

THE ASSESSMENT OF THE CONCEPT OF WORK-LIFE BALANCE IN PRIVATE HEALTH INSTITUTIONS

A CASE OF AICC HOSPITAL IN ARUSHA, TANZANIA

John Isaac Mwita*
John Rexford Nzira**

PURPOSE

TO identify employees' experiences on Work-Life balance and their awareness of Work-Life balance policies in their organization and to know how the management (employer) has considered flexibility as part of employees' work life balance.

Methodology: *The research uses a mixed method approach utilizing both qualitative and quantitative methods. Interviews were used for the qualitative and questionnaire for the quantitative study.*

Findings: *The objective was to know if the employees were aware of work-life balance policies available at their work place. The study revealed that majority of the employees were not aware if their company had a separate policy for Work-Life balance.*

Limitations: *The work life balance concept has been tested in the context of a single organization only. Also, the sample size for the questionnaire was very small, only 18 respondents were available.*

Implications: *The employees should take their time in enquiring about the policies and other practices that concern them so as to understand the management of the organization better. The management should also communicate and educate the employees to make them aware of the policies and different regulations that are present in the organization. Further research is required to exhaust the topic of Work-Life Balance in different sectors using different approaches.*

Originality: *No such empirical research has been conducted in Tanzania before. Hence, the paper can be said to have a reasonably high degree of originality.*

Key Words: *Work-life balance, Work-Life balance Policies, Employer, Employees, Health Institution, Flexible Work Schedule.*

Introduction

Work-Life Balance Overview

Work-life balance can be defined as a satisfaction and good functioning at work and at home with a minimum of role conflict (Clark, 2000). The roles defined here are the two aspects of the employees' involvement that is work and personal life. The two aspects need to be well balanced in order to create proper functioning.

This means that in order to maintain a work-life balance; there has to be equilibrium between work and lifestyle. Work-life balance is about finding the right balance between one's work and one's life (i.e., life outside work) and about feeling comfortable with both work and non-work

* Senior Lecturer, Tumaini University, Dar es Salaam, Tanzania.

** HR Manager, Intel School, Arusha, Tanzania.

commitments. Many people find it difficult to manage their time in a way that is healthy for their work as well as for their personal lives (Vlems, 2005).

Research has shown that work and home (or families) are the two most important domains in the life of an employed individual (Greenhaus. et al., 2003).

About AICC Hospital

AICC Hospital is run by the management of AICC for the purpose of serving the needs of delegations, staff, and the public of Arusha. AICC runs a 32 beds modern hospital with computerized laboratory diagnostic equipment, which include among others, an ultra-modern mobile X-ray machine, integrated dental chair, and ultra sound machine along with physiotherapy clinic.

The Hospital has set aside three executive wards for VIPs. An Ambulance completely fitted with resuscitation equipment is also available. The Hospital caters for international clientele such as conference delegates, staff of international organizations based in Arusha, tourists, businessmen as well as local clients.

The Hospital provides quality health services for both inpatients and outpatients. The Hospital is staffed by a full time committed team of doctors together with more than eight visiting consultant doctors, mainly from the referral hospital of Kilimanjaro Christian Medical Centre (KCMC) in Moshi town, 85 kms from Arusha.

Background of the Study

Tanzania just like many other sub Saharan countries has had a history of male dominance where men were the bread winners of their families. The history has changed in the past few decades with a huge growth of female employees especially in the health sector. This is due to reasons like women emancipation and the change of the role of women in the family and in the society.

The term “work-life balance” was coined in 1986, though its usage in everyday language was random for a number of years. What is even interesting is that, work-life programs existed as early as 1930s. Before World War II, the W.K. Kellogg Company created four-six hour shifts to replace the traditional three daily eight-hour shifts, and the new shifts resulted in increased employee morale and efficiency (Lockwood, 2003).

This concept in Tanzania has come into awareness of general public in recent years due to change of lifestyle and a company’s involvement into its employees’ family and personal affairs. Some health institutions are applying this in form of shifts, on-call duties and job sharing. This has been a relief to employees to some extent and has mostly been evident among health personnel.

Statement of the Problem

Work-Life Balance (WLB) in Tanzania is not considered in many health institutions as part of the necessity of the employees. In contrary to most employees preferences, it is needed by many employees’. The culture in most Tanzanian organizations does not favour flexibility and home working though in real sense it might be profitable to the organization and at the same time it might boost employee’s performance and job satisfaction.

