

RISK CONNECTED TO THE DEMOGRAPHIC FACTORS IN MANAGING LABOUR RELATIONS IN THE TERTIARY SECTOR OF THE ECONOMY

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Abstract

In today's fast-paced, competitive and digital work environment, the challenges of work commitments and personal responsibilities confront employers and employees. Employees want flexibility and control over their work obligations and their personal lives. This is imperative as their economic needs depend on the income derived from work performance. Employers need to institute relevant programmes for economic viability and sustainability. The study aims to examine the impact of the demographic variables on work-life balance in a tertiary sector of the economy. The study utilizes a questionnaire that was self-developed which was pilot tested and, the validity and reliability were determined. Significant differences surfaced in the study. The findings of the study shed light on balancing several aspects of employees' work and family lives. The results culminate in recommendations for management to integrate Employee Assistance Programmes into its structure and policies; provide for on-site day care facilities and; institute flexible working practices to impact positively on employee commitment and motivation, amongst others.

Keywords: Labour Relations, Tertiary Sector of the Economy, Private Services

1. INTRODUCTION

Flexible work patterns dominate today's workplaces to address ongoing issues of the escalating demands of work-life balance. The changing conditions of work and life introduces different consequences for quality of life and, individuals navigate between their job demands and careers and simultaneously undertake family, and household-related decisions in a modernized world. It is the effective management of work and other important activities such as family, personal development and leisure, amongst others (Padmasiri & Mahalekamge, 2016) and, hence an acceptable combination of work and life (Thorntwaite, 2004 cited in Kim, 2014). Yet, engaging with more work, forces employees to keep up with the constant need for upgrading household standards and serving the economic demands that are associated with it (Koekemoer & Mostert, 2010). Blatt (2002) makes reference to work-life balance as an absence of unacceptable levels of conflict between a person's work and personal life. The challenging statement by Voydanoff (2005) is that work-life balance is the stability that comes with managing the changing role demands between work and family. The defining roles of human life are worker, parent, spouse and care-giver (Forma, 2009). Of recent, the dynamics of the relationship between these life components has altered drastically.

The traditional norms determining the place and time for working is fading. Advanced technology and network advancements provide an avenue to work from anywhere. Thus, organisations need to increase workforce capabilities and develop high performance workers (Smith, 2006). A need also exists to identify whether individuals are coping

and, for organizational support regarding work-life concerns. Work-life balance focuses on the equilibrium acquired in work and family roles in terms of the amount of time, level of involvement and satisfaction that the individual experiences (Voydanoff, 2007). Kuchinke, Cornachione, Seok Young and Hye-Seung (2010) analyse the relationship between work and non-work domains according to two fundamental characteristics of energy depletion and role reinforcement. Furthermore, employees need to negotiate social roles because of time constraints and limited energy to satisfy multiple role expectations (Kuchinke et al., 2010). Crompton (2006) articulates work-life according to the impact that changes inherent to both employment and the employment relationship have on the ability of an individual in suitably balancing the competing demands of work and family life.

It is important to identify how the demands and resources intrinsic to the work and life domains interact; transcend from work to home and vice versa and, the effect that it has on the role. A further explanation by Voydanoff (2005) is that when resources generated in one domain is sufficient to fulfil demands originating from the other domain and vice versa, the equilibrium between the two domains is work-life balance. The demands and resources that carry over between these two domains, known as boundary-spanning demands and resources, influence an individual's assessment of perceived work-family balance. These boundary-spanning strategies are negotiated by families and primarily involve strategies to reduce demands or increase resources in either domain in order to establish a state of equilibrium and balance.

Boundary spanning strategies reduce gaps between the demands and resources emerging from both the domains (Voydanoff, 2005).

The economic needs of individuals depends on factors, such as, the income derived from the work that is performed. Organizations play a critical role in the manner in which employees deal with work life balance and have accommodated employees' needs with the provision of specific programmes. Although companies may cite the cost factor for Employee Assistance Programmes and workplace flexibility, amongst others, in a negative light but the positive gains relates to lower rates of absenteeism and turnover, including organizational productivity and the ultimate financial viability of the organization and, for the country's economy. Such factors may differ across sectors/industries.

