Work-Life Balance among IT Executives in the Western Cape

By

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I would like to give thanks to God for giving me the courage and strength to pursue my Master’s Degree. There were days which were tough, and I felt that I wouldn’t have been able to complete my thesis, but remembering Him throughout the completion process it brought me strength. One particular verse stuck with me throughout the process, Luke 1:37 “For nothing will be impossible with God”.

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ABSTRACT

There has been research completed on work-life balance with a focus on women, but very little research focussed on senior management positions and especially in the IT Industry. With technology evolving at the pace that it has this ever-changing environment requires a higher demand in hours worked as technological methods makes it easier to work remotely from any location at any time.

The aim of the study is to study the work-life balance of executives who are appointed in the IT departments companies in the Western Cape. The research initiating question is, therefore, “What are the main factors that affect work-life balance of IT executives in the Western Cape?”

Executives in the Western Cape who work in the IT department were chosen to participate in this study. Six participants who are in IT Executive positions participated in the study. The study followed a qualitative approach where in-depth interviews were held to collect data. A content analysis was followed and the use of Atlas Ti.7 was used to analyse the data.

Research has shown that work-life balance is important in any organisation. Having a healthy work-life balance in place will prevent burnout. Burnout is a serious consequence of work-life conflict. The research aims to uncover many challenges that male IT executives face with reference to their work and personal lives. It also uncovers their coping mechanisms that are in place to combat work-life conflict.

The research is beneficial to IT employees who want to progress their career into that of an IT Executive, and current IT managers employed in organisations. The research will also benefit organisations as there are measures that can be critical to the success of the organisation as well as the well-being of their employees and senior management. The study limitations and recommendations for future studies have been presented in the research, which would be beneficial to researchers.
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CHAPTER 1: INTRODUCTION

1.1. Background

The Information Technology (IT) industry is an expanding industry due to the demand for IT specialists around the world. In fact, Albach, Meffert, Pinkwart, and Reichwald (2015) affirm this notion by stating that digitisation has taken the world over and the IT industry has rapidly grown since then making it the largest growing industry in the economy compared to others. With the industry’s rapid growth comes the demand for skills, it is evident that there is a skill shortage and even more so a shortage in IT Managers. Capelli (2015) further stated that there is a huge concern over the skills shortage among IT specialists. He then stated that there has been growth in the STEM (Science, Technology, Engineering, and Mathematics) empowerment through education and jobs due to the high need in companies where this high need is fuelled by companies needing to keep up with evolution and trends in order to remain competitive (Capelli, 2015). This does bring further concern in the world of work-life balance among IT Managers, as the need to work longer hours with the ability to work remotely from another location other than the workplace becomes a reality for most.

There is a growing concern for employees to achieve work-life balance as the increase in work-life conflict had been observed by IT Managers (Messersmith, 2007). This is due to the increase working hours coupled with more women are entering the workplace, the aging workforce and the increase in new technological methods which enable employees to work from home (Beauregard & Henry, 2009). Allen, Herst, Bruck, and Sutton (2000) support this notion by stating that there has been a change in the workforce dynamics where workers are demanding greater work-life balance. When employees fail to achieve work-life balance, work-life conflict is the natural outcome (Messersmith, 2007).

Work-Life Conflict (WLC) is best described as the spill-over of work into the employee’s personal life(Messersmith, 2007). Work is classified as the domain ‘work interfering with family’ (WIF) and Family is classified as the domain ‘family interfering with work’ (FIW) (Grandey, Cordeiro, & Crouter, 2005).
Santhi and Sundar (2012) define work-life balance as the achievement of prioritisation between the two aspects of life and work of an employee which is considered in equilibrium when work and family life responsibilities are equitably balanced.

Lack of work-life balance can lead to adverse consequences for the individual as well as the organisation. Allen, Herst, Bruck, and Sutton (2000) state that a lack of work-life balance typically result in depression, stress, burnout, general psychological strain, substance abuse, and physical health deterioration. Beauregard and Henry (2009) confirm this by stating that stress and burnout are among the most pervasive consequences for employees if they do not achieve a degree of balance between work and personal life responsibilities.

Poor work-life balance also has an impact on the organisation. In the Information Technology (IT) industry organisational commitment decreases and turnover increase if work-life balance is not achieved (Beauregard & Henry, 2009). Beauregard and Henry (2009) add that there is also a decrease in job satisfaction levels, reduced performance and productivity, and increase in absenteeism. Messersmith (2007) notes that turnover and absenteeism typically increase, as well as health care costs to the company due to a lack of work-life balance.

Messersmith (2007) states that IT professionals are increasingly expected to work longer hours due to the nature of the excessive projects and aggressive timelines. According to Atouba and Lammers (2018), IT professionals experience a higher percentage of burnout compared to professionals in other industries. Augustine (2013) notes that burnout stems from being accessible to team members and organisation at all times and having to work longer hours to meet project deadlines (Augustine, 2013). This results in dissatisfaction at work and exhaustion. Similarly, Santhi and Sundar (2012), studied work-life conflict among women employed in the IT industry and found that only 55% of women have achieved work-life balance.

Given that many households are dependent on the income of both partners, it can be expected that male IT executives face the same work-life imbalance. Furthermore, most of the studies have not been done in emerging markets. The IT sector in emerging markets has a direct influence on business development worldwide (Luo and Bo, 2015). Emerging markets face challenges due to the growth in customer demand and the increase in foreign investment. These challenges are outlined as underdeveloped markets, inefficient legal frameworks, and misaligned information platforms (Luo and Bo, 2015). This is where the importance of an IT industry is made evident, as the security and sharing of knowledge through networks become
imperative to overcome these challenges. Due to the importance of this industry, employees in the IT sector are affected by the demands of this industry. South Africa is regarded as an emerging market, and it is therefore imperative for researchers to study employees in the South African IT sector.

There are few studies conducted on this phenomenon in the IT industry, more so, no studies have been conducted on the South African workforce in the IT sector in South Africa. Most studies conducted in South Africa are gender-based focussing on the role of a woman and how this has changed since women had entered the workplace. Whitehead and Kotze (2003) studied work-life balance among women in South Africa and the focus was on the changes in the organisation as well as changes to the traditional role of a woman. Mageni and Slabbert (2005) studied the challenges faced in organisations when it came to achieve work-life balance. Their study predominantly focussed on the policies of two organisations and made comparisons in light of this to research which organisation achieved better work-life balance. Martins and Coetzee (2007) focussed on a similar research study of workplace culture and policies in the Engineering industry. They included research on leadership perception and management processes regarding the acceptance of work life balance. In addition to this, even fewer studies have been conducted focussing on the work-life balance of males and how their role has changed in the household and at work considering the demanding nature of IT executives.. Coetzee and Maritz (2010) focussed on a study of work-life balance and work stresses in the financial industry.. This study looked at both males and females. Furthermore, Muteswa and Ortlepp (2011) focussed on the various factors that drive management-level employees to leave organisations. Although this study was not conducted on the IT industry, the results of the study suggest that one of the reasons for management-level employees leaving organisations was work life conflict. It is clear that there is a gap in the South African context since the factors that have an impact on work-life balance of male IT executives have not been researched comprehensively.

In contrast numerous studies can be found that investigate the work-life balance of IT executives. Holtgrewe (2018) focussed on a study in Europe concerned with digitalisation and how this impacts organisational structures for employees to gain a work life balance.. Another study was conducted on the challenges of the IT industry in Australia and Chile where the focus was predominantly on female engineers in that industry (Aranda & Jerrard, 2019). One of the main challenges that came from this study was work life balance (Aranda & Jerrard, 2019). An
Indian study confirmed that work life balance among women IT professionals is difficult to achieve due to the traditional role of a woman being deeply rooted in the Indian culture (Valk & Srinivasan, 2011). The foregoing section indicates that international studies have contributed to the understanding of work life balance in the IT sector. However, international studies also have a dominant focus on women in organisations.

This study will focus on the Work life balance of male IT executives and the coping mechanism that they use to deal with work demands. The research initiating question is, therefore, “What are the main factors that affect work-life balance of male IT executives in the Western Cape?”

1.2. Objectives of the Study
In order to answer the research initiating question, the following objectives will be assessed:

- To investigate the work-life balance of IT executives
- To establish the factors that prevent the achievement of work-life balance among IT Executives.
- To establish the work activities that interfere with the executives’ personal lives at home.
- To establish the executives’ coping strategies in managing work-life balance.

1.3. Demarcation of the Field and Scope of the Study
Demarcation is described as the restrictions within the study to be executed which is inclusive of the scope of the study, the variables to be investigated, methods to be used, and the restraints of the study (Goddard & Melville, 2004).

The scope of this study is limited to male executives employed in the IT industry South Africa. With the number of dual career couples on the rise, more research focus is dedicated towards the work-life balance of workers. Morell (2006) stated that the emergence of “working fathers” needed to be explored in a South African context due to the change in the traditional role of the male being a breadwinner of the family to a caregiver as well. In the context of this study, management was chosen as a target group due to the workload varying between management of a team and leading projects for the company which would require longer working hours as the accountability on these projects are higher. This study will make use of a qualitative approach to understand the phenomenon better. The results of the study are aimed at exploring
the main factors that contribute to an imbalance of work-life balance for male IT executives. The study will also focus on the coping strategies that is employed the IT executives to deal with the lack of work-life balance.

1.4. Significance and Value of the Study

The IT industry is fast-paced and does necessitate working longer hours and taking on more work roles (Messersmith, 2007). Similarly, these employees are often required to work from home, which can results in a spill-over of work into family life (Beauregard & Henry, 2009). From this perspective, it becomes clear that work can interfere with family life, especially in the IT industry where the boundaries between personal and professional domains are often blurred.

Anand and Arora (2009) state that with the increased pressure to achieve targets at companies and an emphasis on working more efficiently, adds to the stress experienced among employees. This leads to burnout experienced among employees. According to Schaufeli, Leiter and Maslach, (2009, p.205), “employees experiencing burnout lose the capacity to provide the intense contributions that make an impact.” IT Executives are not immune to burnout due to work-life conflict that often occurs. This is where the importance of quality of life and life satisfaction are brought to the forefront and are the main contributors to achieving a healthy and productive lifestyle which includes a balance of both the work and family domains (Corrigan, Bofner, Mysiw, Clinchot, & Figate, 2001 as cited in Anand & Arora, 2009).

According to Little, Simmons, and Nelson (2007) the health of a leader can be detrimental to the organisation’s success. If the leader is absent, makes poor decisions, or leaves the company, the consequences are detrimental to the organisation and team (Little, Simmons & Nelson, 2007). It has been further reported that poor health of a leader also affects the organisation negatively through the downward spiral of team performance (Little, Simmons & Nelson, 2007). For this reason, it is critically important to understand the forces that drive burnout as a result of a lack of work-life balance. Intuitively it makes sense that a lack of work-life balance is shaped by work demands that compete with family or personal time. However, the specific factors that shape the lack of work-life balance is less known and are the most prevalent source of imbalance. Knowing the sources that contribute to the imbalance will help organisation to allocate resources to alleviate the most prevalent sources of work-life imbalance in the IT environment.
In the South African context, the IT industry is considered a male dominant industry. According to Statistics South Africa (2017), males dominate management positions in South Africa by occupying 56% of all positions. According to the Independent Communications Authority in South Africa (2016), only 31% of the IT positions are employed by females in South Africa. Equally important is the fast growth of the IT sector in South Africa and currently makes up for 2.7% of the Gross Domestic Product (GDP) (Statistics South Africa, 2017). This fundamentally means that the ICT industry makes a larger contribution to GDP than the agricultural sector and is growing at a rapid rate.

**Figure 1.1.**

*The ICT Sector is Larger than the Agriculture Industry (Statistics South Africa, 2017)*

Looking at the IT sector internationally, the growth of the IT Industry on a global front is much more extensive than that in South Africa. Figure 1.3. depicts the relative contribution of the. Although there has been some decline in the index from 2013 to 2016, the ranking improves to its highest level in 2017 which indicates the prominence of the ICT industry in the local economy. The ranking is based on access and uses in South Africa, and the ICT skills in South Africa (Independent Communications Authority in South Africa, 2018). Although Figure 1.3 indicates and improvement in the ICT development Index, South Africa is still lagging behind the international frontrunners when it comes to ICT skills and growth.
Figure 1.2.

*South Africa’s ICT Development Index Ranking Worldwide (Independent Communications Authority in South Africa, 2018)*

Table 1.4 indicates the contribution of the ICT industry in each region as a share of the total global market share of the ICT sector. We can see that North America is clearly the global leader and the ICT sector makes up at least 31% of the international market, followed by Asia and Europe. The relative share of the ICT sector shows growth across geographic regions except for Africa which indicates a steep decline in terms of the global ICT industry.

Figure 1.3.

*The Distribution of the IT Industry Worldwide (Ironpaper, 2016)*
The foregoing section paints a rather depressed portrait of the ICT industry in South Africa, where the lack of scarce skills may be hampering the growth of the ICT industry. Admittedly, scarce skills is not the only important input factor for ICT organisations but it remains an important production factor. Given the growth of the sector in South Africa and the limited number of ICT specialists, one would expect ICT specialists to face high work demands and time pressure. Typically, one’s job level within an organisation determines the working hours and general employment conditions. Senior managers must invest more time in their jobs due to the increased work responsibilities. The traditional working hours in the week according to the Basic Conditions of Employment Act No. 75 (Republic of South Africa, 1997) stipulates a normal working week to accumulate 45 hours, with 8 hours in a workday. However, senior management or high potential managers, often need to dedicate extra hours to their work to achieve career success or progression (Guillume & Pochic, 2007). The net result is that often work responsibilities interfere with other life domains include private or family time. The net effect is a lack of work-life balance.

Given the prolific pace of the ICT industry, especially for IT executives, the main objective of the current study is to investigate the main sources contributing to the experiences of work life imbalance for male IT executives. The researcher also would like to examine what coping strategies are used by IT executives to combat or alleviate the imbalance.

1.5. **Definition of Terms**

**Work-life balance**

Work-life balance refers to the balance of two spheres of life that an employee experiences, known as work-life and personal life. The balance of these two spheres is created when there is an achievement of uninterrupted holistic experience without the one sphere affecting the other.

**Work-life conflict**

Work-life conflict is the event where the two spheres of an employee, work life and personal life, integrates causing a disturbance in either one of the spheres. Work-life conflict is used interchangeably with work-life imbalance in the current study.

http://etd.uwc.ac.za/
Executive
This is a description of job level in an organisation. For the purpose of this study, executive refers to management, senior management, business unit heads, and executive management who leads a department or division of employees.

IT Industry
IT is an abbreviated term for Information Technology. For the purpose of this study, participants from the IT Industry are used. The IT Industry encompasses any communication device or application, referring to radio, television, cellular phones, computer and network hardware and software, and satellite systems for businesses.

Male Dominant
This refers to an industry in which males are over-represented compared to females. The IT Industry is male dominant with only 69% of the working population made up by male employees (Independent Communications of South Africa, 2016).

1.6. Overview of Chapters
Chapter 1
This chapter discusses the main research initiating question, purpose, and scope of the study and significance of the study to the greater population of IT executives. The aim is to frame the research question in the context of the existing literature.

Chapter 2
This chapter is a review of literature relevant to the purpose of the study. The chapter discusses work-life balance, work-life conflict, the consequences of work-life conflict and strategies used by employees to avoid work-life imbalance.

Chapter 3
This chapter outlines the research methodology that will be used for the study. The population and sample are discussed. The data collection method and data analysis were chosen for the study is outlined as well as the ethical considerations that the researcher had to keep in mind while collecting the data.
Chapter 4
This chapter discusses the codes and themes identified from the data collected as well as the results of the data analysis. This chapter also aims to address the objectives outlined in Chapters 1 and 2.

Chapter 5
This chapter aims to discuss the main findings of the study. The chapter aims to highlight what the findings mean in relation to a theoretical body of knowledge and the theoretical framework presented in Chapter 3. Finally, the chapter aims to provide suggestions for future research and limitations of the current study.

1.7. Summary of the Chapter
This chapter delineated the purpose and scope of the current research project. The primary research initiating question is “What are the main factors that affect work-life balance of male IT executives in the Western Cape?” Work-life balance is related to individual and organisational success. However, work-life balance is a rare commodity in the fast-paced and highly demanding IT sector. The lack of balance potentially holds negative consequences for organisations and individual IT executives. The goal of the current study is to investigate the factors that may negatively contribute to work-life imbalance of IT executives in South Africa. A secondary objective of the study is to investigate the coping mechanism that are deployed by IT executives to achieve work life balance or to mitigate the negative consequences of imbalance.
CHAPTER 2: LITERATURE REVIEW

2.1. Introduction

The topic of Work-Life Balance has been a topical issue in management study for years. According to Duxbury, Higgins and Canadian Policy Research Networks (2001) due to technological advances in the world of work the lines between work and personal life has merged and it becomes more difficult to balance the two spheres of life. With an increase in flexible working hours and the ability to work from anywhere, work-life conflict has been on the increases over the last two decades. According to Lockwood (2003), it has become important for working employees to establish solid support networks at home and at work in order to achieve work-life balance and avoid work-life conflict.

2.2. Theoretical Framework

There are various theoretical frameworks that are relevant to work life balance. Many theories have been developed over the years to explain the phenomenon of work-life balance. A summary of some of the most influential theories are presented in Table 2.1.

By large, the theoretical framework that underpins the current study emanate from the spill-over theory and border theory. These theories are chosen because they highlight the interplay between the two life domains, namely work and personal life and have been replicated successfully in various cross-cultural settings. Each of the theories will be discussed in greater detail in the section below.

2.2.1. Spill-over Theory

Staines (1980) developed the spill-over theory in 1980. This theory is concerned with the recognition of emotions and behaviours experienced in one domain of life will have acarrie-over effects to the other life domains (Staines, 1980). These experiences of a spill-over from one domain to the next, could be either positive or negative (Sok, Blomme & Tromp, 2014). For example, a promotion at work could have a positive impact of the finances of the household. This could allow for better quality of life for the whole family. This theory explains how positive and negative experiences are transferred from one domain to the next. A positive spill-over relates to the fact that satisfaction from one life domain exerts a feeling of satisfaction in the other life domain (Xu, 2009). The inverse is also true, a negative spill-over relates to the
fact that dissatisfaction in one life domain exerts a feeling of dissatisfaction in the other life domain (Xu, 2009).

Applied to the current study, the theory guides the interpretation of the qualitative data insofar as it is possible to try and understand the potential financial, psychological and relationship implications of spill-over from work to personal life and vice versa. In the context of IT executives’ high degrees of spill over is expected since the physical and structural boundaries of the IT position is somewhat malleable and flexible. Thus, one would expect significant spill over effects in comparison with a more traditional job that has clear work outcomes that are structured within the confines of traditional working hours.

### 2.2.2. Human Capital Theory

Human Capital Theory was founded and researched by Becker in 1985. The theory is concerned with gains in terms of available resources (for example, education, time, etc) and how this is perceived to have an impact on both the individual and organisation (Becker, 1964). Moreover, there is a predominant influence of human resources development through education (on the job training and external training) and the use of this education of an individual to achieve greater success in job performance and organisational performance (Nafukho, Hairston & Brooks, 2004). With this being stated, there is an effect on the individual in terms of making use of available resources in order to achieve the educational development to perform in one’s job well and achieve work life balance where a family is concerned. As mentioned before, the resources would include time and energy where the deployment of this would need to be balanced well in order to achieve harmonious balance in the life and work spheres (Rincey & Punchanatham, 2014). Furthermore, this theory does have an impact on the children of the parents. Becker (1994) stated that parents are often seen as role models to children and this would impact whether the children would invest in education and more. The stress of having to be a successful role model to children so that they live a life close to the parent (education and working for an income), is highly dependant on the parent. This adds to the ability to having utilised all resources such as a nanny or care giver during times of need where learning on the job does interfere with the work and life spheres of an individual.
This theory is prominent for the study as there is a focus on utilising resources in a smart manner in order to achieve success on the job. Some of the Executives interviewed in the study are studying towards degrees or certificates, and the nature of the IT industry is ever changing instilling a culture of learning to adapt to the changing industry.

2.2.3. Border Theory

Clark (2000) argued that there was an association between the family and work domains where those borders were crossed daily. The flexibility of the boundaries between each domain will impact the level of integration, the simplicity of changes and level of conflict between those domains (Rincey & Panchanatham, 2014). The borders between these domains can be physical (for example, family concerns remaining at the physical home and not at the workplace), temporal (for example, completing work during work hours thus not working at home), or psychological (concerned with emotions appropriate to each domain) (Clark, 2000). The stronger the borders or boundaries, the less chance of permeability to take place between each domain. On the contrary, the weaker the border the stronger chance of influence/impact experienced in each domain. Clark (2000) suggests that work-life balance can be achieved with either strong or weak borders. However, it is probably more likely that stronger demarcation of life and work domains will lead to less spill-over from one life domain to the other.

The theory is relevant to the current study since it focuses specifically on the boundaries or borders in place between work and life domains from a physical, psychological and temporal perspectives. Given the fact that the physical boundaries are uncertain for IT executives, there is expectation that spill-over in psychological and temporal aspects of personal life would take place. The inverse may also be true insofar as psychological trauma at home that can have an impact on work life due to lack of physical boundaries.

The foregoing section provides the main building blocks of the theoretical framework, but it is important to consider other theories that may assist in understand work-life balance. Rincey and Panchanatham (2014) provides a succinct summary of the main theories that are summarised in Table 2.1 below.
Table 2.1.

