

**IMPLEMENTATION OF WORK-LIFE BALANCE PRACTICES  
FOR NON-GOVERNMENTAL ORGANIZATIONS EMPLOYEES IN  
THE HEALTH SECTOR IN TANZANIA**

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**By**  
**Flaviana M. Gervas**

**A Dissertation Submitted in (Partial) Fulfillment of the requirements for the Degree  
award of Master of Science in Project Management, Monitoring and Evaluation in  
Health of the Muhimbili University of Health and Allied Sciences**

**Dar es Salaam**

**October, 2021**

**CERTIFICATION**

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Muhimbili University of Health and Allied Sciences a dissertation titled, “*Assesment of Implementation of Work-Life Balance Practices for Non-Govermental Organisations Employees in the Health Sector in Tanzania*” in partial fulfillment of the requirements for award of the Master Degree of Science in Project Management Monitoring and Evaluation in Health of Muhimbili University of Health and Allied Sciences (MUHAS).

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**Dr. Linda Mlunde**  
(Supervisor)

Date: \_\_\_\_\_

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**Dr. Nathanael Sirili**  
(Co-Supervisor)

Date: \_\_\_\_\_

**DECLARATION AND COPYRIGHT**

I, **Flaviana M. Gervas**, declare that this dissertation is my original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

**Signature:** ..... **Date:** .....

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## **DEDICATION**

This dissertation is dedicated to my beloved husband Brian Mzenga, lovely sons Amani and Joshua and daughter Shammah for their kind-heartedness and endured love to support this hard work till the completion.

**LIST OF ABBREVIATIONS**

CEO	Chief Executive Officer
HRD	Human Resources Director
ICT	Information Communication Technology
ILO	International Labour Organization
ISO	International Organization for Standardization
MUHAS	Muhimbili University of Health and Allied Sciences
NGO	Non-Governmental Organization
OSHA	Occupational Safety and Health Authority
PMJ	Project Management Journal
RA	Research Assistant
TNNC	Tanzania National NGOs Coordination
WLB	Work-Life Balance

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## **ABSTRACT**

### **Introduction**

Work-Life Balance (WLB) has grown in its significance in the eyes of both employees and employers in the past few decades. Studies have indicated that there is a positive relationship between WLB and employee's performance as well as organization's performance. Organizations play a big role in setting up practices that will help employees to balance their work and life responsibilities. This study aimed to assess implementation of Work-Life Balance (WLB) practices among employees working in the health sector Non-Governmental Organizations (NGOs) in Tanzania.

**Materials and Methods** Cross-sectional study deploying mixed methods was used to collect data from 282 sampled employees working in 5 NGOs in the health sector in Kinondoni Municipality. Quantitative data were collected using a questionnaire with structured questions and data were analyzed using SPSS software. For qualitative data, Key Informant Interviews (KII) were conducted with nine (9) experienced human resource officers among them 7 were female. Data collected were thematically analyzed.

### **Results**

From 282 respondents, 83%, of employees were aware of WLB practices of which women are 54% more aware of the WLB practices. Annual leave, working hours in a day and working days in the week were the commonly utilized WLB practices and considered basic for all employees. Male employees have shown a lower utilization percentage in all basic WLB practices annual leave, working hours in a day and working days in a week at 38.3%, 15.6% and 8.5% compared to their counterpart female employees who reported utilization of the same WLB practices at 42.6%, 17% and 28.4% respectively. Moreover, almost 30% of the participants confirmed not being able to balance their work and personal affairs and they spend longer hours (average of 45 hours per week) working than the standard hours. From interviews with nine (9) key informants, we found that attitude of top management team of the organization and supervisor's towards WLB plays a big

role in determining WLB practices implementation among employees working in the health sector NGOs in Tanzania.

### **Conclusions and Recommendations**

Organizations should have effective strategies and regular follow ups to enhance WLB implementation among NGO employees in the health sector especially among male employees. Trainings to supervisors and to all staffs is among the strategies to enhance WLB implementation among NGO employees.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the study

Work-life balance (WLB) is maintaining a proper balance between work and personal life (Devadoss and Minnie, 2014). It influences performance and job satisfaction (Atsiaya and Wanyoike, 2017). The eventual performance of any organization depends on the performance of its personnel, which also depends on plentiful factors related to work or family or both; for example, family responsibilities, financial obligations, leisure opportunities, colleague support and job security (Oyiolo, 2018). This balanced lifestyle is important to all employees regardless of the institution they are employed, whether public or private institutions.

Work and other personal responsibilities are embedded in the broader cultural, institutional and socio-economic context in which they exist, especially in the countries where social equality has high priority (Shockley et al., 2017). Increase in high personal life targets and organizational goals made it difficult for an employee to maintain a balance between work responsibilities and household responsibilities effectively. This existing interdependence between work and personal domains has made WLB an important topic for discussion among employees and organizations (Ngozi, 2015). It is worth noting that, WLB was initially regarded and viewed as required to be managed at an individual level by the employee but in recent years WLB has taken a central position in the employment practices and employers (Caesar and Fei, 2018).

It was anticipated that with the global development of technology there would be reduced working hours due to simplified operations for managerial and technical personnel. Unfortunately, with the development of invented technologies including computers and teleconferencing has resulted into little free time for both formal and informal employees as they do attend some works at night, on leave or holidays (Josephat, 2016). This has led to diminishing WLB in all work sectors be it public or private sector.

Developed countries are seen to have taken WLB issues with high weight as compared to countries in developing world. England being among developed countries do conduct annual surveys on various WLB aspects for both employees and employers (Tipping *et al.*, 2012). Despite the fact that most of the literature originate from developed countries, survey conducted by Harvard Business School found that employees work more than standard working hours (40 hours per week). Ninety-four (94%) work more than 50 hours and nearly 50% work more than 65 hours per week (Forbes, 2016).

African society have peculiar socio-cultural and institutional dynamics particularly patriarchal system which mostly subjects women to family and work conflict. Most of women found it difficult to balance between work and family issues (Mushfiqur *et al.*, 2018). However, scholars have conducted studies in various workplaces including hospitality industry (Bataineh, 2019) and commercial banks (Ngozi, 2015) where most employees face physical and emotional stress which affected delivery of services.

For employees working in commercial banks for example, they sometimes work round-the-clock for the good interest of the employer and maintain the business customers while affecting their homes due to little attention paid to their families. It has been a common practice where by organizations fail to adhere to the leave policy which require all employees to have some days off by retaining the employees' leave days for monetary compensation. Generally, poor WLB results to employees' failure in performing tasks, job turnover and absenteeism, which adversely affect performance of the organization (Bataineh, 2019).

Like other countries, issues on WLB are increasing in importance from national level to organizational level and eventually to individual level. Existing national labor laws and organizational policies increase awareness on WLB policies which stimulate its implementation. A study on factors responsible for WLB was conducted in Tanzania for employees working in Local Government Authority (LGA) in Korogwe district in Tanga

region (Josephat, 2016). No literature was found to on any aspect of WLB for employees working in Non-Governmental Organizations (NGOs) which employ a good number of people in carrying out various social, economic and environmental activities. Non-Governmental Organizations (NGOs) try to bridge the gap by identifying community needs that may not have been addressed due to competing priorities of the government especially in developing world. NGOs are not created or managed by the government. They mostly depend on donors to fund their operations which call upon demonstrating a high level of accountability to the funds in order to qualify for the next funding.

Many NGOs in the developing world including Tanzania depend on grants from donors to exist. Due to this fact employees working in NGOs are tuned to do whatever it takes to ensure donor's targets in all areas of program implementation and financial management are met. With the major shift witnessed in technological development globally, it was expected that work would be a bit simplified. Surprisingly, the development in technology and work simplification have increased more working hours to employees especially those working in NGOs. With information communication technology (ICT) enhanced working tools, employees are enabled to work anywhere including their homes (Josephat, 2016). Also, the high salary and high standard fringe benefits that NGO employees receive set a tone to leverage more time in work and less in other activities.

## **1.2 The Tanzanian Employment and labour relations Act 2004**

The Tanzanian Employment and labour relations Act 2004 (MOL, 2004) has provided guidance to employers and employees operating in Tanzania on actions to be implemented to enhance WLB among employees as follows:

- i. **Working hours.** Under section 19, the Act provided a maximum of six ordinary working days in a week with their equivalent working hours not more than 45hours in a week and nine hours in any day. Section 20 of the same Act explained the night work that is the work done after twenty hours and before six hours. The Act has strictly prohibited night work for pregnant women, mothers,

children under 18 years of age and medically proven employees to be unfit for night work. For each hour worked at night the employer is required to pay at least 5% of employee's basic pay (MOL, 2004). Also, the Act has considered another scenario of compressed working week in section 21. In the compressed working week an employee may work up to twelve hours in a week with a written agreement not to work more than 5 days in a week, not more than 45 hours in a week and not more than 10 overtime hours in a week. Moreover, under section 23 of the same Act daily breaks, the common 60minutes that employees have in their daily working hours. Lastly, the Act under section 24 it has been mentioned that rest hours for an employee should be at least 12 hours in a day.

- ii. **Leave.** The Act under sections 31 elaborated employee and employer responsibilities on different types on leave that an employee is entitled to. For annual leave the employer shall grant 28 consecutive days of rest to employee and all public holidays falling in between are counted inclusive. It should be paid leave as if the employee was still on duty. The employer can determine when the leave should be taken but it shouldn't be six or twelve months after end of leave cycle moreover extension should be justified by the employer and have employee's consent. Employee entitled to maternity leave should notify the employer with medical certificate three months prior to date of birth. Moreover, for a sick employee 126 days' sick leave is granted with 63 days' full payment and 63 days half payment of salary.



### **1.3 Problem Statement**

Employers are required by labour laws to ensure that they provide decent working conditions for their employees at workplaces (International Labour Office, 2018). The International Labour Organization (ILO) has stipulated various initiatives that can be applied or modified to suit the working environment like paid annual leave, paid sick leave and maternity and paternity leave. The implementation of these global initiatives is powered by the respective national labour laws and workers' organizations which advocate them to build awareness to employees. Much has been done to put WLB practices into existence both at global and local level. Despite the efforts made one study has shown that almost one third (32%) of employees were not aware of the WLB practices existing in their organization (Njenga, 2014). As a result, employees experience burnout, stress (both physical and emotional) and absenteeism which eventually affect organization's performance (Bataineh, 2019).

In Tanzania for example, the Employment and Labour Relations Act of 2004 (MOL, 2004) has stipulated practices (described above in section 1.2) to be followed by employers in order to enhance WLB among its employees. However, from the scanty literature on WLB aspects there was no information on the evaluation of the implementation of WLB practices under the Tanzania Employment and Labor Relations Act 2004 among employees working in the health NGOs in Tanzania. The information gap on implementation of WLB practices for this group of employees called forth conducting this study to establish the real situation on the implementation of WLB practices among NGO employees in the health sector in Tanzania.

### **1.4 Conceptual Framework.**

#### **The Human Capital Theory**

There are main domains of life that are priority to people like family, work and leisure which people are willing to allocate resources and can make choices about how to spend the resources (Mathew and Natarajan, 2014). The human capital theory identifies time

and energy (both physical and psychological) as exhaustible resources that once spent they cannot be recovered to be used within the same domain or other domains of life. This theory can be used for understanding the direct influence that family domain has with work domain on employee's WLB. It is obvious that inter role conflict exists when work and family domains interfere each other and the struggle becomes tense when the two phases of life are of equally important and dependent on each other for resources (Mathew and Natarajan, 2014)

The availability of guidelines at different organizational levels that enhance WLB among employees makes possible for the human capital theory to work at workplaces. For example, WLB practices adopted by an organization helps the employees to choose how well to allocate time and energy between work and family to balance the competing needs in the two domains as a result it influences implementation of WLB practices at workplaces.

This study was guided by the constructs indicated in the conceptual framework (Figure 1). The framework depicts the way different constructs interact and influence implementation of WLB practices, the dependent variable of this study (Kurnia, 2017). The constructs include existence of WLB practices at national and organizational level, awareness of WLB practices among NGO employees in the health sector, implementation of WLB practices and obstacles for its implementation.

The existence of labour laws at national level, for example the Employment and Labour Relations Act, 2004 (MOL, 2004) is a base for all employers to produce relevant institutional labour laws which enhance WLB. The existence of the institutional labour laws stimulates both awareness and implementation of WLB practices among NGO employees and employers in the health sector. Implementation of WLB practices and existence of National laws affects each other. Eventually, all these concepts enhance WLB among NGO employees in health sector. On the other hand, the nature of professional life and personal life of NGO employees in the health sector affects the implementation of WLB practices regardless of the existing labour laws at national and

organizational level (Daverth, Hyde and Cassell, 2016). This study will look at employee's awareness on the existing WLB practices, implementation of WLB practices, facilitators and challenges to implementation of WLB practices among health sector NGOs employees in Tanzania.



## **1.5 Research questions**

### **1.5.1 Broad question**

How are WLB practices under the Tanzanian Employment and Labour Relations Act 2004 implemented among NGO employees in the health sector in Tanzania?

### **1.5.2 Specific questions.**

1. What is the proportion of NGO employees in health sector are aware of WLB practices in the Tanzanian Employment and Labour Relations Act 2004?
2. What are the WLB implementation practices among employees working in the health sector NGOs in Tanzania according to the Tanzanian Employment and Labour Relations Act 2004?
3. What are the facilitators for implementing WLB practices in the Tanzanian Employment and Labor Relations Act 2004 among employees working in the health sector NGOs in Tanzania?
4. What are the obstacles to implementation of WLB practices in the Tanzanian Employment and Labor Relations Act 2004 among employees working in the health sector NGOs in Tanzania?

## **1.6 Study objectives**

### **1.6.1 Broad objective**

To evaluate the implementation of WLB practices under the Tanzanian Employment and labour relations Act 2004 among employees working in the health sector NGOs in Tanzania.

### **1.6.2 Specific objectives**

1. To determine the proportion of NGO employees in the health sector who are aware of WLB practices in the Tanzanian Employment and Labor Relations Act 2004.
2. To assess WLB implementation practices among employees working in the health sector NGOs in Tanzania according to the Tanzanian Employment and Labor Relations Act 2004.

3. To identify facilitators for implementing WLB practices in the Tanzanian Employment and Labor Relations Act 2004 among employees working in the health sector NGOs in Tanzania.
4. To identify obstacles to implementation of WLB practices in the Tanzanian Employment and Labor Relations Act 2004 among employees working in the health sector NGOs in Tanzania.

### **1.7 Rationale of the study**

Tanzania as a country implements a lot of health interventions in collaboration with NGOs. Private sector under health and social work activities employs more than 5% of all the formally employed people in the Tanzania (Ministry of Finance and Planning, 2018). This segment of the population may be perceived by the community to have vast knowledge in issues relating to individual's health. However, this particular group of people may fall victims of the WLB issues unless the factors related to WLB are identified and addressed.

This study seeks to assess the implementation of WLB practices among NGO employees in the health sector as guided by the National Employment and Labour relations Act, 2004 (MOL, 2004) in Tanzania. The results of the study may be used to inform labour related policy makers in formulating policies and guidelines which promote occupational and safety health policies targeting to ensure WLB at workplaces. At the Organizational level the findings may be used to promote awareness of WLB issues and encourage development, improvement and implementation of policies and practices which promote WLB in their organizations. At program level the study results may provide inputs in planning and designing of conducive working environment for program teams.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter covers the explanation and justification from previous studies in the subject matter of implementation of WLB practices both as applied in the global and local spheres. In particular, the chapter is arranged according to the objectives of the study. A theoretical framework is presented, gaps to be filled by the study and the rationale for the study have been identified.

