Demographic Differences of Resilience at Work among Supervisory and Managerial Employees in Zimbabwean Public Listed Companies

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Abstract

Resilience at work can be conceptualised as the capacity of employees, facilitated and supported by the organisation, to utilise resources to positively cope, adapt and thrive in response to changing workplace circumstances. Because the world of work is competitive and dynamic, resilience at work is now recognised as a defining characteristic of employees who deal well with the stresses and strains of the modern-day workplace. Resilience at work is particularly key in work environments characterised by volatility, uncertainty, complexity, ambiguity, diversity and dynamics (VUCAD^2) such as common in Zimbabwe. Employees in Zimbabwe have often been described as resilient. This study used an online cross-sectional survey to establish objective resilience at work levels amongst supervisory and managerial employees in public listed companies in Zimbabwe. A convenient sample of 342 was used; 188 (55%) male and 154 (45%) female. The resilience at work scale was used as the research instrument. Results showed that resilience at work for 34% was high, and for 51% was moderate and for 15% was low. Scores in each of the seven dimensions of the scale were also comparatively high. It was found that gender, marital status and educational level subgroups did not yield significantly different means. However, significant mean differences were found for age, work experience and job level. It is recommended that objective assessment of resilience be included in selection and or development initiatives. It is also important to establish the relationship between resilience at work and job performance. Over and above, it is recommended that further studies on resilience involving all job levels and across all sectors be carried out.

Keywords: Resilience at work, VUCAD^2, Supervisory and managerial employees, Public listed companies

Background

Resilience at work is now recognised as a defining characteristic of employees who deal well with the stresses and strains of the modern workplace (Craig, 2019). Resilience refers to the person's capacity to respond to pressure and the demands of daily life. The daily life encompasses work and non-work activities. Dictionary definitions include concepts like flexibility suppleness, durability, strength, speed of recovery and buoyancy (Craig, 2019). In short, resilience affects our ability to 'bounce back'. Resilience at work is a capability that helps us to understand how employees manage daily adversities, learn from, and rebound, while proactively preparing for future challenges (Malik & Garg, 2018). The resilience at work concept is embedded within positive psychology. Resilience is important in fostering and maintaining employee well-being and performance (Turner et al., 2021).

At work, resilient people are better able to deal with the demands placed upon them, especially where those demands might require them to be dealing with constantly changing priorities, a heavy workload or increased non-work demands (Craig, 2019). Work resilience is one of the core constructs of positive organisational behaviour (Luthans, 2002), and has been defined as positive adaptation in the face of adversity (Sutcliffe & Vogus, 2003). Given today's disruptive and adverse work environment, the of interest scholars and practitioners in workplace resilience has greatly increased in recent years (King et al., 2015).

Early resilience research focused on individual level dispositional or trait-like resilience, defining it as a personality characteristic that moderates the negative effects of stress and promotes adaption (Wagnild & Young, 1993). Some of the characteristics commonly associated with resilience were autonomy, self-esteem, internal locus of control and self-efficacy (Wagnild & Young, 1993). Although research, in particular within positive psychology, continues to add to the exhaustive list of personal qualities associated with resilience, such as optimism (Peterson, 2000) and self-determination (Schwartz, 2000), researchers have recognised the contribution of other protective forces such as family, culture and community (Cicchetti, 2010). According to Bonanno and Mancini (2008), the combination of these socio-contextual factors helps or hinders the resilience of individuals through the presence or absence of useful resources.

Employee resilience is conceptualised herein as the capacity of employees, facilitated, and supported by the organisation, to utilise resources to positively cope, adapt and thrive in response

to changing work circumstances. Resilience is viewed as a transformational process in which individuals not only cope and successfully deal with change but also learn from it and adapt accordingly to thrive in the new environment (Lengnick-Hall et al., 2011; Richardson, 2002).

