

**THE IMPACTS OF WORK LIFE BALANCE ON THE PERFORMANCE OF  
EMPLOYEES IN ORGANIZATIONS IN UGANDA: A CASE STUDY  
OF KINYARA SUGAR LIMITED-MASINDI DISTRICT.**

**BY**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF  
A REQUIREMENT FOR THE AWARD OF A BACHELORS DEGREE  
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## DECLARATION

I Talemwa Sam, declare that the work presented in this research report is original. It has never been presented to any university or any other academic institution for any academic award.

In some instances where peoples work was used, referencing was provided for in both the text, and the cover page. In this case, I can not hesitate to declare my self an author of this work. I therefore submit it in partial fulfillment for the award of a bachelor's degree in HRM of KIU.

Signature.....

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Date.....

## APPROVAL

This research report has been done, and submitted for examination with the supervision and approval of my supervisor Mr. Wandiba Augustine.

Supervisor.

Signature.....

Mr. Wandiba Augustine

Date.....

09/07/09

## DEDICATION

This work has been dedicated to my parents Mr. and Mrs. Mburamanya Jackson of Bulima-Masindi district. Also to my young brothers Tumusiime Akiiki, Atugonza Atenyi, Kyayahuura Akiiki, and Ahaisiibwe Abwoli.

## ACKNOWLEDGMENT

Since I joined school, in 1993 I have been receiving both direct and indirect support from different men and women of high reputation. The support has been in form of finances, encouragement, guidance, and counseling. All those people have made me what am today. I can't afford to forget to acknowledge their priceless contribution.

First, and foremost, i would like to thank the almighty God who gave me the courage, wisdom, self esteem and most important the gift of life. He also gave those people who have been encouraging me to study to think positively towards me. Without God, nothing is possible. It should also be noted that, if God is with you, even your bull can give birth.

Sincere gratitude goes to my supervisor Mr. Wandiba Augustine for his understanding, wisdom, and time he spared for my research. Besides being my supervisor, he had always given me parental advice since I joined the University. May the almighty God reward him abundantly.

I can not forget the tireless efforts of my sponsors-KIU and my parents Mr. and Mrs. Mburamanya Jackson. If it was not because of them, I would not have reached the education level I have attained. May the almighty God reward them with more wealthy.

I can not be ethical to leave out the management of Kinyara Sugar limited, and my esteemed respondents. Special appreciation goes to the Human resource department for allowing me to carry out research in the organization. Special gratitude goes to Mr. Mathew Sam Anyaku-the Industrial Relations Officer (IRO) KSL for the reception and parental guidance he gave me when conducting the research.

Lastly, but not list am very appreciative to my classmates who gave me a lot of guidance, courage, and companionship in the course of the three years we spent at Kampala International university. Although their names have not been listed, their contributions have been written in my good books.

## ABSTRACT

The study was on the impacts of WLB on the performance of employees in organizations in Uganda. Kinyara Sugar Limited (KSL) was used as a case study. The general objective of the research was to identify the impacts of Work life Balance on the performance of employees in organizations in Uganda.

The research problem was broken down into specific objectives. These included: to identify the work Life Balance Initiatives that have been put in place in KSL; to identify the impacts of WLB on the family life of employees of KSL; and to examine the impacts of WLB on the level of corruption of employees in KSL. This was done on the assumption that; Corruption and family life can affect employee performance in organizations like Kinyara Sugar Limited.

The study employed a cross sectional quantitative research design. This enabled the researcher to collect primary data from employees with different interests. Employees came from the Human Resource Department, finance department, factory secretariat, factory department, and agricultural department.

The research revealed that Kinyara Sugar Limited has put in place job sharing, flexible work time, schools for children, and personal leave. Others are staff quarters, and transport facilities. He also found out that, work has both negative and positive impacts on family life of employees. Furthermore, it was found out, that WLB has an impact on the level of corruption of employees.

The researcher recommended the management of KSW and other similar organizations to put in place more WLBI so as to rip their benefits. Employees were recommended to use their time in a well managed manner. For further researchers, they were recommended to research on the impacts of WLB on employee performance in other organizations. For the case of KSL, research can be carried out on the WLB initiatives that can enhance performance.

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## ACRONYMS

WLB	-	Work Life Balance.
WLBI	-	Work Life Balance Initiatives.
KIU	-	Kampala International University.
HRM	-	Human Resource Management. .
KSL	-	Kinyara Sugar Limited.
HRD	-	Human Resource Department.

# CHAPTER ONE

## INTRODUCTION

### 1.0 Background of the study

The term Work-Life Balance (WLB) was first used in the late 1970s in the United Kingdom by the new ways to work-working mothers association to describe the balance between an individual and personal life. In the United States of America (USA), the phrase first appeared in the management literature in 1986 as the separation between work and home life had diminished (Quality promotion office, 2004).

Work-life balance is a hot issue in business now days with a whole new generation or workers who value it above all else. This has led to searching for ideas and examples of innovative approaches to recruiting and retaining who are interested in more family friendly employment. (Heathfield, 2005)

The win-win theory of WLB states that, improving employees' WLB helps to boost morale and enables firms to retain and attract better quality workers. For example, potential employees with children will not supply labor to firms with poor WLB. So such companies will miss a pool of potential talents.

The win-win theory further points out that employers do not adopt these good practices because: some firms are simply badly managed, and are making mistakes. This will change as information about the benefits of WLB spreads or else firms will be pushed out of business. The government could have a role in the provision of information or more radically in forcing employers to do the "right thing". Alternatively, firms may know that increasing WLB will increase productivity, but they do not want to incur the costs of change. In other words, a firm which is currently running a low WLB strategy may not find it profitable to move to high WLB strategy because of the costs of changing.

The theory further suggests that since work-life balance is good for the people in general, it is good for the government to intervene to shift the employers to a better "high Work-life balance, high productivity" equilibrium.

The view of the hybrid theory of WLB steers a middle course. Competition stimulates better management and productivity. Good managers may also be more likely to introduce better work-life balance, but WLB has no direct impact on employee productivity. Firms introduce work-life balance on the relative costs and benefits depending on what goods they produce, and the type of employees they seek to hire. Greater competition has no direct impact on work-life balance.

Firms with better work-life balance also tend to have better management in general, and then a naïve regression of productivity on it would uncover a positive coefficient. This will be entirely spurious. However, better productivity and WLB are due to the firm having higher managerial quality that is an observable variable. The only way to disentangle the relationship is to gather data on management quality in general.

The term WLB refers to the implementation of working arrangements and policies which assist workers in combining employment with other aspects of their lives (quality promotion office.2004).