Despite a number of studies conducted on WLB and workers wellbeing in the United Kingdom, South Africa, Nigeria, and Kenya; there seems to be little research assessing the influence of WLB on the wellbeing of people working in Tanzania.

Lack of family- friendly policies, flexible schedules, job design, and parental leave are stressing out many employees, reducing their job performance and productivity as well as causing broken homes (De Bruin & Dupuis, 2004).

There is a knowledge gap regarding work life balance in Tanzania because either there have been few studies conducted or none at all. From the empirical studies reviewed by the researcher, none has been conducted in Tanzania but rather the studies have been done in other African nations like Kenya (Kisilu, 2015), Nigeria (Mordi & Ojo 2011), and South Africa (Segal, 2013)

This is the first thing that motivated the researcher to consider conducting a research on the same topic in Tanzania.

A knowledge gap also arises in the area of speciality. Studies carried out by other researchers have been conducted under the topic of Work-Life balance but in respective of different sectors like banking sector (Mordi & Ojo, 2011), academia (Segal, 2013), and the legal sector (Njoroge, 2014). The researcher has found an interest in the health sector because it is one of the busiest sectors in Tanzania where people work over time, on-calls and night duties but there have been few studies concerning Work-Life Balance.

So, in the Tanzanian context, there are very few research studies examining work and family from an organizational perspective which has made it difficult for students and researchers to get the available studies for reference. However, it is an opportunity for researchers to explore and exploit the topic of Work-Life balance and give valid and reliable data that is why the researcher has pointed out that there is a need to assess the level of work-life balance in Tanzanian private health institutions using a case study of AICC Hospital Arusha.

Research Objectives

To identify employees' experiences on Work-Life balance and their awareness of Work-Life balance policies followed in their organization and to know how the management (employer) has considered flexibility as part of employees' work life balance.

Research Questions

What are employees' individual experiences on Work-Life balance and are they aware of Work-Life balance policies followed in their organization?

How has the management (employer) considered flexibility as part of employees' work life balance?

Literature Review

Glynn et al. (2002) conducted a study in the United Kingdom in the year 2002 aimed to look at the extent to which managers feel to provide WLB for their staff, identify the challenges they face, and the areas they have succeeded in making a difference. The researchers used a qualitative approach in conducting their research, they used interviews which were in-depth and qualitative in nature, and followed a loosely structured discussion guide.

In their research they found that managers recognize the fact that they have a social and moral responsibility to ensure that their staff have a reasonable quality of life.

The case studies revealed that in general, both managers and their reports tend to view WLB as a joint manager-employee responsibility.

Kisilu (2015) conducted a study in Makueni Headquarters, Kenya. The researcher used both qualitative and quantitative methods of data collection where both interviews and questionnaires were administered in order to reach the research objectives. In the study, the researcher revealed that there was a significant relationship between provisions of leave and job satisfaction and also the employee welfare policies have a significant relationship with job satisfaction.

Mordi & Ojo (2011) explored Work-Life balance in the Nigerian banking sector. Their study was based on a mixed method approach utilizing both qualitative and quantitative methods. Semi structured interviews were utilized for the qualitative and questionnaire was used for the quantitative

study. The aim of their study was to investigate the extent to which Work-Life Balance practices are a reality for employees of organizations in the Nigerian private sector and if there are any barriers and reasons for the muted adoption of WLB in the Nigerian banking sector. They concluded that most workers were willing to disrupt their family lives for the sake of business growth and profit. 80% of the workers could not balance work and life, 87% of the respondents pointed out that Work-Life balance needs to be given immediate priority.

Segal (2013) investigated how women in academia are favoured by their institutions to balance work and life and their personal experiences on the topic. The research used a qualitative, interpretive approach in its methodology. The study showed that to some extent; there was a balance between the respondents' work and their personal lives. The data also confirmed that female academicians have flexible and permeable boundaries between different domains.

Singh, & Sachdeva (2013) conducted a study taking a sample of 100 educationists from public and private sector institutions of higher education. It was found that that Conflict, Enrichment and Spirituality significantly influence both work life balance and subjective well being. Work life balance also has a positive association with job satisfaction. Demographic characteristics did not impact work life balance of respondents. The availability of work life practices has a positive association with work life enrichment (Singh et al., 2015; Singh & Sachdeva, 2014). Singh & Dhawan (2013) pointed that role should be defined in a manner that work life balance can be maintained.