WLB Theoretical Frameworks

<table>
<thead>
<tr>
<th>Theoretical Framework</th>
<th>Description</th>
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<tbody>
<tr>
<td>Segmentation Theory</td>
<td>Blood and Wolfe (1960) developed and applied this theory to blue collar workers. In this theory, work and family are clearly separated with little interaction between the two domains (Young &amp; Kleiner, 1992).</td>
</tr>
<tr>
<td>Enrichment Theory</td>
<td>Seiber (1974) framed this theory when studying work life balance. This theory was underpinned by engagement in one role having a positive effect on another role whereby resources could be used across the multiple roles performed (Morris and Madsen, 2007). This may lead to the individual experiencing fulfilment in life (Greenhaus &amp; Powell, 2006).</td>
</tr>
<tr>
<td>Facilitation Theory</td>
<td>This theory is further development of the Enrichment Theory. This theory is concerned with interaction in one life domain having a positive, enriching effect on another life domain due to the experience gained by the first life domain (Frone, 2003). This is more commonly known as work-family facilitation (Grzywaez, 2002).</td>
</tr>
<tr>
<td>Spill-over Theory</td>
<td>Staines (1980) defined the spill-over theory as a positive causal relationship whereby positive or negative experiences from the life domain will spill over into the work domain and vice versa.</td>
</tr>
<tr>
<td>Compensation Theory</td>
<td>The compensation theory suggests that one would look to compensate for satisfaction from the work domain when there is a lack of satisfaction in the family domain or vice versa (Lambert, 1990). This could have a negative effect on the personal life domain.</td>
</tr>
<tr>
<td>Congruence Theory</td>
<td>This theory refers to external variables that do not have a direct relationship with the family or work domains but influences the balance of these roles (Rincey &amp; Panchanatham, 2014).</td>
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</table>
Although the spill-over theory is similar in definition, the congruence theory refers to variables that act as a third party such as personality traits (Edwards & Rothbard, 2000).

<table>
<thead>
<tr>
<th><strong>Conflict Theory</strong></th>
<th>This theory suggests that the demands of the family domain and work domain interferes with one another making it a challenge to meet those demands of both areas satisfactory (Edwards &amp; Rothbard, 2000).</th>
</tr>
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<tbody>
<tr>
<td><strong>Human Capital Theory</strong></td>
<td>This theory claims that people allocate resources broadly across life domains (work, family and leisure) and makes decisions about how to spend those resources, for example, time and energy (Becker, 1985).</td>
</tr>
<tr>
<td><strong>Resource Drain Theory</strong></td>
<td>This theory suggests that there is a negative causal relationship between the family and work domains in that if one domain uses resources it reduces the amount of resources available for the other domain (Frone, Yardley &amp; Markle, 1997). Thus, more resources used at work will have an impact on the available resources for the personal life</td>
</tr>
<tr>
<td><strong>Border Theory</strong></td>
<td>Clark (2000) developed the Border Theory which argues that each role in an individual’s life are separated by borders. Her theory also dealt with the inevitability of “crossing borders” between domains (Clark, 2000). The stronger border or demarcations the less likely border crossing will take place. This theory is like the spill-over theory.</td>
</tr>
<tr>
<td><strong>Integration Theory</strong></td>
<td>This theory was built on the belief that the work and family domains included all stakeholders to produce greater results of work-life balance, such as, the reliance of the community (Morris and Madsen, 2007).</td>
</tr>
<tr>
<td><strong>Ladder Theory</strong></td>
<td>The Ladder theory was developed by Bird (2006). This theory suggests that there are two sides to work-life balance where the one side is dedicated to the organisation’s point of view and the other side is dedicated to the individual’s responsibilities (Bird, 2006). Bird proved that both sides are key to achieving work life balance (Rincey &amp; Panchanatham, 2014).</td>
</tr>
</tbody>
</table>
The foregoing section aimed to highlight the most important theoretical perspectives on work-life balance. The subsequent section will look more specifically at Work-Life Conflict, Work Interference with Family, the impact of business travel on Work-Life balance, Time Management, Family Interference with Work, Dual Career Families, and Single Parent Families. Each of these factors will have an important implication on the Work Life balance of IT executives.

2.3. Work-Life Conflict

Work-life conflict consists of two components, namely work interference with family and family interference with work. Work-family conflict takes place when the two areas are misaligned and causes pressure between the two (Ilies, Schwind, Wagner, Johnson, DeRue, & Ilgen, 2007). Additionally, Baltes, Zhdanova, and Clark (2011) reported that work-family conflict occurs when there is a competition of time between the two domains, work and life, which therefore promotes interference with the other domain. Thus, there are clearly two domains pertaining to work-life conflict, namely work and family.

Work life conflict has various consequences which are the reason why the balance of work-life conflict is essential. Jawahar, Kisamore, Stone, and Rahn (2012) stated that there are various adverse outcomes of work-family conflict which include depression, alcohol abuse, psychological distress, high turnover, absenteeism, and burnout. This proves that not only are the consequences dire to the employee but to the company as well.

2.4. Work Interference with Family (WIF)

WIF occurs when there is a spill over of work into time that is meant to be spent with the family. Weiner (1985, as cited in Grandey et al., 2005, p.3) suggests “that work is attributed as the source of this interference, and so the employee develops a negative attitude toward the job.” This negative attitude ultimately affects the workplace and the family. For example, positive behaviour will be exposed at work if the parent is able to spend time with the family at home (Greenhaus & Powell, 2010). From the example, it can be seen that if an imbalance occurs it will have negative effects on both domains.
This phenomenon can be explained by the border theory which suggest that strong physical and psychological boundaries is important to prevent this spill over effect. According to Ahmad (2008) long working hours, workload and working under pressure may induce stress in the family domain further leading to a decline in family responsibilities. IT Executives are expected to be available when a problem at work arises. This could lead to working overtime to provide a solution to the problem immediately. In fact, Messersmith (2007), stated that there is an overflow of work due to the technological advances in IT making it easier to work from home if there is a crisis. This refers to a lack of physical boundaries which is likely to lead to negative spill over effect or to work interference with family life. This does lower the time spent with family at home which in turn affects the ability to achieve a integrated work and family life. Numerous sources of WIF have been identified in the literature including business travel, workload, burnout and self-employment which will be discussed in more detail below.

### 2.4.1. Business Travel

As more and more organisations do business internationally and nationally, executives are expected to travel more as part of their work responsibilities. “The reasons for business travel include growing competition, globalization, deregulation, mergers, downsizing, and free market strategic alliance building” (Gareis, Chait Barnett, & Brenman, 2003, as cited in Stewart & Donald, 2006, p.104). In the IT industry, this trend is specifically pervasive due to the collaborative nature of the business. Spending long periods of time away from one’s immediate family may have a negative impact on the parents and their children.

According to Stewart and Donald (2006, p.121).

> The parent who remained at home faced the challenge of dealing with changes in family boundaries and rituals. Participants with young children, in particular, were required to deal with negative emotions that their children might be experiencing in relation to the traveling parent’s absence. Thus, they not only had to cope with an increased number of physical tasks but also had to deal with emotional issues related and changes in family rituals such as bedtime routines and special occasions. Related changes in family dynamics included loneliness, the weakening of bonds between the traveller and children, altered marital relationships and overcompensation on return.
With women being away from home it would leave the husband with the responsibility to take care of the children. In other words, men increase their participation in their relationship with their children, which may lead to various benefits such as, “children achieving better academically and enjoying a higher sense of self-esteem and social competence” (Donald & Linnington, 2008, p.662). In this case, there is a positive effect when the wife is traveling for business, as the husband can enjoy time spent with the children. However, as the duties and responsibilities become greater in the absence of the wife, the multitasking of roles could be challenging for the husband. It is important to acknowledge the potential negative effect for the travelling partner who may not be able to spend time with the children and build meaningful relationships.

### 2.4.2. Working Hours/Workload

Time is significant in terms of WLC because the more time a person will spend in one life sphere will lead to the person spending less time another sphere. Furthermore, in terms of WIF time can be looked at from two angles working hours and workload. “Different constructs reflecting employees’ workload, such as the number of hours spent at work or perceptions of role overload, have been among the most often studied predictors of work-to-family conflict (Ilies et al., 2007, p.1369). This maintains the statement made by Ahmad (2008, p. 59) that said, “Long hours could have negative consequences for families and for workers who struggle to balance the demands of work and family.” This relates to the resource drain theory that suggest that the more time that is spend one work domain detracts the finite pool of energy that can be spent on the family or personal life domain.

Bhatia and Srilatha (2015) found that particularly male executives tend to place more time on work than on time for personal activities. This does add to the pressure and increase in workload among male executives. Spector, Dwyer, and Jex (Ilies et al., 2007, p.1370) say, “Workload reflects the demands placed upon employees in their jobs and thus has often been referred to as a job stressor.” This may be particularly problematic for males that still take on the role of primary bread winner. (Smit, 2001). Coupled with the shortage of IT specialists and the large amount of work pressure, one can expect more work-life conflict or imbalance.

In addition to the workload, there is the expectation of being available at any time should anything negative occur at work. Due to the advances in technology, executives are expected
to be on call to provide solutions to problems that would occur at work (Gilson, Maynard, Young, Vartiainen & Hakonen, 2014). The fact that globalisation has increased in businesses, the ability for virtual work has now become a reality. For many multinational organisations, collaboration can only happen during specific hours of the day due to the differences in time zones in which employees have to operate. Again, this increases the ability of the managers to work from home, thus having the work domain spill over into his family domain. Based on the foregoing section, time pressure can be regarded as an acute stressor of work life balance for IT executives.

2.5. **Family Interference with Work (FIW)**

FIW is another factor that could lead to WLC. Grandey et al. (2005, p.2) state that “family roles tend to be less structured and formalized and, thus, more permeable to other role requirements.” Donald and Linington (2008) confirm this notion by stating that the family sphere of life is more flexible while the work sphere is less flexible and more difficult to impose on with other areas of life. This indicates that it is easier for family interference to occur than that of work due to the structure of the work sphere.

Grandey et al. (2005, p.3) notes that “FIW represents a perception that the family is viewed as a threat to work time and energy, and, thus, is more likely to be a predictor of attitudes about the family.” One of the problems in the IT industry is the combination of high workload coupled with flexible work hours (Drew & Murtagh, 2005). Based on the compensation model of work life balance – it could be that executives compensate for working long hours by spending more time with their family when they should be focussing on work assignments. Thus, they are trying to compensate for working long hours or being away for business by allocate work time to spend with their families. This may not be such a major issue to traditional families with two partners since one of the two partners can spend more time with caring for the family, however it may be more problematic for single parent families or dual career couples. The next sections will specifically explore work life balance from the context of dual career families and single parent families.
2.5.1. Dual Career Couples

Where both partners are working in a household, it can place more pressure on the either partner. According to Allen et al. (2000) more and more dual-career couples are entering the workforce which may broaden the scope for WIF. This is particularly true in the case of dual career couples, where various conflicts in their marital relations can occur. The consequences of an imbalance between the two spheres of life (work and family life) cause marital tension in the dual career couple. The consequences result in overload and irritation, which if prolonged does lead to a change in the quality of life and dissatisfaction in their jobs as well as an intimate relationship which ultimately leads to a burnout in work and family life (Peplinska, Czap-Kubicka, Polomski & Lewandowska-Walter, 2014). This creates further stress on both individuals personally which will spill over into the family domain.

Additionally, if a husband is not supportive of his wife having a career, not only will he be unwilling to help with duties that were traditionally seen as the wife’s responsibility, but the wife may perceive her husband’s behaviour as denying her to break the mould of the traditional role of women in the workplace. The traditional role of a woman is to be caregiver and homemaker, in contrast to a woman pursuing a career. Grandey et al. (2005) speculated that “when a husband perceives that his wife is violating the gender-prescribed family role by working, this can create resentment and conflict in the family. In turn, this reduces women’s job satisfaction because they attribute blame to their job.” This situation places tremendous strain on the marital relationship which is most likely to affect the emotional wellbeing of the woman and in turn, the couple’s satisfaction at work, because of the marital conflict in the home environment.

An additional challenge in a marriage when the woman is working occurs when the husband (or even she, as the wife) is presented with a chance to enhance their careers, but the “opportunity”, which may be good for the career, may cause conflict between the husband and wife (Smit, 2001). Not only will it cause marital conflict, but it may cause depression to arise in the working the wife, especially in the case where the husband is presented with a career opportunity that will most likely increase his WLC (Eby, Maher & Butts, 2010). Consequently, wives who receive support from their husbands are more likely to be successful at work and experience less occurrence of depression, seeing that they are not having to carry the extra load of marital conflict (Naidoo and Jano, 2002). Thus, the impact that WLC has on the marital
relations can be both positive and negative. It is important to note that most research is conducted with regards to the psychological fallout of women who pursue careers, however, the reality is that the same mechanism may be relevant for males that is expected to carry their weight with regards to domestic duties with may be in conflict with taking on more responsibility at work.

2.5.2. Time Spent with Family

Conflict arises when the desire to spend time with family is not met due to continuous demands from work that interferes with the family time. With this being said, there is a clear link between “actual and desired time spent in work and family domains” which could affect “work-family balance, well-being and organisational domains” (Odle-Dusseau, Britt, & Bobko, 2012, p.332). It was further elaborated on by McNall et al. (2010, p.383) who affirms that a positive relation and emotion towards the family role results in an increase in life and family satisfaction. Odle – Dusseau et al. (2012, p. 332) illustrates this by providing the following example in their study “if an individual values segmentation of roles, then workplace policies such as flexi-time would lead to increases in perceptions of work-family balance and other positive outcomes (due to the requirement for an employee to schedule specific time for working when taking advantage of flexi-time, therein supporting a preference for segmentation).” More so, men in senior positions still follow the principle of being the breadwinner and looking to delegate family and caring activities to the wives (Drew & Murtagh, 2005). This is where the prevalence of the Equity Theory of Adams (1963) arises once again. The roles of the male and female in the household have changed and more so in the workplace. With this transformation it is evident that there has been an increase in women education levels ultimately leading to a decline in the traditional roles of women in marriages, as both partners are professional workers as well as having the responsibility to look after the children and household chores (Peplinska, Czap-Kubicka, Polomski & Lewandowska-Walter, 2014). This may not be the case for a single parent household which will be discussed in the next section.

2.5.3. Single Parent Households

The increase in people finding it difficult to maintain a well-balanced life has proven to be a struggle, but more so for the single parent households. Byron (2005) affirms this notion by
stating that it is more challenging for a single parent due to responsibilities like household chores, childcare, and work is not performed by defined traditional roles but rather that of one person. One of the current trends in today’s world is the rise of single-parent households. “Single parent families and stepfamilies remained a large share of households with children in this decade, and many scholars examined their work life conditions and consequences,” (Bianchi & Milkie, 2010). Fathers found it challenging to balance their work and family spheres of life (Perlow & Kelly, 2014). In particular, Judge, Boudreau, and Bretz (1993) acclaimed that, “male executives who worked more hours per week, and those with more children, reported higher levels of work-family conflict than those who worked fewer hours per week and who had few or no children.” This is president in the lives of single-parent households as the spill-over of WIF and FIW is higher than those who are in marital relations regardless of whether it is a dual career couple or single earner relationship. This would eventually lead to pressure and stress leading to a burnout.

2.6. Consequences of an Imbalance

2.6.1. Physical and Mental Health

The health of an employee due to spill over into family life is not uncommon in the work-family relationship. Mclellan and Uys (2009, p. 5) say “extensive conflict between work and family roles may thus impair an individual’s psychological well-being.” The effects of WIF with family on the health of an employee can be explained by using the Conservation of Resources (COR) theory (McNall et al., 2010, p.384). The theory then explains that “people with resources are less likely to encounter stressful circumstances that negatively influence both physical and psychological well-being” (McNall et al., 2010, p.384). When people encounter stress, those with access to resources are more inclined to solving problems than those who do not have the resources to overcome the stressful situations (Maslach & Schaufeli, 2017). There are five types of resources work resources, social support, physiological and physical wellbeing and material resources, which include having money and being financially stable (McNall et al., 2010). For instance, material resources cause stress in the following way, if one has insufficient funds to support quality schooling for children or day-care it would result in parents experiencing stress as they would require additional childcare assistance from family or professionally trained people (Smit, 2001). The inverse is also true – those with more resources can overcome stress and problems by applying resources which in turn will lead to greater build-up and preservation of resources
Another cause of physical and mental health being compromised is due to workload and business travel. First, business travel, whether it is the woman or her partner, will cause some sort of psychological distress. Stewart and Donald (2006, p.106) confirms this idea by saying that “partners of frequent business travellers file twice as many medical claims for psychological stress compared to those of non-traveling workers.” This is due to a consequence of not achieving WLB coupled with emotional and physical exhaustion.

The workload one has acquired is also an important stressor. Ilies et al. (2007, p.1370) indicate that “meeting workloads that require high effort expenditure leads to psychological load reactions that decrease well-being, especially when recovery is insufficient.” Consequently, these psychological load reactions are seen as a negative influence (Ilies et al., 2007). Psychological load reactions are best described as a ripple effect one’s emotionally, mentally and physically well-being. This means that role overload will lead to stress, then to a mental illness. “Numerous studies indicate for example the relationship between occupational stress and the incidence of psychosomatic ailments such as hypertension, chronic fatigue, eating disorders, cardiovascular diseases, and peptic ulcers” (Smit, 2001, p. 608). In addition, Ahmad (2008) adds to this idea by proving that those who have higher workloads experience negative emotions, exhaustion, and pressure. However, Derks, van Duin, Tims and Bakker (2015) suggested that work and family roles do not necessarily lead to imbalance and can foster unique psychological benefits when balanced correctly. Similarly, a well-balanced work-family relationship should lead to improved psychological and physical health; and decreased burnout (Maslach & Schaufeli, 2017). Physical and mental health can be a negative consequence of WLC or a positive outcome for WLB.

### 2.6.2. Role Incongruence

Role incongruence is reached when the demand from one domain outweighs another domain (work and family domains). Role overload is described as employees who are emotionally invested in their work may exert more effort to their work role rather than their family role thus creating a work-family conflict (Ahmad, 2008). Furthermore, Naidoo and Jano (2002, p.70) “describes role overload as the inability to satisfy all role expectations in the time available, despite recognising the legitimacy of all the demands.” Therefore, role overload is a concern
as this would be true in the IT industry among management, who are expected to be readily available to provide solutions for problems that arise at work.

In the literature, three types of job strain can be identified. Role strain is a form of inter-role conflict where the pressures from one domain (work) are not compatible with another domain (family) (Nohe, Meier, Sonntag & Michel, 2014). Stewart and Donald (2006) found that the second type of role strain was inter-role conflict concerned with having to overcompensate in one domain to make up for the other domain having too much focus. The third form of role strain is the uncertainty both husband and wife experiences upon his return from not being home during a period of time toward his functionality in the role he should perform (Stewart & Donald, 2006). Family roles and work roles can collide creating confusion in the household. With frequent business travel and high workloads, this can increase inter-role conflict as described above.

2.6.3. Burnout

Burnout is the ominous consequence of stress. Jawahar et al. (2012, p.244) describe the function of stress as the “strain only when a stressor that is perceived a threat exists in conjunction with insufficient coping resources.” This consequence of stress leads to the depletion of resources in one life domain which leads to lower energy and resources in other life domains. This depletion of resources will cause the employee to become angry and pessimistic toward the work and family life spheres (Jawahar et al., 2012). Stewart and Donald (2006) found that inter role conflict is often the first step in burnout since it restricts the balance of resources across life domains.

There are three major forms of burnout. Jawahar et al. (2012) describe three forms of burnout; the first form of burnout is described as emotional exhaustion, the second form is depersonalisation, and the third form is reduced personal accomplishment. The first form indicates that if there is a decline in energy this will result in dissatisfaction in work, family and social relationships. The second form leads to undesirable conduct toward other individuals. By having a reduced personal accomplishment, it leads to a low stimulus invested into work due to results of the work produced equating to a constant failure.
All three forms of burnout are connected to the desires of an individual which could lead to lifelong consequences if not managed successfully. There are various consequences that could affect the executive. These consequences involve depression, increased substance abuse, emotional strain, turnover intentions, an increase in malingering and burnout, as well as lower satisfaction in employment and family life spheres (Jawahar et al., 2012). “Burnout is also negatively related to other indicators of family functioning such as marital satisfaction and family climate” (Eby et al., 2010, p.610). Burnout, as expressed in the literature, is the one factor that all employees should avoid since the recovery to normal functioning can take a long time. In some cases, recovery necessitates an extended break from all work activities.

Burnout experienced among working people is a cause for concern. It is confirmed that the experience of burnout has risen due to conflict experienced across the family and work domains (Jawahar et al., 2012). In other words, WLC may cause employees to feel emotionally and psychologically drained; this will affect both work and family life in a negative way. Eby et al. (2010, p.610) express this concern by saying that working long hours and the increased work demands lead to burnout. Individual workers can also experience burnout when they face conflicting demands in their personal and work life spheres which they are unable to reconcile.

\section*{2.7. Work-Life Balance}

From the arguments presented in this literature review, work-family balance is important to achieve to ensure the well-being of employees. The balance of WLC is exceptionally important as the two domains of life are interdependent, be it negative or positive. For example, if a parent has better time management skills and is perceived a better parent, positive emotions will spill over to that of their work domain resulting in a better WLB (McNall, Nicklin, & Masuda, 2010). Work-life balance can be defined as the achievement of egalitarianism concerning the emotion and manner in which an individual will engage in activities at the workplace as well as with the family (Odle-Dusseau, 2012). Carlson, Witt, Zivnuska, Kaemar, and Grzywacz, (2008, p.39) confirms this analogy by stating, “that successfully balancing work and family requires minimizing conflict and maximizing the benefits between work and family, and that each of these experiences contributes to important work and family-related outcomes.” Similarly, Odle-Dusseau et al. (2012, p.343) state in an affirmation that balance is caused by employees experiencing an equivalent amount of devotion to his or her work and family roles. When a balance is achieved there is a reduction of conflict between work and family. This
basically means that aligning the two domains is better, instead of letting it clash or compete with one another.

Balancing work and family roles can thus be achieved in various ways. The ways in which balance between work and family conflict can be achieved include: “variables such as, coping strategies, organizational support and schedule flexibility may buffer work/family conflict” (Donald & Linington, 2008, p. 670).