The study assesses the demographic influences on the constructs of work-family conflict, work flexibility, managerial/supervisory support, child/elderly care and employee wellness. The ultimate aim is to find a two-way solution-building approach so that employees' needs are met and organizations are productive, efficient and have reduced employee absenteeism. A theoretical outline of the constructs are followed by the research methodology and results of the study.

2. LITERATURE REVIEW

2.1. Work-Family Conflict

In Northern Europe, social and family policy has been directed toward reaching a balance between work-life and family life for working parents and; in most organizations family friendly arrangements such as, flexible working hours, work schedules and childcare arrangements are relied upon (Allvin, Aronsson, Hagström, Johansson, & Lundberg, 2011). Work-family research has highlighted the synergies and trade-offs associated with the domains of work and home life (Lautsch & Scully, 2007). The trade-off is due to the scarcity of resources, mainly time and effort expended by each individual in the realms of work and home (Lautsch & Scully, 2007). The negative consequences with work-to-family conflict include negative effects on the work attitudes of employees and the intention to leave and, it makes work-to-family conflict a potentially costly concern for organizations (Green, Bull Schaefer, MacDermid & Weiss, 2011).

2.2. Work Flexibility

According to Naswall, Hellgren and Sverke (2008), it is not uncommon for work to be carried out at times and places that were previously reserved for leisure. Workplace flexibility provides workers with control to modify where, when and for how long they perform work-related duties; and furthermore, schedule flexibility (for example, flexi-time and compressed workweeks) and location flexibility (for example, telework) are the two forms of work flexibility (Casey & Grzywacz, 2008). Increased flexibility in deciding when and where work can be performed bares the risk of intruding on home life that creates an imbalance between work and non-work roles (Naswall et al., 2008). Flexible working

conditions rely heavily on the worker's personal abilities and commitment (Naswall et al., 2008). Flexibility-fit is the accessibility awarded to employees to use flexible working arrangements that are aligned to their needs (McNamara, Pitt-Catsoupes, Matz-Costa, Brown & Valcour, 2013) and, with employees having control over their work, there is a reduction in their work-life conflict (Allan, Loudoun & Peetz, 2007 cited in Webber, Sarris, & Bessell, 2010). Employees apply their discretion in determining how and when they will perform their work and what skills to exercise (Webber et al., 2010). To facilitate balance, organizations can provide work-life balance policies to their employees (ten Brummelhuis & van der Lippe, 2010). Furthermore, communication technologies have improved the way people communicate and engage with work activities.

2.3. Managerial/Supervisory Support

Supervisors who are agents of the organization are instrumental in employee health and well-being (O'Donnell et al., 2012) and their support is linked with diminished work-life conflict (Anderson et al., 2002; Hammer, Kossek, Zimmerman & Daniels, 2007 cited in Lauzun, Major, & Jones, 2010). Supervisors help has a positive effect on work-life balance (Singh, 2013) and, their support on special problems has the potential to reduce the negative spill-over from the work domain to the family and personal life domains, and decreases work-life conflict (Chan, 2009 cited in Singh, 2013). The effectiveness of their support can override the formal organizational policies that provide work-family support especially in understanding the variances in the affective, intentional and behavioural outcomes in employees (Behson, 2005). Furthermore, they show sensitivity toward employees' work-life balance needs and; they create a work environment that encourages balance and they provide emotional support through caring and empathic understanding and hence accommodating flexible work schedule (Lauzun et al., 2010).

2.4. Child/Elderly Care

Often, care providers or caregivers adjust their work schedule to accommodate their families which impacts negatively on work responsibilities. The impact on employers is substantial costs that are associated with employees' caregiving responsibilities (Gordon, Pruchno, Wilson-Genderson, Murphy & Rose, 2012). By providing employees with dependent care benefits they are able to cope better with the family demands (Anderson, Coffey & Byerly, 2002) which relieves employees with their childcare and/or eldercare responsibilities. In line with this, Anderson et al. (2002) opines that dependent care benefits from the employer reduces the potential interference of family responsibilities with work responsibilities (Anderson, et al., 2002). EAP plays a critical role in a company's eldercare programme and, human resource professionals could increase EAP usage by learning more about EAP eldercare support.