According to the foundation of work (2003) as cited in Armstrong 2006, work-life balance is about employees achieving a satisfactory equilibrium between work and non work activities like bringing up a family, attending to family/community emergencies, pursuing further studies without jeopardizing with work.

The term Work-Life Balance (WLB) in the study will be used to refer to effectively managing the juggling act between paid work, and other activities that are important to employees in any organization. These activities include the following: spending time with a family, taking part in sports, and recreation, volunteering and under taking further studies.

On the other hand, the term employee performance will be used to refer to the degree of accomplishment of the tasks that make up an employee's job. It will be used to reflect how well an employee fulfils the requirements of a job.

Work Life Balance can be used interchangeably with family friendly relationship or Wok family balance. According to Armstrong (2006), work-life balance has replaced 'family friendly policy'

In today's reengineered, reorganized, and down-sized companies, the employees who remain are being asked to work long hours, work more days each week, and maintain the work place for longer un interrupted hours. Parents are feeling guilty about using child care centers, and not getting home for dinner to eat as a family (Lussier, 2002, pp. 475).

Researchers have clearly debunked the myth that work and family are independent. Work Life Balance affects employee absenteeism and turn over. More managers find a happy staff leading to happy customers and raises financial performance (Lussier, 2002, pp. 475).

Employees of Kinyara Sugar Limited (KSL) have fewer opportunities for Work Life Balance. This comes as a result of employees becoming interested in working over time so as to supplement their basic income. Besides that, technology has not taken effect. Employees in some departments are not computer literate. This has made the implementation of work-life balance initiatives like telecommuting difficult. However, Work Life Balance Initiatives (WLBI) like schools for employees' children, job sharing, and personal leaves are already in place.

### **1.1. Statement of the problem**

Stoner and Wankel (1986, PP. 219) point out that changing family structures as one of the factors that influence employees' productivity in an organization. With one half of married women at work, the increased divorce rate, the attraction of alternative life styles, and the increase in single parent families, added finance, and emotional pressure on many workers. All those may produce negative impacts on work performance.

According to heathfield (2005) Work-Life Balance is a hot issue in business these days with the whole new generation of workers who value it above any thing else. Searching for ideas and examples of innovative approaches to recruiting and retaining employees who are interested in flexible family friendly employment has become inevitable.

Although researches on the impacts of Work Life Balance on employee performance have been carried out in developed countries little has been done in Uganda. The

major factor that is most likely to hinder development on the African continent in general and Uganda in particular in the 21<sup>st</sup> century will be the failure of the nationals to find out the applicability of findings of researchers from other continents to our local environment. What enhances performance in Europe may do the reverse in Uganda, hence the purpose of the study.

### **1.2. Purpose of the study**

The purpose of the study was to examine the impact(s) of Work Life Balance on the performance of employees in organizations in Uganda.

### **1.3. Objectives of the study**

1. To identify Work-Life Balance (WLB) initiative(s) which are in place in Kinyara Sugar Limited (KSL)
2. To examine the impact(s) of Work-Life Balance on the family life of employees in Kinyara Sugar Limited (KSL).
3. To examine the extent to which Work-Life Balance influences the level of corruption of employees in KSL.

### **1.4. Research questions**

1. What are the Work-Life Balance Initiatives put in place for employees in Kinyara Sugar Limited?
2. What are the impacts of work life balance on the family life of employees in Kinyara Sugar Limited?
3. To what extent does Work-Life Balance influence the level of corruption of employees in KSL?

## **1.5. Scope of the study**

### **1.5.1 Geographical scope**

Kinyara Sugar Limited-the case study is located in Masindi district along Masindi-Butiaba Road. The organization employs human resources in its various departments such as: Human Resource Department (HRD), factory department, agricultural department, factory secretariat, security department, and finance department.

### **1.5.2 Content scope**

The study will cover the impacts of Work Life Balance on the performance of employees in organizations. Two variables-independent and dependent variables will be covered. Work-Life Balance (WLB) will be an independent variable. On the other hand, employee performance will be a dependent variable. The study will involve examining the WLB initiatives in KSL, impacts of WLB on family life, and level of corruption of employees.

## **1.6 Significance of the study**

Carrying out research on the impacts of Work-Life Balance on employee performance will be useful to the following categories of people.

- ❖ Human resource managers. The study on the impact of WLB on employee performance will be important to human resource managers of both private and public organizations in formulating work-life balance policies, and coming up with appropriate work-life balance initiatives so as to achieve increased employee performance.
- ❖ Researchers. The research will stimulate other researchers to carry out further research on the impact of WLB on employee performance and other related fields. The recommendations to future researchers in particular will help future researchers in identifying research topic(s). In addition, the study will avail literature relevant to WLB and performance which will be used by future researchers while reviewing literature.

- ❖ Academicians. The study will be of a great importance to academicians in higher institutions of learning especially those who will be dealing with human resource management issues.
- ❖ The research will help the researcher to qualify for the award of a bachelor's degree in Human Resource Management of Kampala international University.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

The review of literature involves the systematic identification, location, and analysis of documents containing information related to the research problem being investigated (Mugenda, 2003 pp. 29). Therefore, the chapter will cover the theoretical framework, contextual frame work, and the related literature.

#### **2.1 Theoretical framework**

The study will be guided by the win-win theory of work life balance. The theory states that improving employees' WLB helps to booster morale and enables firms to retain and attract better quality workers. For example, potential employees with children will not supply labor to firms with poor WLB. So such companies will miss a pool of potential talents.