There are various strategies that can be in place for male management especially since they find it challenging to live up to the traditional expectation of being the household provider. Living up to this expectation may lead to overexerting oneself at work, spending less time with the family causing marital strain, and health problems leading to burnout. The first coping technique would be to enhance the working structures for managers, which could include flexible working hours to accommodate their family responsibilities (Nelson & Burke, 2018). Organisation can also incorporate structural changes to make sure there is a healthy balance between work and life domains (Nelson & Burke, 2018). Employee Assistance Programmes could help newly promoted managers or young IT specialist to deal with work-life conflicts by setting priorities or intervening when the individuals are unable to deal with work demands. Having social support for the family would also alleviate the stress experienced by male managers. All of these factors are discussed in more detail below.

2.7.1. Social Support Structures

The literature suggests that strong support structures can help to buffer the adverse effects of WLC. According to Mclellan and Uys (2009), families often make use of support structures when work and family responsibilities are in conflict. These external resources will then be able to assist the person to balance the demands placed on them from both work and family spheres (McNall et al., 2010). For example, a paid domestic worker of child carercan lighten the load at home with household chores and child-care activities (Smit, 2001). In some instances, social support does come in the form of family members who are willing to assist with childcare during the day while the parents are at work. This does alleviate the financial constraints of paying someone to assist with childcare during the day. This also provides peace of mind as well as more time to engage in other family activities away from work. Thus, having an adequate social support structure is a good way to balance WLC. This idea is congruent with
the integrated model which suggest that social support can assist to achieve greater work life balance by taking over some of the roles that are typically reserved for the heads of the family. Thus, irrespective of the job demands one would expect individuals with greater access to social support be deal with conflicting demands more constructively.

2.7.2. Organisational Support

Organisations have the ability to offer support to their employees. Organisations can be “more encouraging and understanding by creating a supportive and enabling environment” (Aluko, 2009, p. 2117). For instance, Ahmad (2008) stated that it is important to have a flexible working arrangement or schedule to reduce WLC. An example of job schedule flexibility is allowing IT Executives to organize their working hours in such a way that they are able to fulfil family responsibilities that may clash with work time, for instance, leaving work early to pick children up from school. Organisations also offer childcare at work, laundry services and counselling services. There are further options that are available that organisations can put in place through organisational policies (Deery & Jago, 2014). This ultimately means that the employee is able to achieve work-life balance through the use of organisational support. What is important is for employees to stay productive and satisfied during the various life phases including child rearing.

2.8. Summary of Chapter

WLB and WLC were discussed in this chapter. The contributing factors to WLC were discussed. Various theoretical models were introduced that aims to explain the psychological mechanisms that underlies work life conflict. In particular spill-over theory and border theory were used as the foundation of the theoretical framework This also highlighted the consequences of not achieving WLB which is detrimental to the health and wellbeing of employees. It is also evident that a blurred line between one’s personal life and work life can happen easily if no precautionary measures are taken. Furthermore, this chapter discussed the impact of work life balance in the context of dual career families and single parent families. The main coping resources that employees can fall back on to mitigate the stress associated with work-life conflict were discussed. Social and Organisational support seem to be particularly important in mitigating the potentially harmful impact of work life conflict.
CHAPTER 3: RESEARCH METHODOLOGY

3.1. Introduction

This study aims to establish the sources of work-life imbalance and the coping mechanisms used to achieve work-life balance at an Executive level in the IT industry. This chapter addresses the research methodology and design utilised in the study. It further discusses the population and sample used for the study, as well as, the procedure that the researcher underwent to collect and analyse the data. Additionally, the ethical considerations for collecting, analysing and reporting the empirical data are discussed.

3.2. Research Paradigm

The research paradigm employed in the current study is interpretive. The researcher aims to study the participants’ subjective experiences concerning their work-life balance. According to Saunders et al., (2019), the interpretivist paradigm emphasises the fact that humans are different from physical phenomena because they create meaning. Interpretivists study these meanings to uncover the truth. The nature of the data collected is therefore in the form of interviews or other narrative techniques (Deetz, 1996; Saunders, Lewis & Thornhill, 2019). The ontology in the interpretivist paradigm is in the form of rich subjective experiences that are hinged on the aim to create new, richer understandings and interpretations of social worlds and contexts.

3.3. Research Design

The research design that was used for this study was qualitative. The qualitative research design is associated with the interpretive philosophical perspective (Denzin & Lincoln, 2011). This design was the most appropriate for gaining a holistic view of the subjective factors that influence perceptions of work-life balance among IT managers. In addition, the study was interested in uncovering the coping mechanisms used by managers to deal with the high job demands prevalent in the IT industry.

It could be argued that a qualitative approach is optimal for operationalising the objective of the study since rich information pertaining to the behaviour, attitude, and feelings of the participants can be collected and analysed. It also creates a sense of openness, as it encourages people to expand on their responses to the questions asked. It avoids predetermined answers.
which are typically provided in quantitative research as selections are made on a scale with predetermined answers thus limiting the participant. The participant will have the freedom to answer the question by giving their true reflection to the question asked.

### 3.4. Population and Sampling

For the purpose of this study, the population was IT employees who are employed at an Executive level including Senior Management and/or Executive Management in selected organisations in the Western Cape. A population of a study is best described as the target that the study had positioned a scientific inquiry on (Sekaran, 2000). The population used in a study needs to consist of similar characteristics (Kumar, 2005). The population comprised approximately 80 Executive and Senior Managers.

It was arguably difficult to interview all the 80 participants due to time and resource constraints. A sample of 6 participants was drawn from this population. In this study, the sample had to be IT Executives employed in the IT departments of four selected organisations in the Western Cape. Krathwohl (1997) defines sampling as a manner in which the researcher is able to survey a smaller part of the population depicted for the study enabling the researcher to draw conclusions about the larger population. There are two types of sampling known as probability and non-probability sampling. There are various differences outlined in the below table.

**Table 3.1.**

* Differences between probability and non-probability sampling.*

<table>
<thead>
<tr>
<th>Probability Sampling</th>
<th>Non-Probability Sampling</th>
</tr>
</thead>
<tbody>
<tr>
<td>All participants have equal opportunity to become a sample of the study.</td>
<td>Participants do not have equal opportunity to become a sample of the study</td>
</tr>
<tr>
<td>Reduces bias as the sample can be randomised.</td>
<td>Can be biased due to selection being based on particular requirements for the study</td>
</tr>
<tr>
<td>Methods include simple random sampling, stratified sampling, cluster sampling, and systematic sampling.</td>
<td>Methods include convenience sampling, quota sampling, judgement or purposive sampling, and snowball sampling.</td>
</tr>
<tr>
<td>The research is decisive in manner.</td>
<td>The research is exploratory in nature.</td>
</tr>
</tbody>
</table>
The inferences made in the study are statistical.

This sampling technique can be more expensive and, time consuming.

The inferences made in the study are analytical.

This sampling technique is inexpensive and, not time consuming.

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This study made use of non-probability sampling. Non-probability is when the researcher makes use of a sample that is relevant to the phenomena being studied (Battaglia, 2008). Tansey (2007, p.14) states the following about non-probability sampling,

The distinguishing character of non-probability sampling is that subjective judgements play a role in the selection of the sample, in that the researcher decides which units of the population will be included in the sample. While this means the researcher has greater control of the selection process, the trade-off is that such sampling techniques severely limit the potential to generalise from the findings of the sample to the wider population.

Within the category of non-probability sampling the study made use of purposive sampling. This ideally means that the sample of the study relates to the requirements of the study scope. Etikan, Musa and Alkassim (2016) defines purposive sampling as the data collected contributing to the theoretical framework of the study.

For the purpose of the study, the sampling method used was snowball sampling. According to Biernacki and Waldorf (1981), snowball sampling refers to the recommendation of potential participants who share the same attributes applicable to the study by participants who had already participated in the study. In other words, it is a referral network that will be made available for the purpose of the study. In this way, the researcher remains free from bias throughout the data collection process in terms of not having a familiarity with the participants of the study. In this study, an IT executive will refer another IT executive, and so the chain of referrals occurred. A requirement for the participants would be that they need to be employed in the IT department of a company and should be employed at an executive level.
3.4.1. Participants

The biographical data of the participants is presented in Table 3.2. The information displayed are years of service, highest qualification level completed by the participant and the seniority level of the participant in their respective organisations.

Table 3.2.
Participant Biographical Information

<table>
<thead>
<tr>
<th>Participant</th>
<th>Gender</th>
<th>Years of Service</th>
<th>Highest Qualification</th>
<th>Position Seniority</th>
<th>Marital Status</th>
<th>Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Male</td>
<td>25 - 30</td>
<td>NQF 9 – MBA</td>
<td>Chief Executive</td>
<td>Married</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>Male</td>
<td>25 – 30</td>
<td>NQF 9 - MBA</td>
<td>Chief Executive</td>
<td>Married</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>Male</td>
<td>20 - 25</td>
<td>NQF 7</td>
<td>Chief Executive</td>
<td>Divorced</td>
<td>1</td>
</tr>
<tr>
<td>4</td>
<td>Male</td>
<td>20 – 25</td>
<td>NQF 6</td>
<td>Divisional Executive</td>
<td>Married</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>Male</td>
<td>20 – 25</td>
<td>NQF 6</td>
<td>Chief Executive</td>
<td>Re-Married</td>
<td>2</td>
</tr>
<tr>
<td>6</td>
<td>Male</td>
<td>20</td>
<td>NQF 6</td>
<td>Divisional Executive</td>
<td>Married</td>
<td>4</td>
</tr>
</tbody>
</table>

Table 3.2 describes that 6 male executives participated in the research study. The information in the table suggests that most of the participants in the study had more than 20 years’ experience in the IT industry and most were married with children. Only one of the executives were divorced.

3.5. Data Collection

The measuring instrument that was used for the data collection for the research study conducted was structured interviews. The researcher interviewed 6 participants who are employed in the IT Industry at an executive level. The participants all had to be employed as an IT executive in their organisations, they had to be male, and management of other IT Managers to be deemed an Executive for the purpose of the study. The interviews were conducted face-to-face. The interviews lasted between 30 minutes and 60 minutes with each participant. For reasons related to convenience, the researcher set up a time to conduct the interviews during the participant’s available time or lunch break.

3.5.1. Research Instrument: Structured Interview Guide

An interview in the research context is to understand the meaning of what the participant states in response to questions addressed for the purpose of the study (Valenzuela & Shrivastava,
Structured interviews were held with the participants of the study by the hand of an interview guide. The interview guide was included as Appendix x This allowed the researcher to uncover deeper meanings to the study by clarifying responses from the researchers where there were doubts. This also allowed a more in-depth method in obtaining the data needed for the study. The open-ended nature of the interview allowed the respondents to share as much as they were willing to share about the phenomenon which might not have been asked or requested by the researcher.

An interview guide was designed and used to draw inferences specific to the study from the participants. This allowed the researcher to focus on general areas of the study but still allowing the participant to freely share their thoughts on questions asked.

### 3.5.2. Data Collection Process

The first step in the research process was to gain ethical clearance from the University of the Western Cape (UWC), to conduct the research in corporate companies within the ICT Industry in the Western Cape. Once ethical clearance from UWC was granted, an information sheet was developed to provide the participants with more information regarding the purpose of the research and the rights of the participant. Each participant had to provide written consent to voluntarily partake in the study.

The researcher arranged a room for the interview to take place and was made private. The researcher recorded the audio from the interview on a recording device which was later transcribed for use of the study. All participants agreed to the recording of the interview. The interviews were then transcribed verbatim and the body language and general mood of the respondents were captured as additional notes in the interview process.

### 3.5.3. Data Analysis

Content analyses was used as an analysis technique to classify the data in codes and themes. “The main idea of the procedure is, to formulate a criterion of definition, derived from theoretical background and research question, which determines the aspects of the textual material taken into account” (Mayring, 2000, n.p.). The theoretical framework was used as a foundation to analyse the themes that came from the data collected. In this regard the approach can be regarded as deductive approach to thematic analysis since themes were linked to existing theory. An interpretivist philosophy was used to conduct the thematic analyses. The theoretical frameworks of this study were anchored on various theories, predominantly the border theory, human capital theory and the spill over theory. Key concepts of the theories were used
ultimately to form a strong foundation for content analysis. These concepts were embodied by the responses provided in relation to the work life (motivation to work and excel in their career and support from organisation), personal life, work-life conflict, work-life balance, and perceptions towards work-life balance.

The researcher also made use of Atlas-Ti software version 7 to integrate the data collected from the themes into meaningful insights gathered for the purpose of the research. This was done through a word count process where words were highlighted throughout the data collected of each participant expressed as a pattern. The output of the word count process are included as Appendix.

### 3.5.3. Trustworthiness and Credibility

To achieve rigour in a qualitative design the following needs to be considered (Klopper, 2008), the truth value, applicability, consistency, and neutrality. Truth value is concerned with the credibility of the strategy through case study analysis and peer review of the research. Applicability is concerned with the ability to generalise the findings of the study. Consistency is concerned with the replicability of the study where similar results can be achieved in a similar context. Neutrality is ensuring that the study is not biased.

There are typically four areas that will affect the trustworthiness of a qualitative research study. Shenton (2004) states that these areas of trustworthiness in a qualitative research in accordance with Lincoln and Guba’s (1994) theory are known as credibility (internal validity), transferability (external validity), dependability (reliability), and conformability (objectivity). Morrow (2005) agrees with this assumption and additionally states that trustworthiness is the mere investigation into the research paradigm and the discipline in which the paradigm principles are applied consistently. With this being said, if trustworthiness and credibility of a qualitative research is achieved, the test of validity and reliability of the study are confirmed (Klopper, 2008).

When conducting the research, the researcher was mindful of the requirement of maintaining trustworthiness and credibility in the study. The way in which this was done was to ensure that there is no personal relationship with the respondents of the study. In addition, a snowball sampling method was used whereby respondents recommended potential participants that may adhere to the inclusion criteria of the study. In this way, the researcher gained access to
participants that could provide valuable information about the work life balance of IT executives.

The credibility of the research study was ensured through use of the supervisor and co-supervisor on the research. The supervisor and co-supervisor reviewed each stage of the research study prior to completion including the development of themes. Furthermore, specific attention was awarded to the development of the interview guide and the subsequent themes that was coded. The researcher tried to be objective in the generation of codes and the creation of themes. As per the suggestions of Raimond (1993), the researcher tried to stand back from the research and to take a critical view of it.

3.6. Ethical Consideration
Ethical consideration for any research study is an important element to consider. For the purpose of this research, the researcher needs to ensure the following ethical considerations are implemented when conducting the research study and data collection (Sekaran, 2000):

✓ Voluntary Consent
Consent was obtained from each participant to partake in the research study. Each participant voluntarily participated to partake in the research study.

✓ Provide Information
The researcher provided the participants with accurate information about the purpose of the research study.

✓ Confidentiality and Anonymity
The researcher ensured that the information conveyed during the interviews remained confidential and in no way should the identity of any of the participants be comprised.

✓ Harm
No harm should be bestowed onto the participants when partaking in the research. This includes physical and psychological harm.

✓ Participant Personal Information
There should be a high level of sensitivity toward any personal information that the participant shared with the researcher for the purposes of the study

✓ Bias in Qualitative Study
The researcher’s personal view and opinion of work-life balance should not be confounded in the analyses and interpretation of the research data. The researcher needs to remain objective throughout the research process.
✓ **Reporting of Data Collected**

The data collected by the researcher should be a true reflection of what was said during the interviews. The researcher must not misconstrue the results obtained in the study to conform to a predetermined view of the research outcome.

✓ **Beneficence**

The researcher must always ensure the wellbeing of the interviewee during the conduct of the research study.

The ethical elements described are to ensure that the participants in the study are not harmed. All elements discussed above were taken into consideration throughout the research undertaken.

### 3.7. Summary of Chapter

This chapter outlined the research methodology used for this study. It reviewed the research paradigm and design as well as the measure that were used to collect the data. The sampling strategy and the data analyses procedure was discussed in detail. This chapter discussed ethical elements that the researcher took into consideration when collecting and analysing the data.
CHAPTER 4: RESEARCH FINDINGS & DISCUSSION

4.1. Introduction

This chapter uncovers and analyses the research findings of the study. The research was conducted through face to face interviews with IT managers employed at various institutions in the Western Cape. As previously discussed in Chapter 1, the research question was, “What are the main factors that affect work-life balance of IT executives in the Western Cape?”

The research followed content analysis which aims to classify the responses from respondents into relevant codes and themes. Six main subjects were supported by the responses from the research participants.

4.2. Research Findings

The research findings were analysed using Atlas Ti version 7. The following data analysis presented derived from content analysis was career motivation, work challenges, company support, and impact of work on WLB, the effect of personal life on WLB, coping mechanisms, and perception of WLB.

4.3. Discussion of Research Findings

4.3.1. Perception of WLB

Each participant had their own beliefs about WLB and what it meant to them. This topic had the following sub-structured content, the definition of WLB, their personal outlook on work and life and work-life integration.

4.3.1.1. WLB definition

All participants had their own idea of what the definition could be for WLB. In general, they all agreed that it suggested the successful integration of work and personal domains of life.

4.3.1.2. Personal outlook on work and life

Five participants had shared their personal outlooks on work and life during their interviews. They had all differed but all had a similar pattern where work is important but one’s health is more important and should come first. One participant had said, “I guess so you know people often talk about you know making a living but it’s actually important to make a life.”
4.3.1.3. **Work Life Integration (WLI)**

Work-life integration is a concept used to describe the two spheres being work and life joins and overlaps causing an integration. Two participants felt that it does not need to integrate, and four participants felt that work and life do integrate.

Table 4.1. Summarizes the research findings through an indication of the sub-structured content that were extracted from the content analysis for this particular topic.
Table 4.1.

Research findings from the participants in accordance with the research study of Work-Life Balance among IT Executives in the Western Cape.

Main Topic: Perception of WLB

<table>
<thead>
<tr>
<th>Main Topic</th>
<th>Sub-Structured Content</th>
<th>Research Findings from Interviews</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perception of WLB</td>
<td>WLB definition</td>
<td>“So it’s integrated and I understand that it doesn’t frustrate me.”</td>
</tr>
</tbody>
</table>

“People have got this theoretical thing in their minds but if you happy with the balance that you have at that point because balance could mean 80% work and 20% family time and or 80% work, 10% family time and 10% friends or whatever the case may be. Whatever works for you at that point in your life, and it might even shift as well...throughout my life it shifted before I spent more time with my friends and then I had a partner and uh then it shifted towards a partner and still friends and then the kids came along and it shifted again.”

“There’s multiple things and there’s relationships, there’s exercises and there’s individuality centric and there’s learning there’s being intuitive with who you are as a person as well as your being professional. There’s your family as being a solid family base and friends and so on. But when I think of work life balance I think more of the outcome. And the outcome of work life balance is happy days you know that’s the long and short of it you know.”
“Uhm I think, I do think work life balance is a challenge for everybody, uhm and obviously the more senior you become in any organisation I think the more demands on your time increased. You are more visible, more in demand I guess, and the responsibilities that you have mean that you have rain the constantly gages on your job. So getting away from your work and being able to switch off is very important, but it’s not that easy.”

“…important to make a life and that’s probably one of the most meaningful expressions I have ever heard.”

“If you work too long something else is going to suffer. So its like a scale, if you put too much here then you going to lose out on something else. So you need to balance between your work, personal life and also your religions, your own personal time uhm activities, reading time and family time.”

“It’s about balance and we talk about balance and I have always been strong about balance and obviously we have got family and that got work. You have got sport and recreation, you have got religion and time for that as well social and all of that stuff. So you need to balance, as soon as the one weighs heavier the other is going to suffer. So you need to know what the balance is. You need to make time for your wife and your kids and your social life and whatever else. There’s time for work and there’s time for sport. There must be time for everything. Sometimes when it’s pressurised obviously some things will suffer but that must be a temporary
type of situation not a permanent type of situation. So we need to go back to that normal state. You must keep things in balance, otherwise you are going to suffer.”

“It’s about quality of life and you need to make a change now and not wait for then because when you wake up you think oh I should have done this or that.”

“That’s, that’s clearly not what it is. It’s about, like I said, being able to get home and actually get off my chest the things that are bothering me and having the support structure that I have with my wife. That for me is a work life balance. Having some sort of, of fitness or training routine that I do that for me is a work life balance. Uhm I am also very mindful about the hours that I spend at work and I am not here to win any time races. So I leave when I think that it’s either, you know, times approaching and I gotta get home to bath my daughter.”

*Outlook on work and life*  
“We, we work to live we don’t live to work…”

“I don’t think it’s the work that affects your health, it’s you that allow the work to affect you.”

“I guess so you know people often talk about you know making a living but it’s actually important to make a life.”
“I’ve tried to take it very seriously since I had my own scare. It was a big massive wake up call for me and uh it’s been great you know. I’ve changed my diet, I’ve changed my sleeping, I’ve changed my work patterns, I spend more time with the family, I exercise more, you know and ultimately I feel a lot better as well, which I presume makes me a lot more effective in my job, I’m more energised and less stressed you know.”

“So you need to balance, as soon as the one weighs heavier the other is going to suffer.”

“Uhm I sort of very much believe in healthy body, healthy mind. So I think I find I deal with stress much better when I do exercise. Uhm in fact I often find the answer to things when I am sweating on my bicycle or doing whatever it is that I do. So I maintain, as far as work life balance is concerned, I go to Pilates twice a week, I cycle once a week, I spend time on a static bike, supposed to do weights on a weekly basis. I try to get exercise in at least four times a week.”

“I am not sure what the philosophy of work life balance is. So I have my own philosophy of work life balance, uhm and mine is centred around my family.”

*Work-Life Integration (WLI)*

“I don’t mind if somebody call me, because I feel, and there’s many factors in that, but I feel that the work that I wanted to do in the *Company* is the type of work that I ask for uhm I mean that if you ask for something then
you can’t turn around and say that this doesn’t suit me. So it’s integrated and I understand that it doesn’t frustrate me.”