2.5. Employee Wellness

Employee Assistance Programmes (EAPs) identifies employee concerns and entails interventions to resolve such concerns (Kinder, Hughes & Cooper, 2008). EAPs which provide assistance, advice and information on personal matters (family and health) and work matters (work demands and work-life balance) that may influence employee performance and well-being (Kinder et al., 2008). EAP services include counseling, financial support, child and eldercare services information (Kinder et al., 2008) and, programmes that contribute to the improvement and maintenance of employee health include flexible work schedules and gym time and membership (Mudge-Riley, McCarthy & Persichetti, 2013).

Many authors affirm that work-life balance is not gender-specific. Today, women prefer to work, equip themselves with skills and competencies and, further their careers, whereas men may want to work part-time freeing themselves with some quality family time. Zuo (2000) affirms that the last two decades have noticed a decline in the provider role of men which is caused by increasing female labour participation. This includes the weakening of the power of men due to 'unemployment and underemployment' and, women's commitment and 'earning power' creates a financial dependence on women. Similar to women, men are also seeking work flexibility. The provision of work-life balance initiatives to address employee health and wellness can provide significant long-term results (Clarke, 2009).

Objective of the study

- To determine the influence of the demographic variables (age, marital status, race, education qualifications, position in organization, length of service and number of children) on work-life balance (work-family conflict, work flexibility, managerial/supervisory support, child/elderly care and employee wellness) of employees in a tertiary sector of the economy.
- To investigate whether differences result in the varying views on work-life balance and, gender.

3. RESEARCH METHODOLOGY

The research methodology for the study is quantitative. The investigation is to determine the influence of the demographic variables (age, marital status, race, education qualifications, position in organization, length of service and number of children) on work-life balance (work-family conflict, work flexibility, managerial/supervisory support, child/elderly care and employee wellness) of employees in a tertiary sector of the economy.

The following hypothesis was assessed for the current study:

Hypothesis 1: There is a significant difference in the level of work-life balance of employees varying in demographic profiles (age, gender, marital status, race, educational qualifications, position in organization, length of service and number of children) (Table 3).

3.1. Respondents

The population for the study comprised of all staff in a tertiary sector of the economy, in KwaZulu-Natal, South Africa. Due to questionnaire apathy, the adequacy of the sample was determined using the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (0.573) and the Bartlett's Test of Sphericity (965.610, $p = 0.000$) which respectively indicated suitability and significance. The results indicate that the normality and homoscedasticity preconditions are satisfied. In terms of the composition of the sample, the majority of the sample comprised of female employees (54.0%) with 46.0% being males of which 15% were managers, 18% were supervisors and 65% were employees. A self-developed questionnaire with a simple random sampling method was utilized. In terms of age, 13.0% were under 25 years of age, 39.0% were between 25-34 years, 31.0% were between 35-44 years, and 17.0% were 45 years and above. In terms of race, 8.0% were Coloured employees, 11.0% were White, 24.0% were Indian and 57.0% were African. In addition, 13.0% of employees had a standard 8-10 qualification, 37.0% had a Diploma certificate, 18.0% had undergraduate degrees, 29.05 had post-graduate degrees, 2.0% had Post-graduate Diploma/Certificate and nil responses from 1.0% of the employees. In addition, 43% were 0-5 years in the organization, 18.0% were 6.10 years, 18.0% were 11-15 years, 9.0% were 16-20 years and 11.0% were 21 years. In this organization, 28.0% had one child, 22.0% had two children, 12.0% had three children, 2.0% had four children and over and 36.0% had no children. With marital status, 56.0% were single, 35.0% were married, 6.0% were divorced and 3.0% were widowed.