Singh & Kapoor (2012) found significant difference in perception about availability of work-life balance programs on the basis of marital status in IT and FMCG sector and on the basis of age in FMCG sector. However, the strength of such relationship was found to be negligible. Also, a significant difference was found in perception about scheduling control and mental health on the basis of perception about presence of work-life balance programs.

Njoroge (2014) conducted a study in which the research methodology used involved both desk based research and fieldwork. Desk based research was used as most of the primary and secondary materials and literature was available from the internet, books, journal articles, reports, and relevant studies in the area.

In the study, the researcher found out that the majority of young advocates working in law firms had an inadequate Work-Life balance. The study also highlighted that the legislative frameworks of Kenya, UK, and the ILO encourage WLB still it was not implemented.

Research Gap

From the above empirical studies concerning work life balance, the following are the issues that have led to the occurrence of the research gap.

Area of the Study (Geographical Location)

Out of the above empirical studies, none has been conducted in Tanzania. This motivated the researcher to conduct a research on Work-Life balance in Tanzania where there is little or no study on the topic.

Area of Speciality

All the studies conducted by previous researchers have not addressed Work-Life balance in the health sector but rather in other sectors like the banking sectors (Mordi & Ojo, 2011), the academia (Segal, 2013), legal sector (Njoroge, 2014) and other areas.

Conceptual Framework

The major function of a conceptual framework is to enable the researcher to find links between the existing literature and his own research goals (Greener, 2008).

It is argued that work-life balance is not an end in itself, but a perception; it is a state that gives rise to satisfactions that are of value to the individual and his or her stakeholders (Haddon & Hede, 2010). Since work-life balance is more of a perception than an end, this study focused on the perception of the participants on work-life balance and how these perceptions impact on their professional and personal lives.

The researcher has developed a well-illustrated diagram to clearly explain how Work-Life balance can be achieved.

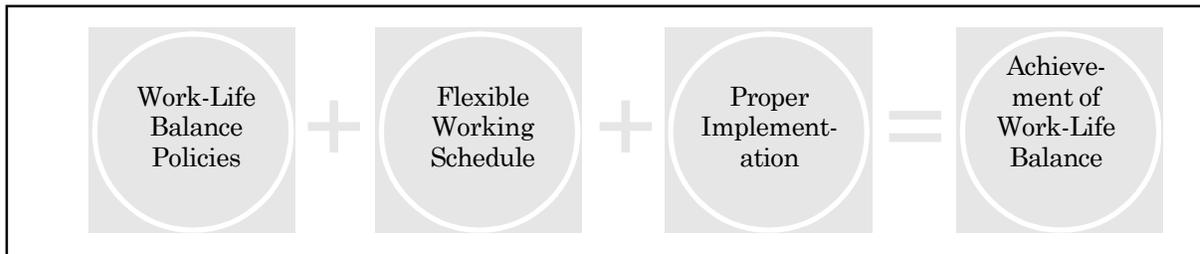


Figure No. 1: Achievement of Work-Life Balance

Source: Researcher's Own Constructs.

Work-Life Balance Policies (WLBPs)

These are the principles or guidelines established or adopted by the organization on how it will enable its employees to balance between work and their personal responsibilities.

For the case of Tanzania, the policies that address WLB have to be go in accordance with the Employment and Labour Relations Act (ELRA) and the International Labour Organization legislative framework.

Proper Implementation of the WLBPs and Flexible Working

If the WLBPs and the flexible working schedules are implemented in the organization, there is likelihood for Work-Life Balance to be achieved.

Research Methodology

Introduction

The researcher has used a mixed method approach utilizing both qualitative and quantitative methods. Interviews were used for the qualitative and questionnaire was used for the quantitative study which is similar to the research conducted by (Mordi & Ojo, 2011).

Research Design

This research employed a mixed method approach because Work-Life Balance is viewed as a predominantly subjective and highly individualized phenomenon. To that extent, quantitative research methods are unlikely to provide a sufficiently rich understanding (Mordi & Ojo, 2011). For Neuman (2007), interviews, on the other hand, are one of the best ways of exploring these complexities; hence, this study utilized a mixed method approach to gain an in-depth understanding of Work-Life Balance.