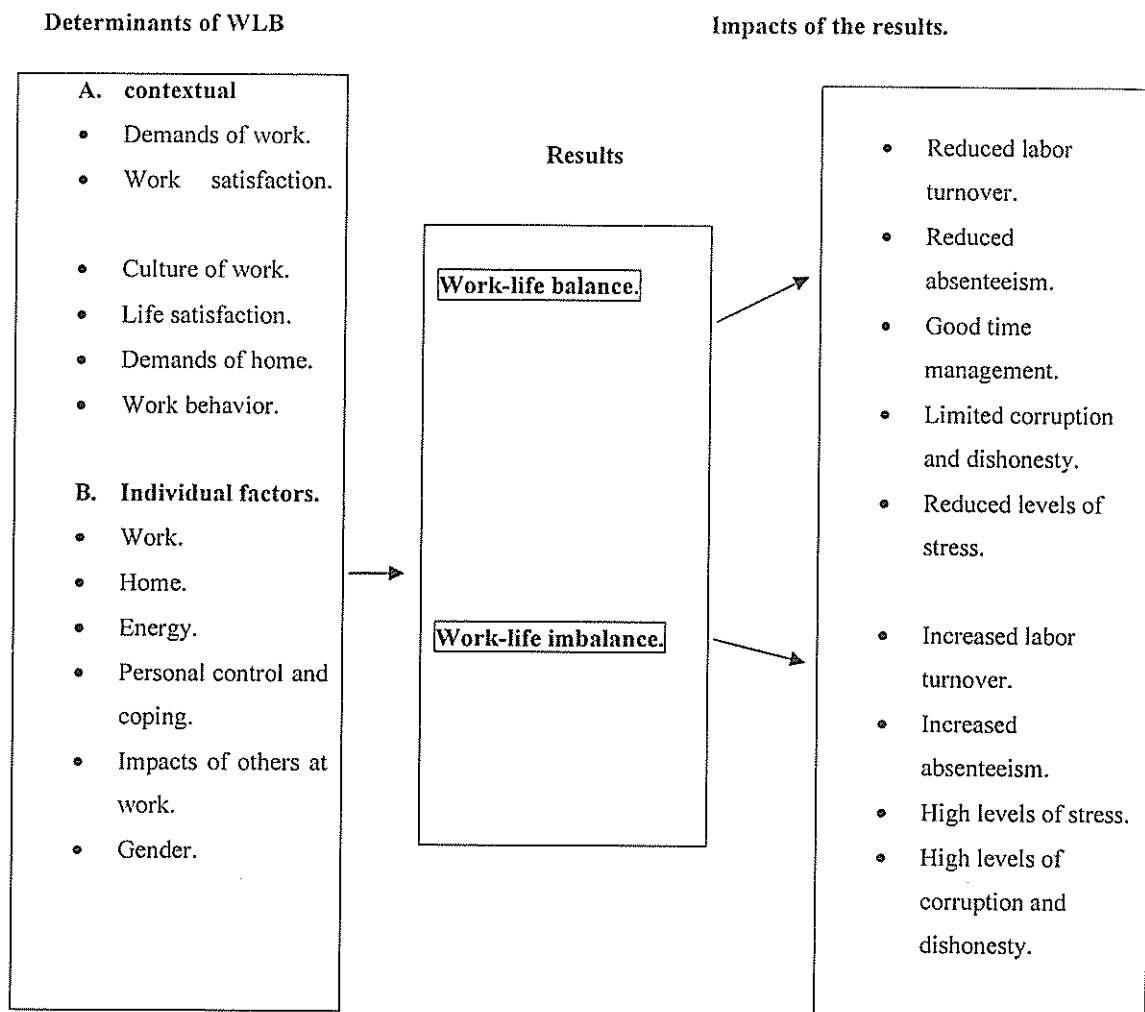
The win-win theory further points out that employers do not adopt these good practices because: some firms are simply badly managed, and are making mistakes. This will change as information about the benefits of WLB spreads or else firms will be pushed out of business. The government could have a role in the provision of information or more radically in forcing employers to do the "right thing". Alternatively, firms may know that increasing WLB will increase productivity, but they do not want to incur the costs of change. In other wards, a firm which is currently running a low WLB strategy may not find it profitable to move to high WLB strategy because of the costs of changing.

The theory further suggests that since work-life balance is good for the people in general, it is good for the government to intervene to shift the employers to a better "high Work-life balance, high productivity" equilibrium.

#### **2.2 Contextual frame work.**

The contextual frame work of work life balance has been represented in the figure below. The framework has both independent and dependent variables.

**Figure 1: Work Life Balance contextual frame work.**



**Source: Adapted and modified from Guest (March 29<sup>th</sup> 2001).**

The above WLB contextual frame work incorporates the main issues that need to be addressed while dealing with work-life balance. The determinants of work-life balance are located in work and home contexts. At work, the demands of work may be either too low or too high. At home, the demands may also be too high or too low. The term home in the WLB contextual framework refers to life outside work. This includes looking after the family, going out, visiting friend, undertaking further studies, and going for community work. The demand at home refers to the commitments and obligations out side work. These demands and commitments out side work may exist in the family, community, and through choice of leisure activities.

The determinants of work-life balance in the above WLB contextual frame work can lead to either work-life balance or work-life imbalance. Work-life balance bears good fruits like: reduced labor turn over and absenteeism, stress and reduced corruption. Whereas work-life imbalance leads to increased labor turn over, stress, absenteeism and corruption.

### **2.3. Review of related literature**

This will be done by exploring what other scholars have written about the objectives of the study. This will be achieved by handling objective by objective.

#### **2.3.1 Work-Life Balance Initiatives (WLBI)**

Work Life Balance initiatives are any benefits, policies or programs that help to create a better balance between the demands of the job, and the health management (and enjoyment) of life outside work (Canadian centre for occupation safety and health, September 2008). It identified the following WLB initiatives; telecommuting, child care centre, leave, and job sharing.

Work life balance initiatives are employment practices concerned with providing scope for employees to balance what they do at work with the responsibilities and interests they have outside work and so reconcile the competing claims of work and home by meeting their own needs as well as those of their employers.

According to Mcshane and Glinow (2003 pp. 213), work-life balance can also be referred to as family-friendly initiatives. They identified five of the most common WLB initiatives. These include: telecommuting, job sharing, flexible work time, personal leave programs and child care support.

Telecommuting. This refers to the practice of employees working at home on a computer tied into a corporate network and data base (Loundon, 1991. pp. 553). The personal advantages of telecommuting include: freedom from disturbances of the work place, reduction in time and money spent on commuting, and above all gives employees an opportunity of spending more time with family members (Newstrom and Davis, 1997. pp. 73).

Flexible work time. According to IRS (2002) as cited in Armstrong 2006, flexible work time is considered the most practical solution to establishing work-life balance. It involves giving employees some freedom to choose when to work, as long as they work for the required hours. Flexible work time is designed to enable employees to adjust to the demands of the time that families find helpful (Nickels and Mcshane. 2002. pp. 348).

Job sharing. This is a work practice whereby two or more employees share a single full time job. With job sharing, one person can work in the morning and the other in the after noon or they can alternate days or develop other sharing schedule. Individuals who share jobs can be parents who are executing work and family responsibilities or mothers who want to juggle both home and work activities (Bartol and Martin, 1998. pp. 262).

Personal leave programs. Employers with strong work life balance values offer extended maternity, paternal and personal leaves to care for a new family or take advantage of a personal experience. In addition, employees need personal leave to care for elderly parents who need assistance (Mcshane and Glinow, 2003. pp. 213).

**Child care support.** Newly one quarter of American employees have on-site or subsidized child care facilities. Child care support reduces stress. This is because, employees are less rushed to drop off their children and less worried during the day about how well they are doing (Mcshane and Glinow, 2003. pp. 213)

### **2.3.2 Impacts of WLB on family life**

Researchers have clearly debunked the myth that work and family are independent (Lusier 2002.pp.475). The research conducted by the Ellen Galinsky families and work institute (2001) concluded that work spills over family life and home spills over work life. The study which was carried out on countrywide representative of employees have shown that managing work and personal/family life is not a zero-sum goal, where if you an employee gives to one aspect of his or her life they necessarily take away from the others.

