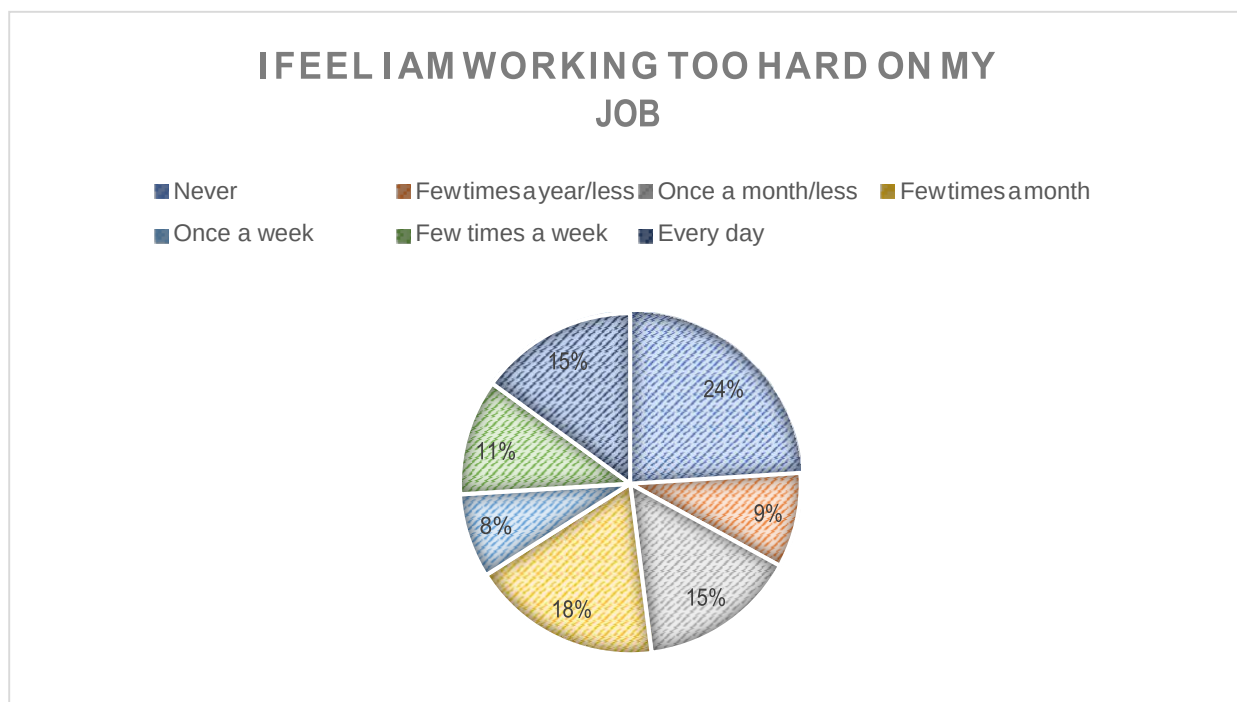
The analysis of results

Figure 4.28 shows the level of agreement with the proposition “I feel frustrated by my job”, where 21% of the responses were never, 20% a few times a year or less, and once a month was 8%. A percentage of 17% of the responses were once a few months, 11% once a week, 15% a few times a week, and 8% for every day.

Table 28: I feel frustrated by my job

	Frequency	Percentage	Valid percentage	Cumulative percentage
Valid Never	18	21.2	21.2	21.2
Few times a year/less	17	20.0	20.0	41.2
Once a month/less	7	8.2	8.2	49.4
Few times a month	14	16.5	16.5	65.9
Once a week	9	10.6	10.6	76.5
Few times a week	13	15.3	15.3	91.8
Every day	7	8.2	8.2	100.0
Total	85	100.0	100.0	

Figure 29: I feel I am working too hard on my job



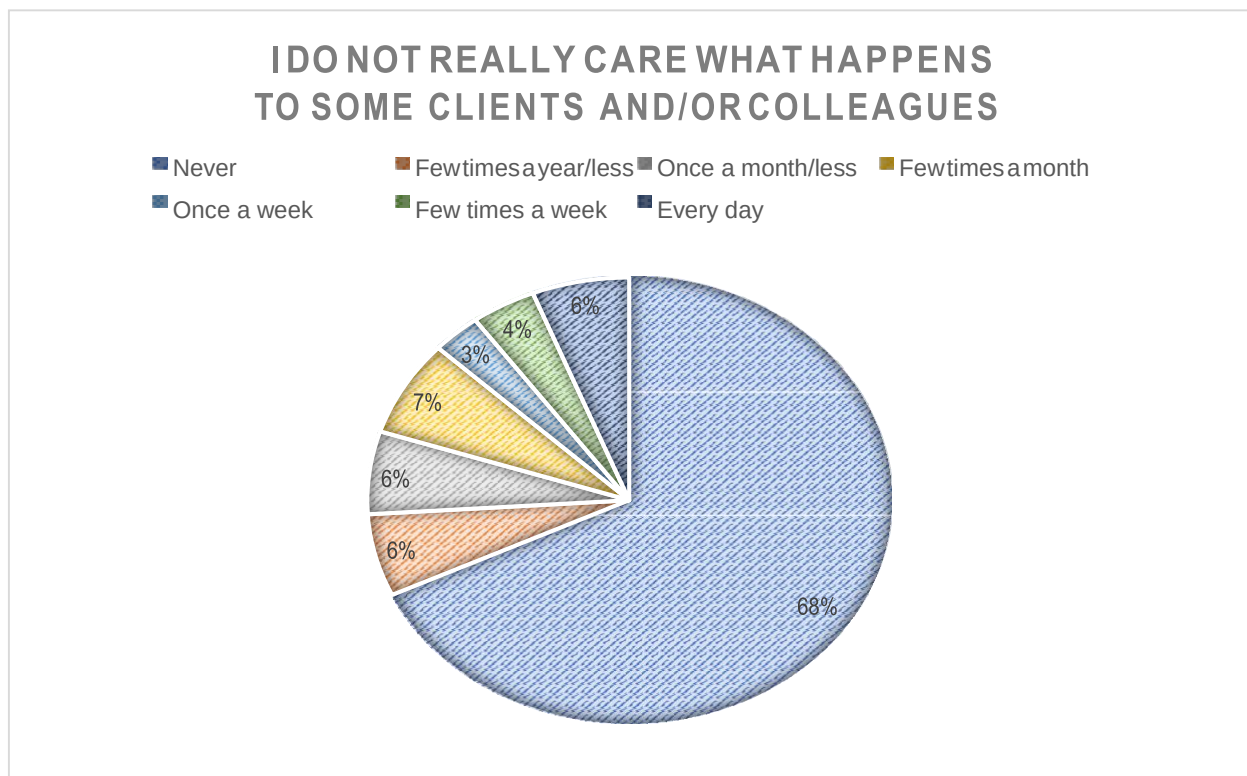
The analysis of results

Figure 29 once again highlighted the fact that respondents had different views on how they felt regarding working too hard. The results were that 24% of the responses were never, 9% a few times a year or less, 15% once a month, 18% once a few months, 8% once a week, 11% a few times a week, and 15% every day.

Table 29: I feel I am working too hard on my job

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Never	20	23.5	23.5	23.5
	Few times a year/less	8	9.4	9.4	32.9
	Once a month/less	13	15.3	15.3	48.2
	Few times a month	15	17.6	17.6	65.9
	Once a week	7	8.2	8.2	74.1
	Few times a week	9	10.6	10.6	84.7
	Every day	13	15.3	15.3	100.0
	Total	85	100.0	100.0	

Figure 30: I do not really care what happens to some clients and/or colleagues



The analysis of results

Figure 4.30 depicts the respondents' agreement with the hypothesis "I do not really care what happens to some clients and/or colleagues". The results were 68% never, 6% a few times a year or less, 6% once a month, 7% once a few months, 3% once a week, 4% a few times a week, and 6% every day.

Table 30: I do not really care what happens to some clients and/or colleagues

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Never	58	68.2	68.2	68.2
	Few times a year/less	5	5.9	5.9	74.1
	Once a month/less	5	5.9	5.9	80.0
	Few times a month	6	7.1	7.1	87.1
	Once a week	3	3.5	3.5	90.6
	Few times a week	3	3.5	3.5	94.1
	Every day	5	5.9	5.9	100.0
	Total	85	100.0	100.0	

Figure 31: Working with people directly puts too much stress on me



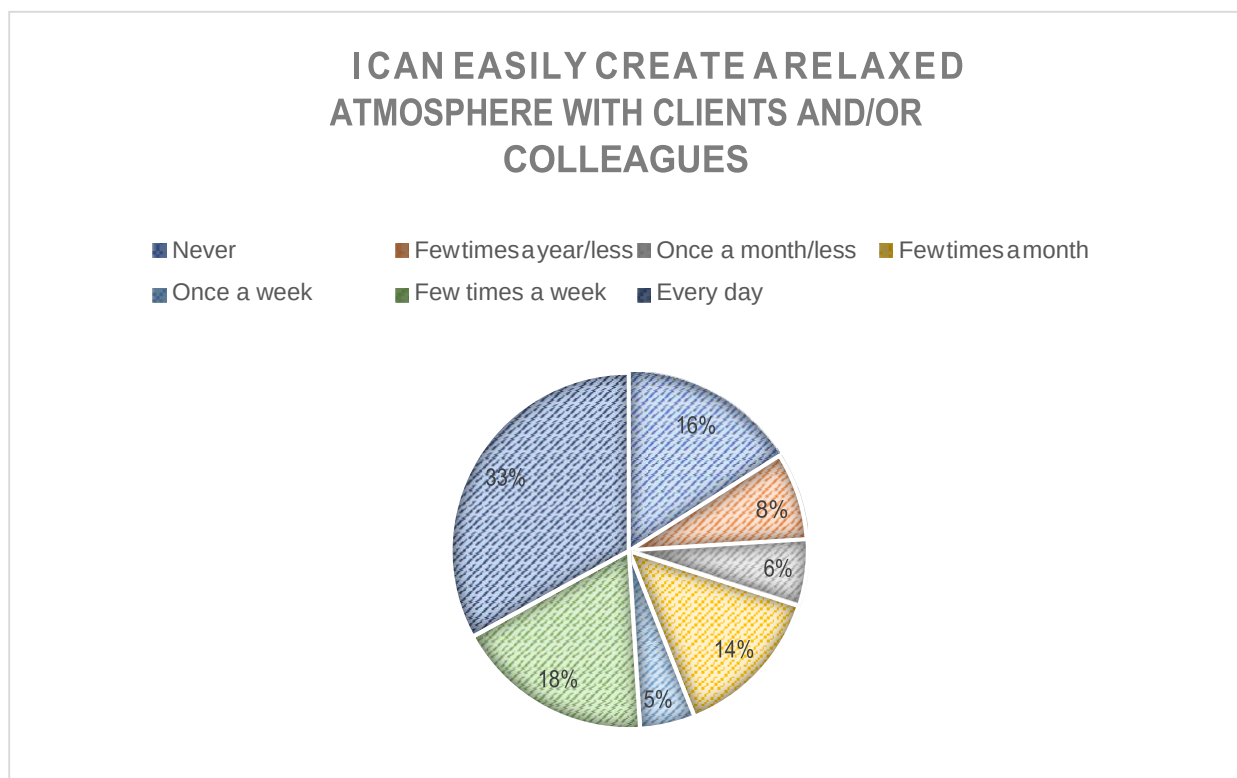
The analysis of results

Based on Figure 4.31, it appears that working and dealing with people directly throughout the whole day, puts too much pressure on employees. 40% of the responses were never, 20% a few times a year or less, 6% once a month, 13% once a few months, 7% once a week, 3% a few times a week, and 11% every day.

Table 31: Working with people directly puts too much stress on me

	Frequency	Percentage	Valid percentage	Cumulative percentage
Valid Never	34	40.0	40.0	40.0
Few times a year/less	17	20.0	20.0	60.0
Once a month/less	5	5.9	5.9	65.9
Few times a month	11	12.9	12.9	78.8
Once a week	6	7.1	7.1	85.9
Few times a week	3	3.5	3.5	89.4
Every day	9	10.6	10.6	100.0
Total	85	100.0	100.0	

Figure 32: I can easily create a relaxed atmosphere with clients and/or colleagues



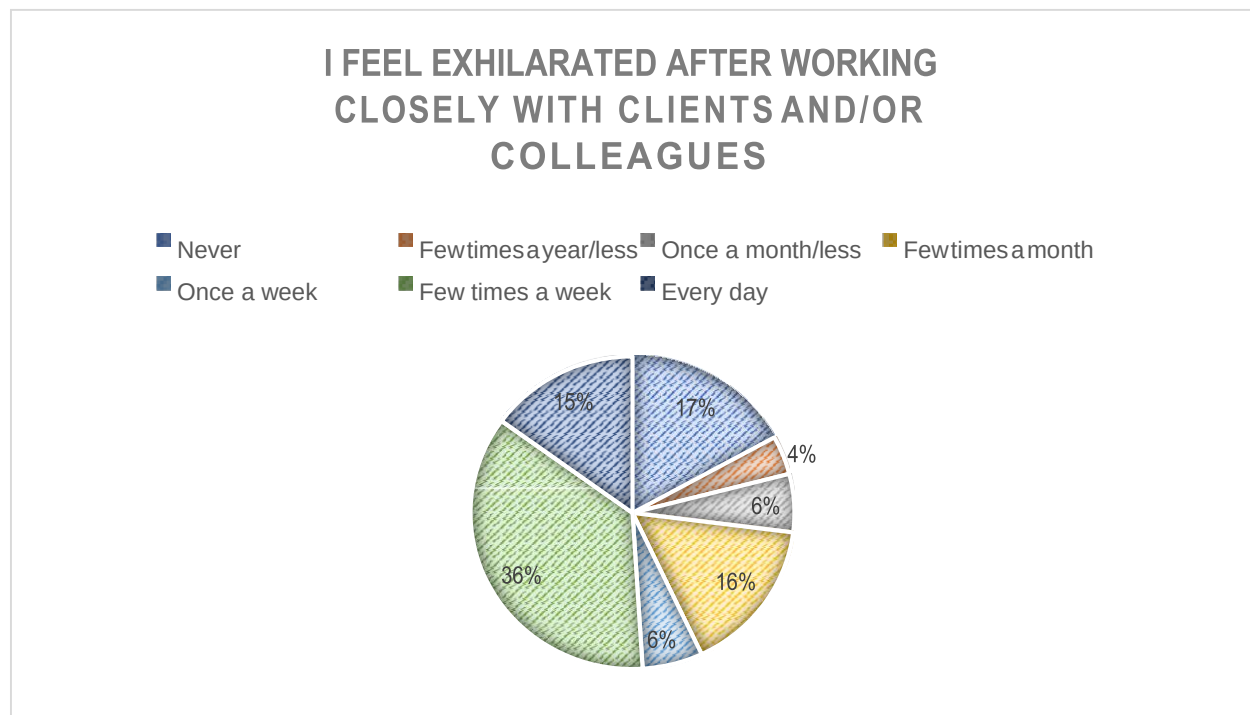
The analysis of results

Figure 4.32 illustrates that, from the total number of respondents who took part in the study, 16% of the responses were never, 8% a few times a year or less, 6% once a month, 14% once a few months, 5% once a week, 18% a few times a week, and 33% every day.

Table 32: I can easily create a relaxed atmosphere with clients and/or colleagues

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Never	14	16.5	16.5	16.5
	Few times a year/less	7	8.2	8.2	24.7
	Once a month/less	5	5.9	5.9	30.6
	Few times a month	12	14.1	14.1	44.7
	Once a week	4	4.7	4.7	49.4
	Few times a week	15	17.6	17.6	67.1
	Every day	28	32.9	32.9	100.0
	Total	85	100.0	100.0	

Figure 33: I feel exhilarated after working closely with clients and/or colleagues



The analysis of results

Figure 4.33 presented the total responses for “I feel exhilarated after working closely with clients and/or colleagues”, where 17% of the responses were never, 4% a few times a year or less, and 6% once a month. A percentage of 16% of the responses were once a few months, 6% once a week, 36% a few times a week, and 15% every day.