#### **2.1 Awareness of WLB practices among NGO employees in the health sector in Tanzania**

Studies have indicated that there is a strong positive correlation between employees' awareness on the existence of WLB programs and practice (Jackinda Judith, 2016, Havighurst and Glasser, 1972). Very often awareness of the employees about the employer's recognition of their WLB needs and possibility to use the available solutions to promote their demands, has a positive influence on WLB practices implementation (Robak, Ocińska and Depta, 2016).

Tanzania labour laws in the Employment and labour relations Act 2004 recognizes several WLB practices including specifying work hours in a day and in a week, break time during the day, rest hours in the week, night work, compressed working week and paid annual, sick, maternity, paternity, compassionate leaves. All employers are obliged to ensure their employees are aware of the WLB practices by including sections in their employment contracts, elaborating their entitlement, right to access and consume available WLB practices as stipulated in the Employment and labour relations Act 2004. Studies have proven that being aware of WLB policies existing in the organization doesn't necessary go parallel with utilization of the policies (Njenga, 2014).

Due to varying working environment among organization settings, employees may have different chances to become aware of the WLB practices. It was equally important to assess awareness of WLB practices of NGO employees in the health sector in Tanzania among other WLB concepts due to the impact that WLB has to individual, organization and national performance.

## **2.2 WLB implementation practices among employees working in the health sector NGOs in Tanzania according to the Tanzanian Employment and Labor Relations Act 2004.**

The international Labour Organization (ILO) through its governing body conducts surveys and enacts laws and practices to guide ILO member countries to prepare country labour laws and practices to ensure descent working environment for all employees in respective countries. ILO has provided guidance on various concepts to enhance WLB among employees including hours of work, weekly rest, annual holidays with pay, night work, part-time work and working-time arrangements.

The Tanzanian Labor law requires employers and employees to implement WLB practices by providing guidance to employers and employees on how and which actions should be done to enhance WLB implementation among employees.

### **Working hours in a day and working days in a week**

Employees should have a written agreement from the employer specifying the working hours in a day and working days in a week. The Act requires a maximum of 6 working days in a week, 9 hours of work in a day and not more than 45 hours of work in a week. Also, the employer should specify if night work is part of the agreement and the Act has prohibited employers to require or permit pregnant women, mothers and children under 18 years of age to be involved in night work which is conducted after twenty hours and before six hours.



### **Annual leave, Sick leave, Maternity and Paternity leave**

The Act (The Tanzanian Employment and Labor Relations Act 2004) entitles each employee with 28 consecutive days paid annual leave to be taken as planned and agreed by employer. The employer can determine when an employee should go for leave with employee's consent but the delay should not exceed 6 months or 12 months after the end of leave cycle. For a sick employee 126 days are granted with 63 days' full payment of wages and 63 days half payment of wages upon submission of medical certificates. Expectant mothers are required to inform their employers three months prior to the date of baby delivery that she is expecting to utilize maternity leave of 84 days for one child and 100 days for more than one child. After arrival of the baby men also are entitled to 4 days' paternity leave.

### **2.3 Facilitators and obstacles to implementing WLB practices.**

A study was conducted in United Kingdom to assess the extent to which managers fail to provide WLB for their staff, the challenges they face, and the areas they have succeeded in making a difference (Glynn et al., 2002). It was found that managers can either facilitate or act as obstacles of employees WLB because they have a social and moral responsibility to ensure that their staff have a reasonable quality of life. Organization culture, organization struggle for change to adapt WLB practices, fear of business loss as a result of implementing of WLB practices, low education among employees, inadequate staffing and technological advancement are among obstacles that have been identified to affect implementation of WLB practices in different countries (Huggett, 2015)

Human Resource Officers and advisory committees in Tanzania have been advocating and using country labour laws, ILO laws and regulations to ensure there is WLB at workplaces but there is a growing gap between balancing personal related works and official routine for Local Government Authorities (LGA) employees (Josephat, 2016). The study reported factors influencing WLB to have originated from organizational set-up and practices, administration system, personal work-related factors, gender roles and marital issues.

Non-Governmental Organizations (NGOs) are required to comply to all operating government laws, donor regulations and international labour laws. On the same note NGOs under health sector have a responsibility on the health of the public; therefore, there was a need to find out facilitators and obstacles that affect implementation of WLB practices which were under-reported.

Despite the provided list of practices by the Tanzania Employment and Labour Relations Act 2004, the extent to which employees and employers working in the health sector NGOs ensure implementation was not reported in Tanzania. The researcher proposed to assess the extent of the implementation of WLB practices in the health sector NGOs operating in Kinondoni Municipality.

## **CHAPTER THREE**

### **MATERIALS AND METHODS**

#### **3.0 Introduction**

This chapter presents and discusses research methods which were used in this study. It covers: the study area, the study design, the study population, study sample size and sampling techniques, the methods of data collection, approaches to data analysis and ethical considerations undertaken in relation to this study.

#### **3.1 Study area**

The researcher selected to conduct this study to health NGOs in Kinondoni Municipal because almost half of the registered NGOs in Dar es Salaam for all sectors reside in Kinondoni Municipal according to data available in the Tanzania National NGO Coordination (TNNC) website (Tanzania Non-Government Organization [NGO] - National Coordination (tnnc.go.tz). From the website sampling frame consisted of 59 NGOs out of them 20 are health NGOs located in Kinondoni municipality. Therefore, Kinondoni Municipality by its composition was regarded as the best study area for this study.

#### **3.2 Study design**

This study employed a cross-sectional study design and both quantitative and qualitative methods were used to collect data. This study design allowed the researcher to collect employees' data at that particular time for conditions that actually exist or already existed among participants without influencing it in any way (Kothari, 2004). The questionnaire tool was structured in a way that it could collect quantitative data for the study objectives by assessing employee's awareness on WLB practices in their organization, establishing practices that are present in the employment and labour relations Act 2004 implemented in the health organizations, facilitators, challenges and proposed solutions for implementing WLB practices in their organizations. In-depth interviews were used to collect data to enrich the quantitative data collected using interview guides

### **3.3 Study population.**

The study population comprised NGO employees working in health sector located in Kinondoni Municipality. This study considered the following inclusion and exclusion criteria.

#### 3.3.1 Inclusion criteria.

1. Health organizations that have been operating for at least 3 years.
2. Health organizations with at least 40 employees with the assumption that a demanding organization will have at least 40 employees or more.
3. Employees aged 18-60 years working with the organizations for at least 1 year who are still on job.

#### 3.3.2 Exclusion criteria.

1. Employees who are on leave or on official trips.
2. Office attendant, employees responsible for cleaning activities.

For qualitative data collection nine key informants were interviewed. All respondents have specialization in human resources management at postgraduate level. The most experienced respondent has 17 years of service and the least experienced respondent has 1 year of experience in the organization. Table 1 below summarizes key informant characteristics for this study.

Table 1: Showing demographic characteristics of key informants

<b>Category</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>Age</b>	<b>Number=2</b>	<b>Number=7</b>	<b>9</b>
30-35	0	1	1
36-41	2	4	6
42-47	0	2	2
<b>Years of work experience(range)</b>	<b>Number=2</b>	<b>Number=7</b>	<b>9</b>
1-6	0	4	4
7-12	2	1	3
13-18	0	2	2
<b>Education level</b>	<b>Number=2</b>	<b>Number=7</b>	<b>9</b>
Postgraduate	2	7	9
<b>Department</b>	<b>Number=2</b>	<b>Number=7</b>	<b>9</b>
Administration	2	7	9

### 3.4 Sample size estimation

A sample size is a subset of the target population (Kothari 2004). That is, a sample is the total collection of elements about which inferences are to be made (Cooper and Schindler, 2006). Samples were selected because it is not possible at times to study the entire population due to limited resources such as time and funds (Mugenda; 1999). There are different methods of determining a sample size for the study, this study has used basic formula for calculation of the sample size (Huysamen, 1991).

Sample size for quantitative data collection was determined by using standard formula for calculating sample size of unknown population sample (N), (Leslie, K 2015). The standard deviation ( $p$ ) used was 79%, average proportion of full-time employees in Organization for Economic Cooperation and Development (OECD) countries who were able to work within contracted working hours in year 2020. The margin of error ( $e$ ) allowed by the researcher is assumed at 5% and z-score ( $z$ ) for the assumed confidence interval of 95% will be 1.96. Using Leslie's formula sample size was calculated as follows:

### **Sample Size calculation**

$$\text{Sample Size} = [z^2 * p(1-p)] / e^2$$

Where,

$z$  = z-score

$e$  = margin of error

$p$  = standard of deviation

$$p=79\%$$

$$z=1.96$$

$$e=5\%$$

$$\text{Sample Size} = [1.96^2 * 0.79(1-0.79)] / 0.05^2$$

$$\text{Sample Size} = 256$$

A provision of 10% was added to the sample size for non-response during data collection.

$$\text{Sample Size} = 256 + 10\%(256) = 282$$

The sample size for collecting quantitative data was 282 participants.

For quantitative data the sample size of this study considered departmental distribution in the studied organizations. The total number of employees in all 5 organizations was 601; administration string 55 employees, finance string 141 employees, IT string 34 employees, procurement string 16 employees; program technical 346 employees and 9 employees from transport string. The departmental representation was calculated by dividing the number of employees in the department for all organizations with the total employees in all organizations times the sample size of 282. Table 2 shows sample size required from each department for selected organizations to reach sample size of 282.

**Table 2: Sample units from each department for all 5 organizations**

Department	Calculation	Sample units
Administration	$=(55/601)*282$	26
Finance	$=(141/601)*282$	66
ICT – IT	$=(34/601)*282$	16
Procurement	$=(16/601)*282$	8
Program technical	$=(346/601)*282$	162
Transport	$=(9/601)*282$	4
Total		282

### **3.5 Sampling procedure.**

Five (5) NGOs we randomly selected from a sampling frame of 20 health NGOs in Kinondoni Municipality (Tanzania Non-Government Organization [NGO] - National Coordination (tnnc.go.tz). Then, stratified sampling technique was deployed to determine the units with the same characteristics and were grouped together (Kothari, 2004) according to the work units in the 5 organizations namely: programs technical unit, finance unit, procurement unit, administration unit, transport unit and ICT unit. From the probability proportional the study expected to collect 26 responses from administration

unit (out of 55 employees); 66 from Finance unit (out of 141 employees); 16 from ICT unit (out of 34 employees); 8 from procurement unit (out of 16 employees), 162 from program technical unit (out of 346 employees) and 4 from transport unit (out of 9 employees) to make a total of 282 participants for quantitative data collection. Individuals from all units in each organization had equal chance of being included in the study sample. Table 3 below summarizes number of participants for data collection from each organization.

**Table 3: Sample units from each department for each organization**

<b>Department</b>	<b>Organization 1</b>	<b>Organization 2</b>	<b>Organization 3</b>	<b>Organization 4</b>	<b>Organization 5</b>
Administration	4	5	4	9	4
Finance	10	14	10	22	10
ICT – IT	2	3	3	5	2
Procurement	1	2	1	3	1
Program technical	26	34	22	55	25
Transport	1	1	1	1	0
<b>Total</b>	<b>44</b>	<b>59</b>	<b>41</b>	<b>95</b>	<b>43</b>

Also, purposive sampling technique was used to select a sample from each of the 5 selected organizations for key informant interviews to justify the quantitative data results. Purposive sampling technique was used in qualitative research for the identification and selection of information-rich cases related to the phenomenon of interest (Palinkas *et al.*, 2015). By considering the nature of the study the researcher was convinced that a proposed sample size of 10 participants may yield rich information for the study



objectives. The targeted participants were employees in the human resources department who are responsible for human resource management responsibilities and implementation of WLB practices.

### **3.6 Study variables.**

#### **Social-Demographic factors of participants**

The first part of the questionnaire comprised of 5 questions to obtain participants' demographic details on age, gender, length of service in the organization, level of education and current occupation in the organization. The selected demographic questions aimed at obtaining necessary data for evaluating trends within health sector NGOs as well as enabling statistical analysis. In designing these questions, a guideline by (Bourke et al., 2016) was used to build factual questions about participants' demographic characteristics. This section is vital for revealing profile of health NGOs employees in Tanzania and from the data information on WLB implementation would be obtained.

#### **Dependent variable.**

#### **Implementation of WLB practices as per Tanzanian Employment and Labor Relations Act of 2004 among health NGOs employees.**

In this section employees were asked to select WLB practices they have utilized from the list of WLB practices as used by (Njenga, 2014; Mwita and Nzira, 2016). The researcher decided to measure employee participation rates in WLB practices and itemized WLB programmes and policies that are common in NGO setting. This section established WLB practices utilized by employees to get a better understanding employee's needs for WLB practice implementation and organizational support needed in enhancing utilization of the practices. The mostly selected WLB practice was the mostly utilized WLB practice. The following WLB practices were listed by the researcher for employees to select:

1. Working hours in a day
2. Working days in a week
3. Annual leave

4. Maternity leave
5. Paternity leave
6. Breastfeeding time
7. Family leave (for childcare, compassionate leave and family emergency)

The higher the score in a specific WLB practice the more it has been utilized by employees.

Independent variables.

Most of the WLB concepts used as independent variables in this study have been researched previously by other researchers (Njenga, 2014) and (Mwita and Nzira, 2016).

**1. Employee awareness on WLB practices existing in their organization.**

Employees were asked if they are aware of the WLB existing in their organization. Three options were given for employees to respond Yes, No and I don't know (Njenga, 2014) and (Mwita and Nzira, 2016). The responses were summarized in a table for the three options. Those who responded Yes were counted as being aware of the WLB practices existing in the organization and all who responded No and I don't know were considered not being aware of the existing WLB practices in their organization

**2. Facilitators for implementing WLB practices in NGOs under health sector.**

In this section, employees were asked to rank each factor among the listed researched factors facilitating implementation of WLB practices according to (Njenga, 2014) and (Mwita and Nzira, 2016). The scale had five rankings 'Strongly Agree', 'Agree', 'Neutral', 'Disagree' and 'Strongly Disagree'. All WLB practices with 'Strongly Agree' and 'Agree' responses were considered to be facilitators agreed by employees which enhance implementation of WLB practices. All responses with 'Strongly Disagree', 'Disagree' and 'Neutral' were considered not facilitators and therefore their existence do not affect implementation of WLB practices. The following facilitators were listed by the researchers:

1. Supportive working environment
2. Manageable workload
3. Reward and recognition of staff accomplishing their work during working hours only
4. Non gendered nature of policy utilization
5. Organization culture towards WLB practices
6. Perceptions of fairness by other colleagues
7. Being perceived as committed
8. Positive career consequences
9. Support from top management
10. Support from supervisors
11. Personal reasons e.g. Family holiday arrangements

Practices which are mostly agreed by employees are mostly recommended factors which enhance implementation of WLB practices in the organizations and the researcher determined them in hierarchical manner.