Employees with high quality jobs and more supportive work place environment are in fact more likely to go home in better moods and with more energy to give to the important people in their lives. In otherwise, work can enhance life off-the-job, not just distract from it (Ellen Galinsky families and work institute, 2001).

Lingle (2005) identified three types of employees in as far as WLB is concerned. They included: work centric, family centric and dual centric employees. Work centric employees put work before other aspects of life including their families. However, family centric employees put families before work. On the other hand, dual centric employees balance both family and work life.

The impacts of work-life imbalance on family life include: delay to marry, domestic violence, failure in marriage, moral degeneration among employees' children.

### **2.3.3 WLB and levels of corruption**

corruption is essentially termed as an "Impairment of integrity, virtue, or moral principle; depravity, decay, and/or an inducement to wrong by an improper or unlawful means, a departure from the original or from what is pure or correct, and/or an urgency that corrupts (Wikipedia 16<sup>th</sup> November, 2008)

According to Harris (2003), corruption occurs when one person seeks personal gain by taking unfair and hidden advantage of some one else's position, status, or condition. It happens when the truth of a product, service or activity is altered in such a way that another person ends up being cheated or endangered. The dictionary labels corruption as 'evil' and something marked by "pervasion, venality, and dishonesty." Corruption is considered by most people as immoral and an illegal act.

According to Al-Rashedi (2007), there are three broad classifications of corruption which are mutually exclusive. They include: petty corruption, grand corruption, and business corruption.

According to Visser, wick and Pohl (2007), work life balance should be one of the measures financial institutions may offer/consider in order to prevent corruption in their own operations and safe guard themselves against the misuse of their operations in relation to corruption. They can be elaborated below.

Petty corruption. This is practiced on small scale. It is defined as the use of an office for private benefit in the course of delivering a service. It usually involves small amounts of money, including bribery (grease money and speed payment). The office bearer abuses his or her office/position by accepting a benefit for what is routine transaction or approval. The direct victim of this abuse of power is the citizen.

Grand corruption. This is the most dangerous and covert type of corruption where instances of policy making, design and implementation are compromised by corrupt practices. It is found in high positions in an organization. In the process of making significant economic value routinely demand for bribes or kick backs for ensuring that tenders, or contracts are awarded to specific contractors. It occurs at financial, political, and administrative centers of power.

Business corruption. This is not often regarded as a crime, rather as means of accelerating the business process. Proponents claim that the end results are not affected. It is the mechanism of achieving results which is just accelerated. In essence, bureaucracy is bypassed, and time is utilized. It involves bribery, insider trading, money, embezzlement, tax evasion, and accounting irregularities.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter describes the procedures that the researcher followed in conducting the research on the impacts of work life balance on the performance of employees of Kinyara sugar limited. It also describes the research strategy adopted in the study. It further describes the instruments that were used to collect both primary and secondary data. Finally it covers how the instruments of data collection were tested for reliability.

#### **3.1 Research Design**

The researcher employed a cross sectional quantitative research design. The cross section moved from the factory department, Human Resource Department, agriculture department, factory secretariat, and finance department. Six employees were picked, as respondents from each department.

The most pressing reason as to why the researcher employed a cross sectional research design was that: it was seen appropriate by the researcher since it helps one to collect information from people with a diversity of interests. Therefore, the cross sectional research design helped the research to collect information from employees in the five departments.

The researcher used a case study strategy so as to meet the objectives of the study (mentioned in chapter one). KSL in this case was the case study. The major reason why the researcher used a case study strategy was to get information from one situation that was similar to the researcher's problem. The argument in favor of the case study strategy is that, it helped the researcher to investigate the impacts of WLB on employee performance in KSL in depth.

### **3.2 Procedures of conducting the research**

The researcher acquired a letter from the school of Business and management (see appendix iii). The letter was introducing him to the Human Resource Manager of Kinyara Sugar Limited. The researcher presented the letter to the Human Resource Manager through the Industrial Relations officer (IRO). The IRO forwarded the letter for approval. He approved it, and told the researcher to go ahead with the research.

To access employees who work in the factory department, the IRO had to issue the researcher an introduction letter (see appendix V). When the researcher was done with his research, the Industrial Relations Officer issued him a covering letter (see appendix VI). The letter was addressed to the dean of the school of Business and Management of Kampala International University.

### **3.3 Population of the study**

Then study on the impacts of WLB on the performance of employees in organizations in Uganda was conducted in KSL. Employees who participated in the research, as respondents came from the Human Resource department, finance department, factory department, agriculture department, and factory secretariat. Six employees (2male and 4 female) were selected from each department. Therefore a population of 30 employees was targeted. The security department was left out because security services had been out sourced to Saracen Uganda Limited-a security company.

### **3.4. Data Collection**

The researcher collected data so as to get the research questions answered. Both primary and secondary data was collected.

#### **3.4.1. Primary Data**

The researcher collected primary data so as to get first hand information from employees of Kinyara sugar limited. The aims of collecting primary data was to identify the WLBI in Kinyara sugar limited, identify the impacts of WLB on the family life of employees of KSL, and identify the impacts of WLB on the level of corruption of employees.

### **3.4.2. Secondary Data**

Kinyara Sugar Limited-the case study had information prior to the research that was of a great importance to the researcher in a bid to find answer to the research questions. The information was in the organization's records, and on the website-[www.kinyara.org.ug](http://www.kinyara.org.ug). This information helped the researcher in finding an answer to research question one-what are the work life balance initiatives in KSL?

### **3.5. Tools of Data Collection**

The researcher used questionnaires to collect primary data from employees of Kinyara Sugar Limited. Both closed ended questions in a check list format, and open ended questions were used in the questionnaire. The closed ended questions in a checklist format enabled the respondents to consider all the possible responses to the questions. More so they were not time consuming. The open ended questions in the questionnaire helped the researcher to solicit responses on the impacts of WLB on the family life of employees, and factors that can reduce that tendency.

The questionnaire had two sections: section A and B. section A targeted information on the respondent's age bracket, and gender. It also bore information that was ensuring the respondents that the research was strictly meant for academic purposes. It also ensured confidentiality of the information.

On the other hand, section B was aimed at collecting data on the work life balance initiatives in Kinyara Sugar Limited, the impacts of WLB on the family life of employees, and the impacts of WLB on the level of corruption of an employee.