Table 33: I feel exhilarated after working closely with clients and/or colleagues

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Never	14	16.5	16.5	16.5
	Few times a year/less	3	3.5	3.5	20.0
	Once a month/less	5	5.9	5.9	25.9
	Few times a month	14	16.5	16.5	42.4
	Once a week	5	5.9	5.9	48.2
	Few times a week	31	36.5	36.5	84.7
	Every day	13	15.3	15.3	100.0
	Total	85	100.0	100.0	

Figure 34: I have accomplished many worthwhile things in this job



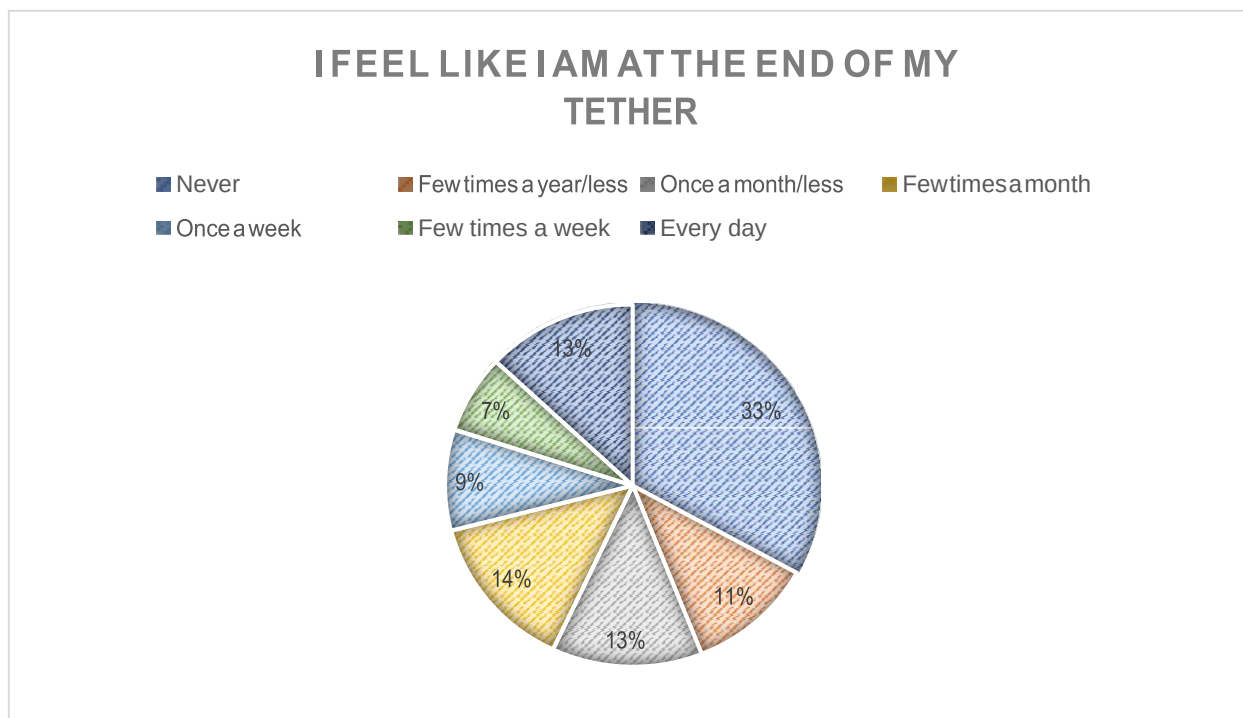
The analysis of results

Figure 4.34 illustrates, out of the all respondents sampled, 14% of the responses were never, 9% a few times a year or less, 8% once a month, 13% once a few months, 13% once a week, 24% a few times a week, and 19% every day.

Table 34: I have accomplished many worthwhile things in this job

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Never	12	14.1	14.1	14.1
	Few times a year/less	8	9.4	9.4	23.5
	Once a month/less	7	8.2	8.2	31.8
	Few times a month	11	12.9	12.9	44.7
	Once a week	11	12.9	12.9	57.6
	Few times a week	20	23.5	23.5	81.2
	Every day	16	18.8	18.8	100.0
	Total	85	100.0	100.0	

Figure 35: I feel like I am at the end of my tether



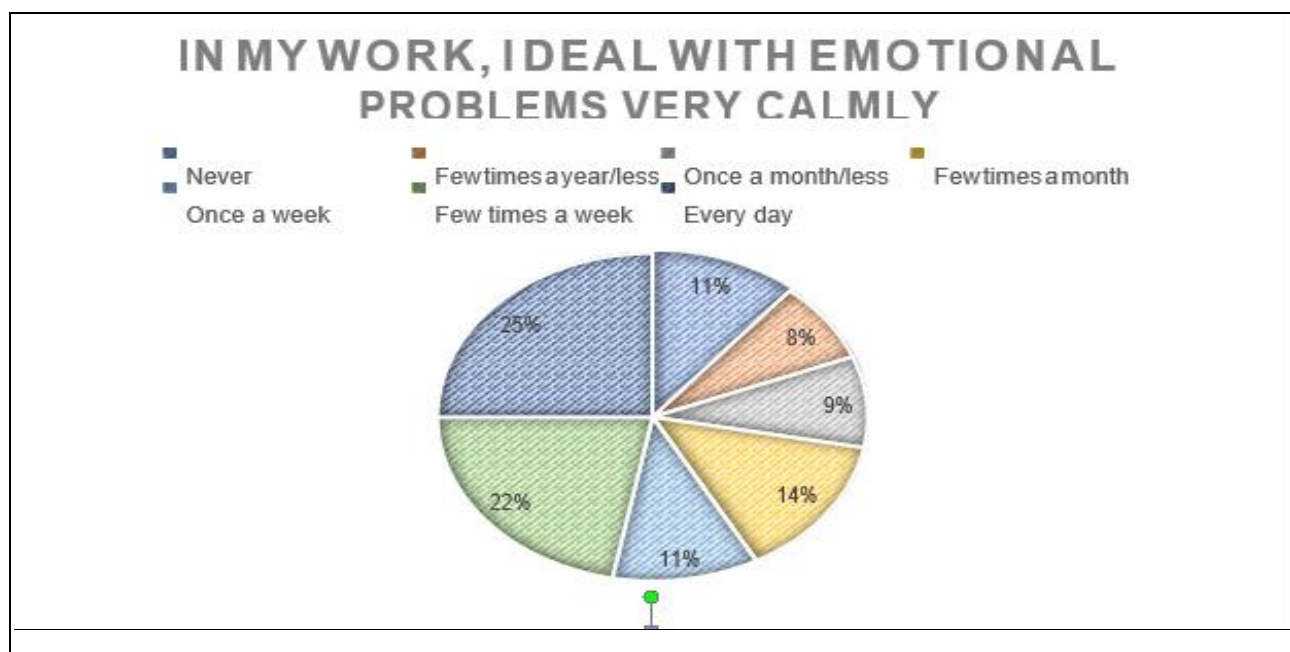
The analysis of results

Figure 4.35 shows that there was an overwhelming response to “I feel like I am at the end of my tether”. A percentage of 33% of the responses were never, 11% a few times a year or less, 13% once a month, 14% once a few months, 9% once a week, 7% a few times a week, and 13% every day.

Table 35: I feel like I am at the end of my tether

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Never	28	32.9	32.9	32.9
	Few times a year/less	9	10.6	10.6	43.5
	Once a month/less	11	12.9	12.9	56.5
	Few times a month	12	14.1	14.1	70.6
	Once a week	8	9.4	9.4	80.0
	Few times a week	6	7.1	7.1	87.1
	Every day	11	12.9	12.9	100.0
	Total	85	100.0	100.0	

Figure 36: In my work, I deal with emotional problems very calmly



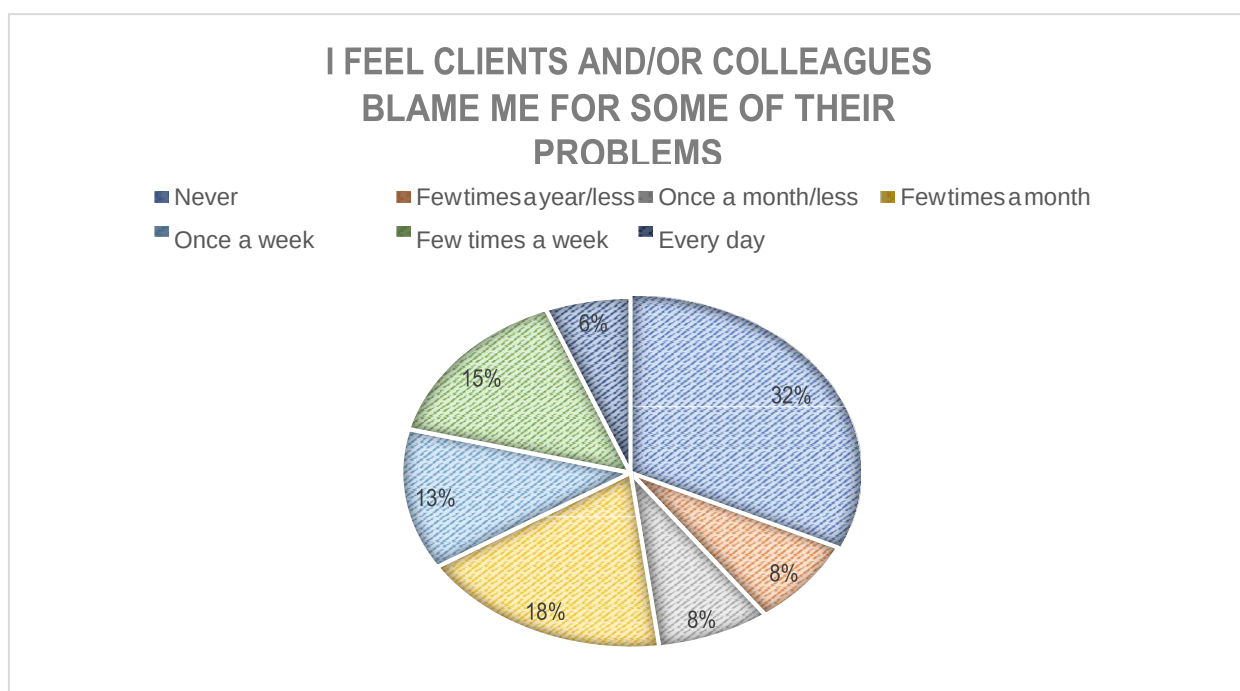
The analysis of results

Figure 4.36 depicts 5% of the responses were never, 5% a few times a year or less, 7 % once a month, 5% once a few months, 11% once a week, 13% a few times a week, and 50% every day.

Table 36: In my work, I deal with emotional problems very calmly

	Frequency	Percentage	Valid percentage	Cumulative percentage
Valid Never	9	10.6	10.6	10.6
Few times a year/less	7	8.2	8.2	18.8
Once a month/less	8	9.4	9.4	28.2
Few times a month	12	14.1	14.1	42.4
Once a week	9	10.6	10.6	52.9
Few times a week	19	22.4	22.4	75.3
Every day	21	24.7	24.7	100.0
Total	85	100.0	100.0	

Figure 37: I feel clients and/or colleagues blame me for some of their problems



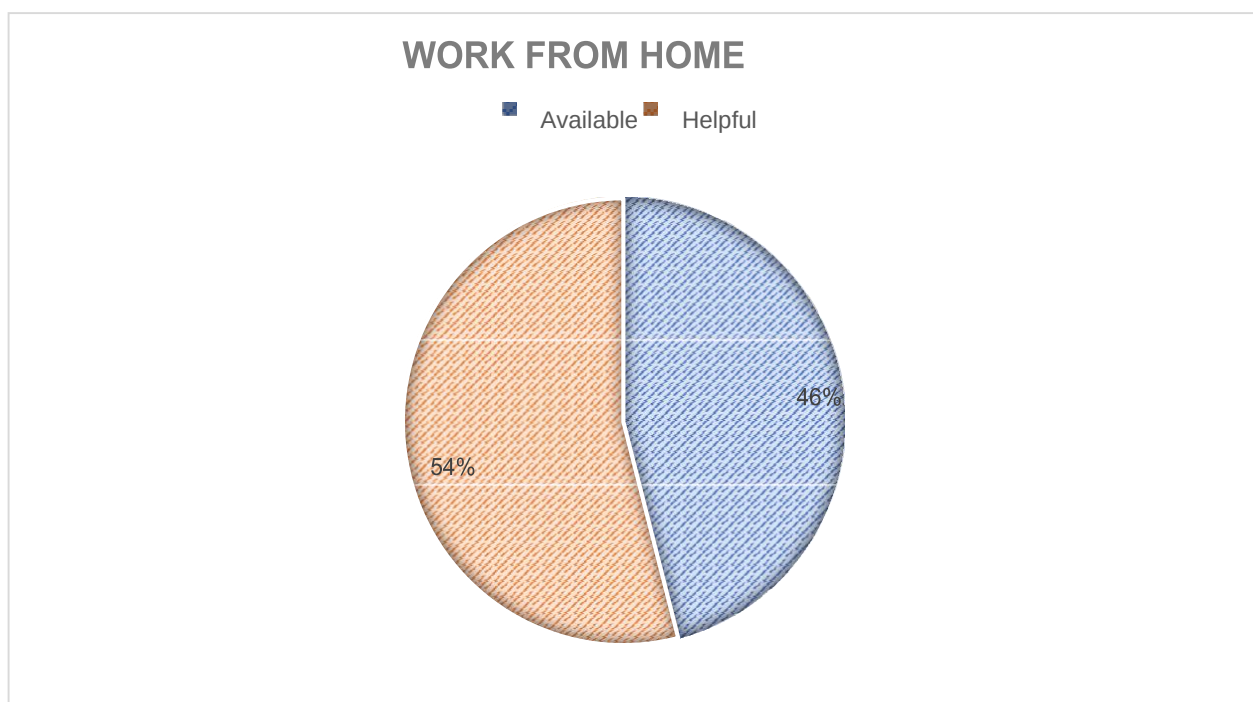
The analysis of results

Figure 4.37 shows the outcome of the respondents to the statement “I feel clients and/or colleagues blame me for some of their problems”. The statement attracted mixed responses as 32% of the responses were never, 8% a few times a year or less, once a month was 8%, 18% of the responses were once a few months, 13% once a week, those of a few times a week were 15% and 6% for every day.

Table 37: I feel clients and/or colleagues blame me for some of their problems

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Never	27	31.8	31.8	31.8
	Few times a year/less	7	8.2	8.2	40.0
	Once a month/less	7	8.2	8.2	48.2
	Few times a month	15	17.6	17.6	65.9
	Once a week	11	12.9	12.9	78.8
	Few times a week	13	15.3	15.3	94.1
	Every day	5	5.9	5.9	100.0
	Total	85	100.0	100.0	

Figure 38: Work from home



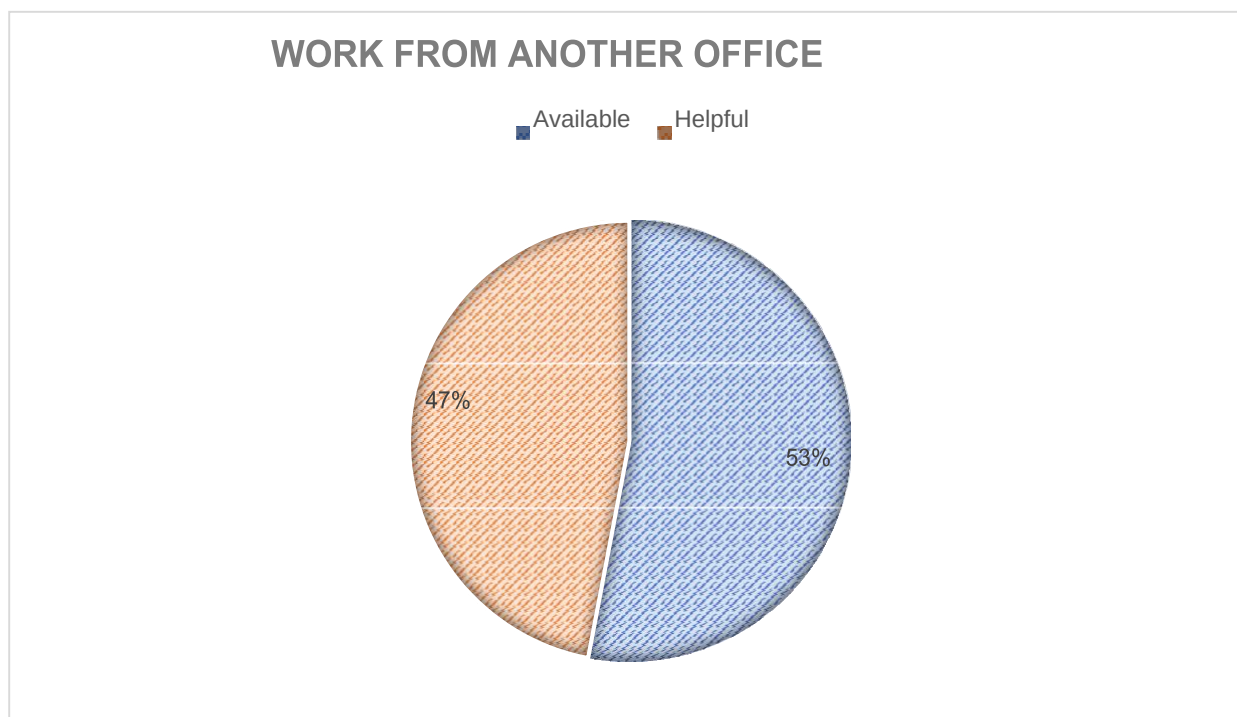
The analysis of results

In Figure 4.38, out of the total respondents who participated in the study, 54% agreed that working from home was an available option and the other 46% indicated that it was helpful to work from home.