### 3. **Obstacles to implementation of WLB practices in NGOs under health sector.**

In this section, employees were asked to rank each factor among the listed researched factors hindering implementation of WLB practices according to (Njenga, 2014) and (Mwita and Nzira, 2016). The scale had five rankings ‘Strongly Agree’, ‘Agree’, ‘Neutral’, ‘Disagree’ and ‘Strongly Disagree’. All WLB practices with ‘Strongly Agree’ and ‘Agree’ responses were considered to be obstacles agreed by employees which hinder implementation of WLB practices. All responses with ‘Strongly Disagree’, ‘Disagree’ and ‘Neutral’ were considered not obstacles and therefore their existence do not impair implementation of WLB practices. The following obstacles were listed by the researchers:

1. Unsupportive working environment
2. Heavy workload
3. Reward and recognition of staff working long hours
4. Gendered nature of policy utilization
5. Organization culture towards WLB practices
6. Perceptions of unfairness by other colleagues
7. Fear of being perceived as uncommitted
8. Negative career consequences
9. Resistance from top management
10. Resistance from supervisors
11. Personal reasons e.g. Family holiday arrangements

Practices which are mostly agreed by employees are mostly factors which hinder implementation of WLB practices in the organizations and the researcher determined them in hierarchical manner.

### **3.7 Data Management**

#### **Data collection tools**

To collect quantitative data structured questionnaires were used. Online method was a preferable method to reach a large number of participants especially for NGO employees who were working at home during data collection period. Interview guide was used to collect qualitative data from the key informants.

#### **Data collection methods**

All participants were given a consent form to fill before participating into this study. An online link for the structured questionnaire was shared to the identified participants. The questionnaire link was reviewed every day during data collection to ensure data quality in all important dimensions of completeness, accuracy and reliability. For qualitative data collection face-to-face interviews were carried out for the intended participants. The researcher was keen to identify the point of information saturation during qualitative data

collection where is the point reached and no new information is added to the data collected by interviewing additional participants (BigBen, O., 2016).

### **Data storage and security**

The researcher due responsibility was to ensure security and confidentiality of data collected. All data were electronically stored and were accessible by the principal researcher only.

### **3.8 Data analysis**

As a process evaluation this study aimed to evaluate how NGO employees in the health sector in Tanzania achieved WLB by implementing the practices as guided by the Tanzanian Employment and Labour Relations Act of 2004. For a successful evaluation the focus was pinned to the objectives of this study by firstly determining the level of awareness that employees have on the WLB practices in their organizations according to the Act and the efforts organizations have put to raise employees' awareness on WLB practices implementation. Also, assessment of WLB practices utilized by the employees and identification of facilitators for and obstacles to implementation of WLB practices available in the Act.

This study employed cross-sectional research design and therefore, descriptive statistics were used to analyze the quantitative data. The data was exported from Survey monkey website into Microsoft excel program, checked, cleaned, coded and analyzed using Statistical Package for the Social Sciences (SPSS, version 20.0) computer program according to variables and objectives of the study. The data was then presented using frequency distribution tables and percentages to ease interpretation.

Qualitative data derived from the Key informant's interview the six steps of thematic analysis by (Braun & Clacke, 2006) were used. Firstly, researcher got familiarized to the data by transcribing the audio and paper records on daily basis followed by second step of initial codes generation. Thirdly, searching of themes from the codes was done

followed by step four of reviewing the themes. After reviewing the themes definition and naming of themes was done before producing the report.

### **3.9 Ethical Consideration**

Before the commencement of the study ethical approval was sought from the Research Ethical Committee (REC) of the Muhimbili University of Health and Allied Sciences (MUHAS). Also, permission to conduct this study were obtained from Ministry of labour and employment, Chief Executive Officers (CEOs) and Human Resources Directors (HRDs) of the organizations where data were collected. The study objectives were elaborated to the participants and a written informed consent was obtained from each participant. Confidentiality of the information collected was the responsibility of the principal researcher and it was given the top priority throughout the study period.

### **3.10 Dissemination plan**

Hard copies of the dissertation are to be submitted to the MUHAS School of public health and social sciences. The findings will be shared to the management of organizations which participated in data collection. For learning purpose, soft copy will be uploaded in the MUHAS online library. Also, the researcher intends to prepare a manuscript to be uploaded in the project management journal publishing platforms like Project Management Journal (PMJ).

## **CHAPTER FOUR**

### **RESULTS**

#### **4.0 Introduction**

This chapter presents results of data collected through both qualitative and quantitative methods of data collection for evaluating the implementation of work-life balance practices for non-governmental organizations employees in the health sector according to the Tanzanian Employment and Labour Relation Act 2004. The results are arranged according to the study objectives.

#### **4.1 Quantitative data results**

The study was able to collect responses from 282 participants 26 from administration unit; 66 from finance unit; 16 from ICT unit; 8 from procurement unit; 162 from program technical unit and 4 from transport unit.

**Demographic characteristics of the quantitative data participants.**

**Table 4: Showing demographic characteristics of 282 participants**

<b>Category</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>%</b>
<b>Age</b>	<b>Number=128</b>	<b>Number=154</b>	<b>282</b>	
24-29	14	28	42	15.6%
30-35	28	48	76	27.0%
36-41	70	62	132	46.8%
42-47	4	12	16	5.7%
48-53	10	4	14	5.0%
54-59	0	0	0	0.0%
60-65	2	0	2	0.7%
<b>Years of Experience(range)</b>	<b>Number=128</b>	<b>Number=154</b>	<b>282</b>	
0-4	52	56	108	38.3%
5-9	30	60	90	31.9%
10-14	42	30	72	25.5%
15-19	2	8	10	3.5%
20-24	2	0	2	0.7%
<b>Education level</b>	<b>Number=128</b>	<b>Number=154</b>	<b>282</b>	
Undergraduate	42	48	90	31.9%
Postgraduate	84	102	186	66.0%
Doctorate	2	4	6	2.1%
<b>Department</b>	<b>Number=128</b>	<b>Number=154</b>	<b>282</b>	
Administration	10	16	26	9.2%
Finance	24	42	66	23.4%
ICT – IT	4	12	16	5.7%
procurement	6	2	8	2.8%
Program technical	82	80	162	57.4%
Transport	2	2	4	1.4%



Majority of the employees (70.2%, N=198) have less than 10 years of working experience. Age distribution in the table above shows that, 15.6%, N=42 employees fall under age range 24-29 years, 27%, N=76 under age range 30-35 years, majority 46.8%, N=132 fall under age range 36-41 years, 10.6%, N=30 were between 42-53 years while only 0.7%, N=2 were 56 years and above. Of the participants, female were many at 54.6%, N=154 as compare compared to male participants. Participants' level of education includes, 66%, N=186 postgraduates, 31.9%, N=90 undergraduates and only 2.1%, N=6 of Doctorate level as results indicate. According to the results, the majority of employees belong to program technical string (57.4%, N=162), where 23.4%, N=66 employees were in finance department; 9.2%, N=26 as administration string while 5.7%, N=16; 2.8%, N=8 and 1.4%, N=4 work in ICT/IT, Procurement and Transport string respectively.

#### **4.1.1 Awareness of WLB practices among NGO employees in the health sector**

The first objective of this study was to assess awareness of WLB practices among NGO employees in the health sector in Tanzania. All 282 participants responded to the questions under this objective.

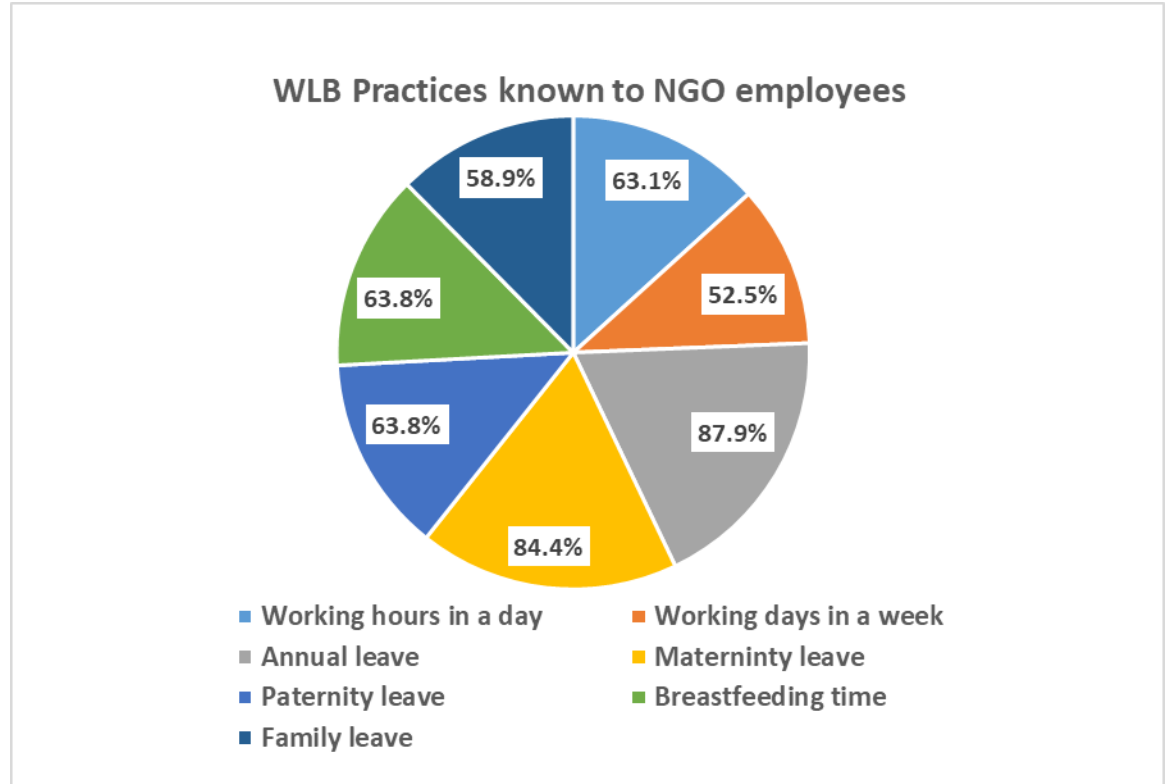
##### **i) Awareness of WLB**

Results show that 83%, N=234 of employees are aware of the WLB practices in their organizations. Female participants were found to be more aware (54%, N=126) of the WLB practice existing in their organization compared to male participants.

##### **ii) WLB Practices NGO employees are aware of**

Various WLB practices known to NGO employees in the health sector were noted. Results summary is presented in Figure 2 below:

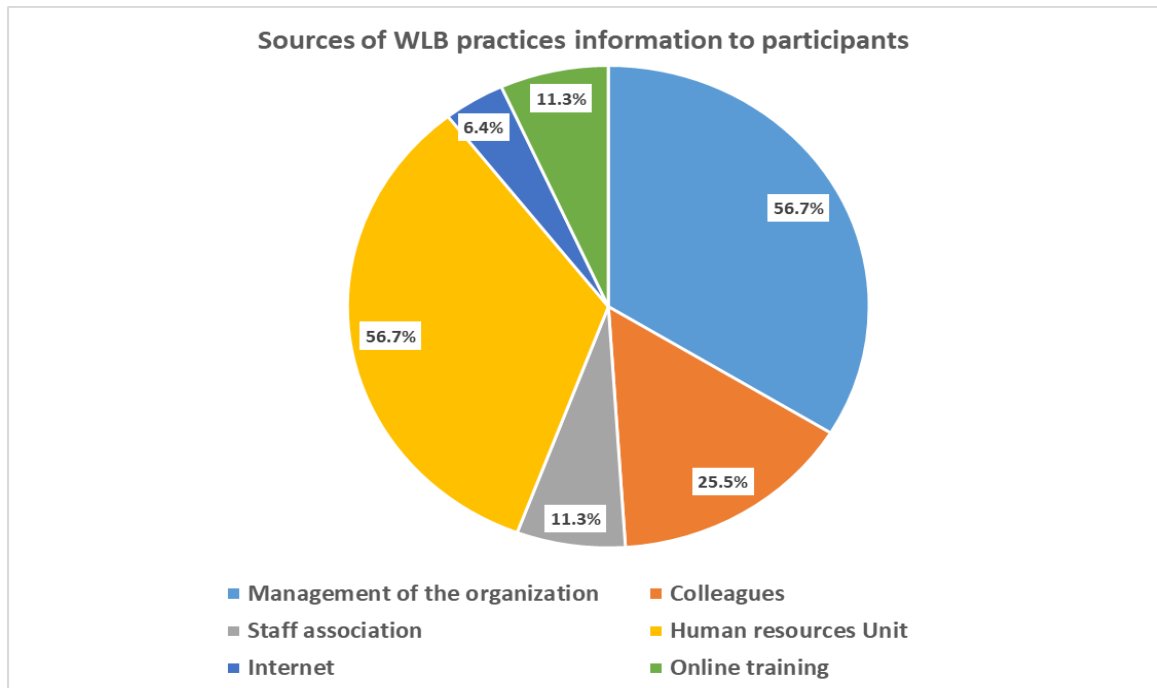
Figure 2: WLB practices known to health sector NGO employees



#### Different sources of WLB practices information to employees

Moreover, results of study further show how employees became aware of WLB practices; most of the NGO employees (57.6%, N=160) in the health sector acknowledged to receive WLB information from Human resources unit and management of the organization. Figure 3 below show different ways that participants became aware of the WLB practices.

**Figure 3: Sources of WLB information among NGO employees**



iv) Employees' opinion on the importance of WLB practices available in the organization

Participants' perceptions on the importance of each WLB practice shows that all WLB practices are extremely important by more than 50%. Annual leave and maternity leaves holding the highest percentages at 77.3%, N=218 and 78.7%, N=222 respectively. Table 4 below shows the results.

**Table 5: Participants' response on importance of each WLB practice**

<b>WLB Practice</b>	<b>Extremely important (%)</b>	<b>Very Important (%)</b>	<b>Important (%)</b>	<b>Not important (%)</b>	<b>Neither important nor unimportant (%)</b>	<b>Total (%)</b>
Annual leave	77.3%, N=218	14.9%, N=42	5.7, N=16	1.4%, N=4	0.7%, N=2	100%, N=282
Breastfeeding time	68.8%, N=194	24.1%, N=68	4.3%, N=12	1.4%, N=4	1.4, N=4	100%, N=282
Family leave	65.2%, N=184	19.9%, N=56	9.9%, N=28	1.4%, N=4	3.6%, N=10	100%, N=282
Maternity leave	78.7%, N=222	14.9%, N=42	5%, N=14	1.4%, N=4	0.0%, N=0	100%, N=282
Paternity leave	51.1%, N=144	29.8%, N=84	10.6%, N=30	2.8%, N=8	5.7%, N=16	100%, N=282
working days	56%, N=158	27%, N=76	7.8%, N=22	6.4%, N=18	2.8%, N=8	100%, N=282
Working hours	65.2%, N= 183	22.7%, N=64	7.1%, N=20	2.9%, N=8	2.1%, N=7	100%, N=282

#### **4.2.2 WLB implementation practices**

The second objective aimed at assessing WLB implementation practices among employees working in the health sector NGOs in Tanzania according to Tanzanian Employment and Labour Relations Act 2004.

Results show that 90.1%, N=254 have requested to utilize the WLB practices in the past 12 months. Among those who requested to implement WLB practices 89.4%, N=227 had their request accepted and those which were rejected, (14.3%, N=3) were rejected more than twice and (85.7%, N=24) were rejected once.