“And the other way around as well, so I’m sitting at home and like for example the beginning of this year when the data centre went down and then for two days every hour there’s a call and that call is like every hour. Then it creates frustration in the house if I’m up at 1am, up at 2am, up at 3am and up at 4am. But again you have to see it in the bigger scheme of things that we wanted the job so you have to do it.”

“I don’t think it needs to integrate.”

“I do think about work a lot but again it’s not stressful its stuff like just when I have quiet moments and I think “ok there’s something that I need to resolve” and I try and almost problem solve it, thinking I wonder how we can approach this differently and how we can solve that issue and what else could actually bite us. So what I do is I will write it down somewhere so I can put it in the back of my mind to follow up on Monday when I am back at work.”

“Uhm I will do a couple of hours of mails on the weekend but just to get on top of things and I try not to get bogged down in it and yeah I’m generally not out of here before 6pm in the evening unless I’m going to gym.
I go spinning at 6:30pm so I leave early to get there and ya I think I would probably give myself a 7 for work life balance.”

“You must keep personal and work separate…”

“So my phone is never on uhm but in fact I get my WhatsApp messages now to my watch to my smart watch. So I’m constantly bombarded. So I find when I take time away from the office, when its busy, I’m just, I’m even more stressed because I’m missing out on all the stuff that, so it’s almost like a sense of relief when I come back to the office that I can finally see what’s going on, understand what the where the problem areas are.”

“I might do a bit of work if I am honest after dinner which is something that I try and avoid. So I try and get home and take nothing with me. But I have noticed of late, like last night for instance, I took my bunch of work home sat with it and was in bed by 9pm and was up at 4am and worked again from 4am until 6am.”

“Ja I do, but I’m also, and this is probably something that has happened over the last 5 or 6 years. I’ve learnt to cope, and if something is outside of my control, I intentionally switch it off. I am not going to stress about things that I cannot control and there’s no point in doing that. Whereas before I would lie in bed awake and I would be stressing about something. Well, the best way to sort it out is to write it down, so there is always an
iPad close to my bed and I will do that, I will make notes about something. It becomes irrelevant in the day or two. But I consciously don’t stress about things that I can’t control.”

“So I think it is all about how you try and interpret the greater purpose of life which I think is the main thing to try.”

“I do spend a little bit of time, if there’s work, I will check my work late in the evening, uh after they are all asleep…”
4.3.1.4. Summary: Perception of WLB
Most participants had mentioned that WLI (Work-Life Integration) is more important than achieving WLB. A healthy WLI means that the individual can experience both work and family life domains harmoniously without having to put a strict balance in place. One way that this can be done is through setting boundaries as stated by respondent 5, “...I intentionally switch it off. I am not going to stress about things that I cannot control and there’s no point in doing that”. Through these boundaries, one can achieve a healthy work-life integration.

4.3.2. Career Motivation
Career motivation proves to be an important element when studying the work aspect of an individual’s work life balance to be achieved. This determines whether the amount of effort that exerted into one’s work in order to excel and advance in their career. Career motivation has three sub-themes that have emerged which are underpinned by Job Satisfaction, Changes in their Jobs and Personal Value from Careers. Career motivation encompasses an employee’s ambition to perform and excel in the job in order to develop in their career paths positively.

From the study conducted the patterns tie into the study of Day and Allen (2002) where the three sub-themes of Career Motivation compare to that of Career Resilience (Changes in their Jobs), Career Insight (Personal Value from Careers) and Career Identity (Job Satisfaction). Each sub-theme will be discussed in more detail.

4.3.2.1. Job Satisfaction
All participants felt that they receive job satisfaction from putting solutions in place that works, seeing their coaches and mentees excel, and seeing the organisation’s success at the end of the day.

4.3.2.2. Job Changes
Five of the participants had eluded to their jobs changing over the past year. The change occurred either through having additions to the team alleviating operational management duties or gaining more responsibility.

4.3.2.3. Professional Motivation
All participants had described that the fulfilment of their careers is personally satisfying. They gain value from the engagement with other staff and seeing success come from the work that they have implemented into the company.
Table 4.2. Summarizes the research findings through an indication of the sub-structured content that were extracted from the content analysis for this particular subject.
Table 4.2.

Research findings from the participants in accordance with the research study of Work-Life Balance among IT Executives in the Western Cape.

Main Topic: Career Motivation

<table>
<thead>
<tr>
<th>Main Topic</th>
<th>Sub-Structured Content</th>
<th>Research Findings from Interviews</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Motivation</td>
<td>Job satisfaction</td>
<td>“Being innovative, saying, but remember guys if we put this and this and this component together we can get to this solution.”</td>
</tr>
<tr>
<td></td>
<td></td>
<td>“Positively, I think uh personally because my work motivates me uh I think uh ja like there’s this, obviously you know what people say about lack of sleep, but one can make a plan about that as well, but my work motivates me. It excites me to do what I do and I think that’s good for me.”</td>
</tr>
<tr>
<td></td>
<td></td>
<td>“I enjoy the coaching and the mentoring and bring…making sense of something that seems complicated. And it happens more often than not. That’s why I still enjoy the job because I can help people with things that seem disjointed.”</td>
</tr>
<tr>
<td></td>
<td></td>
<td>“I mean I love this company. I have been here for 19 years so you know I think there’s something about [Company] that gets me everything morning. Uhm we’ve got a lovely culture in this company where we’re “</td>
</tr>
</tbody>
</table>
very much a performance driven company so we are a results orientated business and that brings some pressures considering those performance pressures for targets and so on.”

“Uhm in terms of my job, I think what’s exciting about my job is that it’s a new area for the business. We really focusing on growing the services business and transforming the shape of the business from being a technology led business which is where we resale [names of technologies] to being more a services led business.”

“I think one is making a difference to the business, I mean you see that they have got these issues that pans, we act in making a difference by making their system changes and take the pain away. Or automating stuff where there is a manual process possibly in play, and we have to brainstorm and come with good ideas to automate stuff and kind of reduce stuff from almost days to minutes at times.”

“It’s good because you engage with different types of people and meet with different types of people which is good as well for your personal life. So yes engaging with different types of people, they have different views and sometimes you talk about non-work related type of stuff, it’s good to hear and it’s good to engage with people. It’s a good social type of thing as well.”
“Uhm landing projects successfully, uh getting things to work on time, uh keeping our stores up and running, and being able to introduce new technology.”

“If it was my own business, when I see and happy about when things are falling into place and ready to go.”

“One is, that the company has grown at an alarming rate which is good news for all of us.”

“Definitely, ja, it (job) changed, it changes a lot and uhm ja…I think the one constant was Department 1, uhm I’m still debating internally whether that’s a bad thing. Uhm on a personal level I think it helped my career in Company that Department 1 associated with me, uhm but the other side is that sometimes, I’ve seen it in my own team, if somebody’s very good with something you are hesitant to move them away to something else because that thing they are associated with is also important and, and that could mean that by associating myself with Department 1 it keeps my career back. It’s something that I’m debating, but ja the job obviously changed a lot from Project Manager to where I am today.”

“I won’t do it justice if I don’t say how it used to also be because its changed a lot now with the senior management team.”
“…so I will be honest, it’s a lot less so since the Head of Department joined and a lot of my time was taken up by the Operations space, but now that he’s there his taking a lot of that noise and I can pass/delegate a lot of that responsibility to him. Like a year ago still there were a lot of days where it would just be chaotic. Chaotic in the sense of there is one issue happening now and there’s another issue and you running around trying to sort out issues and you don’t get to do the stuff that you had to do.”

“Uhm well I guess, I think it has in the team that I’m responsible for has grown over time.”

“Uhm in terms of my job, I think what’s exciting about my job is that it’s a new area for the business. We really focussing on growing the services business and transforming the shape of the business from being a technology led business which is where we resale [names of technologies] to being more a services led business.”

“It has changed because I think uh that also from the different leaders obviously have different priorities.”

“Uhm the way we work has also changed, it is more the Agile type of way, methodology, as opposed to Waterfall. So that’s changed, things do change over time. My team has grown as well, I have got 6 Dot Net developers, 5 JAVA developers, 6 Business Analysts, 1 Tester, 3 Automation Scripters, so we get automation and management testers. So the team all reports into me.”
<table>
<thead>
<tr>
<th>Professional motivation</th>
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<tr>
<td>“I think the role has grown in many ways, uh, I do think there’s a two way reason for that. One is, that the company has grown at an alarming rate which is good news for all of us. Uh and the second thing is because the climate is changing uh you know, the retail customer and their expectations have changed traumatically, so technology had to keep up, uh if that makes sense.”</td>
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“Motivated is keeping yourself involved in things you like uhm so that’s why, you, when my job changed I tried to keep onto Department 1 because putting that solutions in place motivates me, makes me excited. So uhm I think studies as well, uhm that definitely had an impact for me to learn how you should work with people and to see how you should work and replicating that.”

“I enjoy learning and I enjoy the engagement that I set with not just my peers but with the people in the team and even people outside of our teams, like with yourself like with the other people in HR and anybody else that I come into contact with. I enjoy making a connection with people. So often when I try to understand people I try to understand more about myself and how I can continue becoming a better leader.”

“Uhm so for me I think professional motivation is a number of things firstly it’s my own character I’m a motivated individual uhm secondly its investing in yourself and in your role so whatever role you are in having the necessary skills for that role and if that means reading or investing in studying and maybe doing some”
courses and so on. I think surrounding yourself with people who can be good role models and good mentors to
you as well so you have access to these people so you know surrounding yourself with positive people.”

“And I think I probably threw myself into my work. My career was also doing that (gesture of hand goes up),
it was kind of well I have a bit of extra time now in the evenings and I need to take this job seriously as well
so I probably worked harder than I needed to but in some way that effort that I put in has also benefited my
career. In this I had a track record of a lot of success in my career in this company in terms of achieving budgets,
over achieving business, etc, etc.”

“We work with professionals all the time so we need to be professional. The way we deal with customers, the
way we deal with anybody it has to be in a professional manner.”

“I see the business as being my own and I don’t mean that in an arrogant way. So I stay motivated because I
would treat the company and the company’s IT systems as though it was my own business.”

“I do some of my best work under pressure, so, in fact I sometimes want the pressure to motivate me, if that
makes sense.”
4.3.2.4. **Summary: Career Motivation**

Participants eluded to the fact that they are satisfied in their current jobs even though the workload at times would become immense. This is due to the fact that the jobs they do are filled with tasks that they enjoy. This is what motivates them to perform better and ensures that they have a positive job satisfaction. Respondent 2 mentioned the following which is a true exhibit to the discussion of career motivation, "I enjoy making a connection with people. So often when I try to understand people I try to understand more about myself and how I can continue becoming a better leader." This finding can be linked to the spill-over theory of work life balance where positive emotions experience at work can spill over to personal life as well.

However, based on the Ladder theory, one can argue that the work life balance can be seen as two sides of the same ladder. In other words, positive spill-over from work is likely to have an impact on one’s personal life. From the perspective of Human Capital Theory, one could argue that the satisfaction that is achieved in one’s work life, it may come at a cost in one’s personal life.

4.3.3. **Work Challenges**

Work challenges is the next primary topic which has two sub-structured themes which are: challenges experienced at work and time management at work. This topic discusses the Challenges that executive experience at work especially during peak times in the business cycle.

4.3.3.1. **Challenges Experienced at Work**

All participants experienced challenges at work. This ranged from having to attend meetings, not having enough time to engage in strategic work due to the operational requirement at work, having an open door policy or sitting in open-plan office where anybody can come to your office at any time, having to add extra hours to your day to make up for time lost and being an effective Team leader.

4.3.3.2. **Time Management**

All participants felt that there were periods where it was busy at work. The periods are associated with new projects or monthly/quarterly reporting that needed to be completed. A few participants had also eluded to the fact that the company was growing and as a result, there were more responsibility and duties to perform.
Table 4.3. Summarizes the research findings according to the codes of the thematic analysis.
Research findings from the participants in accordance with the research study of Work-Life Balance among IT Executives in the Western Cape.

**Main Topic: Work Challenges**

<table>
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<tr>
<td><strong>Work Challenges</strong></td>
<td>Challenges experienced at work</td>
<td>“But that’s not the answer one would typically want in this position, you would want the strategy of where the department is going. I should spend more time on that, and I think it’s something I would like, but again if you look at any senior manager, I mean let’s include the COO in that as well, any senior person in Company is very much involved in operational work…”</td>
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<td></td>
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<td>“Uhm but I think that’s the case for many people at Company, yeah probably with the studies that I am busy with, that’s a ja that’s a challenge for them.”</td>
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<td>“…because we are small to medium size but I think it’s a case of while we are growing there’s a lot of noise and people say things go wrong but I mean at the rate at which we are growing processes are always changing, companies always changing, so I think that’s why I think senior people are more involved in operational work than they should be.”</td>
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“But that’s the one area that is still challenging because it’s very personal, its internal and you have to as a leader be aware of your bias your unconscious bias.”

“So the challenge for me is to be an effective leader for people who are infinitely more intelligent than I am. And you know to provide the support and guidance and everything that they need.”

“The cons are that there are a lot of interruptions to your day so the door has to get closed occasionally but uhm you know I think the biggest thing in an Exec’s life is time management, the manner is prioritising and time management, because you your day can run away from you very, very quickly run away from you helping other people which is part of leadership that you are accessible, mentoring, coaching, guiding and supporting all of those things but you still have your own job to do as well. And you know it’s very it can be challenging between being available and being effective.”

“The cons are that you get very stressed and you work a lot of hours, you, you, you really in the trenches.”

“I think increasingly we are moving away from the concept of a day being a 8am to 5pm day and work to me is an output and I have an office and a desk but I can work from anywhere. Uhm and I think the nature of what we do we tend to work at odd hours, so you know I probably work 50-55 hours a week.”
“The stuff that I don’t think we enjoy is sometimes the bureaucracy and the admin stuff.”

“I guess the “routine-ness” of those meetings that I spoke about. So putting together, I mean it feels like I just finished one board pack and the next one comes up and it’s actually already been 3 months, I probably can’t complain, but I find writing reports incredibly tedious.”

“What I find challenging is having to sit in too many meetings where it is not adding too much value to me. It sounds mundane, but I think it distracts people from the core of what they need to deliver.”

“So, so you should have the ability to tell people, and that’s something I’m working hard at the moment, to say but listen no we can’t do this at the moment we have to move on we may reconsider you in the future but for now it’s not a consideration. And then I’m open with them then and then I would say that remember when I say that it’s not urgent it’s an opinion that I explain, if you don’t agree with the opinion it’s fine, here’s how you can escalate it. Because I could miss something, I could also get, I’ve got many courses in my life that I’ve got wrong and I don’t want to keep somebody else back because I get a call back and then and, and that’s where I think I’m trying to lose a lot of the emotion that’s in the work, tell somebody that if you want it go to [CIO] or [COO], I’m not going to take that personally I encourage people to go there so that if they also feel, feel strongly that something should happen that’s going to make me more busy then they must do it. Because then obviously I’m missing something and it’s something that needs to be done. So ja even yesterday I was in a
call where I told somebody I don’t think it’s important if you disagree this is how you can escalate it and uhm if we feel after the escalation that it is something that must be done then we gonna get it done uhm if necessary.”

“So I mean I have literally set out time in my diary every week to say but this block of time I just want to think and look at what we can do in three to five years’ time. And I never get to it, there is always some crisis or something stops working or server runs out of hardware space or somebody complains about something. Or there’s a, yesterday somebody in the team that gets emotional about shit so there is always something on the operational side that and that frustrates me to be pulled back and forth.”

“Definitely, all the time, there are days like where you ask “I’m sure that I’m supposed to be doing something?” but you don’t feel that pressure that there are stuff that needs to be done today.”

“Like a year ago still there were a lot of days where it would just be chaotic. Chaotic in the sense of there is one issue happening now and there’s another issue and you running around trying to sort out issues and you don’t get to do the stuff that you had to do. But I expect that from IT, it was like that in most of my roles. Uhm so it’s ya it just depends on, it’s pressure but it’s not stress.”

“It’s very hard to predict. Monday’s are always chaotic for some reason, I rarely get out of the office before 19h00 on a Monday and sometimes later. Fridays tend to be quieter but I think that’s Cape Town people tend
to slack off a little bit on a Friday. So, I generally get out of here at a normal time on a Friday, occasionally get out of here by 16h00 on a Friday which feels like a half day at times. Then on Thursday mornings I try to work from home for a couple of hours as well it just gives me time to take my daughter to school and I can come back and do a couple of emails, just get on top of my own admin if I need to and it just gives me a little bit of thinking time where I’m not, you know, people aren’t chasing me the entire time.”

“There are times that are busier and quiet. So after we do, after the project is ready then we hand over to the business to test and we wait for the requirements. In that period, we call it the ranting week or waiting period, so we sitting and waiting for requirements to start with the new project. So that’s when it’s quiet. When we get requirements, uh when we do get requirements then it gets busy for a couple of weeks and then we get like a two or week and a half break.”

“So we use Agile methodologies and that kind of stuff to work, so that kind of methodologies that we use to work that try to manage the workload and try to deliver for the customer going into production. So obviously the demand is quite big, we have got some supply and then we see what is priority and then we decide what it must be and by when.”

“Definitely, it can impact it uhm negatively because obviously you are working in a stressful situation where the business is very demanding, and then your manager’s demanding and whatever else.”
“Uhm we also have different times of year so we do our budgets around sort of February/March, we do our strategic plan at around the same time, and like I said we also have quarterlies that takes place. So February/March/April/May, which is actually a hell of a lot of time, is really spent planning the next year. We do three operations meetings of our product planning for the following year. So that’s busier.”

“I wish I could say yes, but I think yes there are. Uh so my job is relative towards the issues on the field so to speak. So we have had a very busy few years so we. Company, I think retail is controlled than financial institutions, etc. uh in that if things are not working the customer knows immediately versus, you know, I applied for a policy and we said it would take 10 days and it took 12 days. You know, it’s not as high pressure as someone in your face saying give me my damn pills, you know. So it is very different, it is quite cut throat so I think it keeps you on your toes.”
4.3.3.3. Summary: Work Challenges
The analysis suggested that time management was presented as one of the most challenging aspects the job as an IT executive. They felt that if they had more time on their hands, they would be able to complete most of their tasks at work rather than completing some tasks at home. The time at home could be spent with their family instead of completing work assignments. Most of the time at work is spent in meetings and they only find time to complete cognitive tasks that require concentration at home. Respondent 6 had this to say about attending meetings, “What I find challenging is having to sit in too many meetings where it is not adding too much value to me. It sounds mundane, but I think it distracts people from the core of what they need to deliver.”

4.3.4. Organisational Support
Receiving company support when the employee is not at work is important as this ultimately means that the employee can be away from work without having to worry about anything related to work. This is the next primary topic that will be discussed, there are three sub-structured themes that have emerged from the interviews which are: flexible work arrangements, personal events, and company support of WLB.

4.3.4.1. Flexible Work Arrangements
Five of the participants felt that there is support received when they are not at work, their team members readily take on the workload if the primary team leader is not at work. This also means that if not at work, there are some issues that might not be solved by the team members where they are required to catch up on work from home. This arrangement adds to the pressure on the executive to be at work during office hours most of the time.

4.3.4.2. Personal Events
All participants had experienced times where they had to leave work due to an unforeseen event. This ranged from family members falling ill, parent-teacher meetings at school, personal illness related to burnout and exhaustion. They all felt that it was important to put yourself and family first rather than work. Most of the participants expected a degree of support when they had to take leave at work for personal circumstances.
4.3.4.3. Company Support of WLB

All participants agreed that company support of WLB is important. Some receive support from direct team members and others receive support from the Employee Wellness programmes that are offered at their respective organisations.

Table 4.4. Summarizes the research findings through an indication of the sub-structured content that were extracted from the content analysis for this particular topic.
**Main Topic: Organisational Support**

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<th>Main Topic</th>
<th>Sub-Structured Content</th>
<th>Research Findings from Interviews</th>
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<tbody>
<tr>
<td><strong>Organisational</strong></td>
<td>Flexible Work arrangements</td>
<td>“Because then you realise there is literally things that you can’t do anything about and then you see but if I leave this and you let your team go, they pick it up and, and a penny drops.”</td>
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<td><strong>Support</strong></td>
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<td>“Personally, when I do study leave, that’s four weeks a year. I study during the day and normally from 21h00 till 24h00 I will start catching up on the emails.”</td>
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<td>“Now there is a guy to take care of that to almost filter some of the noise to be the first point of contact or first escalation point as opposed to me being the first escalation point for everything.”</td>
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<td>“So getting away from your work and being able to switch off is very important, but it’s not that easy. And so you have to be quite disciplined. I’ve put an hour in my day everyday sometime between 12h00 and 14h00, and it’s red. I say to my PA please do not book any meetings there, I don’t care who’s looking for me unless...”</td>
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it’s my boss, I’m not available. That’s my time you know and it’s my time to go for a walk, it’s my time to have some lunch and it’s my time to pay my telephone bill or to do whatever read a newspaper.”

“So what we have in place as well is something we call succession planning as well, so we always have a second in charge type of person. And those are the things that I am working on as well.”

“If I take off when others are still at work I find it more stressful because I we uh have a very uhm uh so I guess strong WhatsApp culture is a better word for it. We use WhatsApp a lot.”

“Oh and but I go confidently that you know what that hopefully I know others can do what it is that they need to do.”

“I think I’m shielded from it because I’ve got a team that I can say “stick in” and I can see it in other people that, obviously people aren’t afraid of me, but they won’t challenge me and I’ve wondered a lot about it.”

“We, we work to live we don’t live to work. So if anything that happens in this company can be picked up, and I, I seriously feel that that’s true about my work as well anything that happens can be picked up by somebody else.”
“But there were times when I had to go, but it wasn’t an emergency, she forgot to remind me it was a parent’s meeting and then I will just say to the guys I gotta go, I would go and I would just catch up again after I switch on. But nothing, no crisis really.”