Table 38: Work from home

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Available	37	43.5	45.7	45.7
	Helpful	44	51.8	54.3	100.0
	Total	81	95.3	100.0	
Missing	System	4	4.7		
Total		85	100.0		

Figure 39: Work from another office



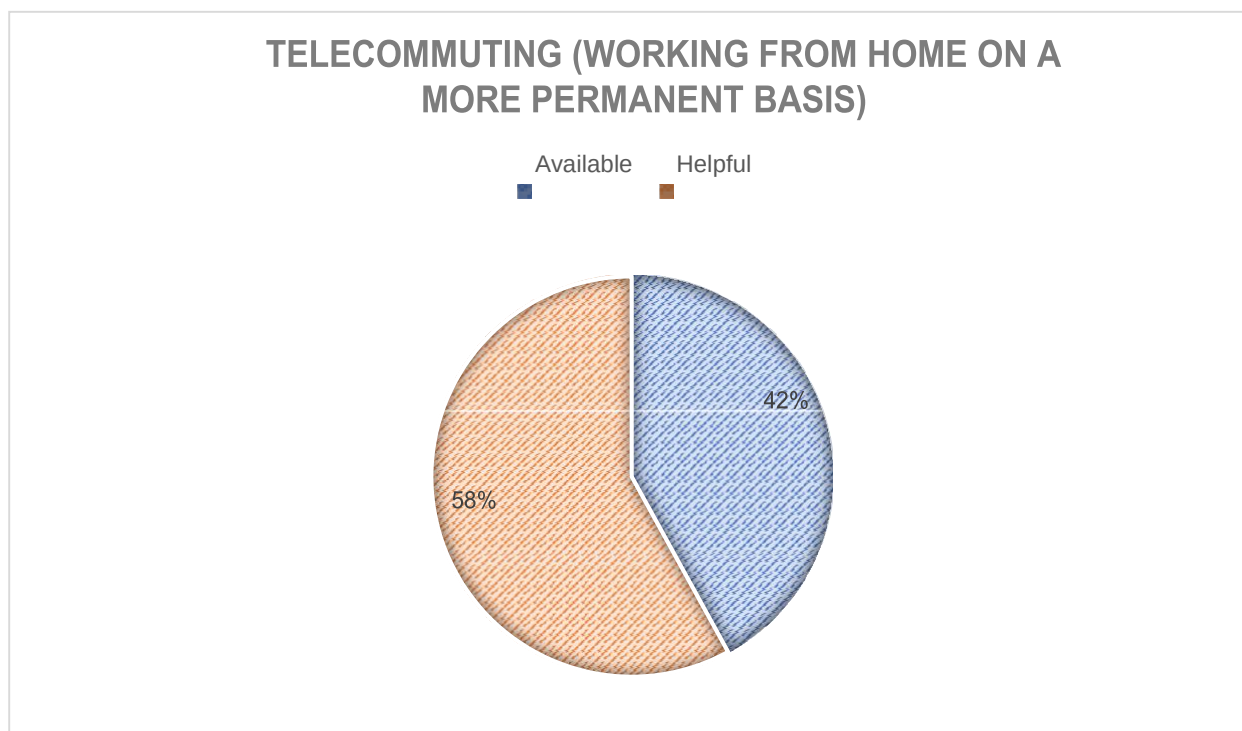
The analysis of results

In Figure 4.39, out of the total respondents who participated in the study, 47% agreed that working from another office was an available option and the other 53% indicated that it was helpful to work from another office.

Table 39: Work from another office

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Available	42	49.4	53.2	53.2
	Helpful	37	43.5	46.8	100.0
	Total	79	92.9	100.0	
Missing	System	6	7.1		
Total		85	100.0		

Figure 40: Telecommuting (working from home on a more permanent basis)



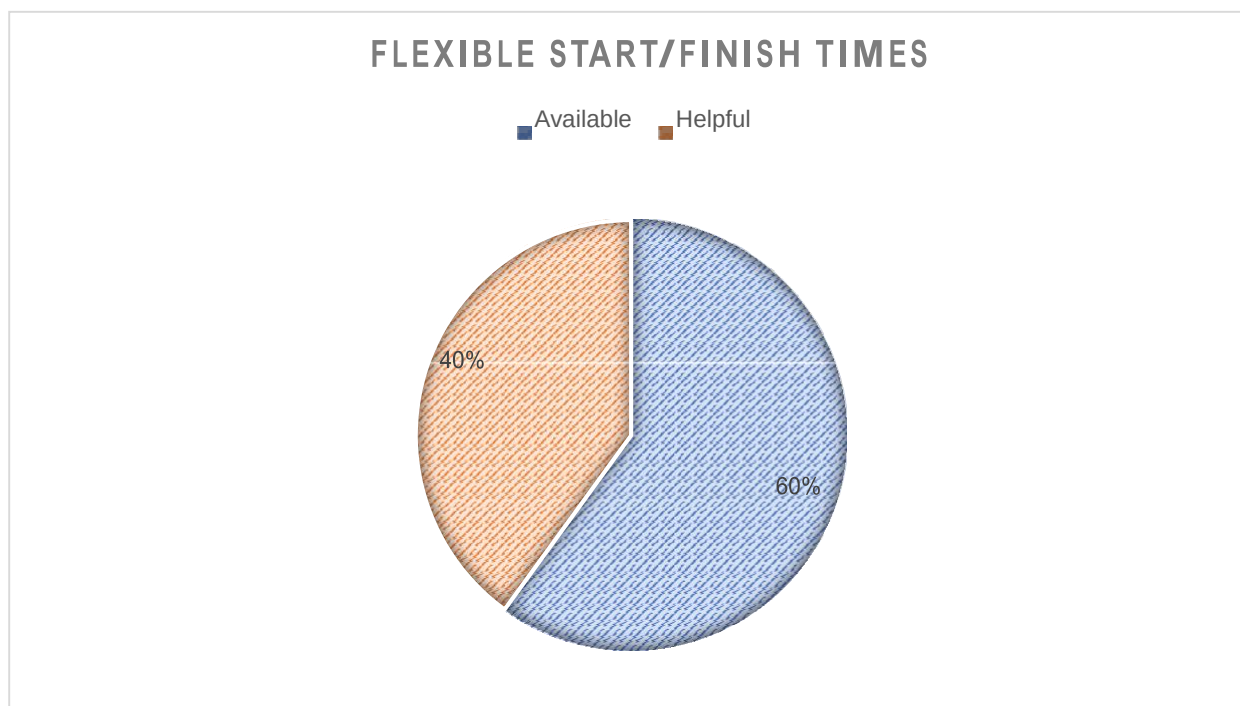
The analysis of results

Figure 4.40 shows the level of agreement with the statement “Telecommuting (working from home on a more permanent basis)”, where 58% agreed that telecommuting was an available option and the other 42% indicated that it was helpful to work from home on a more permanent basis.

Table 40: Telecommuting (working from home on a more permanent basis)

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Available	33	38.8	41.8	41.8
	Helpful	46	54.1	58.2	100.0
	Total	79	92.9	100.0	
Missing	System	6	7.1		
Total		85	100.0		

Figure 41: Flexible start/finish times



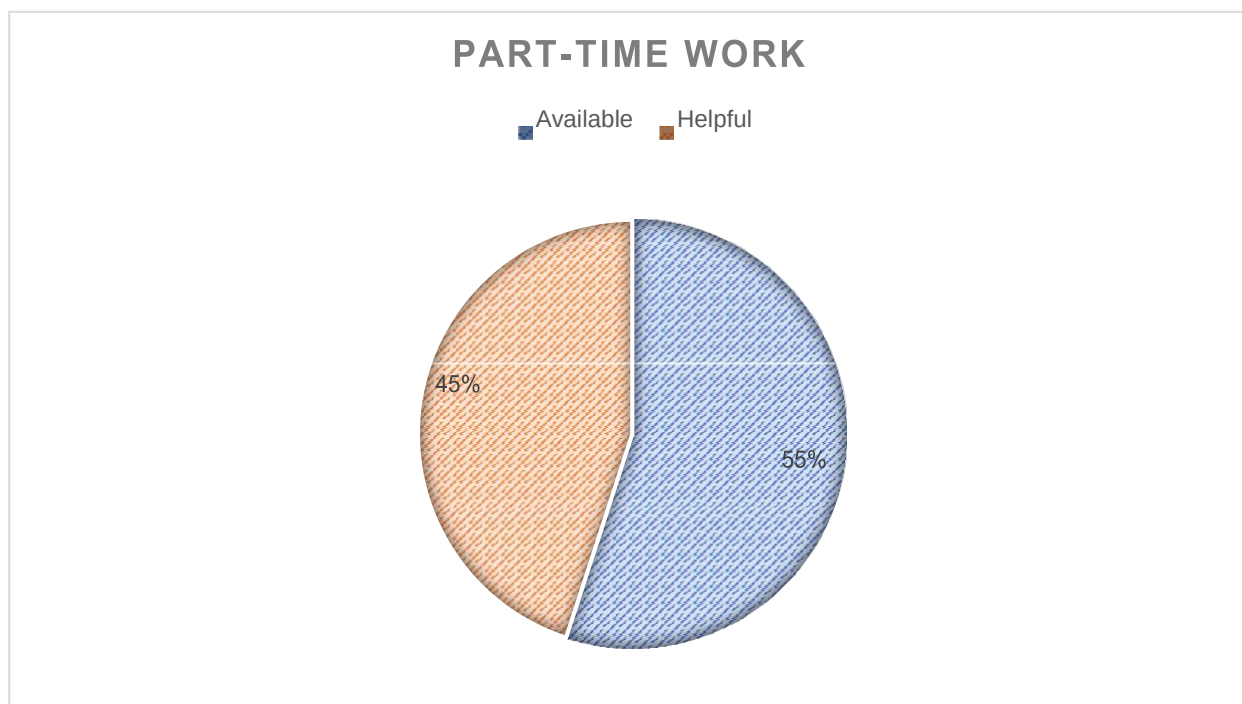
The analysis of results

Figure 4.41 shows the responses to the statement “Flexible start/finish times”. The statement attracted mixed responses, as 40% agreed that a flexible start/finish time was an available option and the other 60% indicated that it was helpful to have flexible start/finish times.

Table 41: Flexible start/finish times

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Available	48	56.5	60.0	60.0
	Helpful	32	37.6	40.0	100.0
	Total	80	94.1	100.0	
Missing	System	5	5.9		
Total		85	100.0		

Figure 42: Part-time work



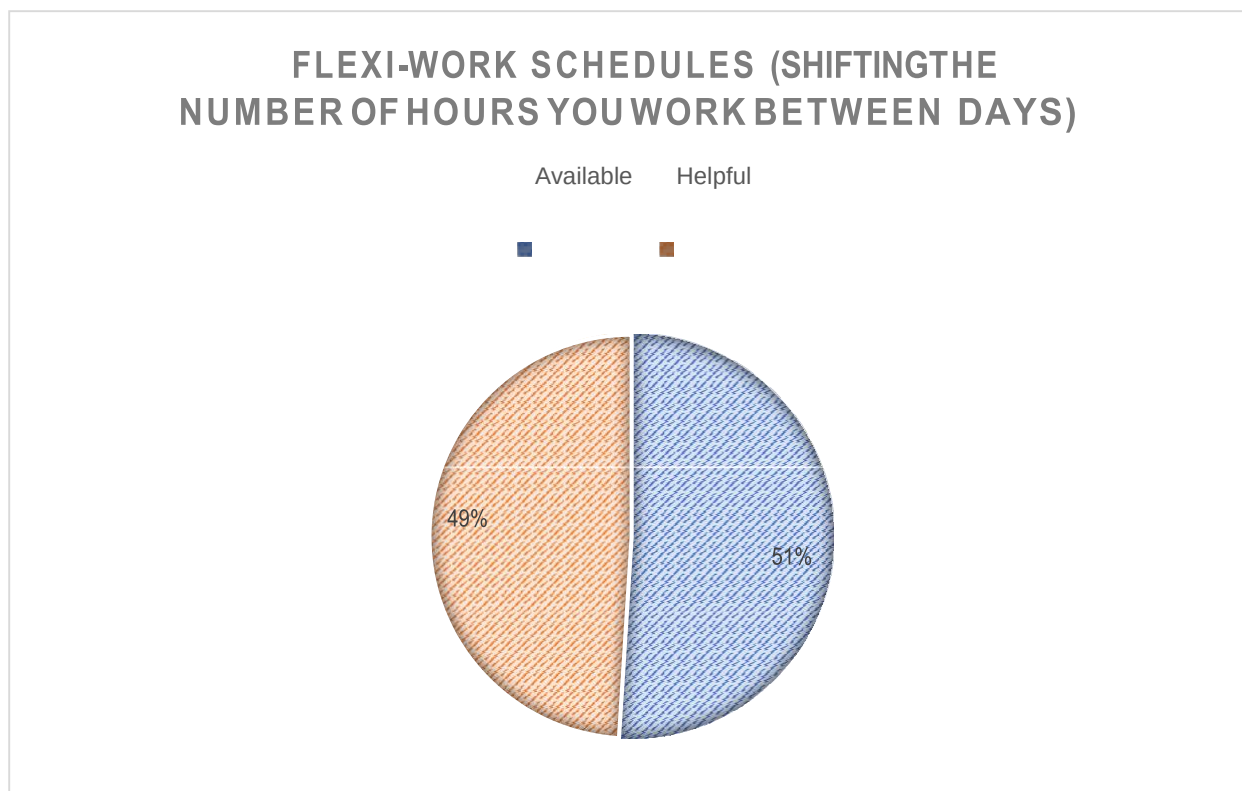
The analysis of results

Figure 4.42 illustrates the reaction rate from the respondents. The mainstream of the participants (45%) agreed that “Part-time work” was an available option and the other 55% indicated that part-time work was helpful.

Table 42: Part-time work

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Available	43	50.6	55.1	55.1
	Helpful	35	41.2	44.9	100.0
	Total	78	91.8	100.0	
Missing	System	7	8.2		
Total		85	100.0		

Figure 43: Flexi-work schedules (shifting the number of hours you work between days)



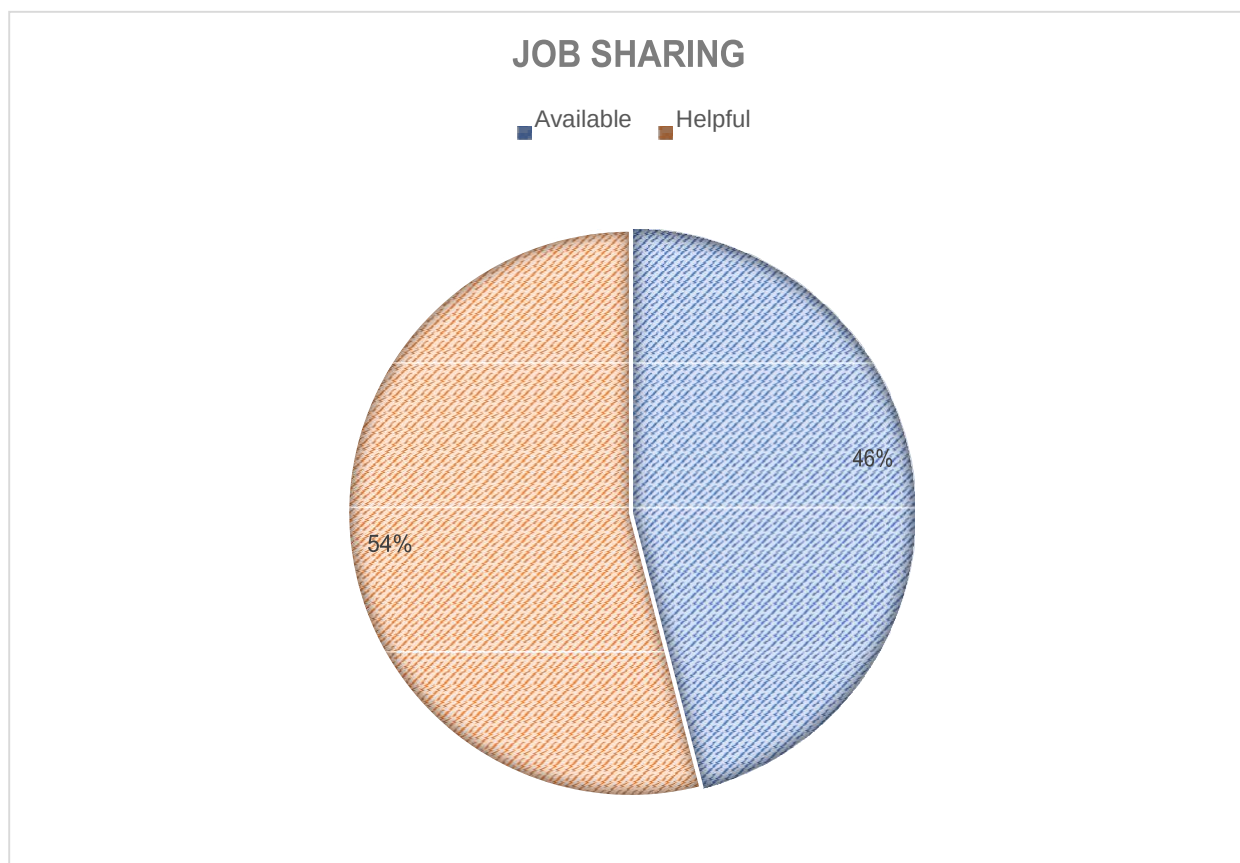
The analysis of results

Figure 4.43 depicts the response rate from the respondents. 49% agreed that flexible work schedules (shifting between days the number of hours you work) were an offered option and the other 51% indicated that it was helpful to have flexible working schedules (shifting between days the number of hours you work).