**Table 6: Request to utilize WLB practices**

	<b>Characteristics</b>	<b>Yes</b>	<b>No</b>	<b>Total</b>
All respondents	Overall	90.1%, N=254	9.9%, N=28	100%, N=282
Length of service	0-4 years	87.0%, N=94	13.0%, N=14	100%, N=108
	5-9 years	88.9%, N=80	11.1%, N=10	100%, N=90
	10-14 years	97.2%, N=70	2.8%, N=2	100%, N=72
	15-19 years	80.0%, N=8	20.0%, N=2	100%, N=10
	20-24 years	100.0%, N=2	0.0%, N=0	100%, N=2
Age	25-29 years	71.4%, N=30	28.6%, N=12	100%, N=42
	30-35 years	92.1%, N=70	7.9%, N=6	100%, N=76
	36-41 years	94.7%, N=125	5.3%, N=7	100%, N=132
	42-47 years	87.5%, N=14	12.5%, N=2	100%, N=16
	48-53 years	100.0%, N=14	0.0%, N=0	100%, N=14
	54 years and above	50.0%, N=1	50.0%, N=1	100%, N=2
Gender	Male	90.6%	9.4%	100%, N=128
	Female	89.6%	10.4%	100%, N=154

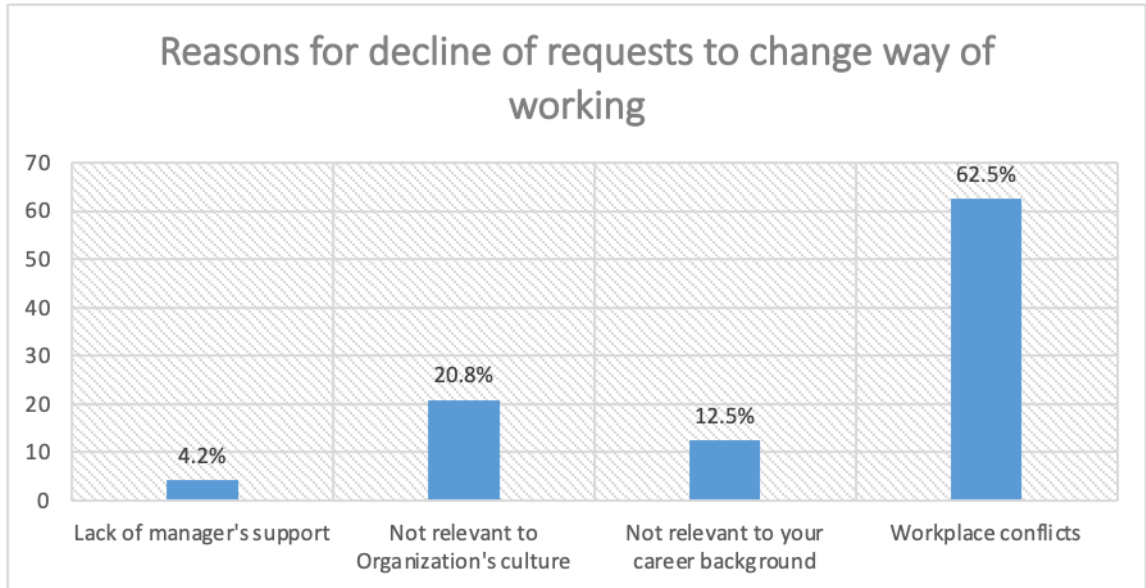
Table 6 below shows which WLB practices were utilized by NGO employees in the past twelve (12) months. Most of the participants (80.9%, N=228) utilized annual leave in the past twelve months. Annual leave, working hours in a day and working days in a week were mostly frequently used WLB practices and they are basic WLB practices that every employee needs to implement.

**Table 7: WLB practices utilized by participants**

WLB practice	Female		Male		Total
	Yes	No	Yes	No	
Annual leave	42.6%, N=120	12.1%, N=34	38.3%, N=108	7.1%, N=20	80.9%, N=228
Working hours in a day	17.0%, N=48	37.6%, N=106	15.6%, N=44	29.8%, N=84	32.6%, N=92
Working days in a week	28.4%, N=80	26.2%, N=48	8.5%, N=24	36.9%, N=104	36.9%, N=104
Family leave	12.8%, N=36	41.8%, N=118	18.8%, N=53	26.6%, N=75	31.6%, N=89
Breastfeeding time	6.4%, N=18	48.2%, N=136	0.0%, N=0	45.4%, N=128	6.4%, N=18
Paternity leave	0.0%, N=0	54.6%, N=154	5.0%, N=14	40.4%, N=114	5.0%, N=14
Maternity leave	9.9%, N=28	44.7%, N=126	0.0%, N=0	45.4%, N=128	9.9%, N=28

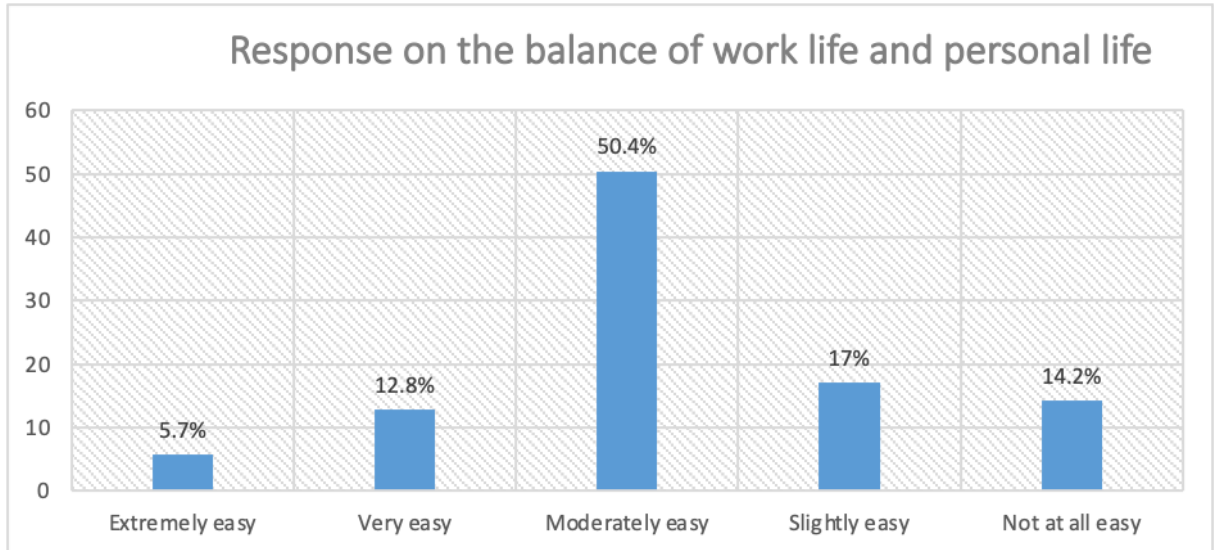
Results of this study under this section further show that 68.8%, N=194 have never requested for a change in the way they regularly work. Out of those who requested for a change only 45.5%, N=40 change were accepted. Out of those who were declined; 75%, N=36 were declined twice, 12.5%, N=6 were declined once and 12.5%, N=6 were declined More than twice. Workplace conflicts was mentioned by most of the participants (62.5%, N=30) as a reason for the decline of their request. Figure 4 below shows the results of all mentioned reasons.

**Figure 4: Reasons for decline of requests to change way of working**



Participants were asked to rank if they can balance their work and family life; more than half of the employees 68.9% (50.4%+12.8%+5.7%), N=194 have replied that it's easy for them to balance work life and family life. Figure 5 below shows participants response.

**Figure 5: Participants' response on how easy they can balance work life and personal life**



#### **4.2.3 Facilitators for WLB practices implementation.**

The third objective was to identify facilitators to implementing WLB practices stipulated in the Employment and labour relations Act 2004. Participants were assessed on their degree of acceptance to various factors that were considered as facilitators to implementing WLB practices among NGO employees.

All 282 participants responded to this question and among other WLB practices four facilitators were strongly agreed by the majority as facilitators to enhance WLB implementation. Manageable workload scored 51.1%, N=144 Support from supervisors 57.4%, N=162 support from top management 57.4%, N=162 and general Supportive working environment 53.3%, N=150. Table 8 provides summary for all WLB practices.



**Table 8: Participant perception on the facilitators to enhance implementation of WLB practices**

<b>WLB practice</b>	<b>Strongly agree (%)</b>	<b>Agree (%)</b>	<b>Neutral (%)</b>	<b>Disagree (%)</b>	<b>Strongly disagree (%)</b>	<b>Grand Total (%)</b>
Being perceived as committed	22.7%, N=64	36.9%, N=104	33.3%, N=94	5%, N=14	2.1%, N=59	100%, N=282
Manageable workload	51.1%, N=144	25.5%, N=72	15.6, N=44	5%, N=14	2.8%, N=8	100, N=282
Non gendered nature of policy utilization	20.5%, N=58	36.9%, N=104	22%, N=62	5.7%, N=16	14.9%, N=42	100%, N=282
Organization culture towards WLB practices	30.5%, N=86	45.4%, N=128	17.7%, N=50	3.5%, N=10	2.9, N=8	100%, N=282
Perceptions of fairness by other colleagues	21.3%, N=60	51.1%, N=144	23.4%, N=66	2.8%, N=8	1.4%, N=4	100%, N=282
Personal reasons e.g. Family holiday arrangements	31.2%, N=88	36.9%, N=104	23.4%, N=66	3.5%, N=10	5%, N=14	100%, N=282
Positive career consequences	22.7%, N=64	37.6%, N=106	35.5%, N=100	2.8%, N=8	1.4%, N=4	100%, N=282
Reward and recognition of staff accomplishing their work during working hours only	31.9%, N=90	24.8%, N=70	30.5%, N=86	7.8%, N=22	5%, N=14	100%, N=282
Support from supervisors	57.4%, N=162	28.4%, N=80	11.3%, N=32	0.7%, N=2	2.2%, N=6	100%, N=282
Support from top management	57.4%, N=162	20.6%, N=58	17.1%, N=48	1.4%, N=4	3.5%, N=10	100%, N=282
Supportive working environment	53.3%, N=150	30.5%, N=86	9.9%, N=28	3.5%, N=10	2.8%, N=8	100%, N=282

#### **4.2.4 Potential obstacles for WLB practices implementation**

Obstacles to implementing WLB practices stipulated in the Employment and labour relations Act 2004. The question was to find out obstacles towards implementation of WLB practices among NGO employees in the health sector in Tanzania. The same factors used in identifying facilitators were considered as obstacles and result show that:

Study results show that there are various factors contributing to failure to implement WLB practices by employees. Organization culture towards WLB practices and resistance from supervisors were at 56.7%, N=160. Resistance from top management and reward and recognition of staff working long hours were at 57.4%, N=162, Unmanageable workload scored 66.7%, N=188 and general un-supportive environment at 68.1%, N=192. Results for all factors are as seen in table 9 below:

**Table 9: Participants' perception on the obstacles that hinder implementation of WLB practices**

<b>WLB Practice</b>	<b>Agree (%)</b>	<b>Neutral (%)</b>	<b>Disagree (%)</b>	<b>Grand Total</b>
Fear of being perceived as uncommitted	43.3%, N=122	19.1%, N=54	37.6%, N=106	100%, N=282
Gendered nature of policy utilization	35.5%, N=100	26.2%, N=74	38.3%, N=108	100%, N=282
Negative career consequences	41.8%, N=118	38.3%, N=108	19.9%, N=56	100%, N=282
Organization culture towards WLB practices	56.7%, N=160	22%, N=62	21.3%, N=60	100%, N=282
Perceptions of unfairness by other colleagues	34%, N=96	29.1%, N=82	36.9%, N=104	100%, N=282
Personal reasons. Family holiday arrangements	34.8%, N=98	29.1%, N=82	36.2%, N=102	100%, N=282
Resistance from supervisors	56.7%, N=160	17.7%, N=50	25.5%, N=72	100%, N=282
Resistance from top management	57.4%, N=162	18.4%, N=52	24.1%, N=68	100%, N=282
Reward and recognition of staff long hours	57.4%, N=162	20.6%, N=58	22%, N=62	100%, N=282
Un-manageable workload	66.7%, N=188	14.9%, N=42	18.4%, N=52	100%, N=282
un-supportive working environment	68.1%, N=192	11.3%, N=32	20.6%, N=58	100%, N=282

#### 4.2.5 Possible solutions to overcome the obstacles.

Participants were required to agree or disagree to the proposed possible solutions to the obstacles to implementing WLB practices. Results show that most of the participants (80.9%, N=228) proposed Training supervisors and staff is a possible solution to overcome obstacles. Results for other proposed solution are presented in the table 10 below:

**Table 10: Possible solutions to overcome obstacles in implementing WLB practice**

WLB Practices	YES (%)	NO (%)	Total (%)
Management to lead by example in utilization of WLB policies	60.3%, N=170	39.7%, N=112	100%, N=282
Awareness raising	63.1%, N=178	36.9%, N=104	100%, N=282
Change organization culture towards implementation of WLB practices	61%, N=172	39%, N=110	100%, N=282
Link performance management to output	51.8%, N=146	48.2%, N=136	100%, N=282
Management and HR review request to utilize WLB policies	69.5%, N=196	30.5%, N=86	100%, N=282
Recognize staff who do not put in long hours	28.4%, N=80	71.6%, N=202	100%, N=282
Review workload for each employee	63.8%, N=180	36.2%, N=102	100%, N=282
Train supervisors and staff on importance of WLB	80.9%, N=228	19.1%, N=54	100%, N=282

Lastly, results indicated that the Mean working time in a day is 8.85 and the Mean working hours in a week = 45.34

## 4.2 Qualitative data results

### Demographic characteristics of key informants.

**Table 11: Summary of selected themes and sub-themes from key informant interview**

Themes	Sub-themes
Awareness of WLB practices in the organization	<ul style="list-style-type: none"> <li>◆ Ability to manage work and family matters</li> <li>◆ Good time management to improve productivity</li> <li>◆ Employees awareness of WLB practices</li> <li>◆ Organizational arrangements to ensure employees awareness of the WLB practices existing at workplace</li> <li>◆ Employees communication channels established</li> </ul>
Organizations efforts towards WLB practices implementation	<ul style="list-style-type: none"> <li>◆ Ensuring compliance to working hours' regulations</li> <li>◆ Provision of special treatments to lactating mothers</li> <li>◆ Necessity to work overtime</li> <li>◆ Adherence to regulations governing employee leaves</li> <li>◆ Organizational practices to raise employees' awareness on importance of taking leaves</li> <li>◆ Implementation of employees rights and benefits by organization</li> <li>◆ External influence to management to comply with WLB practice</li> <li>◆ Organization culture to staff development and self-care practices</li> </ul>
Facilitators towards implementation of WLB practices in the organization	<ul style="list-style-type: none"> <li>◆ Getting to know the needs and manage employee's expectations towards implementation of WLB practices</li> <li>◆ Channels in place for employees to report issues related to implementation of WLB practice</li> </ul>
Challenges towards implementation of WLB practices in your organization	<ul style="list-style-type: none"> <li>◆ Organizations work related challenges towards implementing WLB</li> </ul>
Strategies may be employed to overcome these challenges	<ul style="list-style-type: none"> <li>◆ Accessibility of solutions to challenges interfering with staff well being</li> <li>◆ Management commitment towards addressing arising challenges</li> </ul>

### **4.2.1 Awareness of WLB practices in the organization**

Respondents described their understanding of WLB as the ability to manage work and family matters and some have gone further and associated WLB with good time management to improve output in all areas. Also, respondents gave their opinion on the employees' awareness on WLB practices. Various arrangements that organizations use to increase employees' awareness and communication channels to be used were explained.