“I think that prior to putting that in my diary I used to just work flat out straight through the day and you know no breaks and I’d have a sandwich delivered to the meeting room and that’s my lunch time during the meeting and you have no down-time and I think the thing is your brain just needs to gage because otherwise you just become mentally exhausted and burned out over a period of time. And that actually happened to me so I ended up being off work for two months. Yeah and you know it’s my own fault because I allowed it to happen you know and these roles will take as much time and energy you want to put into it. You can work 24 hours a day if you want. so I was working long hours, I was working late, I was working weekends and you know I thought I was doing a great job because I was working all those hours but I wasn’t doing myself or my family anything good.”

“You know kids get sick, family members have challenges, you know your team has issues and sometimes stuff goes wrong in the business you know you got client issues with clients and so on. So I think you have gotta try and take a balance to that as well and there would be days that you would be very much under pressure and potentially stressed as a result from that pressure. I think it’s about seeing the bigger picture as well and not getting trapped in the detail in the miniature of issues.”
“So if you in those kind of situations and you know if I have a meeting at 10 or 11 then I will just you know message someone to say look I can’t make the meeting please stand in for me or whatever the case might be. To me there is nothing more urgent than family uh emergencies type of thing.”

“So I have, I would pick up my keys and walk. So my family is absolutely paramount. So I lost my dad last year, and I uhm literally just picked up my key and I spent the last few minutes of his life with him in hospital.”

“So ja I think that I was quite transparent and uh you know it happens to me it happens to others, people ask all the time to take off when there is an emergency or need to take off, etc., etc.”

“Yes, I think so and I hope so, if I, especially for those two, if I see uhm on [colleague] side she had a difficult time where with work a month or two ago and it was just hectic.”

“They do, definitely, definitely, my peers and that less so I think your manager than anything else.”

“So it’s subtly giving the message to the right people that if I’m not at work I’m not at work, only if it’s a crisis then you can phone me. But my direct team can phone me anytime because I know they won’t phone me for crap. They won’t phone me in a state of negativity, they will say {name of participant} listen we have an issue
but we’ve got it under control, but I just need help in a decision here. That’s the way I try to give that message without giving specifically that this is a cut-off time to phoning me.”

“Uhm and its important for us to support all of our employees not just the execs. So we have introduced a number of programmes, we have Medical Aid company come here twice a year and do health checks frequently and we have built that out to a number of products. We have health advice, we have fitness advice, you get wellness advice, doctor advice, we have opticians come in, etc. It’s all part of this health day that we do twice a year. Uhm we also have an online wellness programme called “Wellness Company” uhm where people can access support services anonymously. So if you feel that you need support for whatever it is, be it weight gain, be it mental health, be it whatever, you can phone the service line and they will then match you up to various practitioners who have signed up for this programme as well. Uhm we have a chiropractor who is here three days a week, we have a doctor who is here two days a month.”

“You know kids get sick, family members have challenges, you know your team has issues and sometimes stuff goes wrong in the business you know you got client issues with clients and so on. So I think you have gotta try and take a balance to that as well and there would be days that you would be very much under pressure and potentially stressed as a result from that pressure. I think it’s about seeing the bigger picture as well and not getting trapped in the detail in the miniature of issues.”
“I think that in a corporate and a stress filled environment sometimes you come to work and you put your blinkers on and you just here to do your job, and you could be working aside the most incredible people and sometimes you get to know them as people you know. So you know as colleagues that this person does that, and this person does that but you know this person could be an amazing individual with an amazing life story as well that you can learn off of from.”

“We have been training managers all the time, so I think previously I mean I think we do encourage team building kind of stuff uhm so we can kind of take time out and whatever else.”

“So I have my own philosophy of work life balance, uhm and mine is centred around my family. If I am honest my direct reports, you are going to meet one now which is also sort of family oriented, in terms of their personal fitness regime I don’t know what it is that they do. If I think about the [company] execs all of them participate in some sort of activity, cycling or running or seeing a personal trainer every day.”

“So ja I think that I was quite transparent and uh you know it happens to me it happens to others, people ask all the time to take off when there is an emergency or need to take off, etc., etc.”
4.3.4.4. **Summary: Organisational Support**

All participants felt that organisational support is very important to the achievement of WLB. The organisation could do this through succession planning, ensuring that there is an employee available should they not be at work to complete their tasks. Many of the respondents also dependent on the EWP to help them balance work and life demands. Respondent 3 had the experience of an EWP and gives it great praise, “we also have an online wellness programme called “Wellness Company” uhm where people can access support services anonymously. So if you feel that you need support for whatever it is, be it weight gain, be it mental health, be it whatever, you can phone the service line and they will then match you up to various practitioners who have signed up for this programme as well.”

4.3.5. **Workload and WLB**

This topic considered the positive or negative effect that work had on WLB or WLC. This primary theme had two sub-structured themes that emerged which were the effect of work on WLB and burnout that was experienced as a result.

4.3.5.1. **Workload**

One participant felt that his work affected his WLB positively. Another participant felt that it did not work that affected WLB positively or negatively but is a personal trigger of whether or not the employee chooses for work to have an effect on WLB. Four participants felt that work can have a negative effect on one’s WLB. This is due to not setting boundaries and working long hours to complete tasks/projects.

4.3.5.2. **Burnout**

Two participants had experienced burnout and only one was treated for burnout. The one participant had spent long hours on his work due to the divorce that he had just gone through, it was taxing on him in his personal life as well as his working life. The other participant had to juggle between time for his studies as well as work which took him away from his family quite often.

Table 4.5. Summarizes the research findings through an indication of the sub-structured content that were extracted from the content analysis for this particular topic.
Table 4.5.

Research findings from the participants in accordance with the research study of Work-Life Balance among IT Executives in the Western Cape.

**Main Topic: Workload and WLB**

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<tr>
<td><strong>Workload and WLB</strong></td>
<td><strong>Workload</strong></td>
<td>“Positively, I think uh personally because my work motivates me.”</td>
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<td></td>
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<td>“I don’t think it’s the work that affects your health, it’s you that allow the work to affect you.”</td>
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<td>“I think that prior to putting that in my diary I used to just work flat out straight through the day and you know no breaks and I’d have a sandwich delivered to the meeting room and that’s my lunch time during the meeting and you have no down-time and I think the thing is your brain just needs to gage because otherwise you just become mentally exhausted and burned out over a period of time. And that actually happened to me so I ended up being off work for two months. Yeah and you know it’s my own fault because I allowed it to happen you know and these roles will take as much time and energy you want to put into it. You can work 24 hours a day if you want. so I was working long hours, I was working late, I was working weekends and you know I thought...”</td>
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http://etd.uwc.ac.za/
I was doing a great job because I was working all those hours but I wasn’t doing myself or my family anything good.”

“Definitely, it can impact it uhm negatively because obviously you are working in a stressful situation where the business is very demanding, and then your manager’s demanding and whatever else. There is always a lot of work and how do you manage these kind of stuff in the time that you do have. Sometimes you work long hours where you need to go home and continue. It can be stressful at times. If the demand doesn’t let up there is always that thing but at the same time you also need to manage your time carefully yourself.”

“Oh very much so, ja it can absolutely affect you negatively. It might be difficult to find a way that work can affect you positively.”

“I think from a work perspective, you know uh pushing too much can obviously affect your health because for a simple reason that your work life balance between sports and everything else that you need to do, etc., etc.”

“Burnout”

“You can choose, you can choose how you let anything affect you uhm and if it’s affecting my health because my choice, because I firmly believe you have a choice and you are the leader of your external, your internal locus of control. I believe I’m in charge of my destiny, I believe I am here because of choices that I made and if I’m not happy with where I am then I have the choice to do something about it. I can’t moan and blame
external things for that. So when my health gets affected by anything, and it did a few years ago with my studies, I think that degree was the hardest thing I’ve ever done. Uhm and it was stressful because at work they weren’t very supportive of giving the time for that. Uhm so I was managing quite a large project at the time which they wanted me to travel to India, and I’ve also placed a lot of pressure on myself as well to do this degree, and I think that affected my health quite a bit.”

“And as soon as you feel you don’t have that happiness or that contentment or that something’s amiss uh then you need to trust your gut and explore it a bit some more and see maybe your work life balance or just life balance is not balanced appropriately.”

“I think that prior to putting that in my diary I used to just work flat out straight through the day and you know no breaks and I’d have a sandwich delivered to the meeting room and that’s my lunch time during the meeting and you have no down-time and I think the thing is your brain just needs to gage because otherwise you just become mentally exhausted and burned out over a period of time. And that actually happened to me so I ended up being off work for two months. Yeah and you know it’s my own fault because I allowed it to happen you know and these roles will take as much time and energy you want to put into it. You can work 24 hours a day if you want. so I was working long hours, I was working late, I was working weekends and you know I thought I was doing a great job because I was working all those hours but I wasn’t doing myself or my family anything good.”
“The cons are that you get very stressed and you work a lot of hours, you, you, you really in the trenches.”

“So I think I could have put more focus on balance and I’ve learned that. Interestingly when I was going through all of that I could feel myself start to slide downhill quite quickly. Uhm and I remember saying to the ExCo team that I don’t feel well, I can’t think straight, I have a cloudy foggy brain the whole time, I am constantly exhausted and I could see something is wrong. I went for a whole lot of tests and they could not find what was wrong with me and so on. And one day I just fell over and landed in hospital. And uh I remember one of my colleagues saying [Name of participant] if you had a wife at home you would not sit here till after 8pm you would go home. And I thought you know what stuff you just because I work hard don’t criticise me and rub it in my face. But you know what he was actually right, he was actually right. And again you know with the benefit of a little clarity and self-awareness actually he is right I would be at home with the wife and kids, I might do a couple of emails for a while after they had gone to bed, but I would be at home at 6pm. I think that’s the thing, so in terms of you know has my home life created some of that, it probably did yeah and I probably became a professional psycho where the longer I stayed at work the more involved I became with work, the more involved I got the more I stayed. The less time I spent with mates, the less time I spent at home and so it goes you know.”
4.3.5.3. Summary: Workload and Burnout
The participants felt that their workload positively affects their WLB. It provides them with a greater sense of achievement to have a greater workload. Only two participants had experienced burnout and had learned coping techniques from the experience. In fact, respondent 3 had this to share about his experience with burnout, “…the longer I stayed at work the more involved I became with work, the more involved I got the more I stayed. The less time I spent with mates, the less time I spent at home and so it goes you know.” From this experience, he does engage less with work but to ensure that he made time for recreational activities be it through fitness or with friends.

4.3.6. Effect of Personal Life on WLB
This primary topic dealt with personal life having a positive or negative effect on WLB. There were two sub-structured content namely events that affected WLB positively and those that affected WLB negatively

4.3.6.1. Personal Life effects WLB Positively
Three participants had described their personal life as having a positive effect on their WLB. This ranged from maintaining their health to receiving support from their wives at home

4.3.6.2. Personal Life effects WLB Negatively
Three participants felt that there are things that could affect their WLB negatively at home. They had discussed things like marriage, divorce and differing opinions in the home leading to arguments could all affect WLB negatively. This may all be due to an inability to deal with the adverse impact of the work demands

Table 4.6. Summarizes the research findings through an indication of the sub-structured content that were extracted from the content analysis for this particular topic.
Table 4.6.

Research findings from the participants in accordance with the research study of Work-Life Balance among IT Executives in the Western Cape.

Main Topic: Effect of personal life on WLB

<table>
<thead>
<tr>
<th>Main Topic</th>
<th>Sub-Structured Content</th>
<th>Research Findings from Interviews</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effect of personal life on WLB</td>
<td>Personal life affects WLB</td>
<td>“No, I don’t think so, my wife has...she is very interested in health.”</td>
</tr>
<tr>
<td></td>
<td>positively</td>
<td>“Oh absolutely, so I think support from my wife uhm affects my health positively.”</td>
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<tr>
<td></td>
<td></td>
<td>“Ya I think, there’s number 4 on the way, so the 4th child is probably going to affect my health positively because I need to be fit.”</td>
</tr>
<tr>
<td></td>
<td>Personal life affects WLB</td>
<td>“Sometimes everything is not always perfect in a marriage, sometimes marriage requires a lot of work.”</td>
</tr>
<tr>
<td></td>
<td>negatively</td>
<td>“I think if you go through a break up uhm that invariably people take refuge in various things.”</td>
</tr>
</tbody>
</table>
“Obviously, I mean there are things that could affect your life, I mean I think living with another, or even with a wife or whatever else I mean sometimes you do have a difference of opinion on certain things.”
4.3.6.3. Summary: Effect of Personal Life on WLB
Half of the participants had felt that the personal life could have a positive effect on their behaviour at work. Many found their wife and children as a source of support to deal with work challenges. Their wives would support them which does make it easier to accomplish work tasks. The other felt that their personal lives effect their behaviour at work negatively. This was due to marital arguments which had a negative effect on their work outcomes. Respondent 3 who is divorced had this to say, “I think if you go through a breakup uhm that invariably people take refuge in various things.”

4.3.7. Coping Mechanisms
This primary topic dealt with techniques that the Executives make use of in order to cope with workload that are responsible for WLC. There were two sub-structured content that have come from this primary topic which are highlighted as activities done to relax and strategies in place to cope with WLC.

4.3.7.1. Activities done to relax
All participants have certain activities that are done in order to relax after a stressful day at work. The activities varied from participating in hobbies, listening to music, meditation/prayer and engaging in exercising.

4.3.7.2. Coping Strategies
All participants have strategies in place in order to balance their work life and family life. This also varied with the majority of the participants saying that they make use of planning and time management.

Table 4.7. Summarizes the research findings through an indication of the sub-structured content that were extracted from the content analysis for this particular topic.
Table 4.7.

Research findings from the participants in accordance with the research study of Work Life Balance among IT Executives in the Western Cape.

**Main Topic: Coping Mechanisms**

<table>
<thead>
<tr>
<th>Main Topic</th>
<th>Sub-Structured Content</th>
<th>Research Findings from Interviews</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Coping Mechanisms</strong></td>
<td>Activities done to relax</td>
<td>“We have a wine cellar, and it’s like a hobby of ours we would get good wine and we would drink a glass of wine and that’s ja we like that. And we like talking about have we had this wine before, is it from a cellar we have been at, so that we like.”</td>
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<td></td>
<td></td>
<td>“But I just love music, music changes my mood, music helps me meditate, music helps me, I don’t know in a lot of ways, I just love music.”</td>
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<td></td>
<td></td>
<td>“I like to read uhm I am not a huge TV watcher I am more a channel hopper when I watch TV. I watch, I can jump between National Geographic’s, Discovery Channel, Sport, news, rubbish series you know etc. So I am not an advert TV watcher, but I love reading. Uhm so I think yeah music as well exercise, I see friends and family very important you know. Uhm you know as you get older seeing friends is often challenging everybody’s busy everybody’s got kids you know they all got their own demands on their own time so weekend time becomes very, very precious and it tends to be you know filled with social stuff.”</td>
</tr>
</tbody>
</table>
“Sunday morning we used to play tennis…”

“I do painting as well. So I do paint, I find painting actually quite relaxing.”

“Socialise with friends, uhm socialise with family…”

“Uhm then I might go for a hike in the mountains, we might go for a walk on the beach.”

“Besides prayer…Ok, one bad habit, I watch TV. So I think, I enjoy reading, I enjoy a lot of online reading and understanding stuff…”

Coping Strategies

“Probably the best way is that both me and wife manage our lives with our diaries. So if there’s a gap she has full access to that, and is she has a gap I have full access to that. And then when we tried to see how this thing with the car is going to work we see that there is a gap, there’s a gap, there’s a gap and how can we make this work. So that’s probably the best, and in my diary all of my personal things, everything’s in there, so the personal things are in there.”
“Well uhm its putting those limits in place where you discuss with your manager and the people at work or making sure that you don’t respond, if you are going to respond to emails at 23h00 at night people get used to that and people will later expect it.”

“And there’s a psychological contract that says you have to be available 24/7 but I think it’s not quite clear about what that means.”

“I think it’s (referring to work life balance) ok, it can always be better. Relative to where it was I think its 3–400% better. Uhm but I probably work, I probably work my hours 8am to 5pm. I think increasingly we are moving away from the concept of a day being a 8am to 5pm day and work to me is an output and I have an office and a desk but I can work from anywhere. Uhm and I think the nature of what we do we tend to work at odd hours, so you know I probably work 50-55 hours a week. Uhm I will do a couple of hours of mails on the weekend but just to get on top of things and I try not to get bogged down in it and yeah I’m generally not out of here before 6pm in the evening unless I’m going to gym. I go spinning at 6:30pm so I leave early to get there and ya I think I would probably give myself a 7 for work life balance.”

“So yeah working lesser hours, so I have probably gone from working standard 80 hours a week to cutting back to initially just 40 and it’s gradually gone up to 55 and that’s where it’s going to stop. I have put a fixed
lunch hour in my day and I am very ruthless in making sure that at the very least a half hour of that remains mine.”

“Uhm I think I am a bit more focussed on exercise now as well.”

“The cons are that there are a lot of interruptions to your day so the door has to get closed occasionally but uhm you know I think the biggest thing in an Exec’s life is time management, the manner is prioritising and time management, because you your day can run away from you very, very quickly run away from you helping other people which is part of leadership that you are accessible, mentoring, coaching, guiding and supporting all of those things but you still have your own job to do as well. And you know it’s very it can be challenging between being available and being effective.”

“I think a lot of planning as well and obviously when you get married and have kids and the responsibilities grow.”

“So what we have in place as well is something we call succession planning.”
“So I think planning your day and planning your time is very important to manage your health kind of things as well. It’s good because you engage with different types of people and meet with different types of people which is good as well for your personal life.”

“I think you need to set yourself goals as well, I think that’s important. Last week we said we need a holiday, for example, so we set a goal and then we had to work out a time and whatever else.”

“Uh I get an enormous sense of comfort knowing that my wife knows what stresses and strains I go through on a daily basis.”

“So Saturday mornings I cycle with either one or more friends, uhm normally its one sometimes it’s two. So I will go for a 30km or 40km mountain bike ride.”

“I am not going to stress about things that I cannot control and there’s no point in doing that. Whereas before I would lie in bed awake and I would be stressing about something. Well, the best way to sort it out is to write it down, so there is always an iPad close to my bed and I will do that, I will make notes about something.”

“So I try and get home and take nothing with me.”
“So I think I compartmentalise it like that to make sure that balance works for me. And it’s such a way that the family don’t think I short changed them and the work doesn’t feel like I have short changed them because I am always available no matter what happens.”
4.3.7.3. Summary: Coping Mechanisms
Most participants felt that a way of relaxing was to engage in physical activity and spend more time with the family. This was done through visiting the gym, playing tennis or cycling with friends. Other participants would spend time with their family by going for hikes, going away on vacation or watching a movie together. This allowed them the opportunity to take their minds off of the work that they needed to complete and to thoroughly relax. This also gave them the opportunity to achieve the balance between the time spent at work and the time spent at home with the family. Respondent 6 had this to say about enforcing the coping mechanism of spending time with his family, “So I think I compartmentalise it like that to make sure that balance works for me. And it’s such a way that the family don’t think I short changed them and the work doesn’t feel like I have short changed them because I am always available no matter what happens.”

4.4. Summary of Chapter
This chapter discussed the findings from the interviews conducted. It presented the primary and sub-structured content that have emerged from the interviews. It seemed that time management was the prevalent theme preventing the IT Executives from achieving WLB. The data analyses suggested that time constraints were a major deterrent to achieve work-life balance. Some executives indicated that they felt guilty for not spending enough time with their families. Some of the primary coping mechanisms used by the executives were reported. The discussion of the research findings will be completed in the next chapter. This chapter outlined the data collected from the interviews with the participants. The research findings were analysed in an attempt to answer the research question, “What are the main factors that affect work-life balance of IT executives in the Western Cape?”
CHAPTER 5: CONCLUSION & RECOMMENDATIONS

5.1. Introduction
This chapter aims to discuss the primary themes that have emerged from the research study. There were seven primary themes that have been analysed in Chapter 4. The research was conducted through face to face interviews with IT Executive Management at various institutions in the Western Cape. As previously discussed in Chapter 1, the research question was, “What are the main factors that affect work-life balance of IT executives in the Western Cape?” A secondary research question was concerned with the coping strategies that are typically utilised by IT executives to deal with work life imbalance.

5.1.1. Perception of WLB
Each participant had their own definition of WLB which led to three sub-themes known as the perception of WLB, personal outlook on work and life and Work-Life Integration (WLI).
WLB is finding equilibrium in one’s work and personal spheres of life (Greenhaus & Powell, 2006). This satisfaction comes from spending a healthy amount of time with the family and a healthy amount of time at work where a spill over does not occur into the next sphere. When there is a spill-over, it causes WLC. WLC occurs when there is a misalignment between personal life and work life (Peplinska, Czap-Kubicaka, Polomski, & Lewandowska-Walter, 2014). This misalignment is caused by the work domain causing interference with the family domain or vice versa (Odle-Dusseau, Britt and Bobko, 2012). Therefore, if a spill-over of one domain into another domain is prevented, WLB can be achieved.