The researcher carried with him a letter of introduction from the industrial relations officer, and 'a go ahead' sticker from the human resource manager. These documents helped the researcher to prove to the respondents that, the top management was aware of his transactions in the organization. More so they helped him to establish a rapport with the respondents.

### **3.6. Data Analysis**

The researcher employed both quantitative and qualitative techniques in analyzing the data he collected in the field.

Qualitative technique of data analysis was used through writing down the data, and editing it on each day of carrying out the research. From there, the data was quantified through renaming it using numerical figures and summarized into meaningful pattern.

On the other hand, quantitative techniques of data analysis involved the following: use of descriptive statistics. This enabled the researcher to derive meaningful description of the distribution of scores or measured using a few indices or statistics.

Frequency distribution tables were used to analyze the age and sex of respondents. Tabulation and percentages were used to determine whether work life balance affects the employees' family life, and the level of corruption. Pie charts were also used to add meaning to the data. The pie charts and bar graphs were drawn using Micro soft Excel 2003.

### **3.7. Reliability of Instruments of Data Collection**

The researcher pre examined the reliability of the questionnaires to meet the objectives of the study. Later it was taken to the supervisor to peruse through. The supervisor confirmed that the questionnaire can help the researcher find answers to the research questions mentioned in chapter one.

The researcher also twisted questions in the questionnaire. Two questions in different formats were used to collect data on the same issue. This helped to prove how serous the respondents were in giving accurate data.

Finally the researcher used simple language-'is and was' English. This was easy for the majority of the respondents to understand.

### **3.8. Limitations of the Research**

The researcher met some limitations in the course of conducting the research. These limitations might have had an adverse effect on the findings. These limitations include.

Some employees in some departments were not well versed with English. The researcher had to translate to them in the languages they could understand. These

languages include Runyoro and Swahiri. The researcher of which was not very much perfect in those languages.

Some employees feared to give information on some sensitive issues. This rose mainly when asked whether they had heard of cases of corruption in the organization. Some could say no, although the truth could have been yes since they were afraid that it could lead them into being punished.

Lastly, the study was limited by time and finances. It took the researcher only six days to collect the data. Finances were also scarce to the extent that the researcher conducted the research in only one organization, and only 28 employees.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS, AND INTERPRETATION**

#### **4.0. Introduction**

This chapter deals with the presentation, analysis, and interpretation of the data that was collected by the researcher in the course of conducting the research on the impacts of work life balance on the performance of employees of Kinyara Sugar Limited.

In this chapter, the researcher made interpretations of the brief statements, and analyzed the data. The data was presented in tables, and later in bar graphs or pie charts to add them meaning. The researcher used Microsoft office excel 2003 to create the bar graph and pie charts.

The researcher perused through this chapter by moving objective by objectives (see research objectives in chapter one.

#### **4.1. Analysis of WLBI in Kinyara Sugar Limited**

The research findings on the Work Life Balance Initiatives in Kinyara Sugar limited indicated that the management had already put in place some WLBI to help employees to achieve a balance between their work and other aspects of life.

The research also revealed that, work life balance initiatives like telecommuting, and child care centers are hardly available in Kinyara Sugar Limited. Therefore KSL does not enjoy the good things associated with them like utilizing employees who are on maternity or paternity leaves.

All the employees of Kinyara Sugar Limited were entitled to personal leave. 100% of the respondents were entitled to personal leave. This leave included: 21 days leave for each employee per annum, maternity leave for pregnant women, and paternity leave for male employees whose wives have just given birth.

Majority of the employees were entitled to job sharing. 60.7% of the respondents were entitled to job sharing. Job sharing was mainly available for employees who occupy low ranking positions in the organization.

The study also revealed that, all the employees of Kinyara Sugar Limited were entitled to schools for children. 100% of the respondents disclosed that, they were free to take their children or dependants to schools affiliated to the company. These schools included: a secondary school-both 'O' and 'A' level, and a primary school with even a nursery section. See table 1 below.

Finally, the research revealed that staff quarters, and transport facilities are also work life balance initiatives. Kinyara Sugar Limited has them in place, and they help employees to stay close to their families, friends, and in laws.

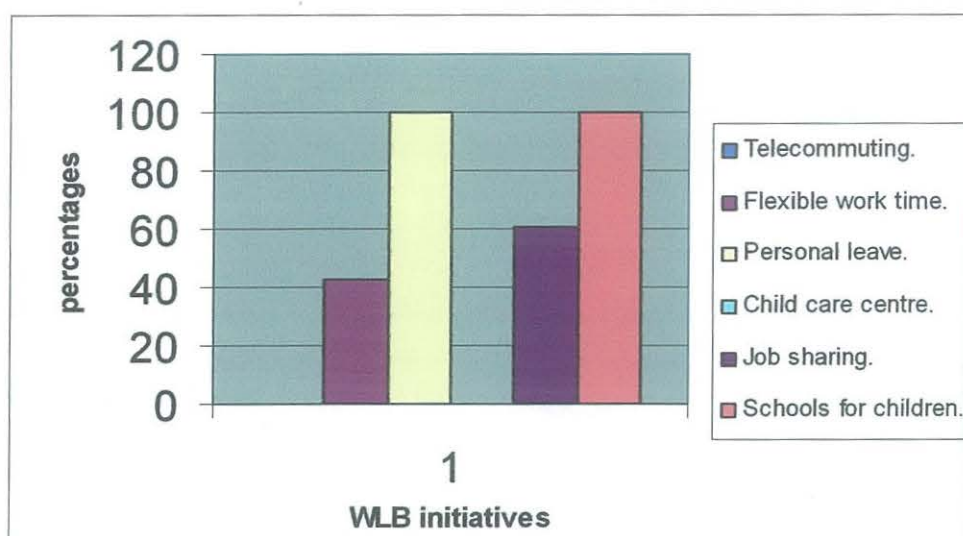
**Table 1: Analysis of WLBI in KSL**

Work Life Balance Initiative.	freq	total	Percentage (%)
Telecommuting.	00	28	00.0
Flexible work time.	12	28	42.9
Personal leave.	28	28	100
Child care centre.	00	28	00.0
Job sharing.	17	28	60.7
Schools for children.	28	28	100

**Source: Primary Data.**

The data in table 1 above can also be presented in figure 2 below.

**Figure 2: A bar graph showing WLB initiatives in KSL**



#### **4.2. Analysis of the impacts of WLB on the employees' family life**

The study looked at whether employees of KSL had ever found their work encroaching on their family life. It was found out that 71.4% of the employees of Kinyara Sugar Limited had ever found their work encroaching on their family life. 25% had never, and 3.6% did not have any idea about it. See table 2 below.