#### ***Ability to manage work and family matters***

Most of the respondents reported that a good number of employees have demonstrated the ability to manage work and family matters demonstrated by the work life and personal life all-together that is the ability to perform both work and personal responsibilities. One respondent said that:

*"WLB is the ability of an employee to carry out both work and personal life as planned"*  
HR Officer 3

#### ***Good time management to improve productivity***

Other respondents in their response related WLB with good time management to improve productivity. Most respondents reported that good time management has a direct link with WLB status of an employee which eventually result into improved productivity of the employee as well as of the organization. This was cemented by one respondent who said:

*"Basically good time management by balancing work life and personal life to improve productivity and have healthier work force"* HR Officer 4

#### ***Employees awareness of WLB practices***

Most respondents explained that many employees are aware and a few are unaware due to various reasons. One of them said:

*"I think most of them are aware of the practices as they are accessible to staffs in the shared drive documents, some practices in their employment contracts and some have*

*come as culture of institution and have been adhered and accepted as norms of conducts to many" HR Officer 6*

***Organizational arrangements to ensure employees awareness of the WLB practices are existing at the workplace***

Different arrangements within organizations including trainings, staff meeting, emphasis on reading organization policies and orientation to new staffs are some of the arrangements that respondents have mentioned to be applied by the organizations to enhance awareness of WLB practices among its employees. To elaborate this one respondent said that:

*"We have quarterly staff meetings, in which we discuss various issues concerning WLB, ...through those meetings we encourage employees to read the available organization policies in the shared drive for more details on various WLB practices implemented by the organization ..... For new staffs also we usually have orientation sessions where we explain most WLB practices of the organization". HR officer 1*

***Employees communication channels established***

Respondents from KII reported that the existing employees' communication channels enhanced WLB awareness in the organization. The reported channels include regular staff meetings, use of emails and suggestion box as ways used by employees to get awareness on various WLB practices and also be able to contribute to improving WLB environment in their organization. *"Well... we have clearly set the communication channel that employees can use to communicate their contribution on improving their WLB, they are allowed to use staff meeting gatherings, emails and suggestions box. Yeah...For example an employee can write email to his/her supervisor or address it to HR unit and they are allowed to write to the top management in case they cannot communicate to the other two levels" HR Officer 6*

#### **4. 2.2 Organizations efforts towards WLB practices implementation**

Respondents have elaborated efforts that organizations do purposely to enhance implementation of WLB practices. Some of the efforts require employees to comply, some are for special groups of employees and others are external requirements that employers need to comply to enhance WLB among its employees.

##### ***Ensuring compliance to working hours' regulations.***

Respondents explained that one of the efforts organizations apply to enhance WLB practices implementation is compliance to working hours' regulations. Employees are required to comply to the organization's working hours' regulations like official working hours as well as flexi hours (employee self-scheduling of working hours as per organization's policy) for those whom the policy applies. Intended efforts by the organization to ensure employees start working and finish on time facilitated employees to implement WLB practices.

*"...we ensure that by making sure that we work for 5 days in a week from 8am to 5pm so that after that time employees can go and concentrate in their personal issues. Secondly we for employees allowed to apply flexi hours are encouraged to apply them in order to balance their work and personal life due to the nature of their work...." HR officer 1.*

##### ***Provision of special treatments to lactating mothers.***

Most of the respondents reported this to be a working efforts which empower women working in NGO setting. Provision of a special room for lactating mothers who come with their little ones has been reported by respondents to favorably enhance WLB implementation among lactating mothers working in NGOs.

*"...For example a lactating mother who has no a helper at home and both parents are employed, there is a special room well-furnished to accommodate the mother and the baby therefore the mother can come with the baby and attend her while working without being worried about the baby". HR officer 2.*



***Necessity to work overtime.***

Most respondents explained that in order to discourage employees to work overtime unnecessarily the power has been left upon senior management to approve any request to work overtime. There has to be an explanation to the senior manager to approve employee's request to work overtime. This process may not be liked by many employees therefore they have to ensure they use well an allocated time to accomplish their work so that they can leave office early to attend other personal responsibilities.

*"First of all, overtime has to be approved by the supervisor and also for some employees who go on hours outside of normal work, for example the teams that implement field activities have grown compensated by resting the day for extra hours working and entering work at their flexible", HR Officer 7.*

***Organizational practices to raise employees' awareness on importance of taking leaves.***

Respondents have reported to send reminders to employees to take their leaves on quarterly basis, orienting them into WLB practices of the organization through staff meetings and their importance. These have been reported by respondents to help enhancing WLB among employees.

*"Quarterly reminders sent to all staff reminding them to take their leave by explaining how important their leaves are to their personal life as well as their health" HR Officer 4,*

Also, inclusion of basic WLB practices in employment contracts has been reported by the respondent as a purposeful effort by the organizations to enhance awareness of WLB practices among employees.

*"Awareness is raised during new contracts written and a reminder is set to plan from the very beginning how they should use different WLB practices", HR Officer 9.*

***Implementation of employees' rights and benefits by organization.***

It has been reported by respondents that provision of benefit to enjoy medical cover for the employee and family members and right to allow delegation of duties for employee who is out of office are efforts which enhance WLB implementation among employees in NGOs.

"...delegation of responsibilities during leaves. We offer insurance as a treatment to the employee and his or her family", *HR Officer 5.*

***External influence to management to comply with WLB practice.***

Respondents have mentioned the role that external institutions can pose to organization that can enhance WLB implementation. They mentioned the need to comply to Occupational Safety and Health Authority (OSHA) regulations or other International Organization for Standardization (ISO) regulations on WLB implementation to have significant contribution to enhance WLB implementation in the organization.

"...currently we are ISO certified and to hold the validity of the certificate as an organization we are required to comply with all that is the standard...and we are audited twice in a year, internal and external audit", *HR Officer 1.*

***Organization culture to staff development and self-care practices.***

Respondents reported organization culture to have a share in enhancing employees to implement WLB practices. Arranged trainings to the employees is a positive working culture to influence WLB implementation among employees as people are exposed to new experiences and knowledge during training which may result into improved efficiency in work and the employee can be able to have time to participate in other off-work activities.

"As I have explained earlier...our organization has a good culture which supports WLB practices, our policies encourage and offer learning opportunities to staffs and trainings which I think it's a good culture", *HR officer 2.*

Another respondent has mentioned that their organization values self-care to the extent that it may result into disciplinary actions.

*"One of our culture code is demonstrate care... and here we encourage staff to look after themselves as well as looking after one another. And breaching our culture code is a disciplinary offence", HR Officer 4.*

#### **4.2.3 Facilitators towards implementation of WLB practices in the organization**

Respondents have made it clear that in order to facilitate implementation of WLB practices there is a need to know WLB needs and expectations of the employees so that they can be managed well for the benefit of both the organization and employees.

***Getting to know the needs and manage employees' expectations towards implementation of WLB practice.***

Conducting regular meetings, using emails, telephone and suggestion box were frequently mentioned by the respondents as facilitators to implementation of WLB practices. *HR officer 3 said that,*

*" .. we have bi-weekly meetings for all staff, monthly for institutional leaders, and monthly for community of service meetings". We use these meetings to getting to know the needs of the employees towards implementation of WLB practices and plan to management employees' expectations towards WLB practices implementation so as to facilitate the implementation of WLB practices stipulated in Act 2004. Conducting regular meeting with employees appear to be a significant facilitation strategy towards implementation of WLB".*

Moreover, one respondent said: *" ...most of the time employee needs are urgent and private in those situations they can call for advice from HR unit and they can proceed after notifying HR unit, not all cases need to be reported via email". HR Officer 9.*

#### **4.2.4 Challenges towards implementation of WLB practices in your organization**

Most challenges explained by the respondents were associated with the working nature and setting of NGO organizations which mostly have massive work and require regular reporting with strict deadlines. Other challenges were attached to employee's perception on work.

##### ***Organizations work related challenges towards implementing WLB.***

Respondents reported that the working environment of NGOs itself is a challenge as employees work beyond normal working hours so as to meet internal and external deadlines and the reason for this situation was mentioned to be under-staffing; one respondent said

*"Mostly because the health sector is understaffed and so the NGO staff has to work around tight schedules of the health staff and end up using most of the time chasing appointment and meeting that are sometime outside of their normal working time". HR Officer 4*

On the same note another respondent added employee cultural aspect and said,

*"Working in donor funded project has a lot of requirements to meet, a lot of reports to submit on regular basis in that case it becomes difficult for employees to exercise WLB practices Yeah ... staying beyond working hours sometimes it is unavoidable when you work to meet report deadlines regardless of internal or external report. Also I think cultural aspects apply amongst employees, where some seems to believe long working hours, carrying assignments prove the efficiency or sometimes staying more late hours prove efficiency toward work.....something which I think is a wrong perception" HR Officer 6*

#### **4.2.5 Strategies may be employed to overcome these challenges**

Respondents proposed strategies that need to be deployed by the organizations to overcome the challenges. Availability of easily accessible ways to report and get feedback, management's commitment towards addressing arising challenges and flexibility of the managements towards changing WLB needs of the employees were among proposed solutions.

##### ***Accessibility of solutions to challenges interfering with staff well-being.***

Respondents mentioned use of anonymous web portals and availability of HR counselling desks have been reported by respondents as working strategies to overcome challenges relating to WLB implementation.

*" .. we have anonymous portal (Internet link) where staffs can sign in and report their challenges regarding WLB issues as well as other non-work issues ... HR team on regular basis have sessions with employees through this portal. HR team has been reviewing submitted challenges on regular basis and provide feedback as soon as possible", HR Officer 7*

##### ***Management commitment towards addressing arising challenges.***

Respondents showed the need for the organization to commit to work on the reported challenges by the employees as it is vital to overcome WLB challenges in the organization. By providing a room to discuss WLB related issues affecting employees, organizations commit itself to try to address WLB issues arising at specific period of time.

*"We usually use discussions if the challenge has been brought in the meeting to get views of many employees and also the organization has its chance to align the employees request with the capacity of the organization in terms of resources and effects on overall organization performance but the main aim is to help employees balance their work and life outside work", HR Officer 6.*

***Organization's perception of challenges relating to WLB practices of employees.*** This was reported by some respondents to be among solutions to overcome WLB challenges in the organization. Flexibility being mentioned to be crucial especially with the changing

dynamics within WLB subject. Management of organizations were advised to be as flexible as possible employees' WLB issues.

*"Aaaa...institutions may try to be as flexible as possible as known challenges are fewer compared to real emerging challenges that employees face.", HR Officer 8*

***Giving feedback on the challenges communicated or observed to the employees.***

Respondents mentioned that providing feedback to employees on their reported WLB issues is part of the solutions to overcome WLB challenges among employees. When feedback is provided to employees it helps increasing their awareness on WLB practices and it minimizes recurring WLB challenges among employees. Management of organizations are encouraged to provide feedback to the challenges reported.

*"Mmmm...the channel for feedback will depend on the channel it was presented ...but if it benefits majority then it will be communicated through our regular staff meetings", HR Officer 6*

## **CHAPTER FIVE**

### **DISCUSSION OF THE FINDINGS**

#### **5.0 Introduction**

The main objective of this study was to evaluate implementation of WLB practices among employees working in health sector NGOs according to Tanzanian Employment and Labour Relation Act 2004. The social demographic characteristics of participants who participated in this study included both male and female employees with different length of service in their organizations, different age groups, different work units and level of education. The combination of these characteristics add more value to the results of this study. A majority of NGO employees in health sector found that they can moderately manage their work and personal life which entails that the setting in health sector NGOs have favorable environment for implementation of WLB practices. The significant findings of the study are as follows:

#### **5.1 Awareness of WLB practices**

It is evident from the findings of this study through questionnaire that a large proportion of NGO employees' in the health sector are aware of the WLB practices existing in their organizations. It was found that 83%, N=234 of employees were aware of the WLB practices in their organizations. On the participants' familiarity to the WLB practices, annual leave scored 87.9%, N=248 and more interesting familiarity on the family related WLB practices was on average of 67.7%, N=190. One study conducted by (Njenga, 2014) found that 68% of UNDP employees were aware of WLB practices and female respondents were many. Results revealed that awareness on WLB practices among employees in health sector NGO setting is relatively higher as compared to this particular study. The explanation to the difference could be due to the geographical diversities that the previous study was conducted in offices located in different countries, Somalia and Kenya and the current study was based on health sector NGOs located in Kinondoni district only. On the employees' familiarity to WLB practices the findings on the two studies are the almost similar especially on the family-related WLB practices. The

finding further showed that Human Resources unit, Organization management and colleagues played a key role in dissemination of information on WLB practices in NGO setting. Moreover, findings show that more than 70% (198 out of 282) of the participants viewed various WLB practices as important to extremely important in balancing their work and life responsibilities which is in line with the emphasis that the Employment and Labour Relations Act, 2004 (MOL, 2004) has put to help employees balance their work and personal life.

Through interviews with HR officers the study found that most of the employees are aware of the WLB practices and their explanation firmly cement the finding that Human Resources unit plays a greater role in disseminating information on WLB practices among NGO employees.

## **5.2 WLB implementation practices among employees in the health sector in Tanzania**

The study findings show that 90%, N=254 of employees in health sector NGOs have made some efforts to request to utilize the WLB practices in their organizations. Results show that 89.4%, N=227 of the requests were accepted and the rest were declined for various reasons. This study found personal, organization culture, negative reaction to request and heavy workload were among reasons mentioned to impair implementation of WLB practices. This is well supported by the study findings by (Njenga, 2014) which mentioned similar reasons from UNDP employees in Somalia and Kenya. The key informants also reported that utilization of WLB practices is sometimes linked to personal reasons as to other employees practicing WLB practices is not their priority. In her study (Njenga, 2014), 78% of the requests were accepted which is a bit lower as compared to the finding of this study (89.4%, N=227) the composition of the team, nature of work and WLB practices available in the organization could explain the differences in the scores between the two studies. In NGO setting the composition of program technical team is higher as compared to other teams and it was reported by key informants in some organizations that program team can apply flexi-working hours due to the nature of their work. However, findings revealed out that women are most expected to take good care of their families and should be given ample time to exercise their WLB practices than their



counterpart as revealed in this study that female have higher scores on the use of Annual leave, working hours in a day and working days in a week something which has been observed in the previous study conducted by (Njenga, 2014).

### **5.3 Facilitators to implementing WLB practices**

Findings revealed that support from top management and support from supervisor both at 57.4%, N=162 and manageable workload at 51.1%, N=144 were mostly identified facilitators by the participants which enhance implementation of WLB practices. The efforts reported by respondents of key informant interviews to be applied by the organization to enhance implementation of WLB practices like reminders to employees to go on leave use of staff meetings to discuss employees WLB issues show that managements support is equally important facilitator to implement WLB practices among NGO employees in the health sector. This study finding is supported by previous study which declared that management plays a vital role as a facilitator for WLB practices implementation through its responsibility of setting norms and conditions in the organization (Kurnia, 2017). Therefore, with this huge responsibility placed on management WLB is not a sole responsibility of an employee but a shared responsibility between employer and employee.