3.2. Measuring instrument

The self-developed questionnaire consisted of two Sections in the current study. Section A of the questionnaire focused on the demographic factors of respondents and, Section B included a total of twenty five questions relating to the constructs of work-life balance. Items were measured using a 5-point Likert scale constituting strongly disagree, disagree, neutral, agree and strongly agree. Pre-testing and pilot testing was conducted and this confirmed the suitability and appropriateness of the questionnaire. An employee of the organization administered and collected the questionnaires.

3.3. Measures

The validity of Section B (work-life balance) of the questionnaire was assessed using Factor Analysis. A principal component analysis was used to extract initial factors and an iterated principal factor analysis was performed using SPSS with an Orthogonal Varimax Rotation. Only items with loadings >0.4 were considered to be significant. Five factors with latent roots greater than unity were extracted from the factor loading matrix. The results from the Factor Analysis confirms the validity of the instrument in measuring work-life balance.

Table 1. Factor Analysis - Validity of the instrument measuring work-life balance

Workplace spirituality (Section B)		
Factor	Eigenvalue	% of Total Variance
1	3.34	13.35
2	3.04	12.18
3	2.83	11.30
4	2.14	8.56
5	2.08	8.33

The results of the factor analysis indicates that five items load significantly on Factor 1 and account for 13.35% of variance. Five items relate to work family conflict. Since majority of the items relate to work-family conflict Factor 1 will be labelled as work-family conflict. Four items load significantly on Factor 2 and account for 12.18% of variance. Four items relate to employee wellness. Since majority of the items related to employee wellness, Factor 2 will be labelled likewise. Four items load significantly on Factor 3 and account for 11.30% of variance. Three items relate to managerial/supervisory support and one item relates to work flexibility. Since majority of the items relate to managerial/supervisory support Factor 3 will be labelled likewise. Four items load significantly on Factor 4 and account for 8.56% of variance. Two items relate to work flexibility and two items relate to child/elderly care. Since the highest average weighting relates to work flexibility Factor 4 will be labelled likewise. Three items load significantly on Factor 5 and account for 8.33% of variance. Two items relate to managerial/supervisory support and one item relates to child/elderly care. Since the majority of the items relate to managerial/supervisory support Factor 5 will be labeled likewise.

The reliability of Section B of the questionnaire was determined using Cronbach's Coefficient Alpha. The overall reliability for work-life balance was 0.590 which indicates that items in the work-life balance questionnaire have internal consistency and is reliable (Table 2).

Table 2. Reliability: Work-life Balance

Cronbach's Coefficient Alpha
0.590

Administration of the measuring instrument

The questionnaires were administered by an employee of the target organization.

3.4. Statistical analysis

Descriptive and inferential statistics were utilized for the analysis of the data. Inferential statistics included Kruskal-Wallis Analysis of Variance (ANOVA) and the Mann-Whitney for work-life balance and gender.

4. RESULTS

A survey method was adopted for data collection. Section A tapped into the demographic factors using a nominal scale with pre-coded option categories whereas Section B reflected on the constructs of work-life balance.

Hypothesis 1: There is a significant difference in the level of work-life balance of employees varying in demographic profiles (age, gender, marital status, race, educational qualifications, position in organization, length of service and number of children) (Table 3).

Table 3. Kruskal-Wallis Analysis of Variance (ANOVA): Difference in perceptions of Work-life Balance based on biographical profile