Table 43: Flexi-work schedules (shifting the number of hours you work between days)

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Available	40	47.1	51.3	51.3
	Helpful	38	44.7	48.7	100.0
	Total	78	91.8	100.0	
Missing	System	7	8.2		
Total		85	100.0		

Figure 44: Job sharing



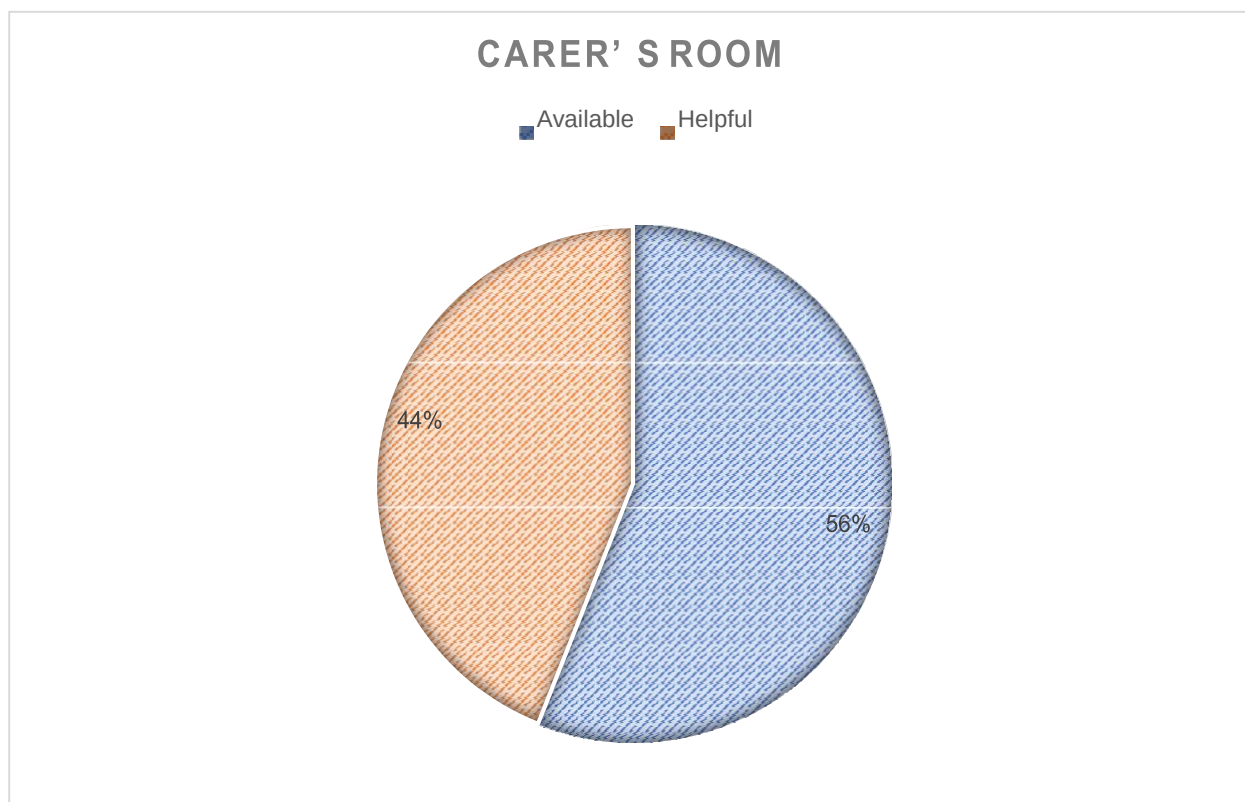
The analysis of results

Figure 4.44 depicts the response rate from the respondents. 54% agreed that job sharing was an available option and the other 46% indicated that it was helpful to have job sharing.

Table 44: Job sharing

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Available	36	42.4	45.6	45.6
	Helpful	43	50.6	54.4	100.0
	Total	79	92.9	100.0	
Missing	System	6	7.1		
Total		85	100.0		

Figure 45: Carer's room



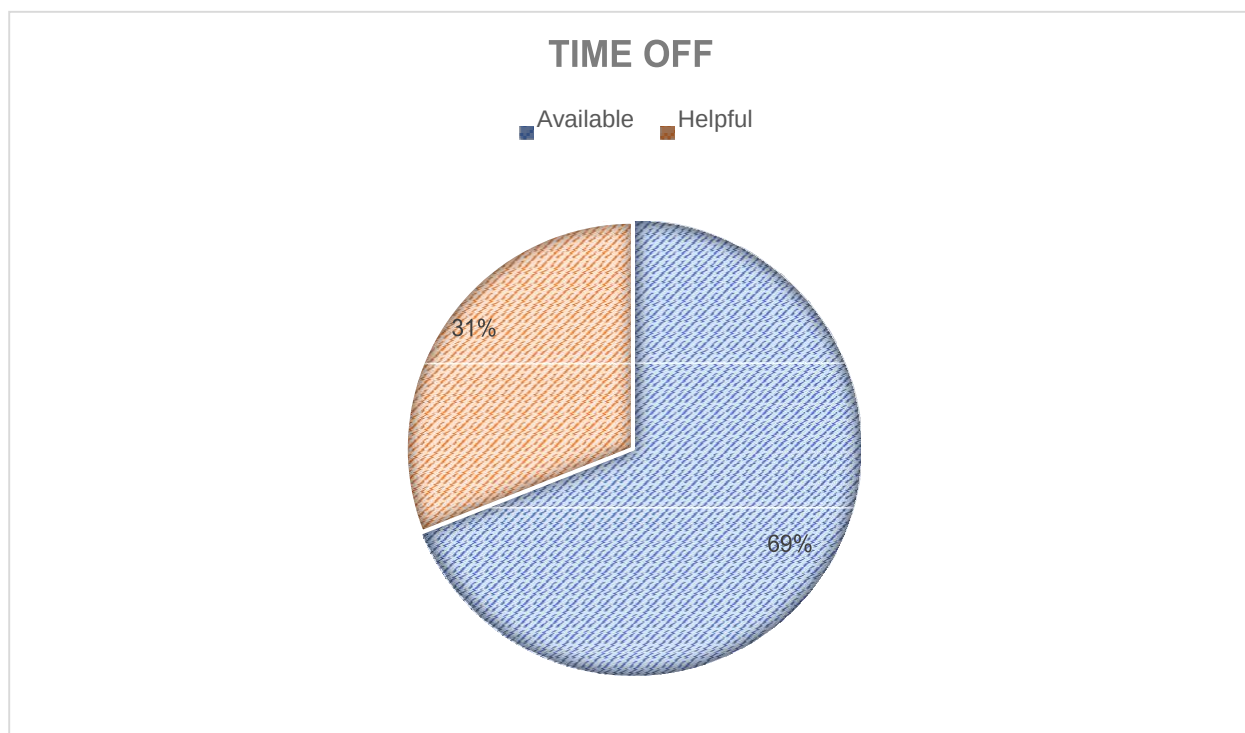
The analysis of results

Figure 4.45 shows the responses regarding a carer's room. The results indicate that 44% agreed that a carer's room option was available and the other 56% indicated that it was helpful to have a carer's room.

Table 45: Carer's room

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Available	44	51.8	56.4	56.4
	Helpful	34	40.0	43.6	100.0
	Total	78	91.8	100.0	
Missing	System	7	8.2		
Total		85	100.0		

Figure 46: Time off



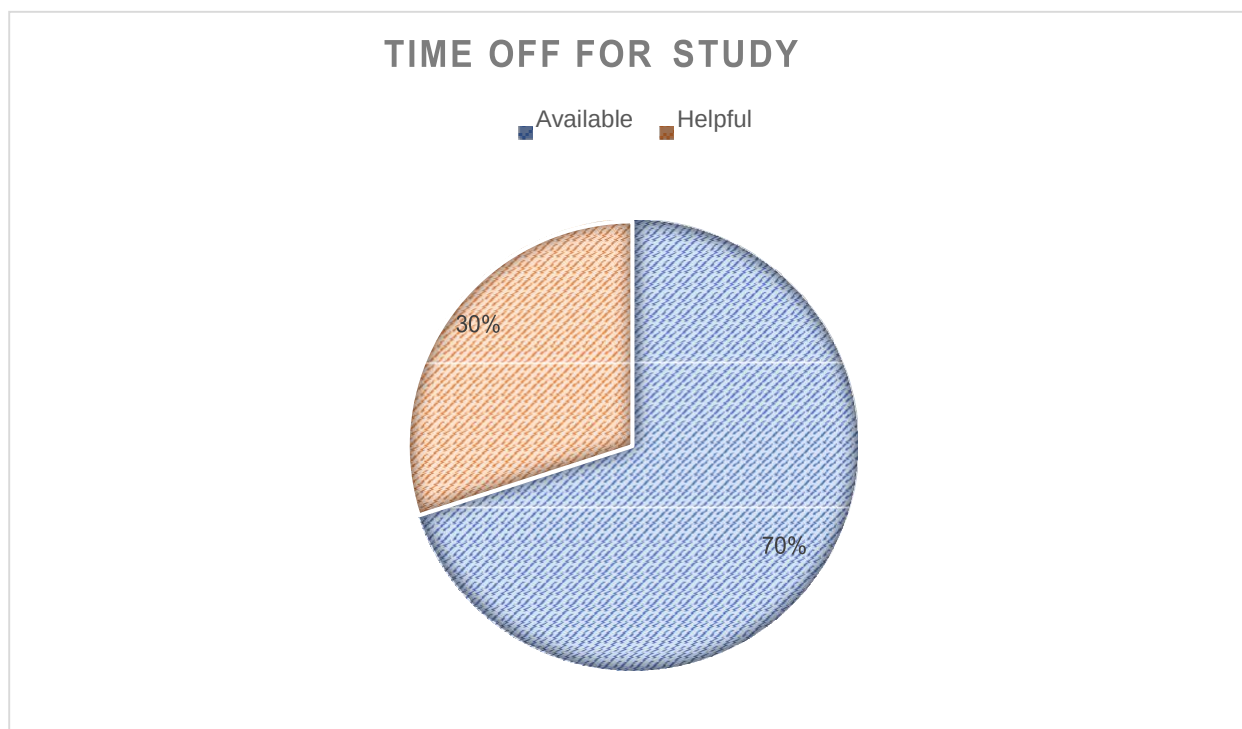
The analysis of results

Based on Figure 4.46, it appears that time off was an important factor to address burnout. Overall, 31% agreed that a time off option was available and the other 69% indicated that it was helpful to have time off.

Table 46: Time off

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Available	55	64.7	68.8	68.8
	Helpful	25	29.4	31.3	100.0
	Total	80	94.1	100.0	
Missing	System	5	5.9		
Total		85	100.0		

Figure 47: Time off for study



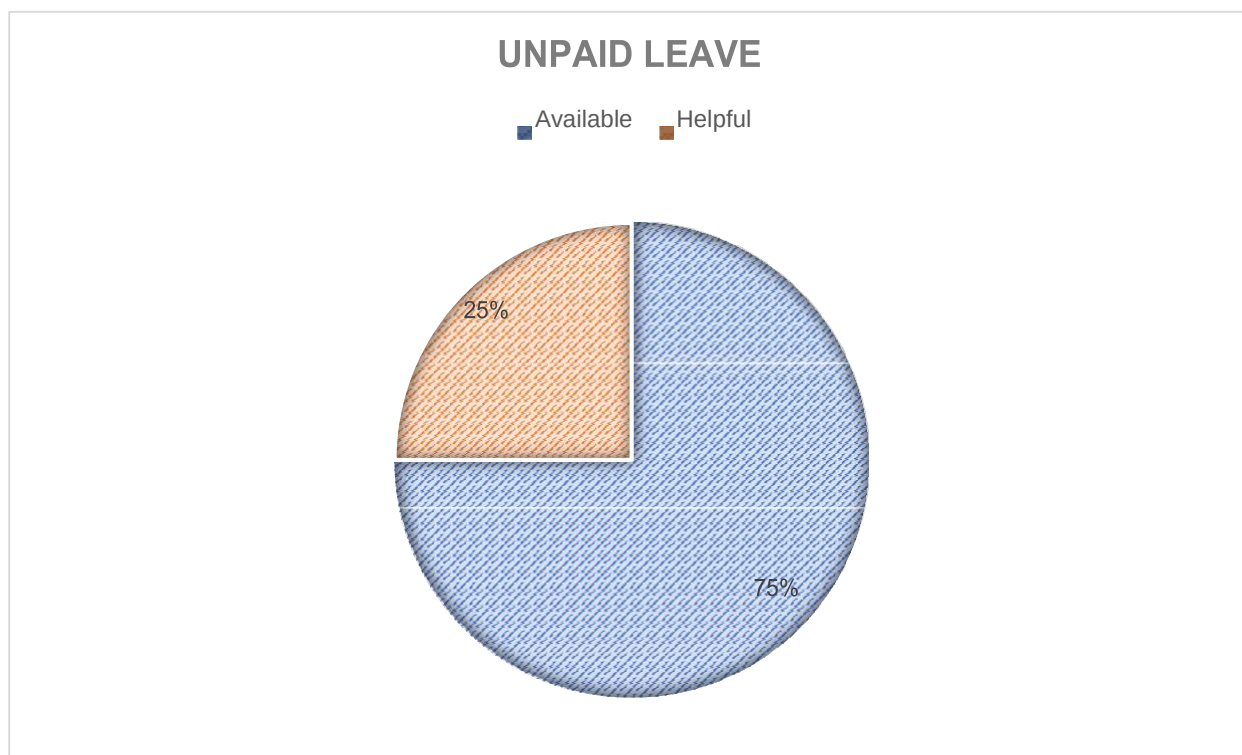
The analysis of results

In Figure 4.47, out of the total respondents who participated in the study, 70% agreed that time off for study was available and the other 30% indicated that it was helpful to have time off for study.

Table 47: Time off for study

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Available	56	65.9	70.0	70.0
	Helpful	24	28.2	30.0	100.0
	Total	80	94.1	100.0	
Missing	System	5	5.9		
Total		85	100.0		

Figure 48: Unpaid leave



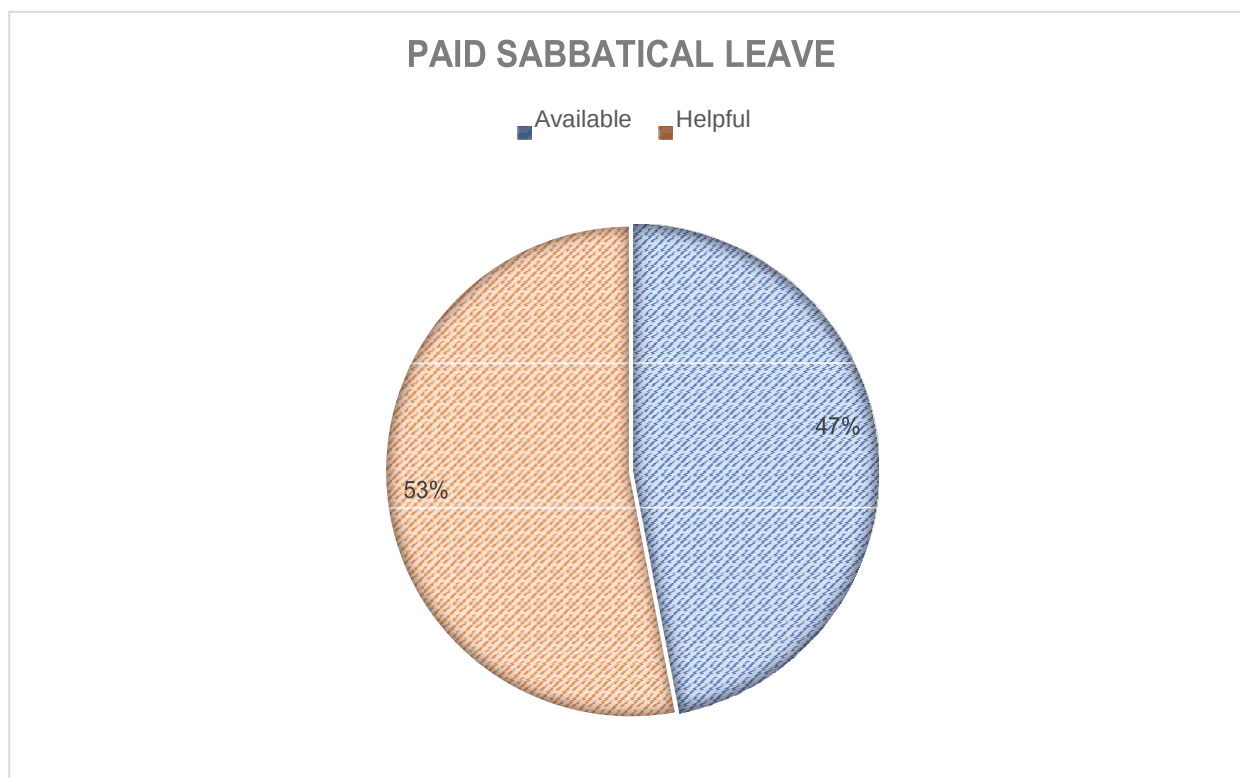
The analysis of results

Figure 4.48 presented the total responses for “Unpaid leave”, where 75% agreed that an unpaid leave option was available and the other 25% indicated that it was helpful to have unpaid leave.

Table 48: Unpaid leave

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Available	61	71.8	75.3	75.3
	Helpful	20	23.5	24.7	100.0
	Total	81	95.3	100.0	
Missing	System	4	4.7		
Total		85	100.0		

Figure 49: Paid sabbatical leave



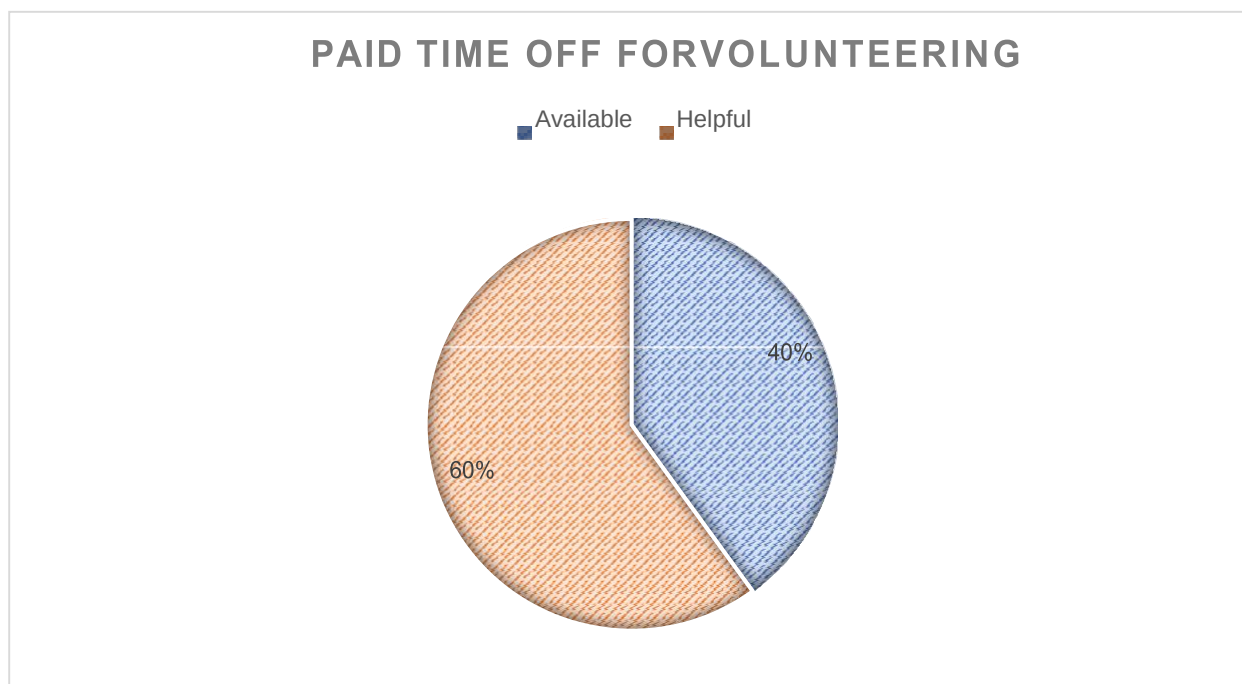
The analysis of results

Figure 4.49 presents the agreement level with this statement, where 47% agreed that paid sabbatical leave was available and the other 53% indicated that it was helpful to have paid sabbatical leave.