### **5.4 Obstacles to implementing WLB practices.**

Findings show that heavy workload 66%, N=188 and un-supportive working environment 68%, N=192 were the leading factors hindering implementation of WLB practices among NGO employees in the health sector. Other obstacle factors include resistance from top management, resistance from supervisor, reward and recognition of staff long hours and Organization culture to have contributed to employee's failure to implement WLB practices by more than 55%. A study by (Rani et al., 2011) showed that supervisory support had a positive impact on employee perception and attitude towards use of WLB practices. Moreover, (Estes and Michael, 2005) cited ego and pride combined with the fear of job loss especially amongst the young employees as the main obstacle to utilization of WLB which is a likely trend observed in NGO setting where 29%, N=30 of youngest employees fear request or use WLB practices for them not to be perceived as un-committed to work. On top of that, study finding show that key

informants are in support that, heavy workload could be an obstacle factor though not always as employee's personal factors also contribute in non-use of WLB practices.

From the findings, there was clear evidence that strategies need to be put in place and shared to all employees and the management in order to overcome the obstacles. Majority (80%, N=228) employees cited training supervisors and staff on importance of WLB practices as one of the most effective strategy that would increase uptake of WLB practices among NGO employees in Tanzania. The findings further showed that review of workload; awareness raising; the management and HR unit could play a key role in overseeing the application and approval process for utilization of WLB practices. One key informant explained that organizations need to be as flexible as possible in dealing with employees' WLB issues. The need for flexibility factor was revealed in study conducted by (Njenga, 2014) when UNDP Somalia employees responded that study leave (63%) and flextime (53%) were commonly used WLB practices to help them balance their work and other personal responsibilities. Contrary to this study finding only 12% of the participants to her study (Njenga, 2014) proposed training to supervisor as a solution to overcome WLB implementation obstacles. The reason to this different view could be the powers that have been vested into supervisors to approve or decline request to utilize WLB practices in NGOs where the request can be approved when program targets are in good progress.

## **CHAPTER SIX**

### **CONCLUSION AND RECCOMENDATIONS**

#### **6.0 Introduction**

This chapter presents a conclusion based on the findings presented and discussed in chapters four and five above:

#### **6.1 Conclusion**

This study concludes that employees working in the health sector NGOs in Tanzania are aware of the WLB practices in the Tanzanian Employment and Labour Relations Act 2004. It was obviously noted that HR teams in the organizations do their best to follow the Labour Act guidance to ensure they assist employees balance their work and personal life. However, it is worth noting that being aware of the WLB practices do not always imply its utilization. There are many reasons that hinder successful implementation of WLB practices both at organizational level as well as at individual's level. At an organizational level top management's and supervisors' attitude towards WLB issues significantly impact implementation of WLB practices among employees in the health sector NGOs. There is a high possibility that even the nature of operations and setting up of NGOs to meet donor's programmatic targets and reporting deadlines provide little chance for employees to implement WLB regardless of them being aware of the WLB practices. Both employees and supervisors need sensitization to build supportive attitude towards implementation of WLB practices among employees working in the health sector NGOs. Study findings provided evidence that organizations need to quickly adapt to the rapidly changing workforce to identify more relevant practices that will improve implementation of WLB practices especially for men working in the health sector NGOs in Tanzania.

## **6.2 Recommendations**

### **6.2.1 Recommendations for NGOs top management**

1. It is recommended that supervisors undergo training to equip them with the necessary skills to grant, monitor and encourage usage of WLB policies within their departments.
2. It is also the recommendation of this study that organizations should make necessary efforts to incentivize men to utilize WLB practices as good balancing of work and life improves individual performance and eventually organization's performance.

### **6.2.2 Recommendations for government policy makers**

1. Government has a legal, social and moral responsibility to ensure that all its citizens have merit life, it is recommended to the policy makers to prepare a monitoring tool in which employers will regularly be reporting status of WLB practices implementation according to the Tanzanian Employment and Labour Relations Act 2004 in their organizations.

### **6.3.3 Recommendations for further research**

1. Further research should be conducted on employee home life balance practices
2. Further research should be carried out on leave and family care optimization

## **6.3 Study limitations and mitigations.**

Due to the data collection methods used in collecting data using key informant interviews the study was subjected to danger of self-reported data or information bias. Information bias is common in collecting data especially when using key informant interviews in collecting qualitative data. Information bias may be a result of selective memory in remembering or not remembering experiences or events that occurred at some point in the past, telescoping by recalling events that occurred at one time as if they occurred at another time, attribution the act of attributing positive events and outcomes to one's own agency, but attributing negative events and outcomes to external forces and exaggeration which is the act of representing outcomes or embellishing events as more significant than is actually suggested from other data.

**Mitigation strategy for study limitations.**

The impact of this limitation did not adversely affect the interpretation and conclusion of this study findings. There was ensured commitment of data confidentiality which was laid to the researcher who communicated that responsibility clearly to the participants. To mitigate the recall bias, the researcher where necessary was set time period within 12 months for questions that required the participant to recall some events or situations occurred in the past. Also, the researcher avoided questions that were too subjective that prompted the participant to give response favoring one side to protect their interests.

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## 7.0 Appendices.

### 7.1 Appendix 1: Consent to participate in the study (English version)



#### Introduction

This consent form is comprised of two sections;

1. Information to the participants (regarding the study)
2. Consent form (to be filled in case the participant is willing to participate in the study)

#### **Section 1: Information form**

##### *Introduction*

Dear Participant greetings!

I want to thank you for responding to our invitation to participate in our study.

My name is **Flaviana Gervas**, from Muhimbili University of Health and Allied Sciences (MUHAS). We are conducting an assessment on the implementation of Work-life balance practices for Non-Governmental Organizations (NGOs) employees working in the health sector in Tanzania. I would like to explain to you the content in this consent form and welcome you to this study. This consent form may contain words that you do not understand. Please do not hesitate to ask in case further clarification is needed on any information in this consent form before you sign. We will be glad to assist you to understand the information in the form.

##### *Purpose of the study*

To assess implementation of Work-life balance practices for employees working in health NGOs in Tanzania.

***What participation involved***

Your participation in this study means your response to the questions from the principal investigator and the research assistant during the study period.

***Confidentiality***

All information collected in this study will be kept confidentially and will only be used for the purpose of this study. No any publication will include your identity

***Risk***

We do not expect any harm resulting from your participation in this study.

***Right to withdrawal***

Taking part in this study is voluntary and refusal to participate or withdrawal will not involve penalty or loss to you, or to any person related to you.

***Benefits***

There is no any direct benefit that you will obtain from your participation in this study. However, your participation is very important in enabling to answer the questions in this study which will help in improving work-life balance among employees working in NGOs under health sector in Tanzania.

***Approval***

This study has successfully sought approval from proper and informed authorities.

***Feedback questions***

In case we wish to get some more clarifications from you after the initial interview, or in case we would like to ask you additional questions after getting answers from the previous questions we kindly ask for your responses.

***Who to contact***

**For any inquiries regarding this study, you can contact:**

**Ms. Flaviana Gervas,**

Muhimbili University of Health and Allied Sciences (MUHAS),

P.O BOX 65001, Dar-es-salaam.

Mobile phone 0753 432 995.

E-mail: flaviana.gervas@yahoo.com.

**If you have any questions concerning your right as a participant, you may contact**

**Dr. Bruno Sungunya**, Chairperson of Research and Publication of MUHAS,

P. O. Box 65001, Dar es Salaam.

Tel: +255-022-2152489, Fax +255-022-2152489, Email drp.muhas.ac.tz.

**N.B:** A copy of this consent form will be given to you to keep.

**Section two: Consent form**

I have been invited to participate in the study to assess factors influencing Work-life balance for employees working in NGOs in Tanzania.

I have read and understood the basic explanations about this study. I had a chance to ask questions about this study and I have received enough answers from the researcher. I myself consent to participate in this study.

**Name of participant** \_\_\_\_\_

**Signature of participant** \_\_\_\_\_

**Date** \_\_\_\_\_

**Day/month/year**

## 7.2 Appendix 2: Consent to participate in the study (Kiswahili version)



### Utangulizi

#### Fomu hii ya idhini ina sehemu mbili:

- Fomu ya taarifa (**Taarifa kuhusiana na utafiti kwa washiriki**)
- Hati ya idhini (**Kwa ajili ya sahihi ikiwa mshiriki amekubali kushiriki**)

### Sehemu ya 1: Fomu ya taarifa

#### *Utangulizi*

Ndugu mshiriki, salaamu. Ninapenda kukushukuru kwa kutenga muda wako na kukutana na mimi siku ya leo.

Majina yangu ni **Flaviana Gervas** kutoka chuo kikuu cha afya na sayansi shirikishi za afya Muhimbili. Tunafanya utafiti kutathmini utekelezaji wa taratibu zinazoshawishi uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB) miongoni mwa waajiriwa katika taasisi zisizomilikiwa na serikali (Non-Governmental Organizations) zilizopo chini ya sekta ya afya nchini Tanzania. Fomu hii ya idhini inaweza kuwa na maneno ambayo huelewi. Tafadhali usisite kuuliza ikiwa ufafanuzi zaidi unahitajika juu ya habari yoyote katika fomu hii ya idhini kabla ya kusaini. Tutafurahi kukusaidia kuelewa maelezo katika fomu.

#### **Lengo la utafiti**

Kutathmini mambo yanayoshawishi uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB) ya wafanyakazi wanaofanya kazi katika mashirika ya afya yasiyo ya kiserikali nchini Tanzania.

#### **Ushiriki wako unahusisha nini?**

Kushiriki kwako kunamaanisha kukubali kujibu maswali kutoka kwa mtafiti mkuu au Msaidizi wakati wa mahojiano.

**Usiri**

Taarifa zote zitazopatikana katika utafiti huu zitatumika kwa usiri mkubwa na zitatumika kwa malengo tu ya utafiti huu. Hakuna chapisho lolote au andiko litakalobainisha utambulisho wako.

**Athari**

Hatutegemei ikiwa kuna athari hasi zozote zitakazotokana na ushiriki wako katika utafiti huu.

**Haki ya kujiondoa**

Ushiriki wako ni wa hiari. Kukataa kushiriki au kujiondoa wakati wowote baada ya kutoa idhini hakutasababisha athari wala madhara yoyote kwako au kwa mtu yeyote Yule anayekuhusu.

**Faida**

Hakuna faida yoyote ya moja kwa moja ambayo utapata kutokana na ushiriki wako katika utafiti huu. Hata hivyo, ushiriki wenu ni muhimu sana katika kuwezesha kujibu maswali katika utafiti huu ambao utasaidia katika kuboresha uwiano wa maisha miongoni mwa wafanyakazi katika mazingira ya *NGO* za afya nchini Tanzania

**Kibali**

Utafiti huu umefanikiwa kuombewa kibali kutoka kwa mamlaka zote zinazohusika

**Maswali mrejesho**

Ikiwa tutahitaji ufafanuzi baada ya mazungumzo ya awali au kuhitaji kuuliza maswali ya nyongeza baada ya kujibiwa ya awali tutaomba tunaporudi au kupigia simu utupokee.

**Nani wa kuwasiliana nao**

**Ms. Flaviana Gervas,**

Chuo kikuu cha Afya na Sayansi Shirikishi Muhimbili(MUHAS),

S.L.P 65001, Dar-es-salaam.

Simu: 0753 432 995.

Barua pepe: flaviana.gervas@yahoo.com.

Kuhusu haki zako katika ushiriki, waweza kuwasiliana na Mwenyekiti wa kamati ya Seneti ya Chuo Kikuu cha Afya na Sayansi Shirikishi Muhimbili inayohusika na Tafiti na Machapisho, Dkt. Bruno Sunguya

SLP 65001 Dar es Salaam

Simu: 0685 217 272

**Sahihi(Mtafiti).....**

**Sehemu ya pili: Hati ya idhini**

Nimealikwa kushiriki katika utafiti huo ili kupima utekelezaji wa taratibu zinazoshawishi uwiano wa maisha ya wafanyakazi wanaofanya kazi katika taasisi zisizomilikiwa na serikali zilizopo katika sekta ya afya nchini Tanzania.

Nimesoma/kusomewa maelezo ya msingi juu ya utafiti huu. Nimepata fursa ya kuuliza maswali kuhusiana na utafiti huu na nimejibiwa kiasi cha kuniridhisha. Kwa hiari yangu mwenyewe nakubali kushiriki katika utafiti huu.

**Jina la Mshiriki** \_\_\_\_\_

**Sahihi ya Mshiriki** \_\_\_\_\_

**Tarehe** \_\_\_\_\_

**Siku/mwezi/mwaka**

Maelezo ya mtafiti au muomba idhini

Nathibitisha kuwa mshiriki amepewa fursa ya kuuliza maswali na maswali yote aliyouliza yamejibiwa kwa ufasaha kwa mujibu wa ufahamu wangu. Nathibitisha kuwa mshiriki ametoa idhini ya kushiriki kwa hiari yake mwenye bila shuruti wala kurubuniwa.

Nakala ya fomu hii ya idhini imetolewa kwa mshiriki;

**Jina la mtafiti/ muomba idhini** \_\_\_\_\_

**Sahihi ya mtafiti/ muomba idhini** \_\_\_\_\_

**Tarehe** \_\_\_\_\_

Siku/mwezi/Mwaka

**Nambari ya mshiriki:** \_\_\_\_\_

### **7.3 Appendix 3: Questionnaire (English version)**

#### **MUHIMBILI UNIVERSITY OF HEALTH AND ALLIED SCIENCES (MUHAS) SCHOOL OF PUBLIC HEALTH AND SOCIAL SCIENCES (SPHSS)**

#### **Assessment of implementation of WLB practices for employees working in health non-governmental organizations (NGO) in Tanzania**

##### ***Background Demographics***

The following demographic questions will help me know the characteristics of my **participants** which will bring great value in analyzing and reporting the data. Your responses are confidential and anonymous and no responses will be attributed to individuals.

1. How many years have you been working with your current organization?

2. What is your current age?

3. What is your gender?

- i. Female
- ii. Male

4. What is your highest level of education?

- i. Primary
- ii. Secondary level
- iii. Undergraduate level
- iv. Postgraduate level
- v. Doctorate level

5. Which part do you work for in your organization?

- i. Program technical
- ii. Finance
- iii. Procurement
- iv. Administration
- v. Transport
- vi. ICT/IT



***General knowledge on Work-life Balance Practices***

6. Work-life balance practices is work place support systems or rather the measures the National and organizations have put in place to support employee's work-life balance. Does your organization have Work-life Balance practices?

- i. Yes
- ii. No
- iii. I don't know

7. Please indicate which of the following Work-life Balance practices you are familiar with?

(Put a ✓ in front of practices you are familiar with and mention where necessary)

- i. Working hours in a day
- ii. Working days in a week
- iii. Annual leave
- iv. Maternity leave
- v. Paternity leave
- vi. Breastfeeding time
- vii. Family leave (for childcare, compassionate leave and family emergency)
- viii. Others (mention).....

8. How did you become aware of these practices? (Put a ✓ in front of ways you have become familiar to WLB practices and mention others where necessary)

- i. Online training
- ii. Intranet
- iii. Human Resources unit
- iv. Staff Association
- v. Colleagues
- vi. Management of the organization

9. How important is each of the following practices?

	Not important	Neither important nor unimportant	Important	Very Important	Extremely Important
i. Working hours in a day					
ii. Working days in a week					
iii. Annual leave					
iv. Maternity leave					
v. Paternity leave					
vi. Breastfeeding time					
vii. Family leave (for childcare, compassionate leave and family emergency)					

***WLB practices implementation among employees working in health NGOs in Tanzania***

10. Have you ever requested to utilize any of the WLB practices in the past 12 months?

- i. Yes
- ii. No

11. If No, please indicate which of the following reasons for your failure to request to take up Work-life Balance practices despite there being a need? (Put a ✓ in front of reasons and mention others where necessary)

- i. Negative reaction to the request
- ii. Negative career consequences
- iii. My gender
- iv. Heavy workload
- v. Organization culture
- vi. Personal reasons
- vii. Others(mention).....