Biographical Variables		Age	Marital Status	Race	Educational Qualifications	Position in Organization	Length of Service	Number of Children
Overall Work-life Balance	p	0.433	0.930	0.023*	0.243	0.216	0.054	0.914
	x ²	2.744	0.447	9.499	5.460	3.068	9.279	0.971
Employee Wellness	p	0.047*	0.278	0.805	0.297	0.156	0.831	0.225
	x ²	7.964	3.848	0.984	4.910	3.715	1.474	5.669
Child/Elderly Care	p	0.043*	0.912	0.164	0.008*	0.630	0.402	0.250
	x ²	8.155	0.531	5.111	13.848	0.923	4.031	5.388
Managerial/Supervisory Support	p	0.870	0.197	0.809	0.295	0.789	0.405	0.438
	x ²	0.713	4.672	0.967	4.922	0.475	4.005	3.767
Work Flexibility	p	0.051	0.238	0.056	0.442	0.335	0.006*	0.165
	x ²	7.784	4.227	7.559	3.741	2.188	14.283	6.490
Work-family Conflict	p	0.103	0.406	0.012*	0.012*	0.126	0.499	0.619
	x ²	6.191	2.906	10.923	12.877	4.144	3.363	2.643

Note: *p<0.05

Table 3 indicates that:

- A significant difference surfaced in employee perceptions varying in age with regards to child/elderly care and employee wellness at the 5% level of significance.
- There is a significant difference in employee perceptions varying in race with regards to work-

family conflict and overall work-life balance at the 5% level of significance.

- A significant difference surfaced in the perceptions of employees varying with educational qualifications and work-family conflict at the 5% level of significance and with child/elderly care at the 1% level of significance.

• There is a significant difference in the perceptions of employees varying in length of service and work flexibility at the 1% level of significance.

To assess where the significant differences lie, the Kruskal-Wallis test was computed (Table 4).

Table 4. Kruskal-Wallis Analysis of Variance (ANOVA): Age

Sub-dimensions of Work-life Balance	Age	Mean	Standard Deviation	N	p
Child/Elderly Care	Under 25	2.65	0.584	13	0.043*
	25-34	3.08	0.656	39	
	35-44	2.94	0.374	31	
	45 & above	3.12	0.588	17	
Employee Wellness	Under 25	3.22	0.900	13	0.047*
	25-34	3.66	0.631	39	
	35-44	3.25	0.628	31	
	45 & above	3.49	0.641	17	

The mean differences (Table 4) indicate that with regard to child/elderly care, employees who were 45 years and above (Mean = 3.12) and 25-34 years of age (Mean = 3.08) differ to a large extent from those under 25 years of age (Mean = 2.65). The former believe more strongly than the latter that with child/elderly care there is a better balance between work and home life. Those employees who were between 35-44 years of age (Mean = 2.94) were more convinced that with child/elderly care they are able to focus on their work than employees who were under 25 years of age (Mean = 2.65).

With regard to employee wellness, employees who were between 25-34 years of age (Mean = 3.66) differ considerably from those who were 34-44 years of age (Mean = 3.25) and those under 25 years of age (Mean = 3.22). The former believe more strongly than the latter that employee wellness contributes to work-life balance. Those who were 45 years and above (Mean = 3.49), followed by employees between 25-34 years of age (Mean = 3.66) were more convinced than those between 35-44 years of age (Mean = 3.25) and under 25 years of age (Mean = 3.22) that employee wellness contributes to employee well-being and an improved lifestyle of employees.

Table 3 indicates that there is a significant difference in the perceptions of employees varying in race with regards to work-family conflict at the 5% level of significance. To assess exactly where the significant differences lie, the Kruskal-Wallis test was computed (Table 5).

Table 5. Kruskal-Wallis Analysis of Variance (ANOVA): Race

Sub-dimensions of Work-life Balance	Race	Mean	Standard Deviation	N	p
Work-family Conflict	Coloured	3.05	0.715	8	0.012*
	White	2.22	0.442	11	
	Indian	2.84	0.575	24	
	African	2.70	0.557	57	

Table 5 indicates that employees who were Coloured (Mean = 3.05) were significantly different from those who were White (Mean = 2.22). Coloured employees are convinced that with work-family conflict there is a strain on employees which then impacts on family life. Employees who are Indian (Mean = 2.84), followed by African employees (Mean = 2.70) were more convinced that work-family conflict affects work-life balance negatively than White employees (Mean = 2.22). The overall work and life balance of the three race groups (Coloured, Indian, African) is relatively high in comparison to White employees in this organization.