Table 49: Paid sabbatical leave

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Available	37	43.5	46.8	46.8
	Helpful	42	49.4	53.2	100.0
	Total	79	92.9	100.0	
Missing	System	6	7.1		
Total		85	100.0		

Figure 50: Paid time off for volunteering



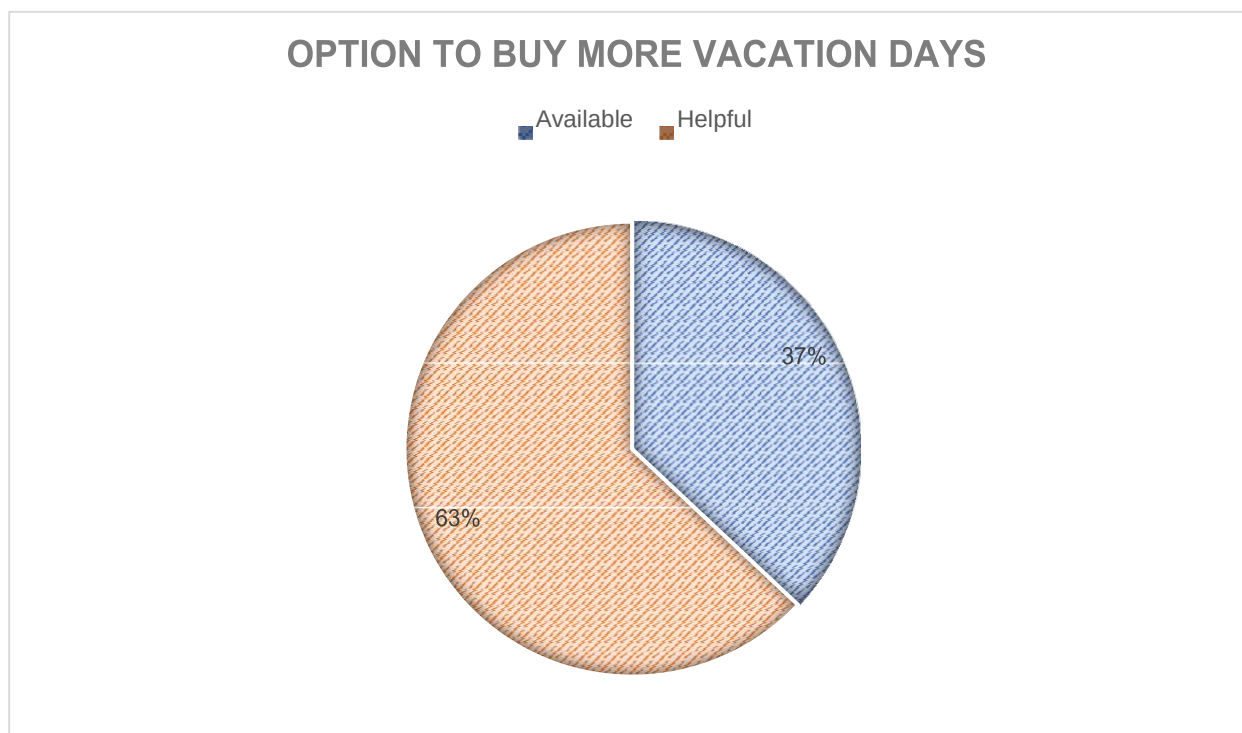
The analysis of results

In Figure 4.50, out of the total respondents who participated in the study, 47% agreed that paid time off for volunteering was available and the other 53% indicated that it was helpful to have paid time off for volunteering.

Table 50: Paid time off for volunteering

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Available	31	36.5	39.7	39.7
	Helpful	47	55.3	60.3	100.0
	Total	78	91.8	100.0	
Missing	System	7	8.2		
Total		85	100.0		

Figure 51: Option to buy more vacation days



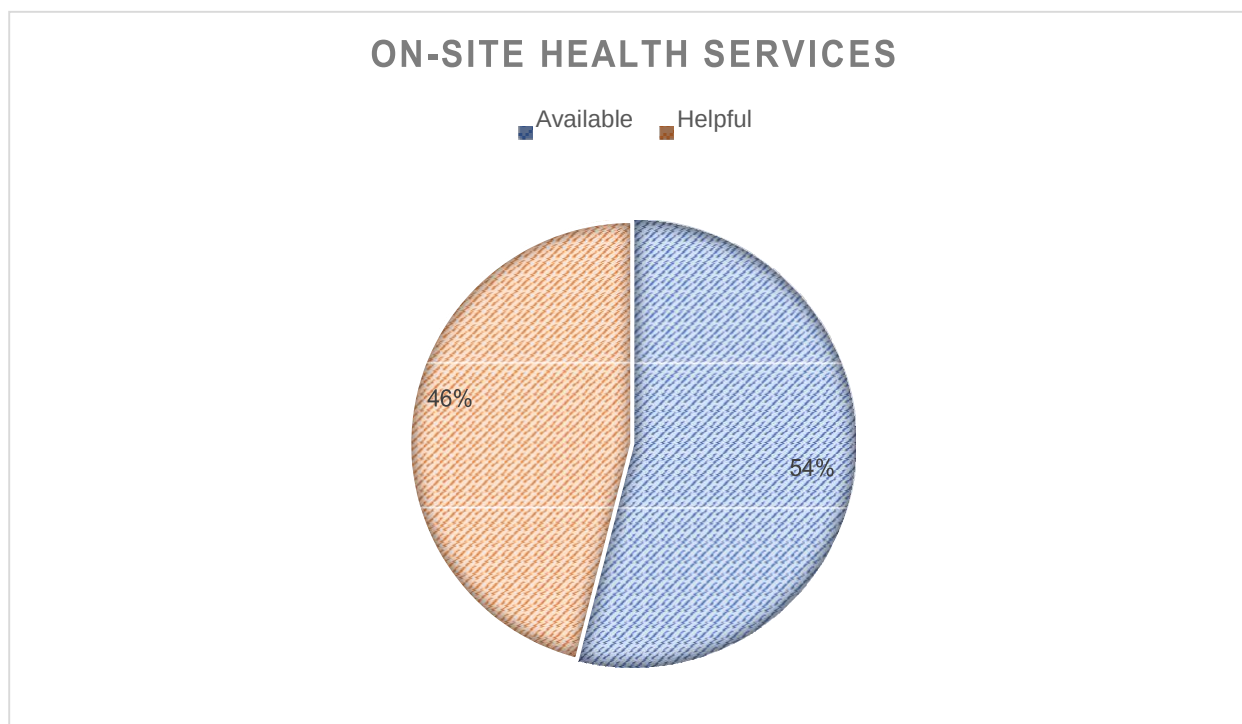
The analysis of results

Figure 4.51 depicts the responses and 37% agreed that an option to buy more vacation days was available and the other 63% indicated that it was helpful to have the option to buy more vacation days.

Table 51: Option to buy more vacation days

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Available	29	34.1	37.2	37.2
	Helpful	49	57.6	62.8	100.0
	Total	78	91.8	100.0	
Missing	System	7	8.2		
Total		85	100.0		

Figure 52: On-site health services



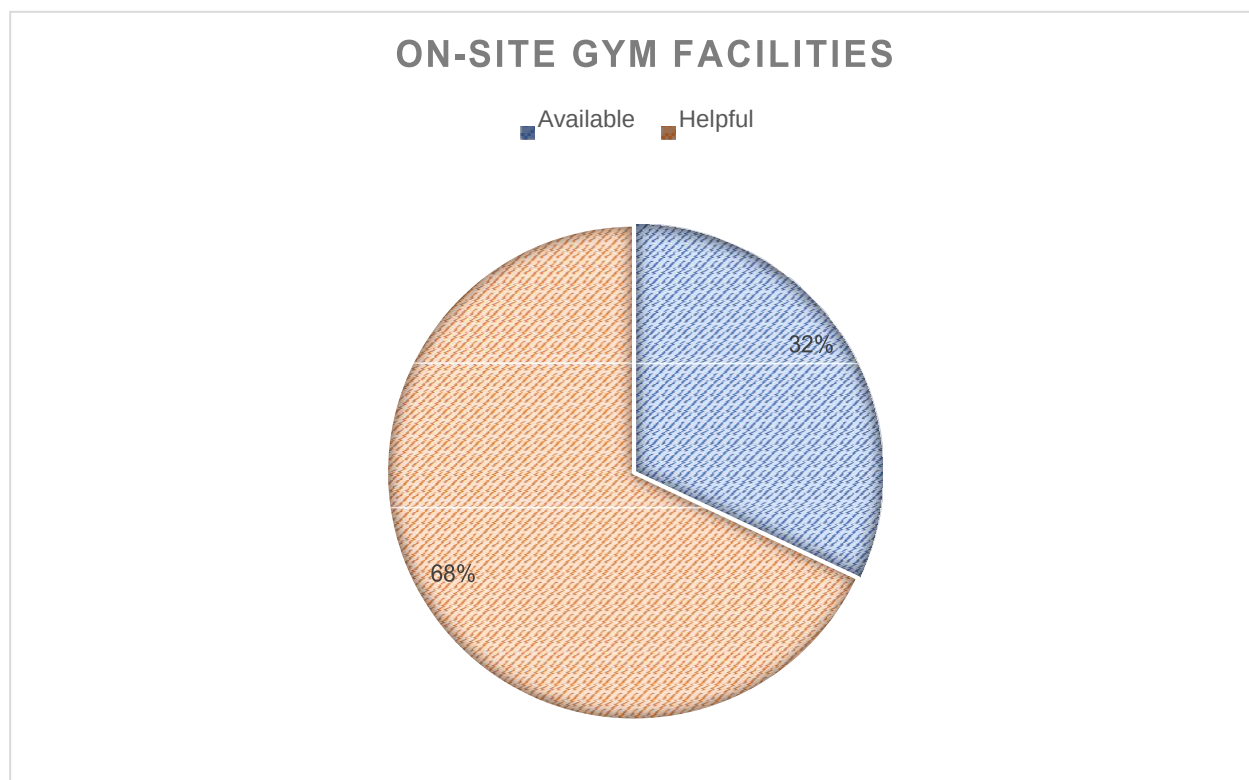
The analysis of results

Figure 4.52 depicts the responses to “On-site health services” where 54% agreed that an on-site health services facility was available and the other 46% indicated that it was helpful to have on-site health services.

Table: 52: On-site health services

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Available	44	51.8	54.3	54.3
	Helpful	37	43.5	45.7	100.0
	Total	81	95.3	100.0	
Missing	System	4	4.7		
Total		85	100.0		

Figure 53: On-site gym facilities



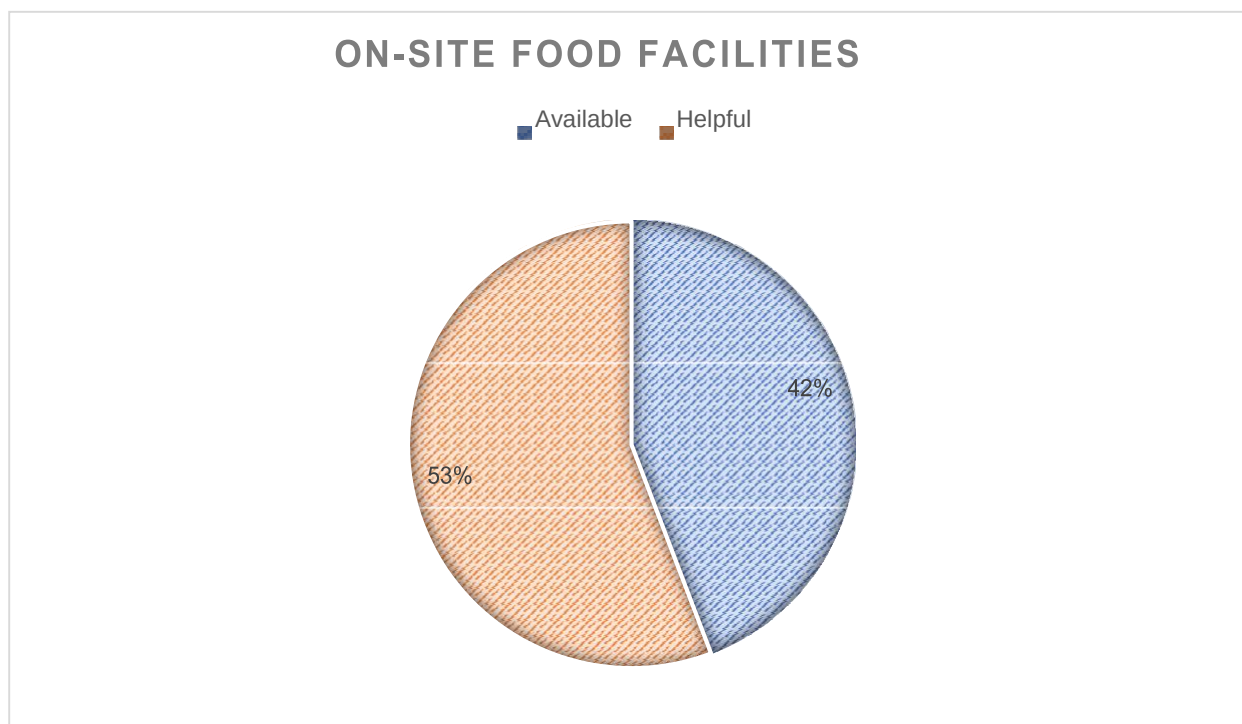
The analysis of results

Figure 4.53 depicts the responses to “On-site gym facilities” where 32% agreed that an on-site gym facility was available and the other 68% indicated that it was helpful to have on-site gym facilities.

Table 53: On-site gym facilities

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Available	25	29.4	32.1	32.1
	Helpful	53	62.4	67.9	100.0
	Total	78	91.8	100.0	
Missing	System	7	8.2		
Total		85	100.0		

Figure 54: On-site food facilities



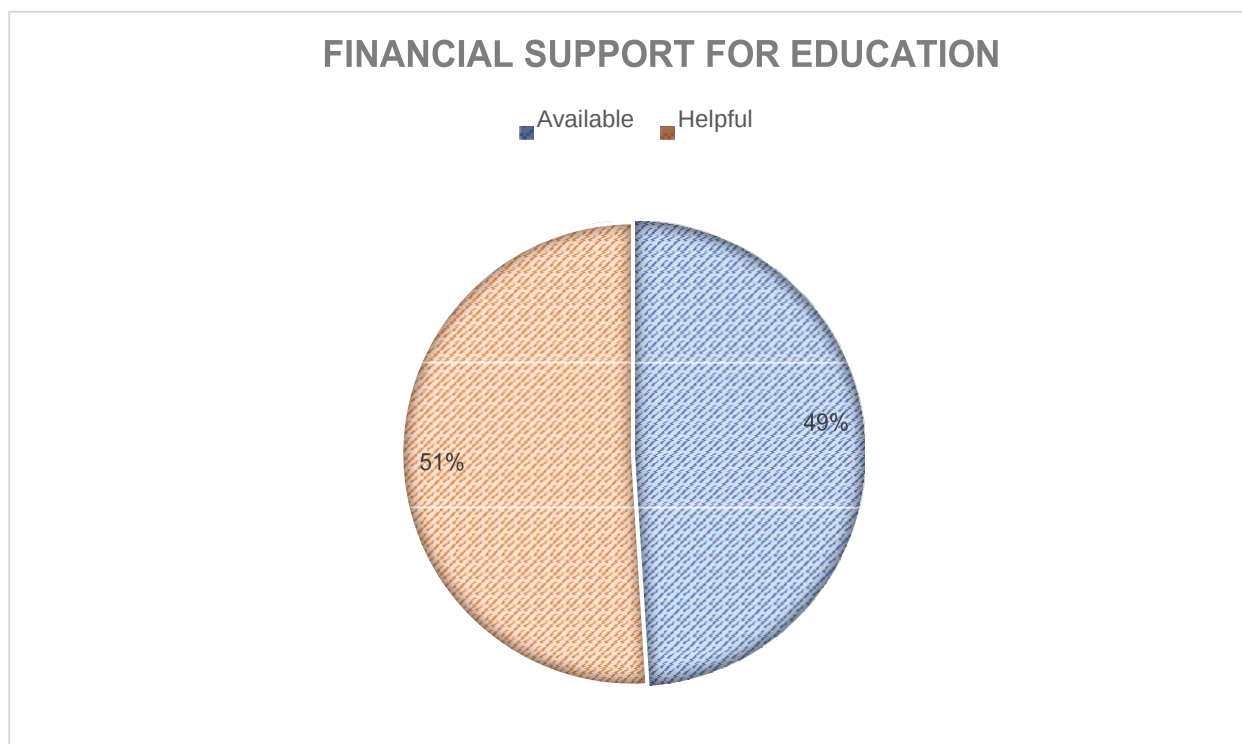
The analysis of results

Figure 4.54 shows the responses to “On-site food facilities” where 42% agreed that an on-site food facility was available and the other 58% indicated that it was helpful to have on-site food facilities.