Under Qualitative research approach, the researcher used a case study research method. (Mwita, 2015) defines a case study as an extensive study of a single situation such as an individual, family or organization. Case study research method was applied in the research to get detailed information about the organization under study.

Ethical Considerations

The researcher aimed at ensuring quality and integrity while conducting this study in a way that is not aggressive but rather seeking informed consent. The organization under study was contacted to provide consent for interviewing their employees and the employees were asked to give their consent to participate in the research.

The researcher respected the confidentiality and anonymity of the research respondents by not publicizing or exposing private information. The information given by respondents has not been used in any other context apart from the study.

Data Analysis, Presentation, and Interpretation

Introduction

The study focused on the health care personnel of the AICC hospital. A total of 21 employees were contacted but only 18 responded.

Table No. 1: Demographic Statistics of the Respondents

Gender of Respondents	10 Females, 8 Males
Age of respondents	18-24 years: 2 25-30 years: 4 31-36 years: 4 37-45 years: 4 46-55 years: 3 56+ years: 1
Occupation of the respondents	4 Doctors 4 Nurses 2 Pharmacists 2 Laboratory Technicians 2 Radiographers 4 others (nursing and medical assistants).

The total number of the respondents was 18. The aim of the study was to identify employees' individual experiences concerning work-life balance and how WLB is being practiced at their work place, so the next section shows employees' responses towards Work-Life Balance.

Individual Experiences on Work-Life Balance

In determining individual experiences of Work-Life Balance, the researcher framed a questionnaire that gave information about respondents' personal experiences on Work-Life Balance. This section of the questionnaire answers the part of the first question of the research which asks "What are employee's individual experiences on Work-Life balance and are they aware about Work-Life balance policies in their organization?" The researcher plotted a scale to which the respondents had to tick the most likely provision that was related to their experiences. The scale is as follows:

1= Never, 2 = Rarely, 3 = Sometimes, 4 = Often, 5 = Always

The determinants of their experience are presented in the following sub sections as follows:

Table No. 2: Responses on Working More Than 12 Hours a Day

Do you normally work more than 12 hours a day?					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Rarely	3	16.7	16.7	16.7
	Sometimes	3	16.7	16.7	33.3
Valid	Often	6	33.3	33.3	66.7
	Always	6	33.3	33.3	100.0
	Total	18	100.0	100.0	

Source: Research Data, 2016.

Table no. 2 depicts that the majority of the respondents agreed that they work more than twelve hours a day. It means, there is a vast work load for few employees. One of the nurses interviewed provided that the reason for working more than twelve hours is that for the time being, there are few health personnel as compared to the number of patients in the hospital. Some doctors provided information that they rarely work more than twelve hours because of their sufficiency especially in weekends and sometimes they work in shifts.

Table No. 3: Responses on Working More Than Six Days in a Week?

Do you work more than six days in a week?					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Never	1	5.6	5.6	5.6
	Rarely	3	16.7	16.7	22.2
	Sometimes	8	44.4	44.4	66.7
Valid	Often	4	22.2	22.2	88.9
	Always	2	11.1	11.1	100.0
	Total	18	100.0	100.0	

Source: Research Data, 2016.

The discrepancy in opinions related to frequency of working more than six days in a week is due to the fact that respondents gave their own experiences on how frequently they work on a weekly basis. The respondents who work more than six days are those whose service is required regularly like nurses and assistant nurses, while employees like radiographers and some specialists like dentists are not required in emergency situations.

Table No. 4: How often do you worry about work (when you are not actually at work)?

How often do you worry about work?					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Rarely	1	5.6	5.6	5.6
	Sometimes	7	38.9	38.9	44.4
Valid	Often	6	33.3	33.3	77.8
	Always	4	22.2	22.2	100.0
	Total	18	100.0	100.0	

Source: Research Data, 2016.

The results show that the majority of the respondents worry about work when they are actually not at work. The following are few reasons that support the above statements:

- On-call duties in case of emergencies
- Meeting deadlines of certain duties

Table No. 5: Do You Work in Shifts?