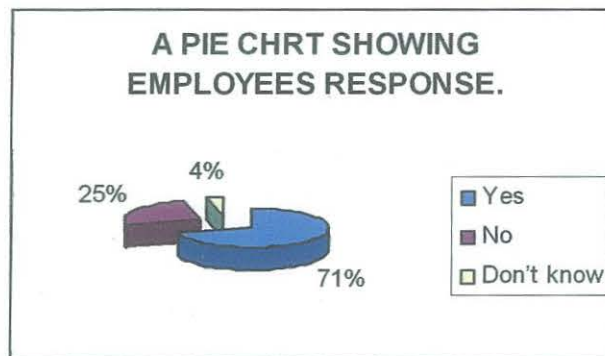
**Table 2: A table showing employees' response on whether they have ever found their work encroaching on their family life**

Response	Number	Percentage (%)
Yes	20	71.4
No	07	25
Don't know	01	3.6
<b>Total.</b>	<b>28</b>	<b>100</b>

**Source: Primary Data.**

The data in table 2 has also been presented in figure 3 below.

**Figure 3:**



The research also looked into whether employees of KSL were work centric, job centric or dual centric. The study revealed that majority of the employees of KSL were dual centric. 28.6% of the employees of Kinyara Sugar Limited were life centric, 42.9 were dual centric, and 28.6% were work centric.

This was reached by asking employees whether they had ever found their work encroaching on their family life. Some had encountered it, and others had not. Those who had encountered it were asked to disclose what they attended to first: work-for work centric employees, family-for life centric employees, and both-for a dual centric employee. Those who had never encountered it were asked to disclose what they would attend to first if they were to have such an encounter. See table 3 below.

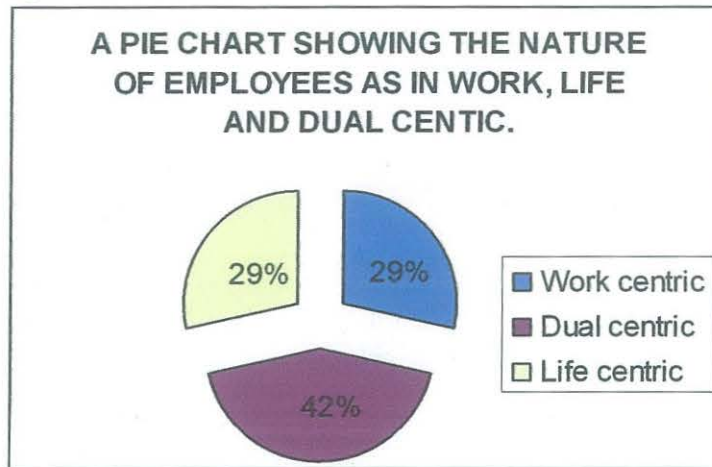
**Table 3: Nature of Employees in Valuing Family, work or Both**

Nature of employees	Number	Percentage (%)
Work centric	08	28.6
Dual centric	12	42.9
Life centric	08	28.6
<b>Total</b>	<b>28</b>	<b>100</b>

**Source: Primary Data.**

The data in table 3 above has also been presented in the pie chart below.

Figure 4:



On the impacts of WLB on the employees' family life, were found out: failure in marriage, delay to marry, moral degeneration amongst children, loss of cultural identity, and domestic violence. The positive side of it was that employees got money from their work that could be used to pay fees, and bring up a financially stable family.

It should be noted that, work, and family are not independent of one another. An employee who has failed in marriage, fallen a victim of domestic violence can spill over his or her disappointment to his or her work place, hence poor performance.

#### 4.3. Analysis of the Impacts of WLB on the Level of Corruption of Employees

The research asked respondents whether there were cases of corruption in the organization. Findings indicated that there were cases of corruption in Kinyara Sugar Limited. 85.7% of the respondents had ever heard of corruption cases in the organization. See table 4 below.

**Table 4: Employees' response on whether they had ever heard of corruption cases in the organization**

Response.	Number	Percentage (%)
yes	24	85.7
No	04	14.3
<b>Total</b>	<b>28</b>	<b>100</b>

Source: Primary Data.

The data in table 4 above has been presented in figure 5 below.

**Figure 5:**



The study also revealed that, employees who spend of the time at work, without getting time to fulfill the other aspects of life are more likely to be corrupt than their counterparts who get time to balance between work and life. 42% of the respondents disclosed that, an employee who spends most of his or her time at work is likely to be corrupt, 7.1% disclosed the one who gets more time to spend with the family. 32.1% and 17.9% of the respondents disclosed that both and none of them respectively is likely to be corrupt. See table 5 below.

**Table 5: Shows an employee who is likely to be corrupt**

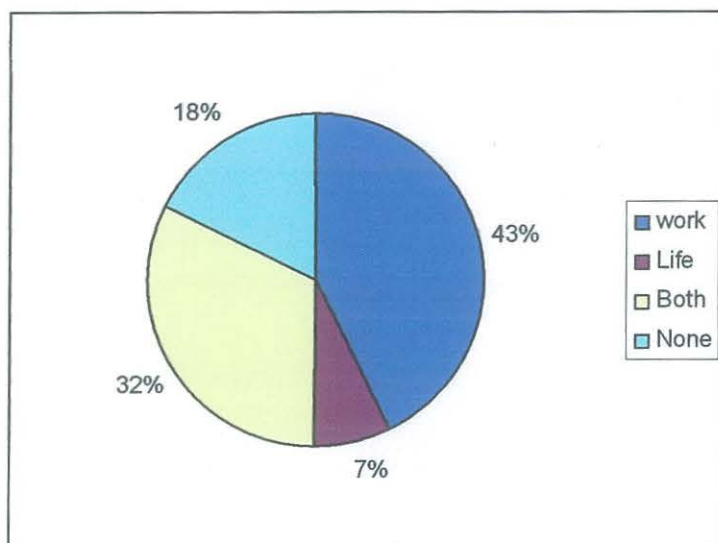
Response.	Number	Percentage (%)
work	12	42.9
Life	02	07.1
Both	09	32.1
None	05	17.9
<b>Total</b>	<b>28</b>	<b>100</b>

**Source: Primary Data.**

The information in table 5 above has also been presented in the pie chart below.

**Figure 6:**

**A pie chart showing an employee who is likely to be corrupt**



The researcher further investigated whether WLBI can help to reduce the levels of corruption of an employee. It was found out that, provision of WLBI can help to reduce the level of corruption of an employee to some extent. The 28 respondents were asked whether the provision of work life balance initiatives can help to reduce the level of corruption in an organization. They were given three options: strongly agree, strongly disagree, some times, I do not know. 57.1% strongly agreed, 17.9 % strongly disagreed, and 25.0 didn't know. See table 6 below.