The participants had mentioned that there needs to be a healthy work-life integration, as the idea of having the two spheres blocked off from one another was not realistic to their circumstances. Respondent 4 had defined WLB as, “People have got this theoretical thing in their minds but if you happy with the balance that you have at that point because balance could mean 80% work and 20% family time and or 80% work, 10% family time and 10% friends or whatever the case may be. Whatever works for you at that point in your life, and it might even shift as well...throughout my life it shifted before I spent more time with my friends and then I had a partner and uh then it shifted towards a partner and still friends and then the kids came along and it shifted again.”
A few participants had hinted to their ability to integrate both the work and family domains leading to a successful work-life integration. According to Morris and Madsen (2007, p.442), “Integration represents a holistic strategy including effective and efficient coordination of efforts and energies among all stakeholders sharing interest and benefits from workers able to fulfil and transition between their personal, work, family and community obligations.” They argued further that, “integration includes a healthy system of flexible (i.e. malleability) and permeable boundaries that facilitate and encourage equal attentiveness and connection with priorities and valued activities originating in the work-life, family-life, and community-life domains (Morris & Madsen, 2007, p. 442-443). This is better summarised as a healthy division of each sphere of life. The participants who had their work and life integrate had techniques to help them cope with the integration which was either to have certain times set for emails at home or messages and phone calls. Respondent 5 had learned to healthily integrate the two domains, “Ja I do, but I’m also, and this is probably something that has happened over the last 5 or 6 years. I’ve learnt to cope, and if something is outside of my control, I intentionally switch it off. I am not going to stress about things that I cannot control and there’s no point in doing that. Whereas before I would lie in bed awake and I would be stressing about something. Well, the best way to sort it out is to write it down, so there is always an iPad close to my bed and I will do that, I will make notes about something. It becomes irrelevant in the day or two. But I consciously don’t stress about things that I can’t control.”

5.1.2. Career Motivation

Career Motivation has three sub-themes present focussing on Job Satisfaction, Job Changes, and Professional Motivation. Day and Allen (2002) supports this by stating that career motivation is made up of three main principles, mainly, Career Insight, Career Identity, and Career Resilience. They describe these main principles as (Day & Allen, 2002, p.2),

Career resilience is the ability to adapt to changing circumstances, even when circumstances are discouraging or disruptive. It consists of characteristics such as belief in self, willingness to take risks, and need for achievement. Career insight is the ability to be realistic about one’s career and consists of establishing clear, feasible career goals and realizing one’s strengths and weaknesses. Career identity is the extent that one defines oneself by one’s work. It is associated with the job, organizational, and professional involvement, need for advancement, and recognition.
With regard to job satisfaction, respondent 1 commented “Positively, I think uh personally because my work motivates me uhm I think uhm ja like there’s this, obviously you know what people say about lack of sleep, but one can make a plan about that as well, but my work motivates me. It excites me to do what I do and I think that’s good for me.” A common theme that emerged is that executives are motivated by the fact that their plans are falling in place. Respondent 5 indicated “If it was my own business, when I see and happy about when things are falling into place and ready to go.”

In this study, it was prevalent that all participants had an ambitious drive to get them to the level of executive management. Respondent 3 indicated “And I think I probably threw myself into my work. My career was also doing that (gesture of hand goes up), it was kind of well I have a bit of extra time now in the evenings and I need to take this job seriously as well so I probably worked harder than I needed to but in some way that effort that I put in has also benefited my career.”

Most respondents also demonstrated a sense of ownership what it comes to their jobs. Respondent 5 mentioned the following “I see the business as being my own and I don’t mean that in an arrogant way. So, I stay motivated because I would treat the company and the company’s IT systems as though it was my own business.”

On the negative side, from this study, it can be seen that there is a strong correlation between Career Motivation and that of Work Life Conflict. This is also relevant to Border Theory due to Presenteeism. Presenteeism is if an employee is at work but not focussed on the tasks or duties that need to be completed (Miraglia, & Johns, 2016). Further to this, if an employee is not motivated, this could result in presenteeism whereby the individual will be absent minded and focus on personal factors at work. In fact, respondent 3 felt that at one stage of his career he had devoted many hours to his work and at the same time his workload grew as his career became successful.

5.1.3. Work Challenges

This theme had two sub-themes that emerged as challenges experienced at work and time management.
When work is busy, and challenges are experienced this does tie into the concept of role overload. This has an impact on the work-life balance is disrupted since the Executive is obliged to work from home in order to meet the demands at work. Respondent 2 had summed it up nicely by stating the following, “The cons are that there are a lot of interruptions to your day so the door has to get closed occasionally but uhm you know I think the biggest thing in an Exec’s life is time management, the manner is prioritising and time management, because you your day can run away from you very, very quickly run away from you helping other people which is part of leadership that you are accessible, mentoring, coaching, guiding and supporting all of those things but you still have your own job to do as well. And you know it's very it can be challenging between being available and being effective.”

The inability to manage one’s time does lead to conflict. In a study conducted by Greenhaus and Beutall (1985), they found that there was a relationship between time conflict and work-life conflict. They further described time conflict to include the commute to and from work, as well as, including overtime or shift work hours in the roles of employees. Below is a figure indicating the link between time conflict and work-life conflict (Greenhaus & Beutall, 1985, p.78).

**Figure 5.1.**

**Work family role pressure incompatibility**

Respondent 5 indicated that role conflict and boundary spanning activities have a negative impact on time management which in turn has an impact on work-life balance. He indicated the following “Like a year ago still there were a lot of days where it would just be chaotic. Chaotic in the sense of there is one issue happening now and there’s another issue and you running around trying to sort out issues and you don’t get to do the stuff that you had to do. But I expect that from IT, it was like that in most of my roles. Uhm so it’s ya it just depends on, it’s pressure but it’s not stress.”

5.1.4. Organisational Support

This theme had three sub-themes: flexible work arrangements, personal events, and the company’s support of WLB. Most of the participants indicated that in theory they have a flexible time policy at work, but due to the high workload, executives do not always make use of it. However, respondent 5 did indicate that he used flexibility in his schedule to control the workflow. He noted the following “So getting away from your work and being able to switch off is very important, but it’s not that easy. And so you have to be quite disciplined. I’ve put an hour in my day every day sometime between 12h00 and 14h00, and it’s red. I say to my PA please do not book any meetings there, I don’t care who’s looking for me unless it’s my boss, I’m not available. That’s my time you know and it’s my time to go for a walk, it’s my time to have some lunch and it’s my time to pay my telephone bill or to do whatever read a newspaper.”

According to Solanki (2013), there has been a strong correlation between flexible work arrangements and job performance. Flexible working arrangements motivate employees in such a way that it has a direct influence on their job performance. In the dynamic ever-changing business world today, there are many stress factors outside of work that could impact the wellbeing of an employee. By having flexible working arrangements in place, the employee will perform in his or her job as they are able to lower their stress levels (Solanki, 2013). Allowing the employee to have ownership of their time directly affects their job performance positively as well as the wellbeing of the employee.

The majority of the participants had plans in place when they were not at work due to emergency events or illness. In fact, a participant had eluded to the importance of having a succession plan in place. If he was not at work, he would have someone senior person in the team attend a meeting on his behalf. This was made possible through succession planning. Respondent 1 believed in the following when it came to succession planning, “We, we work to
live we don’t live to work. So if anything that happens in this company can be picked up, and I, I seriously feel that that’s true about my work as well anything that happens can be picked up by somebody else.”

All participants also felt that the company had supported the concept of WLB in the organisation. This was either done formally or informally. Where it was done informally, it was the motivation of fitness as a team or having someone to stand in on your behalf when not at work. Where it was formal, there was an Employee Wellness Programme (EWP) in place. One participant mentioned that his organisation had an EWP in place where employees could make use of the services provided. It was not just health related, but trauma related where counselling was offered as a service too. Nelson and Burke (2018) confirm this as one of the most effective ways of coping with work demands and life demands is through organisational support. It was suggested that counselling and workshops also be implemented to assist with this phenomenon at work especially among male executives. Research also suggests that executives need to model the correct behaviour when it came to endorse work-life balance and not only endorse it verbally. Solanki (2013) affirms this notion by stating that if support is given by top management to have better work practices in place, employees will similarly build a well-balanced lifestyle for themselves. Through this not only will the employee benefit but the organisation will benefit too through improved job performance.

5.1.5. Workload and WLB
The effect of work on WLB or WLC is another theme that was presented in the data collected. There were two sub-themes that have emerged as an effect of work on WLB and burnout.

Some participants felt that due to the structures and support at the company, work had a positive effect of work on WLB. When talking about hours worked, respondent 6 mentioned that his organisation allows for flexible working hours. This allowed the participant to come into work early and leave work early, just as long as he was in office during core working hours. This allowed the participant to spend time with family in the evenings.

Some felt that work did not have an effect on WLB. A few participants, however, felt that work could have a negative effect on WLB. There were times that participants would need to work on a project, deadline or if IT services were down, and they were needed for the emergency at work. Respondent 4 had summed it up in the following way, “Definitely, it can impact it uhm
negatively because obviously you are working in a stressful situation where the business is very demanding, and then your manager’s demanding and whatever else. There is always a lot of work and how do you manage these kinds of stuff in the time that you do have. Sometimes you work long hours where you need to go home and continue. It can be stressful at times. If the demand doesn’t let up there is always that thing but at the same time you also need to manage your time carefully yourself.”

Due to the Executives having the flexibility of working from home, it does make it harder to not work from home. Batt and Valcour (2003) stated that due to the evolvement of technology which includes emailing and laptops, employees find it easier to work from home. Thus, alleviating the guilt experienced by individuals who leave work late. However, research suggested that the flexibility to work from home amounts to greater WLC. This could be the cause of an interference with domestic duties if the executive needs to be home to help with child rearing as well as having an imminent deadline to complete for work. Batt and Valcour (2003) concluded their study by stating that even though having the flexibility to work from home and control over time contributed to work, this does interfere with family demands. This leads to difficulty in managing the two domains in order to achieve WLB.

Burnout was experienced by two of the participants. One participant was treated for burnout and placed off from work for three months in order to recover. Burnout is experienced when the workload and pressure of work are too much for the employee to handle at the time. Respondent 3 had explained his experience, “I think that prior to putting that in my diary I used to just work flat out straight through the day and you know no breaks and I’d have a sandwich delivered to the meeting room and that’s my lunch time during the meeting and you have no down-time and I think the thing is your brain just needs to gage because otherwise you just become mentally exhausted and burned out over a period of time. And that actually happened to me so I ended up being off work for two months. Yeah and you know it’s my own fault because I allowed it to happen you know and these roles will take as much time and energy you want to put into it. You can work 24 hours a day if you want. so I was working long hours, I was working late, I was working weekends and you know I thought I was doing a great job because I was working all those hours but I wasn’t doing myself or my family anything good.” Lu and Gursoy (2013, p.2) argued that “burnout has been correlated with a variety of negative responses to the job, including job dissatisfaction, low organisational commitment, and high
job turnover intention.” However, burnout can also be experienced if the two spheres of life collide which is what happened to the participant.

5.1.6. Effect of Personal Life on WLB
This theme had two sub-themes namely the positive effects of the home on WLB and negative effects of the home on WLB.

There were participants who felt that the home had a positive effect on their WLB. They receive support from their wives at home and dedicate time to their family. They also experience healthy stimulus from their family which is something that they did not always experience at work. Respondent 5 finds support from his wife and having the ability to talk to her about his experiences, “Oh absolutely, so I think support from my wife uhm affects my health positively.”

However, there were participants who found that problems in their personal lives sometimes had a negative effect on their work. Barling, Kelloway, and Frone (2005) mentioned several factors that caused WLC which include child supervision, domestic tasks, time spent with the family, spousal tension and the number of children in the house (also dependant on their ages). The participants supported this and stated that if there are problems in the marriage it does spill over into their work.

5.1.7. Coping Mechanisms
The participants had mentioned various coping mechanisms to prevent WLC, stress, and burnout. This was categorised as activities done to relax and strategies in place to cope with WLC.

Leisure activities range from cycling, tennis, hiking and other physical activities to watching national geographic, listening to music and reading. Respondent 5, in particular, engages in various activities, “I like to read uhm I am not a huge TV watcher I am more a channel hopper when I watch TV. I watch, I can jump between National Geographic’s, Discovery Channel, Sport, news, rubbish series you know etc. So I am not an advert TV watcher, but I love reading. Uhm so I think yeah music as well exercise, I see friends and family very important you know. Uhm you know as you get older seeing friends is often challenging everybody’s busy everybody’s got kids you know they all got their own demands on their own time so weekend time becomes very, very precious and it tends to be you know filled with social stuff.”
These are activities that were engaged in so that they could unwind after a day at work. Zheng, Molineux, Mirshekary, and Scarparo (2015) mentioned that a way in which an individual can look after their well-being is through sports and fitness activities outside of work which showed that there was a change in attitude towards work and life spheres. Support was found for this in the current study, where executives all engaged in some extracurricular activities to deal with work stress.

The participants also provided the researcher with the strategies that they had in place at work to prevent WLC. The strategies that came out were diarising their work and family time, planning for the day ahead, having limits and boundaries in place, and having a psychological contract with yourself. These are all strategies in place besides being involved in physical activity and sport. What stood out is having a psychological contract with yourself. According to Wellin (2016) defines a psychological contract as a deal made with oneself. In other words, this is a contract that has not been written down or signed, it is a contract is agreed upon by the individual. For example, if the individual leaves each day at a certain time to collect his children from school, this is a psychological contract made which then filters into the workplace as a norm. This has been proven to enhance performance in an organisation as well as preventing work-life conflict if the psychological contract is concentrated on working conditions (Wellin, 2016). If enforced incorrectly, it could have a negative impact on the wellbeing of the individual as expectations created can amount to work overload.

5.2. Limitations of Study

This study had a small sample size of six participants. This means that the study is not generalisable to the population of IT Executives in the Western Cape. If there were more participants who were interviewed for the purpose of the study, the study would have a rich data set. The interview questions used for this study was not analysed in terms of reliability to the study.

The study made use of a qualitative approach. This meant that there was a possibility that the research may have a biasing effect on the responses of participants or in the interpretation of the data. However, the researcher did follow the proposed guidelines in qualitative research to enhance the credibility of the findings. The study may also suffer from mono-method bias, since only one method was used to collect data, namely the structured interview. A quantitative
approach could have been used to supplement the qualitative approach. This strategy would overcome the overreliance on a single method of data collection and possible bias related to the qualitative approach.

There were only males who participated in the study. This is seen as a limitation as women in the study would have added a different perspective relevant to the study. It is evident that there are fewer women employed in IT roles and in Executive roles.

5.3. Strengths of Study

The participants were all employed in IT Executive roles within their respective organisations. This ensured consistency in the data collected from their interviews which is reliant on one specific job role in the IT Industry. Through the use of a qualitative approach, it ensured exploration into the experiences of each participant, allowing the collection of data to have depth. A purposive and snowball methodology was used in order to recruit respondents for the study. Purposive in the sense that only IT Executives could participate in the study. Due to the network of IT Executives being small, the participants could refer the researcher to volunteer participants for the purpose of the study.

Additionally, the qualitative study allowed the researcher to obtain detailed information about the phenomenon. This allowed the researcher to analyse the situation closely. Interviews with the participants of the study would be between 30 minutes to an hour. This allowed the participant to have the freedom to express their opinions to the study in the answers given to the questions posed. This further gave the research insight into the participant’s behaviours and attitudes towards WLB.

Furthermore, relatively little published could be found on the lived experiences of male IT executives and their experiences around work and personal lives in South Africa. Given the dynamic nature of IT positions, some scholars argue that the increase in the availability of work from any place at any time does diffuse into more hours in the day (Kossek, 2016). This does blur the boundaries between work and family time as one is able to work in a personal capacity. Although the goal of the current study was not to build theory but merely to explore qualitative trends, findings from this study can be used to inform theory building.
5.4. Recommendations

5.4.1. Recommendations for Organisations

Organisations could place flexible working arrangements into their organisational policies. Some of the participants were not fortunate to have flexible working arrangements and it became evident that a flexible work arrangement could improve work-life balance. Zheng, Molineux, Mirshekary and Scarparo (2015) argued that employees who had flexible working arrangements in place stressed less than those who did not have flexible working arrangements. Flexible working arrangements provide employees with the freedom to make their own decisions regarding the use of their time. The decisions that the employee will make will substantially also affect how well time can be managed in order to achieve a better work-life balance. However, the compensation model also suggests that flexible work hours can interfere with family time, especially when the IT executive can conduct a large proportion of this work duties from home/

Employee wellness programmes offer the organisation the benefit of organisational success and lower turnover. Zheng, Molineux, Mirshekary, and Scarparo (2015) stated that having an EWP in place increased employee health and overall productivity. The programmes offered on an EWP include but are not limited to healthy breakfasts and lunches, a gym, counselling for trauma, financial wellness, as well career performance. In a study conducted with 164 employees on a ten-week programme, they found that their performance had improved due to the fitness and health components of the programme (Zheng, Molineux, Mirshekary & Scarparo, 2015). Fitness has been proven as a key to managing and achieving better work life balance. Respondent 4 alluded to the fact that his company had an EWP in place which promoted healthy lifestyles through finance, fitness, and diet.

Another way is to provide workshops for employees to attend. These workshops can be based on coping strategies to achieve a better work-life balance. Nelson and Burke (2018) confirmed that through workshops, managers are equipped with the skills to make better decisions around achieving a better work-life balance. They are provided with the necessary tools and skills to have in place.

5.4.2. Recommendations for Future Studies

Future researchers could include females in their study. As previously discussed, this will add depth to the research gathered as women will add a new dimension to the study. There are
fewer women in Executive positions which does make it difficult to recruit respondents, but this would be a good study to embark on as the level of executive does come with an increase in responsibility and workload.

Another factor that inspired an alternative research area was the talk about WLI from participants. The fact that this came out strongly from the participants involved in this research as being more applicable to what is currently happening in the workplace as opposed to WLB with definite boundaries and structures in place to prevent WLC.

5.5. Conclusion
This study explored the research question, “What are the main factors that affect work-life balance of IT executives in the Western Cape?” It looked at the experiences of the IT Executives employed in organisations through a qualitative research design by using structured interviews. Many prominent themes emerged from the research. The main challenge that came from the study was the participants having the ability to have structures in place which instilled a healthy WLI. The lack of WLC typically results in higher prevalence of burnout. The participants had various coping mechanisms in place to prevent WLC. The coping strategies included diarising their plans, planning their day before it starts, and having fitness activities in place to unwind. There was also a strong emphasis on making time for family, where this would happen after work and on the weekends. The findings indicated that there is WLB experienced at an Executive level if certain precautionary measures are in place as well as ensuring that there is satisfaction in both spheres of life. A good philosophy of WLB presented itself in the interviews conducted as working to live and not living to work. This philosophy best describes the concept of a healthy WLB.


Interview Guide

Opening

1. Tell me about yourself
   a. Where you come from
   b. Your work
   c. Your family

Work

2. Tell me about your work. What do you do on a day-to-day basis?
3. Are there times that are busier or quieter than others?
4. Has the job changed over time?
5. What do you enjoy most about your job?
6. What do you find challenging in your job?
7. What happens if you’re off from work?
8. Have you ever taken time for a non-work emergency? Can you give me an example? What happened at work?
9. Do you think your work affects your health, positively or negatively?
10. How does your co-workers or manager play a role or contribute to the philosophy of work life balance?
11. What do you do to stay professionally motivated?

Home

1. Can you tell me what you do when you get home from work? And on the weekends?
2. Who does what around the house?
3. Have there been any changes in the home?
4. Do you think anything at home affects your health, positively or negatively?

Relaxation

1. What do you do to relax?
2. Is there anything that you’d like to do that you don’t? Why?

Work Life Balance

1. If you hear the phrase “work life balance” what does it make you think about? What does that mean for you? How’s your work-life balance?
2. How do you integrate your work-life with your personal life? What do you do? What problems do you encounter? Tell me about the source of these problems.
3. What strategies do you put in place to ensure you experience work life balance?
Closing

1. After having these experiences, what would you do differently in balancing your work and personal life in future? How?
2. Is there anything you would like to add in relation to your personal experiences and the study?
I think that prior to putting that in my diary I used to just work flat out straight through the day and you know no breaks and I’d have a sandwich delivered to the meeting room and that’s my lunch time during the meeting and you have no down-time and I think the thing is your brain just needs to gage because otherwise you just become mentally exhausted and burned out over a period of time. And that actually happened to me so I ended up being off work for two months. Yeah and you know its my own fault because I allowed it to happen you know and these roles will take as much time and energy you want to put into it. You can work 24 hours a day if you want so I was working long hours, I was working late, I was working weekends and you know I thought I was doing a great job because I was working all those hours but I wasn’t doing myself or my family anything good.

You can choose, you can choose how you let anything affect you uhm and if its affecting my health because my choice, because I firmly believe you have a choice and your are the leader of your external, your internal locus of control. I believe I’m in charge of my destiny, I believe I am here because of choices that I made and if I’m not happy with where I am then I have the choice to do something about it. I can’t moan and blame external things for that. So when my health gets affected by anything, and it did a few years ago with my studies, I think that degree was the hardest thing I’ve ever done. Uhmm and it was stressful because at work they weren’t very supportive of giving the time for that. Uhmm so I was managing quite a large project at the time which they wanted me to travel to India, and i’ve also placed a lot of pressure on myself as well to do this degree, and I think that affected my health quite a bit, and as soon as you feel you don’t have that happiness or that contentment or that something’s amiss uh then you need to trust your gut and explore it a bit some more and see maybe your work life balance or just life balance is not balanced appropriately.

And as soon as you feel you don’t have that happiness or that contentment or that something’s amiss uh then you need to trust your gut and explore it a bit some more and see maybe your work life balance or just life balance is not balanced appropriately.
The con’s are that you get very stressed and you work a lot of hours, you you you really in the trenches.

So I think I could have put more focus on balance and I’ve learned that. Interestingly when I was going through all of that I could feel myself start to slide downhill quite quickly. Uhm and I remember saying to the exco team that I don’t feel well, I can’t think straight, I have a cloudy foggy brain the whole time, I am constantly exhausted and I could see something is wrong. I went for a whole lot of tests and they could not find what was wrong with me and so on. And one day I just fell over and landed in hospital. And uh I remember one of my colleagues saying [Name of participant] if you had a wife at home you would not sit here till after 8pm you would go home. And I thought you know what stuff you just because I work hard don’t criticise me and rub it in my face. But you know what he was actually right, he was actually right. And again you know with the benefit of a little clarity and self-awareness actually he is right I would be at home with the wife and kids, I might do a couple of emails for a while after they had gone to bed, but I would be at home at 6pm. I think that’s the thing, so in terms of you know has my home life created some of that, it probably did yeah and I probably became a professional psycho where the longer I stayed at work the more involved I became with work, the more involved I got the more I stayed. The less time I spent with mates, the less time I spent at home and so it goes you know.