Table 3 indicates that there is a significant difference in the perceptions of employees varying in educational qualification with regards to work-family conflict at the 5% level of significance. Also, there is a significant difference in the perceptions of employees varying in educational qualification with regards to child/elderly care at the 1% level of significance. To assess where the significant differences lie, the Kruskal-Wallis test was computed (Table 6).

Table 6. Kruskal-Wallis Analysis of Variance (ANOVA): Educational Qualifications

Sub-dimensions of Work-life Balance	Educational Qualifications	Mean	Standard Deviation	N	p
Work-family Conflict	0	3.60		1	0.012*
	Standard 8-10	2.26	0.350	13	
	Diploma Certificate	2.64	0.516	37	
	Undergraduate Degree	2.72	0.648	18	
	Post-graduate Degree	2.96	0.624	29	
	Post-graduate Diploma/Certificate	2.70	0.141	2	
Child/Elderly Care	0	3.20		1	0.008*
	Standard 8-10	2.85	0.726	13	
	Diploma Certificate	3.23	0.378	37	
	Undergraduate Degree	2.71	0.618	18	
	Post-graduate Degree	2.92	0.608	29	
	Post-graduate Diploma/Certificate	2.80	0.283	2	

Table 6 shows that employees with a Post-graduate degree (Mean = 2.96) were significantly different from those with a Standard 8-10 (Mean = 2.26). Employees with an Undergraduate degree (Mean = 2.72), followed by employees with a Post-graduate Diploma/Certificate (Mean = 2.70) and a Diploma/Certificate (Mean = 2.64), including employees with a Standard 8-10 (Mean = 2.26) were more convinced that work-family conflict affects their quality of work-life negatively. Hence, the higher the qualification, the more convinced employees are that work-family conflict affects work and personal life and the quality of life of employees.

With regards to child/elderly care, employees with a Diploma/Certificate (Mean = 3.23) were significantly different from those with an Undergraduate degree (Mean = 2.71). Thus, with the former, employees feel that their organization is sensitive to their needs. Employees with a Post-

graduate degree (Mean = 2.92), followed by employees with a Standard 8-10 (Mean = 2.85) and a Post-graduate Diploma/Certificate (Mean = 2.80) were more convinced that child/elderly care is consistent in this organization, in comparison to employees who have Undergraduate degrees (Mean = 2.71).

Table 3 indicates that there is a significant difference in the perceptions of employees varying in length of service with regards to work flexibility at the 1% level of significance. To assess exactly where the significant differences lie, the Kruskal-Wallis test was computed (Table 7).

Table 7. Kruskal-Wallis Analysis of Variance (ANOVA): Length of Service

Sub-dimensions of Work-life Balance	Length of Service	Mean	Standard Deviation	N	P
Work Flexibility	0	3.40	0	1	0.006*
	0-5 years	3.83	0.688	43	
	6-10 years	3.56	0.880	18	
	11-15 years	3.27	0.598	18	
	16-20 years	2.96	1.224	9	
	21 years & over	4.13	0.467	11	

The clear indication in Table 7 is that employees with 21 years and over (Mean = 4.13) were significantly different from those with a 16-20 years of service (Mean = 2.96). The former believe more strongly than the latter that work flexibility helps them to cope more effectively with their stress levels and to be more productive. Those employees with 0-5 years of service (Mean = 3.83), followed by employees with 6-10 years of service (Mean = 3.56) and 11-15 years of service (Mean = 3.27) were more convinced that with work flexibility employees will not tire easily than employees with 16-20 years of service (Mean = 2.96) in this public sector organization. With regard to the overall work-life balance, there is a significant difference in the perceptions of employees relating to race and work-family conflict.

Hence, hypothesis 1 may be partially accepted.

Table 8. Mann-Whitney Test: Sub-dimensions of Work-life Balance and Gender

Sub-dimensions of Work-life Balance	Mann-Whitney U	Z	P
Work-family Conflict	1190.500	-0.359	0.720
Work Flexibility	1108.500	-0.928	0.353
Managerial/Supervisory Support	1172.500	-0.483	0.629
Child/Elderly Care	1121.000	-0.843	0.399
Work-life Balance	1218.000	-0.166	0.868

Table 8 indicates that there were no significant differences in the dimension and sub-dimensions of work-life balance between male and female groups in this organization.