		Frequency	Percent	Valid Percent	Cumulative Percent
	Sometimes	1	5.6	5.6	5.6
Valid	Often	5	27.8	27.8	33.3
	Always	12	66.7	66.7	100.0
	Total	18	100.0	100.0	

Source: Research Data, 2016.

Table no. 5 shows that the majority of the health personnel at AICC Hospital work in shifts. Some of the reasons for working in shifts are that the hospital is running its activities on a 24 hours schedule so there is a flow of patients 24 hours a day, and the other reason is that there is a small working space like nurses' offices, doctors' slots so they cannot accommodate all the staff at once.

Table No. 6: Do You Find Yourself Unable to Spend Enough Time with Your Family?

		Frequency	Percent	Valid Percent	Cumulative Percent
	Never	1	5.6	5.6	5.6
	Rarely	4	22.2	22.2	27.8
	Sometimes	4	22.2	22.2	50.0
Valid	Often	5	27.8	27.8	77.8
	Always	4	22.2	22.2	100.0
	Total	18	100.0	100.0	

Source: Research Data, 2016.

The reason for not spending enough time with their families is due to the workload that should be attended by the employees and sometimes the emergencies that make them leave their families and go to work.

Table No. 7: Do You Ever Feel Tired or Depressed Because of Work?

		Frequency	Percent	Valid Percent	Cumulative Percent
	Never	3	16.7	16.7	16.7
	Rarely	3	16.7	16.7	33.3
	Sometimes	9	50.0	50.0	83.3
Valid	Often	2	11.1	11.1	94.4
	Always	1	5.6	5.6	100.0
	Total	18	100.0	100.0	

Source: Research Data, 2016.

This implies that more than half (61.1%) of the respondents are often and sometimes tired or

depressed because of work when combined together followed by 34% who are never and rarely tired or depressed because of work combined together whereas only 1 (5.6%) feels depressed because of work. The reason that makes the employees to feel tired and depressed because of work is due to the fact that they are few compared to the number of patients which makes them work under pressure to meet the patients' demands. Depression also occurs when employees worry a lot about work including the tasks they have accomplished and the one's they are yet to accomplish. Another cause of depression is due to the fact that there is a tight schedule at work and there is little time that the employee spends with their families or attending to non-work obligations like occasions with friends, neighbours or their children's welfare.

Do you feel you are not able to balance your work-life?

In this section of the questionnaire, the respondents were required to indicate how often they felt they are not able to balance their work-life. Their responses as usual were personal and they responded regarding how they felt personally.

Table No. 8: Do You Feel You are not Able to Balance Your Work-life?

		Frequency	Percent	Valid Percent	Cumulative Percent
	Rarely	5	27.8	27.8	27.8
Valid	Sometimes	9	50.0	50.0	77.8
	Often	4	22.2	22.2	100.0
	Total	18	100.0	100.0	

Source: Research Data, 2016.

The responses in this section of the questionnaire were as follows; 50% of the respondents sometimes felt that they were not able to balance their work-life while 27.8% rarely felt they were not able to balance their work-life and 22.2% often felt they were not able to balance their work-life.

As per the responses given in Table no. 8, all the respondents feel that they are not able to balance between their work-life. The main reason behind this situation is that the employees felt that they spend much of their time at work and less at home. Other reasons may be different emergency situations that make them leave their homes and go to work to deal with the urgency.

Awareness about Work-Life Balance Policies

This is the section of the questionnaire that deals with the second part of the first question which asks "What are the employees individual experiences on Work Life balance and are they aware of the Work Life policies in their organization?". In this section the researcher asked the respondents to indicate the extent to which they are aware of the presence of Work-Life Balance Policies in their organization, and were required to record their answers by ticking at the space provided, by the following scale indicator.

1= Not Aware, 2 = No, 3 = Yes

Table No. 9: Does Your Company have a Separate Policy for Work-life Balance?

		Frequency	Percent	Valid Percent	Cumulative Percent
	Not Aware	14	77.8	77.8	77.8
Valid	No	1	5.6	5.6	83.3
	Yes	3	16.7	16.7	100.0
	Total	18	100.0	100.0	

Source: Research Data, 2016.

The responses provided by the employees while answering this question was contradictory as per the answers provided. 14 respondents who make a total of 77.8% said that they are not aware if their company has a separate policy for work-life balance while 1 respondent (5.6%) said No meaning that the company has no separate policy for work-life balance and 3 of them (16.7%) said yes implying that there was a separate policy for Work-life balance.