But that’s not the answer one would typically want in this position you would want the strategy of where the department is going. I should spend more time on that, and I think its something I

But that’s the one area that is still challenging because its very person its internal and you have to as a leader be aware of your bias your unconscious bias.

So the challenge for me is to be an effective leader for people who are infinitely more intelligent than I am. And you know to provide the support and guidance and everything that they need.
The stuff that I don’t think we enjoy is sometimes the bureaucracy and the admin stuff.

**P 5: Volunteer 5 Transcribed Data.docx - 5:6** [I guess the “routine-ness” of ..] (16:16) (Super)
Codes: [Challenge - Family: Work Challenges]
No memos

I guess the “routine-ness” of those meetings that I spoke about. So putting together, I mean it feels like I just finished one board pack and the next one comes up and its actually already been 3 months, I probably can’t complain, but I find writing reports incredibly tedious.

**P 6: Volunteer 6 Transcribed Data.docx - 6:5** [What I find challenging is hav..] (19:19) (Super)
Codes: [Challenge - Family: Work Challenges]
No memos

What I find challenging is having to sit in too many meetings where it is not adding too much value to me. It sounds mundane, but I think it distracts people from the core of what they need to deliver.

**P 1: Volunteer 1 Transcribed Data.docx - 1:33** [Uhm but I think that’s the cas..] (6:6) (Super)
Codes: [Challenge - Family: Work Challenges]
No memos

Uhm but I think that’s the case for many people at [Company name] yeah probably with the studies that I am busy with that’s a just that’s a challenge for them.

**P 1: Volunteer 1 Transcribed Data.docx - 1:35** [because we are small to medium..] (19:19) (Super)
Codes: [Challenge - Family: Work Challenges]
No memos

because we are small to medium size but I think it’s a case of while we are growing there is a lot of noise and people say things go wrong but I mean at the rate at what we are growing processes are always changing, companies always changing, so I think that’s why I think senior people are more involved in operational work than they should be.

**P 3: Volunteer 3 Transcribed Data.docx - 3:27** [The con’s are that there are a..] (13:13) (Super)
Codes: [Challenge - Family: Work Challenges] [Strategy - Family: Coping Mechanisms]
No memos

The con’s are that there are a lot of interruptions to your day so the door has to get closed occasionally but uhm you know I think the biggest thing in an Exec’s life is time management, the manner is prioritising and time management, because you your day can run away from you very very quickly run away from you helping other people which is part of leadership that you are accessible, mentoring, coaching, guiding and supporting all of those things but you still have your own job to do as well. And you know its very it can be challenging between being available and being effective.

**P 3: Volunteer 3 Transcribed Data.docx - 3:28** [The con’s are that you get ver..] (15:15) (Super)
Codes: [Burnout experience - Family: Work Effect] [Challenge - Family: Work Challenges]
No memos

The con’s are that you get very stressed and you work a lot of hours, you you really in the trenches.

**P 3: Volunteer 3 Transcribed Data.docx - 3:39** [I think increasingly we are mo..] (50:50) (Super)
Codes: [Challenge - Family: Work Challenges]
No memos
I think increasingly we are moving away from the concept of a day being a 8am to 5pm day
and work to me is an output and I have an office and a desk but I can work from anywhere.
Uhm and I think the nature of what we do we tend to work at odd hours, so you know I
probably work 50-55 hours a week.

______________________________________________________________________

Code: co-workers & management contribute to WLB (10-0)

P 1: Volunteer 1 Transcribed Data.docx - 1:14 [Yes, I think so and I hope so,..] (27:27) (Super)
Codes:  [co-workers & management contribute to WLB - Family: Contributors to WLB when off]
No memos

Yes, I think so and I hope so, if I, especially for those two, if I see uhm on [colleague] side
she had a difficult time where with work a month or two ago and it was just hectic

P 2: Volunteer 2 Transcribed Data.docx - 2:30 [They do, definitely definitely..] (25:25) (Super)
Codes:  [co-workers & management contribute to WLB - Family: Contributors to WLB when off]
No memos

They do, definitely definitely, my peers and that less so I think your manager that anything
else.

P 3: Volunteer 3 Transcribed Data.docx - 3:26 [Uhm and its important for us t..] (28:28) (Super)
Codes:  [co-workers & management contribute to WLB - Family: Contributors to WLB when off]
No memos

Uhm and its important for us to support all of our employees not just the execs. So we have
introduced a number of programmes, we have Discovery Health come here twice a year and
do health checks frequently and we have built that out to a number of products. We have
health advice, we have fitness advice, you get wellness advice, doctor advice, we have
opticians come in, etc. Its all part of this health day that we do twice a year. Uhm we also
have an online wellness programme called [Company: ICAS] uhm where people can access
support services anonymously. So if you feel that you need support for whatever it is, be it
weight gain, be it mental health, be it whatever, you can phone the service line and they will
then match you up to various practitioners who have signed up for this programme as well.
Uhm we have a chiropractor who is here three days a week, we have a doctor who is here two
days a month

P 4: Volunteer 4 Transcribed Data.docx - 4:12 [We have been training managers..] (28:28) (Super)
Codes:  [co-workers & management contribute to WLB - Family: Contributors to WLB when off]
No memos

We have been training managers all the time, so I think previously I mean I think we do
encourage team building kind of stuff uhm so we can kind of take time out and whatever else

P 5: Volunteer 5 Transcribed Data.docx - 5:10 [So I have my own philosophy of..] (24:24) (Super)
Codes:  [co-workers & management contribute to WLB - Family: Contributors to WLB when off]
No memos

So I have my own philosophy of work life balance, uhm and mine is centered around my
family. If I am honest my direct reports, you are going to meet one now which is also sort of
family oriented, in terms of their personal fitness regime I don’t know what it is that they do.
If I think about the [company] execs all of them participate in some sort of activity, cycling or
running or seeing a personal trainer everyday.

So I think, yes, we have got a very very conducive team for a decent work life balance

So its subtly giving the message to the right people that if I’m not at work I’m not at work, only if it’s a crisis then you can phone me. But my direct team can phone me anytime because I know they won’t phone me for crap. They won’t phone me in a state of negativity, they will say {name of participant} listen we have an issue but we’ve got it under control, but I just need help in a decision here. That’s the way I try to give that message without giving specifically that this is a cut-off time to phoning me.

ou know kids get sick, family members have challenges, you know your team has issues and sometimes stuff goes wrong in the business you know you got client issues with clients and so on. So I think you have gotta try and take a balance to that as well and there would be days that you would be very much under pressure and potentially stressed as a result from that pressure. I think it’s about seeing the bigger picture as well and not getting trapped in the detail in the miniature of issues.

I think that in a corporate and a stress filled environment sometimes you come to work and you put your blinkers on and you just here to do your job, and you could be working aside the most incredible people and sometimes you get to know them as people you know. So you know as colleagues that this person does that, and this person does that but you know this person could be an amazing individual with an amazing life story as well that you can learn off of from

So ja I think that I was quite transparent and uh you know it happens to me it happens to others, people ask all the time to take off when there is an emergency or need to take off, etc, etc.

Code: Days are busy (6-0)
So, so you should have the ability to tell people, and that’s something I’m working hard at the moment, to say but listen no we can’t do this at the moment we have to move on we may reconsider you in the future but for now it’s not a consideration. And then I’m open with them then and then I would say that remember when I say that its not urgent its an opinion that I explain, if you don’t agree with the opinion it’s fine, here’s how you can escalate it. Because I could miss something, I could also get, ive got many course in my life that I’ve got wrong and I don’t want to keep somebody else back because I get a call back and then and that’s where I think I’m trying to lose a lot of the emotion that’s in the work, tell somebody that if you want it go to [CIO] or [COO], im not going to take that personally I encourage people to go there so that if they also feel feel strongly that something should happen that’s going to make me more busy then they must do it. Because then obviously I’m missing something and its something that needs to be done. So ja even yesterday I was in a call where I told somebody I don’t think its important if you disagree this is how you can escalate it and uhm if we feel after the escalation that it is something that must be done then we gonna get it done uhm if necessary.

I wish I could say yes, but I think yes there are.

So I mean I have literally set out time in my diary every every week to say but this block of time I just want to think and look at what we can do in three to five years time. And I never get to it, there is always some crisis or something stops working or server runs out of hardware space or somebody complains about something. Or theres a, yesterday somebody in the team that gets emotional about shit so there is always something on the operational side that and that frustrates me to be pulled back and forth.

Like a year ago still there were a lot of days where it would just be chaotic. Chaotic in the sense of there is one issue happening now and there’s another issue and you running around trying to sort out issues and you don’t get to do the stuff that you had to do. But I expect that from IT, it was like that in most of my roles. Uhm so it’s ya it just depends on, it’s pressure but it’s not stress.

So we use Agile methodologies and that kind of stuff to work, so that kind of methodologies that we use to work that try to manage the workload and try to deliver for the customer going into production. So obviously the demand is quite big, we have got some supply and then we
see what is priority and then we decide what it must be and by when.

P 4: Volunteer 4 Transcribed Data.docx - 4:25 [Definitely, it can impact it u.] (25:25) (Super)
Codes:     [Days are busy - Family: Work Challenges]
No memos
Definitely, it can impact it uhm negatively because obviously you are working in a stressful situation where the business is very demanding, and then your manager’s demanding and whatever else.

Code: Emergency events (8-0)

P 1: Volunteer 1 Transcribed Data.docx - 1:12 [I think I’m shielded from it b.] (23:23) (Super)
Codes:     [Emergency events - Family: Contributors to WLB when off]
No memos
I think I’m shielded from it because I’ve got a team that I can say “stick in” and I can see it in other people that, obviously people aren’t afraid of me, but they won’t challenge me and I’ve wondered a lot about it.

P 2: Volunteer 2 Transcribed Data.docx - 2:29 [But there were times when I ha..] (21:21) (Super)
Codes:     [Emergency events - Family: Contributors to WLB when off]
No memos
But there were times when I had to go, but it wasn’t an emergency, she forgot to remind me it was a parent’s meeting and then I will just say to the guys I gotta go, I would go and I would just catch up again after I switch on. But nothing, no crisis really.

P 4: Volunteer 4 Transcribed Data.docx - 4:9 [So if you in those kind of sit..] (23:23) (Super)
Codes:     [Emergency events - Family: Contributors to WLB when off]
No memos
So if you in those kind of situations and you know if I have a meeting at 10 or 11 then I will just you know message someone to say look I can’t make the meeting please stand in for me or whatever the case might be. To me there is nothing more urgent than family uh emergencies type of thing.

P 5: Volunteer 5 Transcribed Data.docx - 5:8 [So I have, I would pick up my ..] (20:20) (Super)
Codes:     [Emergency events - Family: Contributors to WLB when off]
No memos
So I have, I would pick up my keys and walk. So my family is absolutely paramount. So I lost my dad last year, and I uhm literally just picked up my key and I spent the last few minutes of his life with him in hospital.

P 6: Volunteer 6 Transcribed Data.docx - 6:18 [So ja I think that I was quite..] (23:23) (Super)
Codes:     [co-workers & management contribute to WLB - Family: Contributors to WLB when off] [Emergency events - Family: Contributors to WLB when off]
No memos
So ja I think that I was quite transparent and uh you know it happens to me it happens to others, people ask all the time to take off when there is an emergency or need to take off, etc, etc.
We, we work to live we don’t live to work. So if anything that happens in this company can be picked up, and I, I seriously feel that that’s true about my work as well anything that happens can be picked up by somebody else.

I think that prior to putting that in my diary I used to just work flat out straight through the day and you know no breaks and I’d have a sandwich delivered to the meeting room and that’s my lunch time during the meeting and you have no down-time and I think the thing is your brain just needs to gage because otherwise you just become mentally exhausted and burned out over a period of time. And that actually happened to me so I ended up being off work for two months. Yeah and you know its my own fault because I allowed it to happen you know and these roles will take as much time and energy you want to put into it. You can work 24 hours a day if you want. so I was working long hours, I was working late, I was working weekends and you know I thought I was doing a great job because I was working all those hours but I wasn’t doing myself or my family anything good.

I think if you go through a break up uhm that invariably people take refuge in various things.

Sometimes everything is not always perfect in a marriage, sometimes marriage requires a lot of work.

I think if you go through a break up uhm that invariably people take refuge in various things.
Obviously, I mean there are things that could affect your life, I mean I think living with another, or even with a wife or whatever else I mean sometimes you do have a difference of opinion on certain things.

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**Code: Home Effect: Positive (3-0)**

**P 1: Volunteer 1 Transcribed Data.docx - 1:24 [No, I don’t think so, my wife ..]** (42:42) (Super)

Codes: [Home Effect: Positive - Family: Home Effect]

No memos

No, I don’t think so, my wife has...she is very interested in health.

**P 5: Volunteer 5 Transcribed Data.docx - 5:14 [Oh absolutely, so I think supp..]** (37:37) (Super)

Codes: [Home Effect: Positive - Family: Home Effect]

No memos

Oh absolutely, so I think support from my wife uhm affects my health positively.

**P 6: Volunteer 6 Transcribed Data.docx - 6:12 [Ya I think, theres number 4 on..]** (41:41) (Super)

Codes: [Home Effect: Positive - Family: Home Effect]

No memos

Ya I think, theres number 4 on the way, so the 4th child is probably going to affect my health positively because I need to be fit.

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**Code: Job change (10-0)**

**P 1: Volunteer 1 Transcribed Data.docx - 1:29 [Its something that I'm debatin..]** (15:15) (Super)

Codes: [Job change - Family: Career motivation]

No memos

Its something that I’m debating but ja the job obviously changed a lot from Project Manager to where I am today.

**P 2: Volunteer 2 Transcribed Data.docx - 2:35 [I won’t do it justice if I don..]** (9:9) (Super)

Codes: [Job change - Family: Career motivation]

No memos

I won’t do it justice if I don’t say how it used to also be because its changed a lot now with the senior management team.

**P 3: Volunteer 3 Transcribed Data.docx - 3:5 [Uhm well I guess, I think it h..]** (15:15) (Super)

Codes: [Job change - Family: Career motivation]

No memos

Uhm well I guess, I think it has in the team that I’m responsible for has grown over time.

**P 4: Volunteer 4 Transcribed Data.docx - 4:5 [It has changed because I think..]** (15:15) (Super)

Codes: [Job change - Family: Career motivation]

No memos

It has changed because I think uh that also from the different leaders obviously have different
priorities

P 1: Volunteer 1 Transcribed Data.docx - 1:39 [Motivated is keeping yourself ..] (30:30) (Super)
Codes:  [Job change - Family: Career motivation]
No memos

Motivated is keeping yourself involved in things you like uhm so that’s why, you, when my job changed I tried to keep onto [department] because putting that solutions in place motivates me, makes me excited. So uhm I think studies as well uhm that definitely had an impact for me to learn how you should work with people and to see how you should work and replicating that.

P 1: Volunteer 1 Transcribed Data.docx - 1:42 [But again you have to see it i..] (53:53) (Super)
Codes:  [Job change - Family: Career motivation]
No memos

But again you have to see it in the bigger scheme of thing that we wanted the job so you have to do it.

P 2: Volunteer 2 Transcribed Data.docx - 2:40 [so I will be honest, it’s a lo..] (11:11) (Super)
Codes:  [Job change - Family: Career motivation]
No memos

so I will be honest, it’s a lot less so since [Warren] joined and a lot of my time was taken up by the Operations space, but now that he’s there his taking a lot of that noise and I can pass/delegate a lot of that responsibility to him. Like a year ago still there were a lot of days where it would just be chaotic. Chaotic in the sense of there is one issue happening now and there’s another issue and you running around trying to sort out issues and you don’t get to do the stuff that you had to do.

P 3: Volunteer 3 Transcribed Data.docx - 3:29 [Uhm in terms of my job, I thin..] (18:18) (Super)
Codes:  [Job change - Family: Career motivation] [Job enjoyment - Family: Career motivation]
No memos

Uhm in terms of my job, I think what’s exciting about my job is that it’s a new area for the business. We really focussing on growing the services business and transforming the shape of the business from being a technology led business which is where we resale [names of technologies] to being more a services led business.

P 4: Volunteer 4 Transcribed Data.docx - 4:23 [Uhm the way we work has also c..] (15:15) (Super)
Codes:  [Job change - Family: Career motivation]
No memos

Uhm the way we work has also changed, it is more the Agile type of way, methodology, as opposed to Waterfall. So that’s changed, things do change over time. My team has grown as well, I have got 6 Dot Net developers, 5 JAVA developers, 6 Business Analysts, 1 Tester, 3 Automation Scriptors, so we get automation and management testers. So the team all reports into me.

P 6: Volunteer 6 Transcribed Data.docx - 6:19 [I think the role has grown in ..] (14:14) (Super)
Codes:  [Job change - Family: Career motivation]
No memos

I think the role has grown in many ways, uh, I do think there’s a two way reason for that. One is, that the company has grown at an alarming rate which is good news for all of us. Uh
and the second thing is because the climate is changing uh you know, the retail customer and their expectations have changed traumatically, so technology had to keep up, uh if that makes sense.

Code: Job enjoyment (11-0)

P 1: Volunteer 1 Transcribed Data.docx - 1:8 [Being innovative, saying but r..] (17:17) (Super)
Codes: [Job enjoyment - Family: Career motivation]
No memos

Being innovative, saying but remember guys if we put this and this and this component together we can get to this solution.

P 2: Volunteer 2 Transcribed Data.docx - 2:38 [I enjoy the coaching and the m..] (15:15) (Super)
Codes: [Job enjoyment - Family: Career motivation]
No memos

I enjoy the coaching and the mentoring and bring

P 3: Volunteer 3 Transcribed Data.docx - 3:6 [I mean I love this company. I ..] (17:17) (Super)
Codes: [Job enjoyment - Family: Career motivation]
No memos

I mean I love this company. I have been here for 19 years so you know I think there’s something about [Company] that gets me everything morning. Uhm we’ve got a lovely culture in this company where we’re very much a performance driven company so we are a results orientated business and that brings some pressures considering those performance pressures for targets and so on.

P 4: Volunteer 4 Transcribed Data.docx - 4:6 [I think one is making a differ..] (17:17) (Super)
Codes: [Job enjoyment - Family: Career motivation]
No memos

I think one is making a difference to the business, I mean you see that they have got these issues that pans, we act in making a difference by making their system changes and take the pain away. Or automating stuff where there is a manual process possibly in play, and we have to brain storm and come with good ideas to automate stuff and kind of reduce stuff from almost days to minutes at times.

P 5: Volunteer 5 Transcribed Data.docx - 5:5 [Uhm landing projects successfu..] (14:14) (Super)
Codes: [Job enjoyment - Family: Career motivation]
No memos

Uhm landing projects successfully, uh getting things to work on time, uh keeping our stores up and running, and being able to introduce new technology.

P 6: Volunteer 6 Transcribed Data.docx - 6:4 [I enjoy interacting.] (17:17) (Super)
Codes: [Job enjoyment - Family: Career motivation]
No memos

I enjoy interacting.

P 3: Volunteer 3 Transcribed Data.docx - 3:29 [Uhm in terms of my job, I thin..] (18:18) (Super)
Codes: [Job change - Family: Career motivation] [Job enjoyment - Family: Career motivation]
Uhm in terms of my job, I think what’s exciting about my job is that it’s a new area for the business. We really focussing on growing the services business and transforming the shape of the business from being a technology led business which is where we resale [names of technologies] to being more a services led business.

So I thrive on people, I have always thought of myself as a human Labrador, I’m happy when I’m around people. So ya I love people and I love company you know and I think I get positive energy from social engagement with people as well. The nice thing about the job as well is that I get to be around people during the day and chat to people and so on. And you know some of my colleagues have become my friends outside of work which is also nice you know because I think that in a corporate and a stress filled environment sometimes you come to work and you put your blinkers on and you just here to do your job, and you could be working aside the most incredible people and sometimes you get to know them as people you know. So you know as colleagues that this person does that, and this person does that but you know this person could be an amazing individual with an amazing life story as well that you can learn off of from.

Its good because you engage with different types of people and meet with different types of people which is good as well for your personal life. So yes engaging with different types of people, they have different views and sometimes you talk about non-work related type of stuff, its good to hear and its good to engage with people. It’s a good social type of thing as well.

If it was my own business, when I see and happy about when things are falling into place and ready to go.

One is, that the company has grown at an alarming rate which is good news for all of us.

No not really, I have been in my role for 2 years.
We, we work to live we don’t live to work

I don’t think it’s the work that affects your health, it’s you that allow the work to affect you.

I guess so you know people often talk about you know making a living but it’s actually important to make a life.

So you need to balance, as soon as the one weighs heavier the other is going to suffer.

I’ve tried to take it very seriously since I had my own scare. It was a big massive wake up call for me and uh it’s been great you know. I’ve changed my diet, I’ve changed my sleeping, I’ve changed my work patterns, I spend more time with the family, I exercise more, you know and ultimately I feel a lot better as well, which I presume makes me a lot more effective in my job, I’m more energised and less stressed you know.

But uh you can spend the rest of your life working if you want to but it’s actually important to make a life and that’s probably one of the most meaningful expressions I have ever heard. You know don’t just focus on making a living focus on making a life. And I think that was part of the wakeup call.

It’s about quality of life and you need to make a change now and not wait for then because when you wake up you think oh I should have done this or that.
Uhm I sort of very much believe in healthy body, healthy mind. So I think I find I deal with stress much better when I do exercise. Uhm in fact I often find the answer to things when I am sweating on my bicycle or doing whatever it is that I do. So I maintain, as far as work life balance is concerned, I go to Pilates twice a week, I cycle once a week, I spend time on a static bike, supposed to do weights on a weekly basis. I try to get exercise in at least four times a week.

I am not sure what the philosophy of work life balance is. So I have my own philosophy of work life balance, uhm and mine is centered around my family.