Hence, Hypothesis 1 is rejected in terms of gender.

5. DISCUSSION

The responses to this study indicate that there is a significant difference in child/elderly care and age and; with employee wellness and age at the 5% level

of significance. Age is of significance if the focus is on the changing relationship between family and work during the different stages of life, such as, "living alone", "having small children" and an "empty nest" (Forma, 2009, p. 184). The relation between safety risks, the aging population and the need for protective measures have been the focus of several researchers; and it is difficult for older workers to adapt to contemporary and demanding work environments (as a result of reduced muscular strength, amongst others) (Papadopoulos, Georgiadou, Papazoglou & Michaliou, 2010).

Furthermore, there is a significant difference in work-family conflict and race at the 5% level of significance. Women encounter various stressors due to the adverse implications of gender discrimination, absence of advancement opportunities and family-work interface issues, in comparison to males (Van den Berg & Van Zyl, 2008). In the comprehensive analysis conducted by Grzywacz, Almeida and McDonald (2002) cited in Voydanoff (2004) between demographic characteristics and work-to-family conflict and facilitation, a positive link was found between education and work-to-family conflict, and lower work-to-family conflict was reported by men and Blacks in comparison to women and non-Blacks.

Employee responses show significant differences in work-family conflict and educational qualifications at the 5% level of significance and; with child/elderly care and educational qualifications at the 1% level of significance. A strong association exists between a lower level of education and experiencing a lower level of positive spill-over from work to home (Grzywacz & Marks, 2000 cited in de Klerk & Mostert, 2010). It has been demonstrated that a more negative interference from work to home was encountered by employees with a higher level of education (de Klerk & Mostert, 2010).

The responses to this study indicate that there is a significant difference in work flexibility and length of service at the 1% level of significance. Employees in positions that are in high demand by employers have the power to negotiate work schedules that are flexible for work-family balance (Zeytinoglu, Cooke & Mann, 2009). Furthermore, unlike blue-collar and service occupations, managerial and professional occupations have improved access to work schedules that are flexible (Zeytinoglu et al., 2009).

6. RECOMMENDATIONS AND CONCLUSION

The study investigated the risk connected to the demographic influences in managing labour relations in the tertiary sector of the economy. In a contemporary society, individuals have a constant need to continuously upgrade and improve their household standards and serve the economic demands that are linked with it. In the current study, the demographic influences on the constructs of work-life balance (work-family conflict, work flexibility, managerial/ supervisory support, child/elderly care and employee wellness) were investigated.

Considering that older employees find a better balance between work and home life, it is recommended that management's strategic initiative

is to institute and invest in worksite programmes. Furthermore, the organizational benefits of instituting child/elderly care programmes is reduced absenteeism, reduced turnover, improved employee morale and organizational commitment, amongst others. The provision of an on-site day care facility and sporting activities for children, amongst others, is an added advantage to both employers and employees. For an improved lifestyle, Employee Wellness can be provided for by a wellness forum in the work environment.

The provision of a supportive work climate by management and supervisors help to reduce employees stress and strain with work-family conflict. Their nurturing role leans toward creating a balance in employees' work and personal lives and, provide daily assistance to help employees manage their work-family demands and have a quality of work life.

The benefits of implementing flexible working practices has a positive effect on employee motivation, commitment and employee engagement, including the retention of committed employees and improved customer services. A further recommendation is for organizations to provide freedom of choice with employees' work arrangement.

Work-life balance is an ongoing trend which has the potential to reduce role-conflict and improve performance, productivity, quality work and absenteeism by keeping engaged employees all the time. This draws the attention of policy makers and senior management who need to be aware that employees are exposed to the many dynamics in a changing work context. Today's organizations play a major role in how employees maintain a healthy balance in the two domains of work and life.

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