**Table 6: Shows respondents' opinion on whether WLBI can reduce corruption levels.**

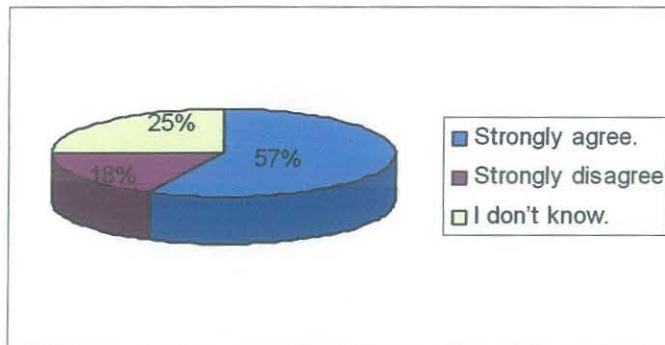
Respondents' stand	Number	Percentage (%)
Strongly agree.	16	57.1
Strongly disagree	05	17.9
I don't know.	07	25.0
<b>Total.</b>	<b>28</b>	<b>100</b>

**Source: Primary Data.**

The data presented in table 6 above can also be presented in the pie chart below.

**Figure 7:**

**A pie chart showing respondents' opinion on whether WLBI can reduce corruption levels.**



Since the research revealed that, an employee who spends most of his or her time at work without getting time for life is most likely to be corrupt; and that the provision of WLBI can reduce the level of corruption of an employee. This gives an answer to research question 3 (see research questions in chapter one).

## **CHAPTER FIVE**

### **DISCUSSION OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS**

#### **5.0. Introduction**

This chapter covers the discussion of findings, conclusions, and recommendations.

#### **5.1.0. Discussion of findings**

This is done objective by objectives (see objectives of the study in chapter one of this book). The researcher started with objective one, followed by two and finally three.

##### **5.1.1. Objective One**

This aimed at identifying the Work Life Balance Initiatives that have been put in place in Kinyara Sugar Limited. The data collected and analyzed helped the researcher to fulfill objective one of the study.

It was found out that telecommuting, and child care centers as work life balance initiatives are not available in Kinyara Sugar Limited. However, employees expressed their willingness to work from home if telecommuting is instituted.

This was contrary with Newstrom and Davis (1997. PP. 73) who pointed out things like freedom from disturbances of the work place, reduction in time and money spent in commuting to and from the work place, and giving employees an opportunity of spending time with their family members as advantages of telecommuting.

More positive is that, KSL has the following Work Life Balance Initiatives in place; schools for children, personal leave, job sharing and flexible work time.

This was in line with the win win theory of WLB. It states that, improving employees' WLB helps to boost their morale, and enables firms to retain and attract better quality workers.

The researcher found out that staff quarters, and transport facilities are among the work life balance initiatives. They help employees to become closer to their family members, friends, and other aspects of life.

This was in line with the Canadian centre for occupation safety and health (September, 2008) who defined WLBI as any benefits, practices, policies or programs that can create a better balance between the demands of the job and enjoyment of life.

#### **5.1.2. Objective Number Two**

This was to identify the impacts of work life balance on the employees' family life. The findings of the study were able to enable the researcher to meet his objective. The impacts of work life balance on family life of employees were: failure in marriage, moral degeneration amongst the children, cultural erosion, delay to marry, and domestic violence.

This conclusion is in line with the research conducted by the Ellen Galinsky families and work institute (2001) which concluded that work spill over family life, and family spills over work. This brings up an imbalance in performance both at work, and in the family.

The positive Impact was that, employees get things like money which is used to improve family life. This is in terms of paying fees for children, and other family members.

This was in line with Ellen Galinsky families and work institute (2001) who found out that, employees with high quality jobs and more supportive work place environment are likely to go home in better moods and with more energy to give to the important people in their lives.

#### **5.1.3. Objective Number Three.**

This objective was to find out the impacts of WLB on the levels of corruption of employees of Kinyara Sugar Limited. The research findings were able to enable the researcher to achieve the objective.

The researcher found out that WLB affects the level of corruption of an employee to a greater extent. An employee who does not get time to attend to both aspects of life is likely to be more corrupt, than the one who achieves a WLB. It also revealed that, provision of WLBI to employees can help to reduce their corruption levels.

This finding in question was in line with previous researches conducted by other scholars. According to Visser, Wick, and Pohl (2007), work life balance should be one of the measures financial institutions may offer or consider in order to prevent corruption in their operations.

### **5.2.0. Conclusions**

The study revealed that the following WLBI are in place in Kinyara Sugar limited: job sharing, flexible work time, personal leave, staff quarters, transport facilities, and schools for children.

In addition, the research revealed that work life balance has both positive and negative impacts on the employees' family life. These impacts included: delay to marry, cultural erosion, domestic violence, and moral de generation amongst the children. On the other hand (positive impact) employees get money to fulfill family duties.

It was also found out that, Work life Balance has got an impact on the level of corruption of employees in KSL. Employees who spend most of their time at work are likely to be more corrupt than those who get time to enjoy with their families.

Therefore, it was found out that, there is a relationship between the independent, and dependent variable. And therefore, work Life Balance has an impact on the performance of employees in Kinyara Sugar Limited.

### **5.3.0. Recommendations**

The management of KSL should increase on the number of Work Life Balance Initiatives it provides to its employee. This should include telecommuting for the case of employees whose work may permit them to work from home. Telecommuting will help the KSL and other similar organizations to reduce on congestion at work place, reduce the costs of transporting employees to and from work place on daily basis.

Employees should program their time very well. They should compel them selves to doing the right thing at the right time. That is, report for work in time, and leave for life in time. More so, they should report to the management in time in case they have an emergency like a burial, sick child or spouse to attend to.

Further research can be conducted on the impacts of Work Life Balance on the Performance of employees in other organizations in Uganda. This will enable us to compare the findings.

For Kinyara Sugar Limited, research should be conducted on the work life balance Initiatives that can enhance employees' performance in the organization.

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## APPENDIX I: QUESTIONNAIRE

(To be filled by employees of KSWL).

Kampala International University,  
P O Box 20000  
Kampala.

Dear respondent,

This questionnaire is intended to help the researcher to collect primary data on the impact(s) of Work Life Balance on employee performance. The contributions you're making will be very vital for the success of the academic research. The information your give will be handled with a lot of confidentiality.

Section A (fill or tick as appropriate).

1. Sex      Male ☐                      female ☐

2. Age in years (please tick below in appropriate age bracket).

18-22	23-27	28-32	33-37	38-42	43-47	48-52	Above 52
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Marital status      single ☐                      Married ☐

Section B.