From the interview conducted between the researcher and the Human Resources Officer (HRO), it was clarified that there was no separate policy for work-life balance in the hospital but there are work-life balance practices addressed in the staff regulations and standing orders like holidays, paid paternity leave, and working in shifts. The staff regulations and standing orders are confidential due to the organization’s policy but the HRO assured the researcher that those practices are being promoted in their organization.

Work-Life Balance Practices at AICC Hospital

There were different responses on this question depending on individual experiences and different circumstances that made the employees give different responses.

The researcher plotted a scale to which the respondents had to tick the most likely option which would reflect their awareness of how the management has considered flexibility as part of employees’ Work-Life balance. The scale is as follows:

1= Strongly Disagree, 2 = Disagree, 3 = Indifferent, 4 = Agree, 5 =Strongly Agree

Flexible Working Hours

Table No. 10: Flexible Working Hours

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Disagree	1	5.6	5.6	5.6
	Disagree	1	5.6	5.6	11.1
Valid	Agree	8	44.4	44.4	55.6
	Strongly Agree	8	44.4	44.4	100.0
	Total	18	100.0	100.0	

Source: Research Data, 2016.

Table no. 10 shows that 44.4% strongly agree that there is programs that address flexible working hours; 44.4% agree, 5.6% disagree and 5.6% strongly disagree. The results showed that the majority 88.88% agree that there were flexible working arrangements in the work place. The difference on the opinions is due to the fact that some employees were not aware of the availability of the program due to different circumstances.

Table No. 11: Holidays/ paid Time Off

		Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	1	5.6	5.6	5.6
	Indifferent	3	16.7	16.7	22.2
Valid	Agree	5	27.8	27.8	50.0
	Strongly Agree	9	50.0	50.0	100.0
	Total	18	100.0	100.0	

Source: Research Data, 2016.

The table above shows the results of the findings concerning holidays/paid leaves. 50% of the respondents strongly agree to have holidays as part of their work-life balance, 27% agreed while 16.7% were indifferent and 5.6% disagreed with the above statement. The majority (77.8%) agreed that there are holidays provided to employees as a practice in their institution.

Job Sharing

Job-sharing is a system where two people share a job. They both have the same job, but split the hours, so that each employee has a part-time position. Apart from splitting the hours, they also split the payments, holidays and benefits. The idea is to provide employees ample time to attend to non-work activities so as to be able to achieve a good measure of work-life balance.

Table No. 12: Job Sharing

		Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	1	5.6	5.6	5.6
	Indifferent	2	11.1	11.1	16.7
Valid	Agree	8	44.4	44.4	61.1
	Strongly Agree	7	38.9	38.9	100.0
	Total	18	100.0	100.0	

Source: Research Data, 2016.

The results show that job sharing policy has been promoted at AICC Hospital because the majority of the respondents (83.3%) agree that it is being followed while 11% percent are indifferent and only 5.6% disagree. An interview with one of the respondents revealed that job sharing has been promoted but in form of self-scheduling where employees can roster their hours the way they want to but only depending to urgent situations. The organization checks every day the number of staff and skills required and then let the employees decide which of hours they would like to work. Employees are thus able to schedule their time conveniently between work and non-work activities but they do not get to split the salary because they work under self-scheduling.

On-call Duties

Employees, with the aid of modern communication technology carry on with their personal responsibilities but stay standby in case of emergency that they may be called to work. This is common among health practitioners.

Table No. 13: On-call Duties

		Frequency	Percent	Valid Percent	Cumulative Percent
	Agree	10	55.6	55.6	55.6
Valid	Strongly Agree	8	44.4	44.4	100.0
	Total	18	100.0	100.0	

Source: Research Data, 2016.

From the table above, it is clear that almost all respondents agree that on-call duties are being practiced at AICC Hospital.

Paid Paternity Leave

The employment and Labour relations Act of 2004 section 34(1) states that During any leave cycle, an employee shall be entitled to (a) at least 3 days paid paternity leave if (i) the leave is taken within 7 days of the birth of a child; and (ii) the employee is the father of the child.

The interview conducted between the researcher and the HRO revealed that the organization adheres to the Employment and Labour Relations Act of Tanzania which clearly states the eligibility criteria of availing the paternity leave.