Table 54: On-site food facilities

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Available	33	38.8	41.8	41.8
	Helpful	46	54.1	58.2	100.0
	Total	79	92.9	100.0	
Missing	System	6	7.1		
Total		85	100.0		

Figure 55: Financial support for education



The analysis of results

Figure 4.55 shows the level of agreement with the statement "Financial support for education" where 49% agreed that financial support for education was available and the other 51% indicated that it was helpful to have financial support for education.

Table 55: Financial support for education

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Available	39	45.9	48.8	48.8
	Helpful	41	48.2	51.3	100.0
	Total	80	94.1	100.0	
Missing	System	5	5.9		
Total		85	100.0		

4.3 STATISTICAL DATA AND RESULTS

4.3.1 Reliability of data gathered

For each of the three multiple point balances that were used in the questionnaire, a reliability analysis was carried out. For this purpose, the Cronbach's alpha coefficient was used to measure the correlation among the three-point balances, work-life balance satisfaction, burnout and managerial support. The goal of this assessment was to see whether all three points calculated the matching psychological construct (Kellman, 2015:347).

Table 56: Reliability Statistics for Work-Life Balance Satisfaction

Cronbach's Alpha	Cronbach's alpha based on standardised items	N of Items
.906	.907	4

Table 4.56 shows the reliability statistics for work-life balance satisfaction, question 6 to question 9 (N of items = 4) on the questionnaire. Guideline values are above 0.7 and the results show a value of 0.906 that mean the data are acceptable. Values of above 0.5 can also be of use, but interpretation should be done with caution.

Table 57 Reliability statistics for Managerial Support

Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	N of Items
.844	.848	5

Table 4.57 shows the reliability statistics for managerial support, question 11 to question 15 (N of Items = 5) on the questionnaire (Appendix B). Guideline values are above 0.7 and the results show a value of 0.844 which means the data are acceptable.

Table 58: Reliability statistics for burnout

Cronbach's alpha	Cronbach's alpha based on standardised items	N of items
.794	.800	22

Table 4.58 shows the reliability statistics for managerial support, question 16 to question 37 (N of Items = 22) on the questionnaire (Appendix B). Guideline values are above 0.7 and the results show a value of 0.794 which means the data are acceptable.

4.3.2 Work-life balance and burnout

Table 59: Descriptive statistics of data gathered

	N	Minimum	Maximum	Mean	Std. deviation
AVG_WorkLifeBal	85	1.00	5.00	3.5882	.90526
AVG_ManSup	85	1.00	7.00	4.6141	1.40942
SUM_Burnout	85	0.00	6.00	1.7831	1.45719
Valid N (list-wise)	85				

The first research objective was to explore the degree to which the representatives accomplish a successful work-life balance. A five-point Likert scale varying from 1 = Very dissatisfied to 5 = Very satisfied were used. Work-life balance with a mean of 3.58 and a standard deviation of 0.91 show that the participants have a very reasonable degree of accomplishment of their work-life balance and are closer to Satisfied (Kellman, 2015:118).

The second study objective was to resolve the levels of burnout experienced by corporate workers and to establish whether there is a connection between burnout and work-life balance. A seven-point Likert scale was used to calculate burnout, the scale ranged from 0 = Never to 6 = every day. With a mean of 1.78 and a standard divergence of 1.45 the participants showed lower levels of burnout with the mean relating to feelings of burnout, the average times the participants experienced burnout was once a month (Kellman, 2015:126). The connection between burnout and work-life balance was determined by

a Spearman Two-tailed correlation coefficient. The correlation between burnout and work-life equilibrium was statistically significant with a medium negative correlation with, $p < 0.05$, $n = 83$, $r = -0.391$ (Table 4.4.4). As a result, we can conclude that there is a small connection between burnout and work-life balance because the coefficient of multiple determination (r^2) was only 0.152. The work-life balance factor contributed 15.2% to the factors contributing to burnout.

Table 60: Correlations

		Q10	AVG_WorkLifeBal	AVG_ManSup	SUM_Burnout
Q10 (AVG Work hours)	Correlation Coefficient	1.000	-.334**	-.285**	.040
AVG_WorkLifeBal	Sig. (2-tailed)		.002	.009	.717
	Correlation Coefficient	-.334**	1.000	.719**	-.391**
	Sig. (2-tailed)	.002		.000	.000
AVG_ManSup	Correlation Coefficient	-.285**	.719**	1.000	-.405**
	Sig. (2-tailed)	.009	.000		.000
SUM_Burnout	Correlation Coefficient	.040	-.391**	-.405**	1.000
	Sig. (2-tailed)	.717	.000	.000	

The Correlation Coefficient indicates a partial significance of the relationship or the effect sizes. The guideline values are:

- 0.1: small, no practically significant relationship.
- 0.3: medium, practically visible relationship.
- 0.5: large, practically significant relationship.

The Sig (2-tailed) indicates whether there is a statistically important connection. The guideline values are:

- If, $p < 0.05$, there is a statistically important connection.

Q10 indicates question 10 on the questionnaire.

- The correlations to the response of average working hours per week.

4.3.3 Working hours and managerial support.

The third objective of the study was to gauge the effect of managerial support and the number of working hours has on burnout and work-life balance. A seven-point Likert scale was used to determine the managerial support, the scale ranged from 1 = strongly disagree to 7 = strongly agree. An indication of 4.61 and a standard difference of 1.41 (only a moderate level of managerial support) was recorded. Most of the respondents stated that they “Agreed” to have some form of managerial support for their work-life balance. The study confirmed that there is a link between lower levels of managerial support and burnout and confirmed that with more managerial support, there is a higher level of work-life balance satisfaction. A correlation that is statistically significant ($p < 0.05$) was found between managerial support and work-life balance with a positive correlation coefficient of $r = 0.719$, $n = 83$, $p < 0.05$. The connection between managerial support and work-life balance showed a coefficient of multiple determination (r^2) of 0.516 showing that managerial support was accountable for 51.6% of the score level of work-life balance satisfaction. A slight disconcerting link that is statistically significant was found between burnout and managerial support with a correlation coefficient of $r = -0.405$, $n = 83$, $p < 0.05$. As a result, we can conclude that, with coefficient of multiple determination (r^2) of 0.164, managerial support was responsible for 16.4% of the burnout result. This concludes that managerial support is imperative in improving work-life balance, as well as reducing the level of burnout in the Potchefstroom area’s corporate environment.

Table 61: Descriptive Statistics for and response to question 10

	N	Minimum	Maximum	Mean	Std. Deviation
Q10	83	10	60	41.67	9.432
Valid N (list wise)	82				

To determine the effect that working hours have on work-life balance and burnout, the researcher used a one-item scale to report the number of working hours per week in numerals. Two participants pointed out that they worked less than ten hours per week, so we can assume that they work on a part-time basis. A total of 30 respondents worked an average of 40 hours per week, with 61.4% of the participants indicating that their average working hours per week were between 40 and 45 hours. Unexpectedly, there was only a very small negative correlation between the number of working hours per week and the intensity of work-life balance, with $r = -0.334$, $n = 83$, $p = 0.002$. Thus, it can be concluded that there is a small connection between burnout and work-life balance because the coefficient of multiple determination (r^2) was only 0.111. The number of working hours factor was shown to contribute 11.1% to the factors contributing to work-life balance. Surprisingly, there was no correlation found between the number of working hours per week and the intensity of burnout experienced by the respondents with $p = 0.717$. As a result, the correlation is not statistically significant ($p > 0.05$).

4.3.4 Accessibility and the supportiveness of work-life policies

The fourth objective of this study was to investigate the accessibility and supportiveness of work-life balance policies. With regard to this objective, and to investigate whether the respondents believed that these policies were supportive, they had the option to choose whether these policies were available or helpful on the list of policies provided to the respondents through the questionnaire (see the results in Table 62).

Table 62: Frequency table for the response to the work-life balance policies

Work-life balance policy	Helpful	Available	Helpful	Available
	Frequency		% of population	
On-site gym facilities	53	25	62%	29%
Option to buy more vacation days	49	29	58%	34%
Paid time off for volunteering	47	31	55%	37%
Telecommuting	46	33	54%	39%
On-site food facilities	46	33	54%	39%
Work from home	44	37	54%	46%
Job sharing	43	36	51%	42%
Paid sabbatical leave	42	37	49%	44%
Financial support for education	41	39	48%	46%
Flexi-work schedules	38	40	45%	47%
Work from another office	37	42	47%	53%
On-site health services	37	44	44%	52%
Part time work.	35	43	41%	51%
Carer's room	34	44	40%	52%
Flexible start/finish times	32	48	38%	57%
Time off	25	55	29%	65%
Time off for study	24	56	28%	66%
Unpaid leave	20	61	24%	75%

The table is ranked in a descending order based on the response frequency to the “helpful” option. The results indicate that on-site gym facilities would be very helpful for

a better work-life balance with 62%. The population response shows that the facilities that are available range from 75% to 29% and the facilities that would be helpful to increase the level of work-life balance, range from 62% to 24%.

4.3.5 Relationship or correlation between the demographics of the respondents

The fifth objective of this study was to affirm whether demographics can have any impact on burnout experienced by corporate workers in the area. According to Saunders (2012:239), “To reject the null hypothesis if there are no correlations between the groups and to have any statistical significance, p must be less than 0.05 in the Independent Samples T-test”. The T-test is intended to investigate the differences between the means of two groupings to see whether there were any statistically significant correlations. In this study, the researcher used the Independent Sample T-test to test the differences in three categories. The researcher tested the following differences between: male and female employees, corporate employees that are parents and non-parents, and single and married employees.

Table 63: Group Statistics of the T-test between male and female respondents

V1	N		Mean	Std. Deviation	Std. Error Mean	P-value*	Effect size
AVG WorkLifeBal	Male	42	3.4702	.86989	.13423	.237	0.25
	Female	43	3.7035	.93423	.14247		
AVG ManSup	Male	42	4.4048	1.34381	.20735	.177	0.28
	Female	43	4.8186	1.45721	.22222		
SUM Burnout	Male	42	60.1134	20.25728	3.12577	.757	0.07
	Female	43	58.7885	19.04496	2.90433		

In Table 4.63, the effect size indicates practically significant differences between the mean, as well as the effect size. The following was established: 0.2 indicates that there is no practically significant difference, 0.5 indicates that there is a medium practically visible difference, 0.8 indicates that there is a practically significant difference. P-value indicates a statistically significant difference connecting the means. The P-value must be less than 0.05 to have a statistically significant difference between the means. In the work-life balance measure the effect size for gender was 0.25, meaning that there was no practically significant variation and with a P-value of 0.237 there is also no statistically significant difference between the means. In the managerial support measurement, the effect size is 0.28 and the P-value is 0.177. This indicates that there is no practically and no statistically significant difference. The same for the measurement of burnout with no practical or statistically significant difference.

Table 64: Group statistics of the T-test between single and married respondents

V3		N	Mean	Std. Deviation	Std. Error Mean	Effect size	P-value*
AVG_WorkLifeBal	Single / Separated / Widowed	40	3.6188	.82039	.12971	0.06	0.769
	Married	45	3.5611	.98303	.14654		
AVG_ManSup	Single / Separated / Widowed	40	4.5400	1.44804	.22896	0.10	0.651
	Married	45	4.6800	1.38721	.20679		
SUM_Burnout	Single / Separated / Widowed	40	57.0690	17.69139	2.79725	0.21	0.289
	Married	45	61.5534	21.03218	3.13529		

Table 4.64 shows that there is not a practically or statistically significant difference in work-life balance, managerial support or in burnout. The effect sizes for all three categories were 0.2 and less, and the P-values for the three categories were more than 0.05.

Table 65: Group Statistics of the T-test between dependants and no dependants

V4	Dependants	N	Mean	Std. Deviation	Std. Error Mean	Effect size	P-value
AVG_WorkLifeBal	Yes	59	3.6102	.83210	.10833	0.07	0.763
	No	26	3.5385	1.06933	.20971		
AVG_ManSup	Yes	59	4.6780	1.39705	.18188	0.14	0.54
	No	26	4.4692	1.45431	.28521		
SUM_Burnout	Yes	59	60.1759	20.37480	2.65257	0.12	0.587
	No	26	57.7802	17.79274	3.48944		

For parental status there is also not a practically or statistically significant difference in the three categories.

To test the significant differences within the means of several groupings, the researcher used a single factor ANOVA test. According to Saunders (2012), the value must be less than 0.05 to permit the null theory to be discarded with the same guidelines for the ANOVA test as the Independent Samples test. In this study the ANOVA test was used to test if there are important differences among the company functions and age groups.

Table 66: Descriptive statistics of the ANOVA test on age groups

		N	Mean	Std. Deviation	Anova p-value*	Effect Sizes		
						18 - 29	30 - 39	40 - 49
AVG_WorkLifeBal	18 - 29	21	3.7500	.72457	.560			
	30 - 39	20	3.4375	.79420		0.39		
	40 - 49	19	3.4605	.66804		0.40	0.03	
	50+	24	3.7188	1.24086		0.03	0.23	0.21
	Total	84	3.6012	.90274				
AVG_ManSup	18 - 29	21	4.5333	1.30894	.723			
	30 - 39	20	4.4800	1.63823		0.03		
	40 - 49	19	4.4947	1.13797		0.03	0.01	
	50+	24	4.9000	1.55368		0.24	0.26	0.26
	Total	84	4.6167	1.41769				
SUM_Burnout	18 - 29	21	55.8730	13.21136	.327			
	30 - 39	20	66.1048	23.08493		0.44		
	40 - 49	19	56.5714	20.37702		0.03	0.41	
	50+	24	58.4484	20.06826		0.13	0.33	0.09
	Total	84	59.2029	19.53800				

The table indicates that the most significant effect size of 0.33 is between the age groups of 50+ and 30-39. In the burnout category, there is almost no practically important disparity between the groups. The ANOVA P-value for the same group is 0.327 which means that there is also no statistically significant difference between any of the groups.

Table 67: Descriptive statistics of the ANOVA test between the company functions

		N	Mean	Std. Deviation	P-Value	Effect size	
						Sales	Admin
AVG_WorkLifeBal	Sales	24	3.4583	1.14841	0.287		
	Admin	35	3.8071	.74529		0.30	
	Technical	21	3.5238	.79806		0.06	0.36
	Total	80	3.6281	.90006			
AVG_ManSup	Sales	24	4.7167	1.53557	0.918		
	Admin	35	4.6857	1.35931		0.02	
	Technical	21	4.5524	1.36953		0.11	0.10
	Total	80	4.6600	1.40033			
SUM_Burnout	Sales	24	54.8690	19.54506	0.211		
	Admin	35	59.6844	19.52240		0.25	
	Technical	21	65.4014	20.52256		0.51	0.28
	Total	80	59.7405	19.93996			

The only notable result is in the burnout category between the groups of technical and sales, with an effect size of 0.51 and a P-value of 0.211. This means that there is a medium practically visible difference between the groups, but with the P-value more than 0.05, it does not allow the null theory of homogeneity to be discarded.

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

51 INTRODUCTION

The purpose of this chapter is to represent outcomes about the specific objectives that were formulated in Chapter 1. The first aim of the research was to investigate work-life balance in relation to burnout in the corporate environment in Potchefstroom. The aim was also to investigate the effect of the number of working hours and the levels of managerial support of corporate employees in Potchefstroom. Additionally, the further aims were to ascertain accessibility to and support of work-life balance policies, as well as to verify whether some demographical diversity has any effect on the corporate employees in Potchefstroom.

52 CONCLUSION FROM THE STUDY

5.2.1 Conceptualising Burnout and Work-life Balance

According to Rothman & Pieterse (2007:308), work-life balance can be defined as functioning and satisfaction at home and at work. Work-life balance and burnout were the main variables of this study. As the corporate sector is known for its fast-paced environment, one of the key elements of this study was to uncover the current level of work-life balance in the organisations (Rothman & Pieterse, 2007:316). The results from the study show that most corporate employees in Potchefstroom were either satisfied or not sure about their work-life balance. The study's conclusion agrees and supports the findings of the literature review (Somers, 2010:50). The results do not show direct cause of concern, although there are some issues related to work-life balance in the corporate environment.

As clearly indicated in this study, burnout is a state of the body, as well as the spirit, and constitutes lost confidence in responding to make a difference. It has physiological, behavioural, mental, profound and medical measurements (Fleck, 2007:617). Burnout suggests a genuinely long-lasting process since it depends on the way that the individual has been working for some time. The idea of burnout is believed to be a specific cut beyond the anxiety procedure (Maslach, 2003:481) In illustrating this, the result is that employees encounter more indications of burnout. Moreover, burnout has additionally been observed to be a predominant indicator of desolation and misery. Because of the theoretical findings, this study also tested the levels of burnout and the relationship

between burnout and work-life balance. The respondents showed relatively low levels of burnout stating that they experience burnout once a month or less.