Tick what is available in the organization. (You may tick more than one)

1. What Work Life Balance Initiatives are available in Kinyara sugar limited?

Telecommuting ☐                      Job sharing ☐  
Flexible time ☐                      schools for children ☐  
Personal leave ☐  
Child care center ☐

2. Are you entitled to a maternity leave? (If you are a woman)

Yes ☐                      No ☐

4. Are you entitled to a paternity leave? (If you're a man).

Yes ☐                      No. ☐

5. If your work permits you to work from home, would you feel comfortable with it?

Yes

Some how

No.

6. Have you ever found your work encroaching on your family life?

Yes

No

I don't know.

7. If yes, what did you attend to first? (Family or job or both)

Family

Job

Both

8. If No (refer to question 6), what would you attend to if faced with such a situation?

Family

Job

Both

9. How has work affected your family life?

i.

.....

ii.

.....

iii.

.....

iv.

.....

10. Which things or policies do you think can help to reduce the tendency of work affecting family life in a negative way?

i.

.....

ii.

.....

iii.

.....

iv.

.....

11. Have you heard of cases of corruption in the organization?

Yes

No

12. Work life balance can affect the level of corruption of an employee.

Strongly agree

I disagree

Some times

13. Among the following employees, who is likely to be more corrupt?

The one who spends most of the time at work

The one who gets time to spend with the family

Both of them

None of them

14. Provision of work life balance initiatives can reduce corruption in the organization.

Strongly agree ☐ strongly disagree ☐ I don't know ☐

Yours truly,

Talemwa Sam. Tel. 0774161247 or 0781499704.

Email: [talemwasam@gmail.com](mailto:talemwasam@gmail.com)

Or [Kabalegasam@yahoo.co.uk](mailto:Kabalegasam@yahoo.co.uk).

Thank you very much sir/madam for your participation. May the almighty God bless you.

## APPENDIX II: TIME FRAME

Activity	Time in months.			
	December	January	February	March
Proposal writing				
Data collection				
Data analysis				
Submission of the report.				

### APPENDIX III: ESTIMATED BUDGET

Item/activity.	Quantity	Amount	Total
printing proposal	4 copies	5200	15600
Binding proposals	4 copies	9000	27000
Photocopying questionnaires.	36 copies	300	10800
Internet			10000
Transport	4 trips	26000	104000
Printing dissertation	4 copies	10000	40000
Binding dissertation	4 copies	9000	36000
stationary	1 ream of papers	8000	8000
Air time	10 cards	1000	10000
Miscellaneous			20000
<b>Total</b>			<b>281400</b>

## APPENDIX IV: INTRODUCTION LETTER-TO THE ORGANIZATION.



KAMPALA  
INTERNATIONAL  
UNIVERSITY

G. W. J. Nsubuga \* PO BOX 20000 Kampala, Uganda  
Tel: (0) 41 - 266 813 \* Fax: +256 (0) 41 - 991 974  
E-mail: [info@kiu.ac.ug](mailto:info@kiu.ac.ug) Website: <http://www.kiu.ac.ug>

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### OFFICE OF THE DEAN SCHOOL OF BUSINESS AND MANAGEMENT

Date: 5<sup>th</sup> JUNE, 2009

THE HUMAN RESOURCE MANAGER,  
KINYARA SUGAR WORKS LTD,  
MASINDI DISTRICT.

Dear Sir/Madam,

**RE: TALEMWA SAM REG.NO.BHR/11849/61/OU**

The above mentioned is a bonafide student of Kampala International University pursuing a Bachelor of Human Resource Management programme in the School of Business and Management of the University.

He is currently conducting field research and the title of the Research project is "THE IMPACT OF WORK-LIFE BALANCE ON THE PERFORMANCE OF EMPLOYEES IN ORGANISATIONS IN UGANDA" A CASE STUDY OF KINYARA SUGAR WORKS. As part of his studies (research work) he has to collect relevant information through questionnaires, interviews and other relevant reading materials.

Your Institution has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with all pertinent information he may need.

All and any information shared with him will be used for academic purposes only and we promise to share our findings with your institution.

Any assistance rendered to him in this regard will be highly appreciated.

Yours Sincerely,

A handwritten signature in dark ink, appearing to be 'Dr. Alfred Nuwagaba', is written over a faint, circular official stamp of the School of Business and Management.

**DR. ALFRED NUWAGABA**  
**DEAN SCHOOL OF BUSINESS & MGT**

---

*Exploring the Heights*

**APPENDIX V: INTRODUCTION LETTER-TO ENTER THE  
FACTORY.**


## Kinyara Sugar Limited

### Letter of Introduction

The bearer of this note is Mr. Talemwa Sam, who is a student of Kampala International University Re: No BHR/11849/61/DU, pursuing a Bachelor of Human Resource Management program in the School of Business and Management of KIU.

He has been permitted to carry out a Research Project in our organization on "The impact of Work life Balance on the performance of employees in organizations in Uganda" A case study of Kinyara Sugar Limited

Please accord to him all the assistance he requires in carrying out this research as part of his final paper at the University.



Matthew Sam Anyaku  
Industrial Relations Officer  
Kinyara Sugar Limited

## APPENDIX VI: COVERING LETTER



The Dean School of Business and Management,  
Kampala International University,  
P O Box 20000,  
Kampala

20<sup>th</sup> June 2009

Dear Sir/Madam

Re: TALEMWA SAM REG. NO.BHR/11849/61/DU

Reference is made to the above named student from your Institute who has been here to conduct a Field Research in this company on **"THE IMPACT OF WORK-LIFE BALANCE ON THE PERFORMANCE OF EMPLOYEES IN ORRGANISATIONS IN UGANDA"** A CASE STUDY OF KINYARA SUGAR LTD.


He carried out the research from Monday, 15<sup>th</sup> to 20<sup>th</sup> June 2009, during which he issued out questionnaires to a cross-section of employees in the company both at junior and senior level.

He also held cordial face to face discussions with the employees on the subject matter, from which he gathered a lot of useful information and data relevant to the subject, as coordinated by the undersigned Manager

Management would wish to urge that the information collected from Kinyara Sugar Ltd is guarded jealously and used specifically for academic purposes and would also request and appreciate if Mr. Talemwa Sam gives us a copy of the "Final Research Report" for our perusal and record.

Last but not least, we shall be readily available to give further information on the said topic as and when required, and wish Mr. Talemwa Sam all the success in his future endeavors.

Yours truly,

  
Anyaku Matthew Sam  
Industrial Relations Officer  
Kinyara Sugar Ltd

Kinyara Sugar Works Ltd  
P. O. Box 179  
Masindi Uganda.  
Tel: (256) 036 2 600200 Fax: (256) 036 2 600211

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**Taste the Sweet Success**