Table No. 14: Paid Paternity Leave

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Disagree	1	5.6	5.6	5.6
	Disagree	2	11.1	11.1	16.7
Valid	Agree	5	27.8	27.8	44.4
	Strongly Agree	10	55.6	55.6	100.0
	Total	18	100.0	100.0	

Source: Research Data, 2016.

This clearly shows that paid paternity leave is being promoted at the AICC Hospital. The following table shows the responses regarding the questionnaire in the section of paid paternity leave.

Summary

In response to demographic characteristics, the study indicates that there were more female employees than male employees working at the AICC Hospital. This is evident by the fact that majority of the respondents 56% were female while 44% of the respondents were male. Based on the findings, there was a tie in the age of the respondents whereby the respondents who were between the ages of 25-30 years, 31-36 years, 37-45 years had the same number of respondents (22.2%) each. They make a total percentage of 66.6%. This makes an implication that the majority of the employees are between 25 and 45 years of age.

In the case of job categories, the majority were the nurses, doctors, assistant nurses, and assistant medical officers who made a total of 66.6% followed by pharmacists, lab technicians, and radiographers who made a total of 33.4%.

After the demographic summary of the respondents, the next section summarizes the findings of the study based on the research objectives.

In response to the first objective, which aimed at identifying employees' experiences on Work-Life balance and their awareness of Work-Life balance policies in their organization, the study has found that more than 66.6% of the employees work more than six days in a week due to the fact that there is a tremendous work load in the hospital compared to the number of patients. The study also found out that the employees sometimes worry about work when actually not at work because they stay standby in case of emergency. In the case of experience, most employees normally work in shifts because of the working space and the fact that the hospital runs its activities 24 hours a day. The study also revealed that the majority of the employees are often unable to balance between their jobs and family obligations due to the fact that there is more pressure of work. The study also revealed that most employees are often depressed, tired and that they miss a lot of family time because of work.

Concerning flexible working hours, 88.88% of the respondents agreed that flexible working hours are considered as a part of the employees work-life balance. Flexible working hours are being practiced in form of employees self-scheduling and flexi-time that they have to consult the management.

About holidays/ paid time off, the majority (77.8%) agreed that there are holidays provided to employees as a practice in their institution. On their holidays, they are being compensated by the management because it is their right as employees.

On the matter of job sharing, the results show that job sharing has been promoted at AICC Hospital because the majority of the respondents (83.3%) agreed that it is being promoted.

Concerning paid paternity leave, the results show that job sharing has been promoted at AICC Hospital because the majority of the respondents (83.3%) agreed that it is being promoted and that paternal employees have been entitled to paternity leave in the right circumstances.

Conclusion

Based on the First Objective

The first objective aimed to know if the employees were aware of work-life balance policies in their work place. The study revealed that 77.8% of the employees are not aware if their company has a separate policy for Work-Life balance. This was clarified by the HRO who said that there is no specific policy for Work – Life Balance, instead there are standing orders and staff regulations which address work-life balance indirectly but actually practices it.

Based on the Second Objective

The second objective was to know how the management (employer) has considered flexibility as part of employees' work life balance. In the questionnaire the researcher asked the respondents to indicate whether they agree or disagree about the presence of some work-life balance practices in the AICC Hospital.

Therefore, the objectives of the study were reached and all the research questions were answered similarly to what the researcher expected.

Recommendations

To the employees of AICC Hospital

The employees should take their time in enquiring about the policies and other practices that concern them so as to understand their management better.

Employees are also required to have time for their personal activities that do not involve work so as to focus on important things like their health, social responsibilities, and their families because by doing so they will be healthier and much more productive at work.

To the Management of AICC Hospital

Work-life balance is essential for all the employees, therefore, it is very important that the management considers flexibility because by doing so they will have productive and healthy employees.

The management should also communicate and educate the employees to make them aware of the policies and different regulations that are present in the organization.

Directions for Further Research

The aim of this study was to assess the achievement of work-life balance in Tanzanian private health institutions with a case study of the AICC Hospital. The study was based on the health sector so further research is required in Tanzania in other sectors like the hospitality industry, customer care providers, and educational institutions. The study also focused generally on employees but not individual groups like single parents, young employees or adult citizens. Therefore, further research is required to exhaust the topic of Work-Life Balance in different sectors using different approaches.