Where previous studies investigated the increase in burnout and the increases in work-life balance, this study provided a new perspective in researching the relationship between the two concepts. A medium negative correlation was found between burnout and work-life balance with the use of Pearson's product moment correlation coefficient (Pick & Leiter, 1991:40). Supporting previous studies, the finding of the research shows that an increase in burnout would likely cause work-life balance to decrease and vice versa.

5.3 THE RESEARCH OBJECTIVES.

5.3.1 Objective 1. Explore the degree to which representative employees accomplish a successful work-life balance

The most important variable of the study was work-life balance which was defined as fulfilment and functioning both at work and at home (Clark, 1995:100). One of the main goals of the study was to determine what the current level of work-life balance is in the corporate environment. The boundaries of work and non-work are often unclear because of the fast-paced environment of the corporate sector (Carmon, Miller & Brasher, 2013:92).

As a result of these reasons, there is the possibility that work-life balance could have a negative impact on employees and the organisation. The results of the study meet the objective by showing that most of the employees were either unsure or satisfied with the current level of their work-life balance. Even though the outcomes of the study do not demonstrate immediate reasons for concern, it does entail that there are some concerns with work-life balance in the sector, thus supporting the notions from the literature study.

5.3.2 Objective 2. Establish what the levels are of burnout experienced by corporate workers and whether there is a connection linking burnout with work-life balance

Previous studies showed that work-related burnout is interrelated with work-life balance. Therefore, this study focused on the levels of burnout experienced by the employees in the corporate sector and the connection with work-life balance. The term burnout is

defined as a psychological syndrome which is associated with stress. Issues related to work-life balance increase stress levels indicating a clear link between the two concepts.

The study showed that burnout in the corporate sector in Potchefstroom is relatively low with the average employee experiencing some symptoms of burnout less than once a month. This shows the similarity to the work-life balance results, proving that there is room for improvement. It is recommended that organisations take note of and deal with this before it becomes an issue. Previous studies focussed on the investigation of increases in burnout and work-life balance divergence whereas this study showed the link or the relationship between work-life balance satisfaction and burnout directly, providing a new viewpoint between the two factors.

With the use of the Spearman two-tail nosig (test?) indicating the practical significance of the relationship or effect sizes, the study found a statistically medium negative correlation between work-life balance and burnout. Meeting the objective, the results show that in the case of an individual showing a decrease in work-life balance, one would likely see an increase of burnout experienced and vice versa. This conclusion is in line with previous studies signifying that burnout is one of the factors of low work-life balance satisfaction. On the other hand, improving work-life balance alone is not an adequate strategy to reduce burnout because work-life balance is a small factor contributing to burnout.

5.3.3 Objective 3. Establish the effect of managerial support on burnout and work-life balance, as well as the impact of the number of working hours

The literature review indicated that previous studies constantly showed that managerial support is an important feature of work-life balance (Kickul & Posig, 2001; Bakker & Demerouti, 2007). Similarly, Maslach (2001), linked burnout to managerial support. This study also proved that there is a significant correlation between work-life balance and managerial support.

Meeting the objective, the study reported that there are only fair levels of perceived managerial support. The statistics showed that the correlation between work-life balance and managerial support is positive. With the study proving that there is a link between burnout and work-life balance, it also confirmed the expected hypothesis that managerial support would decrease the levels of burnout.

According to Brummelhuis & Bakker (2012:91), long working hours are the most negative factor for work-life balance. According to the literature review, long working hours have also been linked to work-related burnout (Maslach *et al.*, 2003:242). The literature review shows that some of the main reasons for working long hours are the company culture and pressure from management to reach company targets. As explained in the literature, the perceived work-life balance of some employees may be affected by an expectation that working longer hours will result in a reward (Terreblanch & Dunheim, 2004). The study suggests that some employees don't mind working long hours if they have interesting work to do. These employees consider work time as an enjoyable activity. This could potentially help to explain the lack of correlation between work-life balance and long working hours. This segment needs further research in order to determine the relationship between long working hours and the perception of work-life balance satisfaction.

5.3.4 Objective 4. Investigate to what extent work-life balance policies are available and the supposed helpfulness of the policies

This study wanted to give a clearer view and insight into work-life balance policies, what type of policies are available and how much help these policies offer. The data gathered from this study are not absolute, reflecting the perceived availability rather than the actual availability. The results showed that employees consider the policies to be available and valuable. Flexible working schedules, on-site facilities and services, as well as working from other locations, are some of the policies that are perceived as most valuable. Policies such as unpaid leave, financial support for education and job share were the least helpful policies.

Although the data illustrate that many policies are considered to be helpful and available, there was a wide range in the frequencies of helpful and available. This indicated that the wishes of employees are of a personal nature and that, in terms of policies, there is no one-size-fits all approach. The study also indicates that not all employees regard the policies to be relevant or applicable to them. The data show that some of the employees felt that it is not necessary for further communication to promote work-life balance policies. Interestingly, the results show that formal work-life balance policies may not be the only key to improving work-life balance in the organisation.

5.3.5 Objective 5. Verify if demographics can have an impact on the research areas

The study of Darcy *et al.* (2011:199), showed that, throughout all career stages, the factors influencing work-life balance remains mostly constant. The literature review also shows that a person's birth cohort conditions can have an influence on employment preferences and perceptions (Richert-Karzmieska & Anita, 2016:77). This is in conflict with the career stage research. An explanation for this could be that the cohort effect is longitudinal in contrast to the career stage research, which is cross-sectional. This study is cross-sectional and, therefore, no large differences were expected in the demographic factors. The expectation was confirmed by this study as the results of the study showed no significant variation between any of the demographic factors in the research areas.

54 RECOMMENDATIONS AND PRACTICAL IMPLICATIONS

A few practical implications and recommendations resulted from this study, which can help the corporate organisations in Potchefstroom to improve the current burnout and work-life balance situation for their employees. These also serve to provide the managers in the corporate organisations in Potchefstroom with a better understanding of the importance of work-life balance and the negative effects that low levels of work-life can have on employees. In the following paragraphs, these practical implications and recommendations will be discussed.

Despite the existence of several work-life balance policies that were available and considered useful by the corporate employees, the results of the study showed that work-life balance satisfaction in the organisations was only moderate. This suggests that there are other important areas that can have an impact on work-life balance that are not currently being addressed. As a result, organisations may need to look further than the traditional focus on work-life balance policies and managerial support in order to improve work-life balance satisfaction in the corporate environment in Potchefstroom. The managers in these organisations should seek to gain a better understanding of the pain points of their employees and seek to improve these issues directly.

The policy section of the study also showed that the perceived usefulness of the work-life balance policies varies a lot. The results also showed that the demographic factors did not have a big impact on these preferences. This indicates that the work-life balance needs are unique for each employee. Subsequently, the corporate organisations should strive to offer

a range of programs that meet the individual needs of their employees. This would require another in-depth analysis of the specific employee needs, and the organisations would need to determine the operational requirements before implementation.

The results also showed a connection between work-life balance and burnout. In other words, poor work-life balance in the organisations can be associated with increased levels of burnout. Work-related burnout influence work performance, job satisfaction, mental health problems and related absences. Thus, this is an important factor and corporate managers should monitor signs of burnout among their employees. Managers should also analyse the specific causes of burnout in the organisation. Maintaining good levels of work-life balance can function as a preventative tool.

According to the literature review, managerial support and the number of working hours were the most influential factors for work-life balance but only managerial support was shown to relate to work-life balance in the study. This could be characteristic of the organisations, signifying a culture where longer working hours are accepted. Nonetheless, these can only be speculations and not facts. The most important consequence is that managerial support continues to be key to work-life balance satisfaction. The organisations should strive to educate their managers to support work-life balance initiatives.

While analysing the results from the literature research (Chapter 2) and experimental research (Chapter 4), the researcher decided on the following recommendations as outlined below:

- i. The distinctive multiculturalism of the South Africa offers remarkable chances to test the culturally diverse utility of burnout in different work settings. Consequently, it is firmly proposed that potential future research on burnout must concentrate on investigating burnout among corporate employees.
- ii. Research ought to be conducted on other measuring instruments that could be utilised to measure burnout and employment commitment.

55 AREAS OF FUTURE RESEARCH

- Larger model sizes and additional biographical criteria (for example level of training, marital status and duration of employment) would increase the importance of the exploration.
- The connections between burnout and commitment must be researched in a more extensive assortment of organisations in South Africa, utilising larger samples. A larger illustration might be utilised to determine direct elements of investigation on the diverse measurements of the factors.
- The distinctive measurements of burnout ought to be examined.

5.6 LIMITATIONS OF THE STUDY

5.6.1 Literature review

The following limitations were clearly indicated in the literature review:

- There is a scarcity of literature on burnout among employees in the corporate environment, particularly in the South African setting and this constrained the gathering of more research information.
- Several burnout models exist which made it difficult to choose the most appropriate version to make use of in this study.
- There is inadequate literature on the connection between work-life balance and the corporate environment within South African society.
- The investigation is restricted and is confined to a solo typology, namely the burnout and commitment among employees in the corporate environment.

5.6.2 Limitations of the empirical study

The following boundaries were clear in the practical study:

- The most striking inadequacy of the empirical study was the undersized sample range. This means that the researcher had to exercise caution before creating generalisations regarding the conclusion.
- An added restriction was the need for South African validation of the study instruments. All the instruments were initially developed by foreign researchers where conditions differ from the South African context. This inadequacy was overcome by conducting a positive aspect analysis in order to improve the consistency and legitimacy of the research.
- A convenience sample was used in the study and, therefore, the results cannot be generalized easily.

5.7 CONCLUSIONS

5.7.1 General conclusions

- With the data being acceptable, it can be concluded that most of the employees are satisfied with their current level of work-life balance. However, there are some concerns supporting the findings of the literature review.
- From the literature study, it can be concluded that there is a connection between work-related burnout and work-life balance with the average employee experiencing burnout once a month, proving that there is room for improvement.
- From the study, the correlation between work-life balance and managerial support can be confirmed, concluding that managerial support would decrease the levels of work-related burnout.
- Although the data illustrate that many policies are considered to be helpful and available, there was a wide range in the frequencies of helpful and available. This indicated that the wishes of employees are of a personal nature and that, in terms of policies, there is no one-size-fits all approach.
- This study is cross-sectional, and no large differences were expected. The expectation was confirmed as the results of the study showed no significant variation among any of the demographic factors in the research areas.

5.7.2 Specific conclusions

Table 68: Specific conclusions

Objective 1	The study meets the objective showing that most of the employees were either unsure or satisfied with the current level of their work-life balance.
Objective 2	Meeting the objective, the study concludes that, in the case of an individual showing a decrease in work-life balance, one would likely see an increase of burnout experienced and vice versa.
Objective 3	Meeting the objective, the study reported that there are only fair levels of perceived managerial support.
Objective 4	The data gathered from this study are not absolute, reflecting the perceived availability rather than the actual availability.
Objective 5	Because this study is cross-sectional, no large differences were confirmed.

New contributions, with the aim to assist in the work-life balance of the workers in this sector, were made through this study. As a result, the study shows that there is a connection between burnout and work-life balance. Burnout can have an indirect negative effect on an employee's performance at work and can cause higher levels of absenteeism. This means that there is room for improvement within these categories.

The study also illustrated that, to have good levels of work-life balance and lower levels of burnout, there needs to be sufficient managerial support, and less long working hours. This result contradicts previous research and indicates that work-life balance may be influenced by other factors specific to the corporate environment in Potchefstroom. Further research is needed to narrow down other work-related factors that can have an impact on this segment. Interesting conclusions were drawn regarding the work-life balance policies that were available to employees and the policies that they deemed useful to improve their work-life balance, such as "on-site gym facilities" and "telecommunicating". There were a lot of policies that the respondents indicated would be very useful but are not available. This means that there is room for improvement to support the individual needs of the employees to ultimately improve their work-life balance and their performance.

The research also showed that there were no significant demographic differences that can have an impact on factors such as burnout, work-life balance, and preferences for policies as indicated by the respondents. This means that more personal factors contribute to work-life balance and further research with a customised approach is needed to improve the levels of work-life balance satisfaction and burnout.

Therefore, this study should assist both employer and employee to have a better understanding of work-life balance in Potchefstroom's corporate sector while it could also assist in determining measures to improve the situation.

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APPENDIX A: Permission letter

Investigating the impact of work-related burnout in the corporate environment in a selected area

Good day

I am an MBA student at the Potchefstroom Business School. This survey is part of my Master in Business Administration, and focuses on the impact of work-related burnout in the corporate environment. The study also seeks to assess the perceived usefulness of work-life balance policies in the workplace.

The full questionnaire should take around 10 minutes to complete. Your participation is voluntary and entirely confidential. No personal data will be collected. The broad findings of the research will be included in my final dissertation.

If you have any questions about this survey, please contact me on dmdevilliers007@gmail.com

Thanks so much for your participation!

DM de Villiers

APPENDIX B: Copy of questionnaire

Section 1: Demographic questions

Gender:

- Male
- Female

Age:

- 18 – 29
- 30 – 39
- 40 – 49
- 50 +

Marital status:

- Single
- Married/ Cohabiting
- Separated /Divorced
- Widowed

Do you have children?

- Yes
- No

Which broad company function does your role sit in?

- Sales
- Administration (HR Finance, similar teams)
- Technical
- Other

Section 2: Work-life balance satisfaction:

Please rate **your** level of satisfaction with each item below:

The way you divide your time between work and personal or family life

- 1 - Very dissatisfied
- 2 - Dissatisfied
- 3 - Unsure
- 4 - Satisfied
- 5 - Very satisfies

How well your work life and your personal or family life fit together

- 1 - Very dissatisfied
- 2 - Dissatisfied
- 3 - Unsure
- 4 - Satisfied
- 5 - Very satisfies

The way you divide your attention between work and home

- 1 - Very dissatisfied
- 2 - Dissatisfied
- 3 - Unsure
- 4 - Satisfied
- 5 - Very satisfied

The opportunity you must perform your job well and yet be able to perform home-related duties adequately

- 1 - Very dissatisfied
- 2 - Dissatisfied
- 3 - Unsure
- 4 - Satisfied
- 5 - Very satisfied

Working hours and workload: How many hours do you spend working each week on average? (Including any work done outside the office, as checking emails)

Section 3: Managerial support

Please **rate** your level of agreement with each item below.

In general, managers in this organisation are quite accommodating of personal needs

- 1 - Strongly disagree
- 2 - Disagree
- 3 - Slightly disagree
- 4 - Neither agree nor disagree
- 5 - Slightly agree
- 6 - Agree
- 7 - Strongly agree

Senior management in this organisation encourage supervisors/line managers to be sensitive to employees' personal/non-work concerns

- 1 - Strongly disagree
- 2 - Disagree
- 3 - Slightly disagree
- 4 - Neither agree nor disagree
- 5 - Slightly agree
- 6 - Agree
- 7 - Strongly agree

Middle managers and executives in this organisation are sympathetic toward employees' responsibilities/commitments outside work

- 1 - Strongly disagree
- 2 - Disagree
- 3 - Slightly disagree
- 4 - Neither agree nor disagree
- 5 - Slightly agree
- 6 - Agree
- 7 - Strongly agree

In the event of conflict, managers understand when employees have to put their personal life first

- 1 - Strongly disagree
- 2 - Disagree
- 3 - Slightly disagree

- 4 - Neither agree nor disagree
- 5 - Slightly agree
- 6 - Agree
- 7 - Strongly agree

In this organisation, employees are encouraged to strike a balance between their work and non-work life

- 1 - Strongly disagree
- 2 - Disagree
- 3 - Slightly disagree
- 4 - Neither agree nor disagree
- 5 - Slightly agree
- 6 - Agree
- 7 - Strongly agree

Section 4: Burnout

Please **rate** your level of agreement with each item below.