12. If Yes, was your request accepted?

- i. Yes
- ii. No

13. If not, how many times has the request to utilize WLB policies been declined?

- i. Once
- ii. Twice
- iii. More than twice

14. Please indicate which of the Work-life Balance practices listed below you have utilized in the past 12 months. (Put a ✓ in front of the WLB practices and mention others where necessary)

- i. Working hours in a day
- ii. Working days in a week
- iii. Annual leave
- iv. Maternity leave
- v. Paternity leave
- vi. Breastfeeding time
- vii. Family leave (for childcare, compassionate leave and family emergency)
- viii. Others (mention) .....

15. Have you ever requested for a change in the way you regularly work?

- i. Yes
- ii. No

16. If Yes, was it Accepted?

- i. Yes
- ii. No

17. If not how many times has the request to change how you regularly worked been declined?

- i. Once
- ii. Twice
- iii. More than twice

18. If not accepted, what were the reasons for the request to be declined (Put a ✓ in front of reasons and mention others where necessary)

- i. My gender
- ii. Not relevant to your career background
- iii. Not relevant to the organization's culture
- iv. Lack of manager's support
- v. Workplace conflicts
- vi. Others (mention).....

19. How many hours do you work in a day? .....

20. How many hours do you work in a week? .....

21. Do you find yourself unable to spend enough time with your family?

- i. Yes
- ii. No

22. How easy is it to balance your Work-life and personal life while working as an NGO employee in the health sector in Tanzania?

- i. Extremely easy
- ii. Very easy
- iii. Moderately easy
- iv. Slightly easy
- v. Not at all easy

***Facilitators and obstacles to implement WLB practices in health NGOs in Tanzania.***

23. In your opinion what are the facilitators to implementation of Work-life Balance practices in your organization? (Put a ✓ in front of reasons and mention others where necessary)

- i. Supportive working environment
- ii. Manageable workload
- iii. Reward and recognition of staff accomplishing their work during working hours only
- iv. Non gendered nature of policy utilization
- v. Organization culture towards WLB practices
- vi. Perceptions of fairness by other colleagues
- vii. Being perceived as committed
- viii. Positive career consequences
- ix. Support from top management
- x. Support from supervisors
- xi. Personal reasons
- xii. Others.....

24. In your opinion what are the obstacles to implementation of Work-life Balance practices in your organization? (Put a ✓ in front of reasons and mention others where necessary)

- i. Unsupportive working environment
- ii. Heavy workload
- iii. Reward and recognition of staff working long hours
- iv. Gendered nature of policy utilization
- v. Organization culture towards WLB practices
- vi. Perceptions of unfairness by other colleagues
- vii. Fear of being perceived as uncommitted
- viii. Negative career consequences
- ix. Resistance from top management
- x. Resistance from supervisors
- xi. Personal reasons
- xii. Others.....

***Possible solutions to the obstacles to implement WLB practices for employees working in health NGOs in Tanzania.***

- i. 25. In your opinion which of the following strategies your organization may adopt to overcome the obstacles mentioned above? (Put a ✓ in front of reasons and mention others where necessary)
- ii. Awareness raising
- iii. Review workload for each employee
- iv. Train supervisors and staff on importance of WLB
- v. Recognize staff who do not put in long hours
- vi. Management and HR review request to utilize WLB policies
- vii. Change organization culture towards implementation of WLB practices
- viii. Management to lead by example in utilization of WLB policies
- ix. Link performance management to output
- x. Others.....

#### **7.4 Appendix 4: Questionnaire (Kiswahili version)**

### **CHUO KIKUU CHA AFYA NA SAYANSI YA WASHIRIKA MUHIMBILI (MUHAS)**

#### **SHULE YA AFYA YA UMMA NA SAYANSI YA JAMII**

**Tathmini ya utekelezaji wa taratibu zinazoshawishi uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB) kwa wafanyakazi katika mazingira ya taasisi zisizomilikiwa na serikali (NGO) zilizo chini ya sekta ya afya nchini Tanzania**

*Taarifa za washiriki:*

**Maswali yafuatayo yatanisaidia kufahamu taarifa muhimu za washiriki ambazo zinaumuhimu mkubwa kwatika kuainisha na kuripoti taarifa zitakazokusanywa. Majibu yako ni ya siri na hakuna majibu yatahusishwa na watu binafsi.**

1. Umekuwa ukifanya kazi na shirika lako la sasa kwa muda wa miaka mingapi?
2. Umri wako wa sasa ni miaka mingapi?
3. Jinsia yako ni nini?
  - i. Kike
  - ii. Kiume
4. Kiwango chako cha juu cha elimu ni kipi?
  - i. Msingi
  - ii. Ngazi ya Sekondari
  - iii. Kiwango cha Shahada ya Kwanza
  - iv. Kiwango cha Uzamili
  - v. Kiwango cha udaktari
5. Ni idara gani unayoifanyia kazi katika shirika lako?
  - i. Mpango wa kiufundi
  - ii. Fedha
  - iii. Manunuzi
  - iv. Utawala
  - v. Usafiri
  - vi. TEHAMA/IT

***Maarifa ya jumla juu ya taratibu za uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB).***

6. Taratibu za kuhamasisha uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB) ni mifumo au vipimo nchi or taasisi imejiwekea ili kumsaidia mwajiriwa kufanya uwiano mzuri wa maisha ya kazi na maisha mengine yasiyo ya kazi. Je, shirika lako lina taratibu za kuhamasisha uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB)?

- i. Ndiyo
- ii. Hapana
- iii. Sijui

7. Tafadhali onyesha ni zipi kati ya taratibu zifuatazo za kuhamasisha uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB) unazozifahamu? (Weka alama ya ✓ mbele ya unazozifahamu na taja nyingine kama zipo).

- i. Masaa ya kazi katika siku
- ii. Siku za kazi katika juma
- iii. Likizo ya mwaka
- iv. Likizo ya Uzazi (kwa wanawake)
- v. Likizo ya uzazi kwa wanaume (Paternity)
- vi. Muda wa unyonyeshaji
- vii. Likizo ya dharura za kifamilia
- viii. Nyingine (taja) .....

8. Ulifahamuje taratibu hizi? (Weka alama ya ✓ mbele ya njia iliyotumika kukufahamisha)

- i. Mtandaoni
- ii. Tovutindani
- iii. Kitengo cha Rasilimali Watu
- iv. Wafanyakazi wenzako
- v. Chama cha Wafanyakazi
- vi. Menejimenti ya shirika



9. Je, taratibu hizi zinaumuhimu kiasi gani kwako?

	Sio muhimu kabisa	Sio muhimu sana	Muhimu	Muhimu sana	Muhimu zaidi
i. Masaa ya kazi katika siku					
ii. Siku za kazi katika juma					
iii. Likizo ya mwaka					
iii. Likizo ya Uzazi (kwa wanawake)					
iv. Likizo ya uzazi kwa wanaume (Paternity)					
v. Muda wa unyonyeshaji					
vi. Likizo ya dharura za kifamilia					

***Utekelezaji wa taratibu zinazohamasisha uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB) miongoni mwa wafanyakazi wa taasisi zisizo za kiserikali (NGO) za afya nchini Tanzania***

10. Je, umewahi kuomba kutumia taratibu zozote za kuhamasisha uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB) ndani ya miezi 12 iliyopita?

- i. Ndiyo
- ii. Hapana

11. Ikiwa Hapana, tafadhali onyesha ni sababu zipi kati ya zifuatazo zilikusababisha kushindwa o kuomba kuchukua yoyote kati ya taratibu zilizopo za kuhamasisha uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB) licha ya kuwa na uhitaji nayo. (Weka alama ya ✓ mbele ya sababu zifuatazo au maelezo kwa zinazohitaji maelezo)

- i. Mwitikio hasi kwa ombi
- ii. Wasiwasi wa ombi lako kuharibu kazi yangu
- iii. Jinsia yangu
- iv. Kazi nyingi za ofisi
- v. Utamaduni wa Shirika
- vi. Sababu za kibinafsi
- vii. Sababu nyingine.....

12. Kama Ndiyo umewahi kuomba je, ombi lako lilikubaliwa?

- i. Ndiyo
- ii. Hapana

13. Kama ni hapana, je ni mara ngapi ombi la kutumia rataribu za kuhamasisha uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB) lilikataliwa?

- i. Mara moja
- ii. Mara mbili
- iii. Zaidi ya mara mbili

14. Tafadhali onyesha ni zipi kati ya taratibu zilizo rodheshwa hapo chini za kuhamasisha uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB) umezifanya katika miezi 12 iliyopita. (Weka alama ya ✓ mbele ya taratibu ulizozifanya).

- i. Masaa ya kazi katika siku
- ii. Siku za kazi katika juma
- iii. Likizo ya mwaka
- iv. Likizo ya Uzazi (kwa wanawake)
- v. Likizo ya uzazi kwa wanaume (Paternity)
- vi. Muda wa unyonyeshaji
- vii. Likizo ya dharura za kifamilia
- viii. Nyingine (taja) .....

15. Je, umewahi kuomba mabadiliko katika jinsi unavyofanya kazi zako za kila siku?

- i. Ndiyo

ii. Hapana

16. Kama Ndiyo, yalikubaliwa?

i. Ndiyo

ii. Hapana

17. Kama sio, ni mara ngapi ombi la kubadilisha jinsi unavyofanya kazi lilikataliwa?

i. Mara moja

ii. Mara mbili

iii. Zaidi ya mara mbili

18. Kama haukukubaliwa, sababu za ombi hilo kukataliwa ni zipi? (Weka alama ya ✓ mbele ya sababu husika na maelezo panapohitaji maelezo)?

i. Jinsia yangu

ii. Sio muhimu kwa utamaduni wa shirika

iii. Ukosefu wa msaada wa meneja

iv. Migogoro ya mahali pa kazi

v. Sababu nyingine(taja).....

19. Je, kwa kawaida unafanya kazi kwa masaa mangapi kwa siku?.....

20. Je, kwa kawaida unafanya kazi siku ngapi katika juma moja?.....

21. Je, unajikuta huwezi kutumia muda wa kutosha na familia yako kwa ajili ya kazi?

i. Ndiyo

ii. Hapana

22. Ni rahisi kiasi gani kufanya uwiano mzuri wa maisha yako ya kazi na maisha mengine yasiyo ya kazi wakati unafanya kazi kama mfanyakazi wa taasisi ya afya isizomilikiwa na serikali (NGOs) nchini Tanzania?

i. Rahisi sana

ii. Kwa wastani ni rahisi

iii. Sio rahisi

iv. Sio rahisi kabisa

*Viwezesaji na vikwazo vya kutekeleza taratibu za kuhamasisha uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB) kwa wafanyakazi wa taasisi za afya zisizomilikiwa na serikali (NGO).*

23. Kwa maoni yako ni viwezesaji gani vinavyohamasisha utekelezaji wa taratibu za uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi katika shirika lako? (Weka alama ya ✓ mbele ya unavyovifahamu na taja vingine kama vipo).

- i. Mazingira rafiki ya kazi
- ii. Kazi zenye uwiano sawa na uwezo wa mtu binafsi
- iii. Tuzo na utambuzi wa wafanyakazi wanaokamilisha kazi zao ndani ya muda wa kazi tu
- iv. Taratibu zisizokuwa na mlengo wakijinsia zaidi
- v. Utamaduni wa Shirika
- vi. Mitazamo ya kuwa wa haki na wenzake wengine
- vii. Kuonekana mchapakazi
- viii. Kutokuwa na wasiwasi wa kupoteza kazi
- ix. Ni nzuri kwa mipango rahisi ya kazi au sera nyingine
- x. Kibali kutoka kwa usimamizi wa juu
- xi. Kibali kutoka kwa wasimamizi wa karibu wa kazi
- xii. Sababu za kibinafsi
- xiii. Sababu nyingine (taja) .....

24. Kwa maoni yako ni vikwazo gani vinavyozuia utekelezaji wa taratibu za uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi katika shirika lako? (Weka alama ya ✓ mbele ya unavyovifahamu na taja vingine kama vipo).

- xiv. Mazingira magumu ya kazi
- xv. Kazi nyingi sana
- xvi. Tuzo na utambuzi wa wafanyakazi wanaofanya kazi masaa marefu
- xvii. Baadhi ya taratibu kuwa na mlengo wakijinsia zaidi
- xviii. Utamaduni wa Shirika
- xix. Mitazamo ya kutokuwa wa haki na wenzake wengine
- xx. Hofu ya kuonekana mtegevu wa kazi

- xxi. Wasiwasi wa kupoteza kazi
- xxii. Sio nzuri kwa mipango rahisi ya kazi au sera nyingine
- xxiii. Upinzani kutoka kwa usimamizi wa juu
- xxiv. Upinzani kutoka kwa wasimamizi wa karibu wa kazi
- xxv. Sababu za kibinafsi
- xxvi. Sababu nyingine (taja) .....

***Njia zinazopendekezwa kusaidia kutatua vikwazo vya kutekeleza taratibu zinazohamasisha uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB) kwenye taasisi za afya zisizomilikiwa na serikali (NGO) nchini Tanzania.***

25. Kwa maoni yako ni mikakati gani unafikiri shirika lako linaweza kuitumia kutoa suluhisho kwa vikwazo ulivyovianisha hapo juu? (Weka alama ya ✓ mbele ya unayoifahamu na taja mingine kama ipo).

- i. Uhamasishaji wa usawa wa maisha ndani ya taasisi
- ii. Tathmini ya majukumu ya kila mfanyakazi
- iii. Mafunzo kwa wasimamizi na wafanyakazi juu ya umuhimu wa uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB)
- iv. Tambua wafanyakazi ambao hawafanyikazi kwa masaa marefu
- v. Rasilimali watu na Manajimnt kupitia kwa upya maombi ya matumizi ya taratibu zinazohamasisha utekelezaji wa uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB)
- vi. Badilisha utamaduni wa shirika juu ya utekelezaji wa taratibu zinazohamasisha usawa wa maisha kwa wafanyakazi wake
- vii. Usimamizi wa kuongoza kwa mfano katika matumizi ya taratibu zinazohamasisha uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB) ndani ya taasisi
- viii. Kulinganisha utendaji wa mfanyakazi na matokeo
- ix. Mikakati mingine (taja) .....

## 7.5 Appendix 5: In-depth Interview Guide (English version)

### In-depth Interview Guide

Employee ID Number: \_\_\_\_\_

Functional title: \_\_\_\_\_

Section/Location: \_\_\_\_\_

Grade/Level: \_\_\_\_\_

Contact telephone number \_\_\_\_\_

Department/Unit: \_\_\_\_\_

Gender: M F

Age: \_\_\_\_\_

Length of service with the organization (years):

I would like to ask you a few questions about WLB and your perceptions of it.

1. What is your role and responsibility in your organization?
2. What comes in your mind when you hear the word ‘Work-Life Balance’ (WLB) practices?
3. How Does your organization ensure implementation of WLB?