Motivated is keeping yourself involved in things you like uhm so that’s why, you, when my job changed I tried to keep onto [department] because putting that solutions in place motivates me, makes me excited.

personally because my work motivates me

I enjoy learning uhm I enjoy learning and I enjoy the engagement t

Uhm so for me I think professional motivation is a number of things firstly its my own character I’m a motivated individual uhm secondly its investing in yourself and in your role so whatever role you are in having the necessary skills for that role and if that means reading or investing in studying and maybe doing some courses and so on. I think surrounding yourself with people who can be good role models and good mentors to you as well so you have access to these people so you know surrounding yourself with positive people.
We work with professionals all the time so we need to be professional. The way we deal with customers, the way we deal with anybody it has to be in a professional manner.

I see the business as being my own and I don’t mean that in an arrogant way. So I stay motivated because I would treat the company and the company’s IT systems as though it was my own business.

I do some of my best work under pressure

Uhm so through that I find motivation in keeping going and uhm staying professionally…stay professional and staying ya staying positive as well. Uhm because there is a lot to be grateful for as well and I can look back as well at what I have accomplished here with the teams uhm and where we brought the BSC’s IT.

And I think I probably threw myself into my work. My career was also doing that (gesture of hand goes up), it was kind of well I have a bit of extra time now in the evenings and I need to take this job seriously as well so I probably worked harder than I needed to but in some way that effort that I put in has also benefited my career. In this I had a track record of a lot of success in my career in this company in terms of achieving budgets, over achieving business, etc, etc.

We have a wine cellar, and its like a hobby of ours we would get good wine and we would drink a glass of wine and that’s ja we like that. And we like talking about have we had this wine before, is it from a cellar we have been at, so that we like.

But I just love music, music changes my mood, music helps me meditate, music helps me, I...
don’t know in a lot of ways, I just love music

P 4: Volunteer 4 Transcribed Data.docx - 4:16 [Sunday morning we used to play..] (45:45) (Super)
Codes: [Relax - Family: Coping Mechanisms]
No memos

Sunday morning we used to play tennis,

P 4: Volunteer 4 Transcribed Data.docx - 4:17 [I do painting as well. So I do..] (45:45) (Super)
Codes: [Relax - Family: Coping Mechanisms]
No memos

I do painting as well. So I do paint, I find painting actually quite relaxing.

P 5: Volunteer 5 Transcribed Data.docx - 5:15 [Socialise with friends, uhm so..] (40:40) (Super)
Codes: [Relax - Family: Coping Mechanisms]
No memos

Socialise with friends, uhm socialise with family

P 5: Volunteer 5 Transcribed Data.docx - 5:16 [Uhm then I might go for a hike..] (40:40) (Super)
Codes: [Relax - Family: Coping Mechanisms]
No memos

Uhm then I might go for a hike in the mountains, we might go for a walk on the beach.

P 6: Volunteer 6 Transcribed Data.docx - 6:13 [Besides prayer… Ok, one bad ha..] (44:45) (Super)
Codes: [Relax - Family: Coping Mechanisms]
No memos

Besides prayer…

Ok, one bad habit, I watch TV. So I think, I enjoy reading, I enjoy a lot of online reading and understanding stuff, t

P 2: Volunteer 2 Transcribed Data.docx - 2:45 [I love massages uhm I always a..] (44:44) (Super)
Codes: [Relax - Family: Coping Mechanisms]
No memos

I love massages uhm I always ask her to look for vouchers for us and uhm sometimes she will just give me, massage my hands. She does reiki, so she’s a reiki master, she’s been practicing reiki for many years. She’s actually blady good, ive been to other reiki practitioners, and im not just saying that, she is very good. Uhm that’s why I milk it as much as I can. And uh sometimes she will give me reiki treatments which does help a lot in helping refocus and recentre. Coz always after a reiki treatment I think a lot clearer about things.

P 3: Volunteer 3 Transcribed Data.docx - 3:36 [I like to read uhm I am not a ..] (44:44) (Super)
Codes: [Relax - Family: Coping Mechanisms]
No memos

I like to read uhm I am not a huge TV watcher I am more a channel hopper when I watch TV. I watch, I can jump between National Geographics, Discovery Channel, Sport, news, rubbish series you know etc. So I am not a advert tv watcher, but I love reading. Uhm so I think yeah music as well exercise, I see friends and family very important you know. Uhm you know as you get older seeing friends is often challenging everybody’s busy everybody’s got kids you
know they all got their own demands on their own time so weekend time becomes very very precious and it tends to be you know filled with social stuff.

Code: Strategy {17-0}

P 1: Volunteer 1 Transcribed Data.docx - 1:28 [Probably the best way is that ..] (55:55) (Super)
Codes:  [Strategy - Family: Coping Mechanisms]
No memos

Probably the best way is that both me and wife manage our lives with our diaries. So if there's a gap she has full access to that, and is she has a gap I have full access to that. And then when we tried to see how this thing with the car is going to work we see that there is a gap, there's a gap, there's a gap and how can we make this work. So that's probably the best, and in my diary all of my personal things, everythings in there, so the personal things are in there.

P 2: Volunteer 2 Transcribed Data.docx - 2:33 [Well uhm its putting those lim..] (51:51) (Super)
Codes:  [Strategy - Family: Coping Mechanisms]
No memos

Well uhm its putting those limits in place where you discuss with your manager and the people at work or making sure that you don't respond, if you are going to respond to emails at 23h00 at night people get used to that and people will later expect it.

P 2: Volunteer 2 Transcribed Data.docx - 2:34 [And there's a psychological co..] (51:51) (Super)
Codes:  [Strategy - Family: Coping Mechanisms]
No memos

And there's a psychological contract that says you have to be available 24/7 but I think its not quite clear about what that means.

P 3: Volunteer 3 Transcribed Data.docx - 3:20 [I think its (referring to work..] (50:50) (Super)
Codes:  [Strategy - Family: Coping Mechanisms]
No memos

I think its (referring to work life balance) ok, it can always be better. Relative to where it was I think its 3-400% better. Uhm but I probably work, I probably work my hours 8am to 5pm. I think increasingly we are moving away from the concept of a day being a 8am to 5pm day and work to me is an output and I have an office and a desk but I can work from anywhere. Uhm and I think the nature of what we do we tend to work at odd hours, so you know I probably work 50-55 hours a week. Uhm I will do a couple of hours of mails on the weekend but just to get on top of things and I try not to get bogged down in it and yeah I’m generally not out of here before 6pm in the evening unless I’m going to gym. I go spinning at 6:30pm so I leave early to get there and ya I think I would probably give myself a 7 for work life balance

P 3: Volunteer 3 Transcribed Data.docx - 3:21 [So yeah working lesser hours,] (54:54) (Super)
Codes:  [Strategy - Family: Coping Mechanisms]
No memos

So yeah working lesser hours,

P 3: Volunteer 3 Transcribed Data.docx - 3:23 [Uhm I think I am abit more foc..] (54:54) (Super)
Codes:  [Strategy - Family: Coping Mechanisms]
Uhm I think I am a bit more focussed on exercise now as well.

I think a lot of planning as well and obviously

Uh I get an enormous sense of comfort knowing that my wife knows what stresses and strains I go through on a daily basis.

So Saturday mornings I cycle with either one or more friends, uhm normally its one sometimes its two. So I will go for a 30km or 40km mountain bike ride.

So I think I compartmentalise it like that to make sure that balance works for me. And its such a way that the family don’t think I short changed them and the work doesn’t feel like I have short changed them because I am always available no matter what happens.

Uhm and if you not delivering what is important and not adding value, you not adding value you costing the company money and then you must say that either we reprioritise and that’s true for me as well or we say that you not adding value there and there’s no need for you to be in this company.

The con’s are that there are a lot of interruptions to your day so the door has to get closed occasionally but uhm you know I think the biggest thing in an Exec’s life is time management, the manner is prioritising and time management, because you your day can run away from you very very quickly run away from you helping other people which is part of leadership that you are accessible, mentoring, coaching, guiding and supporting all of those things but you still have your own job to do as well. And you know its very it can be challenging between being available and being effective.
So what we have in place as well is something we call succession planning

P 4: Volunteer 4 Transcribed Data.docx - 4:26 [So I think planning your day a..] (25:25) (Super)
Codes: [Strategy - Family: Coping Mechanisms]
No memos

So I think planning your day and planning your time is very important to manage your health kind of things as well. Its good because you engage with different types of people and meet with different types of people which is good as well for your personal life.

P 4: Volunteer 4 Transcribed Data.docx - 4:30 [I think you need to set yourse..] (57:57) (Super)
Codes: [Strategy - Family: Coping Mechanisms]
No memos

I think you need to set yourself goals as well, I think that’s important. Last week we said we need a holiday, for example, so we set a goal and then we had to work out a time and whatever else. S

P 5: Volunteer 5 Transcribed Data.docx - 5:26 [I am not going to stress about..] (48:48) (Super)
Codes: [Strategy - Family: Coping Mechanisms]
No memos

I am not going to stress about things that I cannot control and theres no point in doing that. Whereas before I would lie in bed awake and I would be stressing about something. Well, the best way to sort it out is to write it down, so there is always an iPad close to my bed and I will do that, I will make notes about something. I

P 5: Volunteer 5 Transcribed Data.docx - 5:27 [So I try and get home and take..] (46:46) (Super)
Codes: [Strategy - Family: Coping Mechanisms]
No memos

So I try and get home and take nothing with me

____________________________________
Code: There are days that are busy and quiet (4-0)

P 2: Volunteer 2 Transcribed Data.docx - 2:6 [Definitely, all the time, ther..] (11:11) (Super)
Codes: [There are days that are busy and quiet - Family: Work Challenges]
No memos

Definitely, all the time, there are days like where you ask “I’m sure that I’m supposed to be doing something?” but you don’t feel that pressure that there are stuff that needs to be done today

P 3: Volunteer 3 Transcribed Data.docx - 3:3 [It’s very hard to predict.] (13:13) (Super)
Codes: [There are days that are busy and quiet - Family: Work Challenges]
No memos

It’s very hard to predict.

P 4: Volunteer 4 Transcribed Data.docx - 4:4 [There are times that are busie..] (13:13) (Super)
Codes: [There are days that are busy and quiet - Family: Work Challenges]
No memos

____________________________________

http://etd.uwc.ac.za/
There are times that are busier and quiet.

P 5: Volunteer 5 Transcribed Data.docx - 5:3 [Uhm we also have different tim..] (10:10) (Super)
Codes: [There are days that are busy and quiet - Family: Work Challenges]
No memos

Uhm we also have different times of year so we do our budgets around sort of February/March, we do our strategic plan at around the same time, and like I said we also have quarterlies that takes place. So February/March/April/May, which is actually a hell of a lot of time, is really spent planning the next year. We do three operations meetings of our product planning for the following year. So that’s busier.

Code: When off (7-0)

P 1: Volunteer 1 Transcribed Data.docx - 1:10 [Because then you realise there..] (21:21) (Super)
Codes: [When off - Family: Contributors to WLB when off]
No memos

Because then you realise there is literally things that you can’t do anything about and then you see but if I leave this and you let your team go, they pick it up and and a penny drops.

P 2: Volunteer 2 Transcribed Data.docx - 2:28 [Now there is a guy to take car..] (19:19) (Super)
Codes: [When off - Family: Contributors to WLB when off]
No memos

Now there is a guy to take care of that to almost filter some of the noise to be the first point of contact or first escalation point as opposed to me being the first escalation point for everything.

P 3: Volunteer 3 Transcribed Data.docx - 3:8 [So getting away from your work..] (22:22) (Super)
Codes: [When off - Family: Contributors to WLB when off]
No memos

So getting away from your work and being able to switch off is very important, but its not that easy. And so you have to be quite disciplined. I’ve put an hour in my day everyday sometime between 12h00 and 14h00, and its red. I say to my PA please do not book any meetings there, I don’t care who’s looking for me unless its my boss, I’m not available. That’s my time you know and its my time to go for a walk, its my time to have some lunch and its my time to pay my telephone bill or to do whatever read a newspaper.

P 4: Volunteer 4 Transcribed Data.docx - 4:8 [So what we have in place as we..] (21:21) (Super)
Codes: [When off - Family: Contributors to WLB when off]
No memos

So what we have in place as well is something we call succession planning as well, so we always have a second in charge type of person. And those are the things that I am working on as well.

P 5: Volunteer 5 Transcribed Data.docx - 5:7 [If I take off when others are ..] (18:18) (Super)
Codes: [When off - Family: Contributors to WLB when off]
No memos

If I take off when others are still at work I find it more stressful because I we uh have a very
uhm uh so I guess strong whatsapp culture is a better word for it. We use whatsapp a lot.

**P 6: Volunteer 6 Transcribed Data.docx - 6:6 [Uh and but I go confidently th..] (21:21) (Super)**

Codes:  [When off - Family: Contributors to WLB when off]
No memos

Uh and but I go confidently that you know what that hopefully I know others can do what it is that they need to do.

**P 1: Volunteer 1 Transcribed Data.docx - 1:37 [Personally, when I do study le..] (21:21) (Super)**

Codes:  [When off - Family: Contributors to WLB when off]
No memos

Personally, when I do study leave, that’s four weeks a year. I study during the day and normally from 21h00 till 24h00 I will start catching up on the emails.

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**Code: WLB definition (9-0)**

**P 1: Volunteer 1 Transcribed Data.docx - 1:27 [So its integrated and I unders..] (50:50) (Super)**

Codes:  [WLB definition - Family: Work Life Balance]
No memos

So its integrated and I understand that it doesn’t frustrate me.

**P 2: Volunteer 2 Transcribed Data.docx - 2:32 [People have got this theoretic..] (47:47) (Super)**

Codes:  [WLB definition - Family: Work Life Balance]
No memos

People have got this theoretical thing in their minds but if you happy with the balance that you have at that point because balance could mean 80% work and 20% family time and or 80% work, 10% family time and 10% friends or whatever the case may be. Whatever works for you at that point in your life, and it might even shift as well…throughout my life it shifted before I spent more time with my friends and then I had a partner and uh then it shifted towards a partner and still friends and then the kids came along and it shifted again.

**P 3: Volunteer 3 Transcribed Data.docx - 3:19 [There’s multiple things and th..] (49:49) (Super)**

Codes:  [WLB definition - Family: Work Life Balance]
No memos

There’s multiple things and theres relationships, theres exercises and theres individuality centric and theres learning theres being intuitive with who you are as a person as well as your being professional. Theres your family as being a solid family base and friends and so on. But when I think of work life balance I think more of the outcome. And the outcome of work life balance is happy days you know that’s the long and short of it you know.

**P 4: Volunteer 4 Transcribed Data.docx - 4:19 [If you work too long something..] (51:51) (Super)**

Codes:  [WLB definition - Family: Work Life Balance]
No memos

If you work too long something else is going to suffer. So its like a scale, if you put too much here then you going to lose out on something else. So you need to balance between your work, personal life and also your religions, your own personal time uhm activities, reading time and family time.
That’s, that’s clearly not what it is. Its about, like I said, being able to get home and actually get off my chest the things that are bothering me and having the support structure that I have with my wife. That for me is a work life balance. Having some sort of, of fitness or training routine that I do, that for me is a work life balance. Uhm I am also very mindful about the hours that I spend at work and I am not here to win any time races. So I leave when I think that its either, you know, times approaching and I gotta get home to bath my daughter.

So I think it is all about how you try and interpret the greater purpose of life which I think is the main thing to try.

Uhm I think, I do think work life balance is a challenge for everybody, uhm and obviously the more senior you become in any organisation I think the more demands on your time increased. You are more visible, more in demand I guess, and the responsibilities that you have mean that you have rain the constantly gages on your job. So getting away from your work and being able to switch off is very important, but its not that easy.

important to make a life and that’s probably one of the most meaningful expressions I have ever heard.

Its about balance and we talk about balance and I have always been strong about balance and obviously we have got family and that got work. You have got sport and recreation, you have got religion and time for that as well social and all of that stuff. So you need to balance, as soon as the one weighs heavier the other is going to suffer. So you need to know what the balance is. You need to make time for your wife and your kids and your social life and whatever else. Theres time for work and theres time for sport. There must be time for everything. Sometimes when its pressurised obviously some things will suffer but that must be a temporary type of situation not a permanent type of situation. So we need to go back to that normal state. You must keep things in balance, otherwise you are going to suffer.

Code: Work and life does not integrate (3-0)
I don’t think it needs to integrate.

The main thing is to manage that work at work and not try to take it home, if you can. But it doesn’t happen too often so it’s fine.

You must keep personal and work separate.

Code: Work and life integrates (9-0)

I don’t mind if somebody call me, because I feel, and there’s many factors in that, but I feel that the work that I wanted to do in PSG is the type of work that I ask for uhm I mean that if you ask for something then you can’t turn around and say that this doesn’t suit me. So it is integrated and I understand that it doesn’t frustrate me.

And the other way around as well, so im sitting at home and like for example the beginning of this year when the data centre went down and then for two days every hour there’s a call and that call is like every hour. Then it creates frustration in the house if I’m up at 1am, up at 2am, up at 3am and up at 4am. But again you have to see it in the bigger scheme of things that we wanted the job so you have to do it.

I do think about work a lot but again its not stressful its stuff like just when I have quiet moments and I think “ok there is something that I need to resolve” and I try and almost problem solve it, thinking I wonder how we can approach this differently and how we can solve that issue and what else could actually bite us. So what I do is I will write it down somewhere so I can put it in the back of my mind to follow up on Monday when I am back at work.

And again you know with the benefit of a little clarity and self-awareness actually he is right.
I would be at home with the wife and kids, I might do a couple of emails for a while after they had gone to bed, but I would be at home at 6pm

**P 3: Volunteer 3 Transcribed Data.docx - 3:40 [Uhm I will do a couple of hour..] (50:50) (Super)**

Codes: [Work and life integrates]
No memos

Uhm I will do a couple of hours of mails on the weekend but just to get on top of things and I try not to get bogged down in it and yeah I’m generally not out of here before 6pm in the evening unless I’m going to gym. I go spinning at 6:30pm so I leave early to get there and ya I think I would probably give myself a 7 for work life balance

**P 5: Volunteer 5 Transcribed Data.docx - 5:20 [So my phone is never on uhm bu..] (18:18) (Super)**

Codes: [Work and life integrates]
No memos

So my phone is never on uhm but infact I get my whatsapp messages now to my watch to my smart watch. So I’m constantly bombarded. So I find when I take time away from the office, when its busy, I’m just, I’m even more stressed because I’m missing out on all the stuff that, so it’s almost like a sense of relief when I come back to the office that I can finally see whats going on, understand what the where the problem areas are

**P 5: Volunteer 5 Transcribed Data.docx - 5:24 [I might do a bit of work if I ..] (46:46) (Super)**

Codes: [Work and life integrates]
No memos

I might do a bit of work if I am honest after dinner which is something that I try and avoid. So I try and get home and take nothing with me. but I have noticed of late, like last night for instance, I took my bunch of work home shat it and was in bed by 9pm and was up at 4am and worked again from 4am until 6am.

**P 5: Volunteer 5 Transcribed Data.docx - 5:25 [Ja I do, but I'm also, and thi..] (48:48) (Super)**

Codes: [Work and life integrates]
No memos

*Ja* I do, but I’m also, and this is probably something that has happened over the last 5 or 6 years. I’ve learnt to cope, and if something is outside of my control, I intentionally switch it off. I am not going to stress about things that I cannot control and there’s no point in doing that. Whereas before I would lie in bed awake and I would be stressing about something. Well, the best way to sort it out is to write it down, so there is always an iPad close to my bed and I will do that, I will make notes about something. It becomes irrelevant in the day or two. But I consciously don’t stress about things that I can’t control.

**P 6: Volunteer 6 Transcribed Data.docx - 6:21 [I do spend a little bit of tim..] (45:45) (Super)**

Codes: [Work and life integrates]
No memos

I do spend a little bit of time, if there’s work, I will check my work late in the evening, uh after they are all asleep,

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**Code: Work Effect: Negative (4-0)**

**P 4: Volunteer 4 Transcribed Data.docx - 4:10 [Definitely, it can impact it u..] (25:25) (Super)**
Definitely, it can impact it uhm negatively

**P 5: Volunteer 5 Transcribed Data.docx - 5:9 [Oh very much so, ja it can abs..] (22:22) (Super)**
No memos

Oh very much so, ja it can absolutely affect you negatively.

**P 6: Volunteer 6 Transcribed Data.docx - 6:8 [I think from a work perspectiv..] (25:25) (Super)**
No memos

I think from a work perspective, you know uh pushing too much can obviously affect your health because for a simple reason that your work life balance between sports and everything else that you need to do, etc, etc.

**P 3: Volunteer 3 Transcribed Data.docx - 3:24 [I think that prior to putting ..] (22:22) (Super)**
No memos

I think that prior to putting that in my diary I used to just work flat out straight through the day and you know no breaks and I’d have a sandwich delivered to the meeting room and that’s my lunch time during the meeting and you have no down-time and I think the thing is your brain just needs to gage because otherwise you just become mentally exhausted and burned out over a period of time. And that actually happened to me so I ended up being off work for two months. Yeah and you know its my own fault because I allowed it to happen you know and these roles will take as much time and energy you want to put into it. You can work 24 hours a day if you want, so I was working long hours, I was working late, I was working weekends and you know I thought I was doing a great job because I was working all those hours but I wasn’t doing myself or my family anything good.

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**Code: Work Effect: Neutral (Choices matter) (1-0)**

**P 2: Volunteer 2 Transcribed Data.docx - 2:11 [I don’t think it’s the work th..] (23:23) (Super)**
No memos

I don’t think it’s the work that affects your health, its you that allow the work to affect you.

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**Code: Work effect: Positive (1-0)**

**P 1: Volunteer 1 Transcribed Data.docx - 1:13 [Positively, I think uh persona..] (25:25) (Super)**
No memos

Positively, I think uh personally because my work motivates me