References

- Clark, S.C. (2000). Work/family border theory: A new theory of work-life balance. *Human Relations*, 53(6), 7470-7770.
- De Bruin, A., & Dupuis, A. (2004). Work-life balance?: Insight from non-Standard work. *New Zealand Journal of Employment Relations*, 29(1), 21-37.

- Glynn, C., Steinberg, I., & McCartney, C. (2002). Work-life balance: The role of the manager. Retrieved from <http://mbsportal.bl.uk/secure/subjareas/hrmemployrelat/roffeypark/115967worklifebalance.pdf>, Accessed on January 20, 2016.
- Greener, S. (2008). Business research methods. BookBoon. ISBN-13: 9788776814212. Retrieved from http://gent.uab.cat/diego_prior/sites/gent.uab.cat.diego_prior/files/02_e_01_introduction-to-research-methods.pdf, Accessed on 23rd February, 2016.
- Greenhaus, J.H., Collins, K.M., & Shaw, J.D. (2003). The relation between work-family balance and quality of life. *Journal of Vocational Behavior*, 63(3), 510-531.
- Haddon, B., & Hede, A. (2010). Work-life balance – An integrated approach. The case for joint and several responsibilities. Retrieved from www.qls.com.au/file/s/3c76c434931d.../qls_final_report_on_wlb_18_june_2010.pdf, Accessed on March 10, 2016.
- Kisilu, E.K. (2015). Influence of work life balance policies on employee job satisfaction among government of Makueni county headquarters employees. Master's dissertation. Retrieved from <http://repository.seku.ac.ke/handle/123456789/1049>, accessed on April 6, 2016.
- Lockwood, N.R. (2003). Work/Life balance: Challenges and solutions. *Society for Human Resource Management: Research Quarterly*. Retrieved from <https://pdfs.semantic.scholar.org/df24/30c2cf3a83130d8ef27c140843325895fc01.pdf>, accessed on May 10, 2016.
- Mordi, C., & Ojo, S.I. (2011). Work-life balance practices in the banking sector: Insights from Nigeria. *IFE Psychologia: An International Journal*, 19(2), 285-295.
- Mwita, J. (2015). Academic research methods: *Tips for social science research*.
- Neuman, L.W. (2007). Social research methods: Qualitative and quantitative approaches. Needham Heights, MA: Allyn & Bacon.
- Njoroge, M.W. (2014). Work-life balance in Kenya: an analysis of the legislative framework and the perceptions of young advocates in Nairobi. Doctoral dissertation, University of Nairobi.
- Segal, J. (2014). A South African perspective on work-life balance: A look at women in academia. Doctoral dissertation. Retrieved from <http://wire.dspace.wits.ac.za/jspui/bitstream/10539/13637/5/Final%20research%20project.pdf>, Accessed on April 9, 2016.
- Singh, A.K., & Dhawan, N. (2013). An empirical analysis of organizational stressors in the banking sector. *The Indian Journal of Commerce*, 66(3), 255-270.
- Singh, A. K., & Kapoor, N. (2012). Worklife balance: An empirical analysis of select organizations. *European Offroads of Social Science*, 2/2012, 34-48.
- Singh, A.K., & Sachdeva, A. (2013). Work life balance and subjective well being: A comparative study in public and private institutes in higher education. Paper presented at 3rd Biennial Conference of the Indian Academy of Management (IAM). Retrieved from <http://hdl.handle.net/11718/11589>, Accessed on March 23, 2016.
- Singh, A.K., & Sachdeva, A. (2014). Impact of work life practices on work life balance, enrichment and life satisfaction: A study among professionals in Banking and other professional services. Paper presented in the National Conference on Mind Management for Management and published in the Proceedings], ed. Mittal, S., Khatri, P., and Jain, S. (2014) Bloomsbury Publishing, India, pp. 29-49, ISBN-978-93-84898-51-9.
- Singh, A.K., Shankar, G., & Sachdeva, A. (2015). Provision of work life practices and their impact on work life balance and life satisfaction: An empirical study among educationist. *Journal of Positive Psychology*, 4(1,2), 59-72.
- Vlems, E. (2005). Work-life balance. Unpublished thesis, Katholieke Hogeschool Kempen. Retrieved from <http://hdl.handle.net/2161/etd.1353>, accessed on May 20, 2016.