Probes:

- i. What are the practices your organization has put forward to enhance implementation of WLB among employees?
- ii. How does your organization ensure that the implementation of WLB is successful in your workplace?

4. What is your opinion on the employee’s awareness of WLB practices existing in your organization?

Probes:

- i. What arrangements does your organization have in place to ensure employees are aware of the WLB practices existing in your workplace?
- ii. How does your organization conduct such arrangements?

5. What are the facilitators towards implementation of WLB practices in your organization?

Probes:

- i. How do you get to know the needs of the employees towards implementation of WLB practices?
- ii. How do you manage employees' expectations towards WLB practices implementation?

6. What are the challenges towards implementation of WLB practices in your organization?

Probes:

- iii. What channel do you/employees use to report the challenges they face on implementation of WLB practices?
- iv. How do you manage those challenges when they occur?

7. What strategies may be employed to overcome these challenges?

Probes:

- i. How your organization perceive challenges relating to WLB practices of employees?
- ii. How do you give feedback on the challenges communicated or observed to the employees?

8. In your opinion how is your organization's culture supportive of WLB practices implementation?

**Thank you for taking the time to participate in this interview.**

## 7.6 Appendix 6: In-depth Interview Guide (Kiswahili version)

### Muongozo wa mahojiano ya kina

Namba ya mshiriki: \_\_\_\_\_

Kichwa cha kazi: \_\_\_\_

Daraja/ Kiwango: \_\_\_\_

Idara/Kitengo: \_\_\_\_\_

Jinsia: M            F

Umri: \_\_\_\_\_

Umefanyakazi na shirika hili kwa muda wa miaka mingapi? \_\_\_\_\_

Ningependa kukuuliza maswali machache kuhusu ‘uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi’ (WLB) na maoni yako.

1. Jukumu lako na wajibu wako katika shirika lako ni lipi?
2. Unaelewa nini unaposikia neno uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB)?
3. Shirika lako linahakikishaje utekelezaji wa taratibu za kuhamasisha uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB)?

Maswali ya nyongeza:

- i. Je, ni taratibu gani shirika lako limejiweka mbele kuimarisha utekelezaji wa taratibu za uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB) miongoni mwa wafanyakazi?
- ii. Shirika        lako  
linahakikishaje kwamba utekelezaji wa taratibu za uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB) unafanikiwa mahali pako pa kazi?
4. Je, maoni yako juu ya ufahamu wa wafanyakazi wako juu ya taratibu za kuhamasisha uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB) zilizopo katika shirika lako?

Maswali ya nyongeza:



- i. Shirika lako lina mipango gani ya kuhakikisha wafanyakazi wanafahamu taratibu za uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB) zilizopo mahali pako pa kazi?
  - ii. Shirika lako linafanyaje mipango kama hiyo?
5. Je, ni viwezesaji vipi vinavyohamasisha utekelezaji wa taratibu zinazohamasisha uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB) katika taasisi za afya zisizomilikiwa na serikali (NGO) nchini Tanzania?

Maswali ya nyongeza:

- i. Ni kwa namna gani shirika lako linajua mahitaji ya wafanyakazi wenu katika eneo hili la utekelezaji wa taratibu zinazohamasisha uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB) katika taasisi za afya zisizomilikiwa na serikali (NGOs)?
  - ii. Je, shirika linawezaje kuweka uwiano mzuri kati ya mahitaji ya wafanyakazi na malengo ya shirika?
6. Je, ni changamoto zipi zinaathiri utekelezaji wa taratibu zinazohamasisha uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB) katika taasisi za afya zisizomilikiwa na serikali (NGO) nchini Tanzania?

Maswali ya nyongeza:

- iii. Ni utaratibu gani unaotumiwa kuripoti changamoto wafanyakazi wanazokabiliana nazo katika utekelezaji wa taratibu zinazohamasisha uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB) katika taasisi za afya zisizomilikiwa na serikali (NGOs)?
  - iv. Unazisimamiaje changamoto hizo zinapotokea?
7. Ni mikakati gani inaweza kufuatwa na taasisi za afya zisizomilikiwa na serikali (NGOs) ili kuondokana na changamoto hizi?

Maswali ya nyongeza:

- i. Jinsi shirika lako linazichukuliaje changamoto zinazohusiana na uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB) za wafanyakazi?
- ii. Unatoaje mrejesho wa changamoto zilizowasilishwa na wafanyakazi?

8. Kwa maoni yako utamaduni wa shirika lako unaunga vipi mkono juhudi za utekelezaji wa taratibu zilizowekwa kuhakikisha uwiano wa maisha ya kazi na maisha mengine yasiyo ya kazi (WLB) katika taasisi zinazojihusisha na masuala ya afya zisizo za kiserikali (NGOs)?

**Asante kwa kuchukua muda wa kushiriki katika mahojiano haya.**

## 7.6 Appendix 6: Ethical clearance letter

**UNITED REPUBLIC OF TANZANIA**

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY  
**MUHIMBILI UNIVERSITY OF HEALTH AND ALLIED SCIENCES**

**OFFICE OF THE DIRECTOR - RESEARCH AND PUBLICATIONS**

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Ref. No.DA.282/298/01.C/ Date: 21/05/2021

**MUHAS-REC-05-2021-625**

Flaviana M. Gervas  
 MSc. PMMEH,  
 School of Public Health and Social Sciences  
**MUHAS**

**RE: APPROVAL FOR ETHICAL CLEARANCE FOR A STUDY TITLED:  
 ASSESSMENT OF IMPLEMENTATION OF WORK-LIFE BALANCE PRACTICES FOR NON-GOVERNMENTAL ORGANIZATIONS EMPLOYEES IN THE HEALTH SECTOR IN TANZANIA**

Reference is made to the above heading.

I am pleased to inform you that the Chairman has on behalf of the University Senate, approved ethical clearance of the above-mentioned study, on recommendations of the Senate Research and Publications Committee meeting accordance with MUHAS research policy and Tanzania regulations governing human and animal subjects research.

APPROVAL DATE: 21/05/2021  
 EXPIRATION DATE OF APPROVAL: 20/05/2022

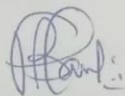
**STUDY DESCRIPTION:**  
**Purpose:**  
 The purpose of this study is to assess the implementation of Work-life balance practices among NGO employees working in the health sector with reference to the Tanzania Employment and Labour Relations Act of 2004.

The approved protocol and procedures for this study is attached and stamped with this letter, and can be found in the link provided: <https://irb.muhas.ac.tz/storage/Certificates/Certificate%20-%20632.pdf> and in the MUHAS archives

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**The PI is required to:**

1. Submit bi-annual progress reports and final report upon completion of the study.
2. Report to the IRB any unanticipated problem involving risks to subjects or others including adverse events where applicable.
3. Apply for renewal of approval of ethical clearance one (1) month prior its expiration if the study is not completed at the end of this ethical approval. You may not continue with any research activity beyond the expiration date without the approval of the IRB. Failure to receive approval for continuation before the expiration date will result in automatic termination of the approval for this study on the expiration date.
4. Obtain IRB amendment (s) approval for any changes to any aspect of this study before they can be implemented.
5. Data security is ultimately the responsibility of the investigator.
6. Apply for and obtain data transfer agreement (DTA) from NIMR if data will be transferred to a foreign country.
7. Apply for and obtain material transfer agreement (MTA) from NIMR, if research materials (samples) will be shipped to a foreign country,
8. Any researcher, who contravenes or fail to comply with these conditions, shall be guilty of an offence and shall be liable on conviction to a fine as per NIMR Act No. 23 of 1979, PART III section 10 (2)
9. The PI is required to ensure that the findings of the study are disseminated to relevant stake holders.
10. PI is required to be versed with necessary laws and regulatory policies that govern research in Tanzania. Some guidance is available on our website <https://drp.muhas.ac.tz/>.





**Dr. Bruno Sunguya**  
**Chairman, MUHAS Research and Ethics Committee**



Cc: Director of Postgraduate Studies

## 7.8 Appendix 7: Introduction letter

UNITED REPUBLIC OF TANZANIA  
MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY  
MUHIMBILI UNIVERSITY OF HEALTH AND ALLIED SCIENCES  
OFFICE OF THE DIRECTOR – POSTGRADUATE  
STUDIES

---

Ref. No. HD/MUH/T.747/2019 24<sup>th</sup> May, 2021

CEO,  
MANAGEMENT AND DEVELOPMENT FOR  
HEALTH (MDH)  
P.O BOX 79810,  
DSM-TANZANIA.

*Approved -  
Dandup.  
25/05/2021*

**Re: INTRODUCTION LETTER**

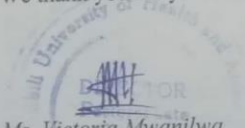
The bearer of this letter is Flaviana M. Gervas (HD/MUH/T.747/2019), a student at Muhimbili University of Health and Allied Sciences (MUHAS) pursuing MSc. In Project Management Monitoring and Evaluation In Health.

As part of her studies she intends to do a study titled: “ASSESSMENT OF IMPLEMENTATION OF WORK-LIFE BALANCE PRACTICES FOR NON-GOVERNMENTAL ORGANIZATIONS EMPLOYEES IN THE HEALTH SECTOR IN TANZANIA”.

The research has been approved by the Chairman of University Senate.

Kindly provide her with the necessary assistance to facilitate the conduct of her research.


We thank you for your cooperation.

  
 Ms. Victoria Mwanilwa  
 For: DIRECTOR, POSTGRADUATE STUDIES


cc: Dean, School of Public Health and Social Sciences, MUHAS  
cc: Flaviana M. Gervas

9 United Nations Road; Upanga West; P.O. Box 65001, Dar Es Salaam; Tel. G/Line: +255-22-2150302/6; Ext. 1015; Direct Line: +255-22-2151378; Telefax: +255-22-2150465; E-mail: dpgs@muhas.ac.tz; Web: <https://www.muhas.ac.tz>

## 7.9 Appendix 7: Permission letter



UNITED REPUBLIC OF TANZANIA  
 MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY  
 MUHIMBILI UNIVERSITY OF HEALTH AND ALLIED SCIENCES  
 OFFICE OF THE DIRECTOR – POSTGRADUATE  
 STUDIES



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Ref. No. HD/MUH/T.747/2019 31<sup>st</sup> May, 2021

IFAKARA HEALTH INSTITUTE,  
 P.O BOX 78373,  
 DSM-TANZANIA.

**Re: INTRODUCTION LETTER**

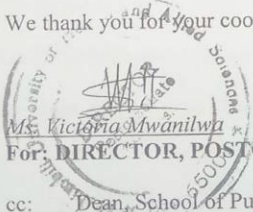
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The research has been approved by the Chairman of University Senate.

Kindly provide her with the necessary assistance to facilitate the conduct of her research.

We thank you for your cooperation.



*Ms. Victoria Mwanilwa*  
**For: DIRECTOR, POSTGRADUATE STUDIES**

IFAKARA HEALTH INSTITUTE  
 External Document

★ 7/7/21 ★

Ref. No: *Received 1/6/21*

cc: Dean, School of Public Health and Social Sciences, MUHAS  
 cc: Flaviana M. Gervas

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9 United Nations Road; Upanga West; P.O. Box 65001, Dar Es Salaam: Tel. G/Line: +255-22-2150302/6; Ext. 1015; Direct Line: +255-22-2151378; Telefax: +255-22-2150465; E-mail: dpgs@muhas.ac.tz; Web: <https://www.muhas.ac.tz>





UNITED REPUBLIC OF TANZANIA  
 MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY  
 MUHIMBILI UNIVERSITY OF HEALTH AND ALLIED SCIENCES  
 OFFICE OF THE DIRECTOR – POSTGRADUATE  
 STUDIES



Ref. No. HD/MUH/T.747/2019

24<sup>th</sup> May, 2021

COUNTRY DIRECTOR,  
 ICAP AT COLOMBIA UNIVERSITY-MSPH  
 TANZANIA LLC,  
 P.O BOX 80214,  
 DSM-TANZANIA.

**Re: INTRODUCTION LETTER**

The bearer of this letter is Flaviana M. Gervas (HD/MUH/T.747/2019), a student at Muhimbili University of Health and Allied Sciences (MUHAS) pursuing MSc. In Project Management Monitoring and Evaluation In Health.

As part of her studies she intends to do a study titled: "ASSESSMENT OF IMPLEMENTATION OF WORK-LIFE BALANCE PRACTICES FOR NON-GOVERNMENTAL ORGANIZATIONS EMPLOYEES IN THE HEALTH SECTOR IN TANZANIA".

The research has been approved by the Chairman of University Senate.

Kindly provide her with the necessary assistance to facilitate the conduct of her research.

We thank you for your cooperation.

  
 Ms. Victoria Mwanilwa

For: DIRECTOR, POSTGRADUATE STUDIES

cc: Dean, School of Public Health and Social Sciences, MUHAS  
 cc: Flaviana M. Gervas





UNITED REPUBLIC OF TANZANIA  
 MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY  
 MUHIMBILI UNIVERSITY OF HEALTH AND ALLIED SCIENCES  
 OFFICE OF THE DIRECTOR – POSTGRADUATE  
 STUDIES



Ref. No. HD/MUH/T.747/2019

11<sup>th</sup> June, 2021

COUNTRY DIRECTOR,  
 ENGENDER HEALTH,  
 P.O BOX 105410,  
 DSM-TANZANIA.



**Re: INTRODUCTION LETTER**

The bearer of this letter is Flaviana M. Gervas (HD/MUH/T.747/2019), a student at Muhimbili University of Health and Allied Sciences (MUHAS) MSc. Project Management Monitoring and Evaluation In Health.

As part of her studies she intends to do a study titled: “ASSESSMENT OF IMPLEMENTATION OF WORK-LIFE BALANCE PRACTICES FOR NON-GOVERNMENTAL ORGANIZATIONS EMPLOYEES IN THE HEALTH SECTOR IN TANZANIA”.

The research has been approved by the Chairman of University Senate.

Kindly provide her with the necessary assistance to facilitate the conduct of her research.

We thank you for your cooperation.

*Ms. Victoria Mwanilwa*

**For: DIRECTOR, POSTGRADUATE STUDIES**

cc: Dean, School of Pharmacy, MUHAS  
 cc: Flaviana M. Gervas





UNITED REPUBLIC OF TANZANIA  
 MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY  
 MUHIMBILI UNIVERSITY OF HEALTH AND ALLIED SCIENCES  
 OFFICE OF THE DIRECTOR – POSTGRADUATE  
 STUDIES



Ref. No. HD/MUH/T.747/2019

11<sup>th</sup> June, 2021

COUNTRY DIRECTOR,  
 JHPIEGO,  
 P.O BOX 9170,  
 DSM-TANZANIA.

**Re: INTRODUCTION LETTER**

The bearer of this letter is Flaviana M. Gervas (HD/MUH/T.747/2019), a student at Muhimbili University of Health and Allied Sciences (MUHAS) MSc. Project Management Monitoring and Evaluation In Health.

As part of her studies she intends to do a study titled: "ASSESSMENT OF IMPLEMENTATION OF WORK-LIFE BALANCE PRACTICES FOR NON-GOVERNMENTAL ORGANIZATIONS EMPLOYEES IN THE HEALTH SECTOR IN TANZANIA".

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*MS Victoria Mwanjwa*  
 For: DIRECTOR, POSTGRADUATE STUDIES

cc: Dean, School of Pharmacy, MUHAS  
 cc: Flaviana M. Gervas