I feel emotionally drained from my work

- 0 - Never
- 1 - A few times a year or less
- 2 - Once a month or less
- 3 - A few times a month
- 4 - Once a week
- 5 - A few times a week
- 6 - Every day

I feel used up at the end of the day

- 0 - Never
- 1 - A few times a year or less
- 2 - Once a month or less
- 3 - A few times a month
- 4 - Once a week
- 5 - A few times a week
- 6 - Every day

I feel tired when I get up in the morning and have to face another day at work

- 0 - Never
- 1 - A few times a year or less
- 2 - Once a month or less
- 3 - A few times a month
- 4 - Once a week
- 5 - A few times a week
- 6 - Every day

I can easily understand how clients and/or colleagues feel about things

- 0 - Never
- 1 - A few times a year or less
- 2 - Once a month or less
- 3 - A few times a month
- 4 - Once a week
- 5 - A few times a week
- 6 - Every day

I feel I treat some clients and/or colleagues as if they were impersonal objects

- 0 - Never
- 1 - A few times a year or less
- 2 - Once a month or less
- 3 - A few times a month
- 4 - Once a week
- 5 - A few times a week
- 6 - Every day

Working with people all day is a real strain for me

- 0 - Never
- 1 - A few times a year or less
- 2 - Once a month or less
- 3 - A few times a month
- 4 - Once a week
- 5 - A few times a week
- 6 - Every day

I deal effectively with the problems of clients and/or colleagues

- 0 - Never
- 1 - A few times a year or less
- 2 - Once a month or less
- 3 - A few times a month
- 4 - Once a week
- 5 - A few times a week
- 6 - Every day

I feel burned out from my work

- 0 - Never
- 1 - A few times a year or less
- 2 - Once a month or less
- 3 - A few times a month
- 4 - Once a week
- 5 - A few times a week
- 6 - Every day

I feel I am positively influencing other peoples' life through my work

- 0 - Never
- 1 - A few times a year or less
- 2 - Once a month or less
- 3 - A few times a month
- 4 - Once a week
- 5 - A few times a week
- 6 - Every day

I have become more callous toward people since I took this job

- 0 - Never
- 1 - A few times a year or less
- 2 - Once a month or less
- 3 - A few times a month
- 4 - Once a week
- 5 - A few times a week
- 6 - Every day

I worry that this job is hardening me emotionally

- 0 - Never
- 1 - A few times a year or less
- 2 - Once a month or less
- 3 - A few times a month
- 4 - Once a week
- 5 - A few times a week
- 6 - Every day

I feel very energetic

- 0 - Never
- 1 - A few times a year or less
- 2 - Once a month or less
- 3 - A few times a month
- 4 - Once a week
- 5 - A few times a week
- 6 - Every day

I feel frustrated by my job

- 0 - Never
- 1 - A few times a year or less
- 2 - Once a month or less
- 3 - A few times a month
- 4 - Once a week
- 5 - A few times a week
- 6 - Every day

I feel I am working too hard on my job

- 0 - Never
- 1 - A few times a year or less
- 2 - Once a month or less
- 3 - A few times a month
- 4 - Once a week
- 5 - A few times a week
- 6 - Every day

I do not really care what happens to some clients and/or colleagues

- 0 - Never
- 1 - A few times a year or less
- 2 - Once a month or less
- 3 - A few times a month
- 4 - Once a week
- 5 - A few times a week
- 6 - Every day

Working with people directly puts too much stress on me

- 0 - Never
- 1 - A few times a year or less
- 2 - Once a month or less
- 3 - A few times a month
- 4 - Once a week
- 5 - A few times a week
- 6 - Every day

I can easily create a relaxed atmosphere with clients and/or colleagues

- 0 - Never
- 1 - A few times a year or less
- 2 - Once a month or less
- 3 - A few times a month
- 4 - Once a week
- 5 - A few times a week
- 6 - Every day

I feel exhilarated after working closely with clients and/or colleagues

- 0 - Never
- 1 - A few times a year or less
- 2 - Once a month or less
- 3 - A few times a month
- 4 - Once a week
- 5 - A few times a week
- 6 - Every day

I have accomplished many worthwhile things in this job

- Never
- A few times a week Every day

I feel like I am at the end of my tether

- 0 - Never
- 1 - A few times a year or less
- 2 - Once a month or less
- 3 - A few times a month
- 4 - Once a week
- 5 - A few times a week
- 6 - Every day

In my work, I deal with emotional problems very calmly

- 0 - Never
- 1 - A few times a year or less
- 2 - Once a month or less
- 3 - A few times a month
- 4 - Once a week
- 5 - A few times a week

I feel clients and/or colleagues blame me for some of their problems

- 0 - Never
- 1 - A few times a year or less
- 2 - Once a month or less
- 3 - A few times a month
- 4 - Once a week
- 5 - A few times a week
- 6 - Every day

Section 5: Work-life balance policies

Please **indicate** whether each of these policies are available, and whether you consider them helpful. If the policy is not available, or not helpful, please just leave the fields blank.

Work from home

- Available
- Helpful

Work from another office

- Available
- Helpful

Telecommuting (working from home on a more permanent basis)

- Available
- Helpful

Flexible start/finish times (e.g. late starts)

- Available
- Helpful

Part-time work

- Available
- Helpful

Flexi-work schedule (shifting the number of hours you work between days)

- Available
- Helpful

Job sharing

- Available
- Helpful

Carer's room

- Available
- Helpful

Time off

- Available
- Helpful

Time off for study

- Available
- Helpful

Unpaid leave

- Available
- Helpful

Paid sabbatical leave

- Available
- Helpful

Paid time off for volunteering

- Available
- Helpful

Option to buy more vacation days

- Available
- Helpful

On-site health services

- Available
- Helpful

On-site gym facilities

- Available
- Helpful

On-site food facilities

- Available
- Helpful

Financial support for education

- Available
- Helpful

APPENDIX C: STATISTICAL DATA

SECTION 1: RELIABILITY STATISTICS OF THE RESPONSES TO THE QUESTIONNAIRE RELIABILITY STATISTICS FOR QUESTION 6 TO QUESTION 9

Reliability statistics

Cronbach's alpha	Cronbach's alpha based on standardised items	N of items
.906	.907	4

Inter-item correlation matrix

	V6	V7	V8	V9
V6	1.000	.692	.726	.665
V7	.692	1.000	.673	.690
V8	.726	.673	1.000	.803
V9	.665	.690	.803	1.000

Item-total statistics

	Scale mean if item deleted	Scale variance if item deleted	Corrected item total correlation	Squared multiple correlation	Cronbach's alpha if item deleted
V6	10.68	7.570	.768	.604	.887
V7	10.62	8.022	.757	.578	.890
V8	10.88	7.600	.828	.714	.865
V9	10.82	7.522	.804	.688	.873

RELIABILITY STATISTICS FOR QUESTION 11 TO QUESTION 15

Reliability statistics

Cronbach's alpha	Cronbach's alpha based on standardised items	N of items
.844	.848	5

Inter-item correlation matrix

	V11	V12	V13	V14	V15
V11	1.000	.788	.549	.604	.555
V12	.788	1.000	.610	.505	.344
V13	.549	.610	1.000	.412	.315
V14	.604	.505	.412	1.000	.594
V15	.555	.344	.315	.594	1.000

Item-total statistics

	Scale mean if item deleted	Scale variance if item deleted	Corrected item-total correlation	Squared multiple correlation	Cronbach's alpha if item deleted
V11	18.20	32.281	.804	.723	.776
V12	18.59	32.602	.700	.683	.800
V13	18.64	34.425	.570	.393	.834
V14	18.64	30.925	.658	.476	.813
V15	18.22	34.866	.552	.443	.839

RELIABILITY STATISTICS FOR QUESTION 16 TO QUESTION 37

Item-total statistics

	Scale mean if item deleted	Scale variance if item deleted	Corrected item-total correlation	Squared multiple correlation	Cronbach's alpha if item deleted
V16	56.0824	347.029	.460	.820	.780
V17	55.9412	354.961	.297	.772	.788
V18	55.8471	337.274	.563	.684	.774
v19_r	56.2824	352.705	.296	.641	.789
V20	57.4706	344.395	.478	.412	.779
V21	57.3059	341.715	.477	.504	.779
v22_r	55.9059	366.039	.126	.477	.799
V23	56.2353	338.325	.543	.780	.775
v24_r	55.7647	354.777	.272	.643	.790
V25	56.7294	367.747	.110	.345	.799
V26	56.3647	336.449	.492	.564	.777
v27_r	55.7882	346.693	.464	.607	.780
V28	56.4941	334.205	.583	.612	.772
V29	56.3294	348.295	.361	.458	.785
V30	57.9765	346.261	.461	.396	.780
V31	57.2353	341.039	.475	.490	.778
v32_r	55.7059	356.591	.228	.377	.793
v33_r	55.6588	391.632	-.178	.485	.814
v34_r	55.5059	370.896	.077	.554	.801
V35	56.7412	348.146	.357	.510	.785
v36_r	55.7529	352.212	.328	.536	.787
V37	56.6235	342.880	.449	.500	.780

SECTION 2: DESCRIPTIVE STATISTICS OF THE QUESTIONNAIRE RESPONSES

Descriptive statistics

	N	Minimum	Maximum	Mean	Std. deviation
AVG_WorkLifeBal	85	1.00	5.00	3.5882	.90526
AVG_ManSup	85	1.00	7.00	4.6141	1.40942
SUM_Burnout	85	0.00	6.00	1.7831	1.45719
Valid N (list-wise)	85				

SECTION 3: T-TEST STATISTICS OF THE QUESTIONNAIRE RESPONSES

Group statistics

V1		N	Mean	Std. Deviation	Std. Error Mean	P-value*	Effect size
AVG_WorkLifeBal	Male	42	3.4702	.86989	.13423	.237	0.25
	Female	43	3.7035	.93423	.14247		
AVG_ManSup	Male	42	4.4048	1.34381	.20735	.177	0.28
	Female	43	4.8186	1.45721	.22222		
SUM_Burnout	Male	42	60.1134	20.25728	3.12577	.757	0.07
	Female	43	58.7885	19.04496	2.90433		

Independent sample test

		Levene's test for equality of variances		t-test for equality of means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. error Difference	95% confidence interval of the difference	
									Lower	Upper
AVG_ WorkLifeBal	Equal variances assumed	.188	.666	-.912	83	.237	-.23325	.19591	-.62290	.15640
	Equal variances not assumed			-.192	82.813	.237	-.23325	.19574	-.62258	.15608
AVG_ ManSup	Equal variances assumed	.772	.382	-.360	83	.177	-.41384	.30423	-1.01895	.19126.
	Equal variances not assumed			-.362	82.730	.177	-.41384	.30394	-1.01839	.19071
SUM_Burn out	Equal variances assumed	.763	.38 5	.311	83	.757	1.32490	4.26367	-7.15536	9.8051 5
	Equal variances not assumed			.311	82.39 9	.757	1.32490	4.26680	-7.16250	9.8123 0

Group statistics

V3_recode		N	Mean	Std. Deviation	Std. Error Mean	Effect size
AVG_WorkLifeBal	Single / Separated / Divorced / Widowed	40	3.6188	.82039	.12971	0.06
	Married	45	3.5611	.98303	.14654	
AVG_ManSup	Single / Separated / Divorced / Widowed	40	4.5400	1.44804	.22896	0.10
	Married	45	4.6800	1.38721	.20679	
SUM_Burnout	Single / Separated / Divorced / Widowed	40	57.0690	17.69139	2.79725	0.21
	Married	45	61.5534	21.03218	3.13529	

Independent Samples Test

		Levene's test for equality of variances		t-test for equality of means				
		F	Sig.	t	df	Sig. (2tailed)	Mean difference	Std. error difference
AVG_WorkLifeBal	Equal variances assumed	.611	.437	.291	83	.771	.05764	.19780
	Equal variances not assumed			.295	82.690	.769	.05764	.19570
AVG_ManSup	Equal variances assumed	.175	.677	-.455	83	.650	-.14000	.30773
	Equal variances not assumed			-.454	80.878	.651	-.14000	.30852
SUM_Burnout	Equal variances assumed	1.438	.234	-1.056	83	.294	-4.48439	4.24481
	Equal variances not assumed			-1.067	82.764	.289	-4.48439	4.20175

Group statistics

V4		N	Mean	Std. deviation	Std. error mean	Effect size
AVG_WorkLifeBal	Yes	59	3.6102	.83210	.10833	0.07
	No	26	3.5385	1.06933	.20971	
AVG_ManSup	Yes	59	4.6780	1.39705	.18188	0.14
	No	26	4.4692	1.45431	.28521	
SUM_Burnout	Yes	59	60.1759	20.37480	2.65257	0.12
	No	26	57.7802	17.79274	3.48944	

Independent samples test

		Levene's test for equality of variances		t-test for equality of means				
		F	Sig.	t	df	Sig. (2tailed)	Mean difference	Std. error difference
AVG_WorkLifeBal	Equal variances assumed	4.447	.038	.335	83	.739	.07171	.21423
	Equal variances not assumed			.304	38.927	.763	.07171	.23604
AVG_ManSup	Equal variances assumed	.005	.943	.627	83	.532	.20874	.33298
	Equal variances not assumed			.617	46.176	.540	.20874	.33827
SUM_Burnout	Equal variances assumed	1.282	.261	.518	83	.606	2.39573	4.62147
	Equal variances not assumed			.547	54.410	.587	2.39573	4.38319

SECTION 4: ANOVA TEST STATISTICS OF THE RESPONSES TO THE QUESTIONNAIRE

Descriptive										
			Mean	Std. deviation	Std. error	ANOVA P-value*	Welch P-value*	Effect sizes		
								18 - 29	30 - 39	40 - 49
AVG_WorkLifeBal	18 - 29	21	3.750 0	.72457	.1581 1	.560	.461			
	30 - 39	20	3.437 5	.79420	.1775 9			0.39		
	40 - 49	19	3.460 5	.66804	.1532 6			0.40	0.03	
	50+	24	3.718 8	1.2408 6	.2532 9			0.03	0.23	0.21
	Total	84	3.601 2	.90274	.0985 0					
AVG_ManSup	18 - 29	21	4.533 3	1.3089 4	.2856 3	.723	.758			
	30 - 39	20	4.480 0	1.6382 3	.3663 2			0.03		
	40 - 49	19	4.494 7	1.1379 7	.2610 7			0.03	0.01	
	50+	24	4.900 0	1.5536 8	.3171 4			0.24	0.26	0.26
	Total	84	4.616 7	1.4176 9	.1546 8					
SUM_Burnout	18 - 29	21	55.8730	13.21136	2.88295	.327	.399			
	30 - 39	20	66.1048	23.08493	5.16195			0.44		
	40 - 49	19	56.5714	20.37702	4.67481			0.03	0.41	
	50+	24	58.4484	20.06826	4.09642			0.13	0.33	0.09
	Total	84	59.2029	19.53800	2.13177					

Test of homogeneity of variances

	Levene's statistic	df1	df2	Sig.
AVG_WorkLifeBal	2.007	3	80	.120
AVG_ManSup	1.224	3	80	.306
SUM_Burnout	1.732	3	80	.167

ANOVA

		Sum of squares	df	Mean square	F	Sig.
AVG_WorkLifeBal	Between groups	1.709	3	.570	.691	.560
	Within groups	65.931	80	.824		
	Total	67.640	83			
AVG_ManSup	Between groups	2.729	3	.910	.443	.723
	Within groups	164.088	80	2.051		
	Total	166.817	83			
SUM_Burnout	Between groups	1330.795	3	443.598	1.169	.327
	Within groups	30353.083	80	379.414		
	Total	31683.878	83			

Robust tests of equality of means

		Statistic ^a	df1	df2	Sig.
AVG_WorkLifeBal	Welch	.875	3	44.334	.461
AVG_ManSup	Welch	.394	3	44.008	.758
SUM_Burnout	Welch	1.007	3	42.603	.399

POST-HOC TEST AND HOMOGENOUS SUBSETS

AVG_WorkLifeBal

Tukey B^{a,b}

V2	N	Subset for alpha = 0.05
		1
30 - 39	20	3.4375
40 - 49	19	3.4605
50+	24	3.7188
18 - 29	21	3.7500

Tukey B^{a,b}

V2	N	Subset for alpha = 0.05
		1
30 - 39	20	4.4800
40 - 49	19	4.4947
18 - 29	21	4.5333
50+	24	4.9000

SUM_Burnout

Tukey B^{a,b}

V2	N	Subset for alpha = 0.05
		1
18 - 29	21	55.8730
40 - 49	19	56.5714
50+	24	58.4484
30 - 39	20	66.1048

Test of homogeneity of variances

	Levene Statistic	df1	df2	Sig.
AVG_WorkLifeBal	2.391	2	77	.098
AVG_ManSup	.311	2	77	.734
SUM_Burnout	.162	2	77	.851

ANOVA

		Sum of squares	df	Mean square	F	Sig.
AVG_WorkLifeBal	Between groups	2.042	2	1.021	1.269	.287
	Within groups	61.957	77	.805		
	Total	63.999	79			
AVG_ManSup	Between groups	.343	2	.172	.086	.918
	Within groups	154.569	77	2.007		
	Total	154.912	79			
SUM_Burnout	Between groups	1242.608	2	621.304	1.586	.211
	Within groups	30167.950	77	391.792		
	Total	31410.557	79			

Robust tests of equality of means

		Statistic ^a	df1	df2	Sig.
AVG_WorkLifeBal	Welch	1.332	2	43.064	.275
AVG_ManSup	Welch	.086	2	45.468	.918
SUM_Burnout	Welch	1.520	2	45.670	.230

AVG_WorkLifeBal**Tukey B^{a,b}**

V5_recode	N	Subset for alpha = 0.05
		1
Sales	24	3.4583
Technical	21	3.5238
Admin	35	3.8071

AVG_ManSup**Tukey B^{a,b}**

V5_recode	N	Subset for alpha = 0.05
		1
Technical	21	4.5524
Admin	35	4.6857
Sales	24	4.7167

SUM_Burnout**Tukey B^{a,b}**

V5_recode	N	Subset for alpha = 0.05
		1
Sales	24	54.8690
Admin	35	59.6844
Technical	21	65.4014

SECTION 5: NON-PARAMETRIC CORRELATION STATISTICS OF THE RESPONSES TO THE QUESTIONNAIRE

Correlations ^b						
			V10	AVG_WorkLifeBal	AVG_ManSup	SUM_Burnout
Spearman's rho	V10	Correlation coefficient	1.000	-.334**	-.285**	.040
		Sig. (2-tailed)		.002	.009	.717
	AVg_WorkLifeBal	Correlation coefficient	-.334**	1.000	.719**	-.391**
		Sig. (2-tailed)	.002		.000	.000
	AVG_ManSup	Correlation coefficient	-.285**	.719**	1.000	-.405**
		Sig. (2-tailed)	.009	.000		.000
	SUM_Burnout	Correlation coefficient	.040	-.391**	-.405**	1.000
		Sig. (2-tailed)	.717	.000	.000	

APPENDIX D: CERTIFICATE OF COPYEDITING

24 APRIL 2020

**TO WHOM IT MAY CONCERN
RE: COPY/LANGUAGE EDITING DECLARATION**

This is to declare that I, Tarien Jacobs, have language edited the mini dissertation titled Investigating Burnout in relation to Work-life Balance, Managerial Support and the effect of Working Hours and Demographics in the Corporate Environment in Potchefstroom by DM De Villiers (21750475).

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