The development of resilience at work means that employees can utilise past experiences with change and adversity to be more flexible and adaptable in the future (Avey et al,, 2009), which in turn facilitates successful negotiation of challenges. The focus is on resilience as something that can be developed, rather than a stable trait. Over and above, the focus is on the organisational environment which influences the level of employee resilience through the provision of enabling factors. Therefore, organisations should allow open, supportive, collaborative learning. Organisational resources and practices can be viewed as enabling conditions for the development of a resilient workforce (Shin et al., 2012), which in turn determines organisational capacity to overcome challenges and, ideally, to create a competitive edge. Resilience at work is key for success in the Zimbabwean context which can be classified as an environment characterised by volatility, uncertainty, complexity, ambiguity, diversity and dynamics (VUCAD^2). Sanhokwe and Takawira (2022), using a sample of Zimbabwean employees drawn from all sectors, found that resilience at work scores were 8.6% low, 56.4% moderate and 35% high. Evidence shows that resilience is positively associated with work happiness, job satisfaction, job performance, and organisational commitment (Mayfield, 2019; Smith et al., 2020; Walpita & Arambepola, 2020). In addition to being a significant predictor of job performance, resilience at work has also been found to be associated with work engagement (Dai et al., 2019; Kašpárková et al., 2018; Smith et al., 2020). Chadwick and Raver (2020) and Malik and Garg (2020) reported a positive relationship between resilience and innovative work behaviour. Research has produced mixed findings in relation to resilience at work and demographic variables. Sanhokwe and Takawira (2022) concluded that age, gender, job level and sector of work were not significant variables in influencing resilience at work. For Craig (2019), gender did not differentiate resilience at work scores. Findings also showed no differences in job resilience, work-life balance and work values based on age, gender, length of service and department assigned (Padios et al., 2022). Further research yielded consistent findings that gender, marital status and educational level did not yield significant differences in resilience at work (Asadi et al., 2023). Hayes et al. (2020) found that resilience at work varies by job level and type of work but not by gender, age or whether one belongs to a team or not. Contradictory results show that the employee's age has a significant main

effect on workplace resilience (Bose & Pal, 2020). These findings provided useful insight for the study.

Aim of the study

This research sought to establish the resilience at work levels amongst supervisory and managerial employees in public listed companies in Zimbabwe and to determine whether their employees from different genders, ages, marital statuses, job levels and job tenures significantly differ in resilience at work levels.

Objectives

The objectives of the study were:

1) To establish the resilience at work levels amongst supervisory and managerial employees in public listed companies in Zimbabwe.
2) To explore resilience levels across each of the seven scale dimensions public listed companies in Zimbabwe.
3) To investigate whether employees from different genders, ages, marital statuses, job levels and job tenures differ with regards to their resilience at work levels.

Hypothesis

H_0: There are no significant differences between individuals from different ages, genders, marital statuses, job levels and job tenures regarding resilience at work.

H1: There are significant differences between individuals from different ages, genders, marital statuses, job levels and job tenures regarding resilience at work.

Participants

The study focused on supervisory and management employees in public listed Zimbabwean companies. A convenient sample of 342 participants was used. Permission to research was sought for and granted by the relevant authorities, that is, the academic institution (Appendix 1) and the Medical Research Council of Zimbabwe (MRCZ) (Appendix 2). Letters of permission were obtained from organisations (Appendix 3). However, other organisations simply agreed to notify their employees of the study and allowed them to make an individual decision to participate in the study. Having obtained consent from organisations, an online link was shared for participants in

those organisations to participate in an online cross-sectional survey. The online survey had an informed consent form which one had to agree to proceed (Appendix 4). Of the 342 participants, 188 (55%) were male and 154 (45%) were female. The age distribution was 4.1% (below 25 years); 32.5% (25-30 years); 34.5% (31-40 years); 20.2% (41-50 years) and 8.8% (Above 50 years). Of the 342 study participants, 34.5% were single, 60.8% were married, 4.1% were divorced and 0.6% were widowed. In terms of highest educational level attained, 1.5% attained a high school certificate, 0.6% vocational training, 7.3% diploma/higher national diploma, 47.7% university degree and 43% had a post-graduate qualification. The distribution for work experience was 4.4% (1 year), 29.5% (2-5 years), 33.9% (6-15 years), 21.9% (16-25 years) and 10.2% (above 25 years). Of the total participants, 21.6% were skilled employees, 37.4% were supervisors, 28.9% were middle managers and 12% were top managers. The researcher is unaware of the identity of participants nor the spread of participants across the organisations.

The research instrument

The study employed the resilience at work scale (R@W Scale) developed by Winwood et al, (2013). The scale has 21 items and uses a 7-point scale. Table 1. Below shows the dimensions.

Table 1: Resilience at work scale dimensions

Dimension	Items	Description
Living authentically	1,2,3	Highlights the role of mindset (personal values, deploying personal strengths) and emotional intelligence.
Finding one's calling	4,5,6,7	Hinged on spirituality i.e. work that has a purpose, having a sense of belonging, and alignment of an individual's core values and beliefs.
Maintaining perspective	8,9,10	Employee's capacity to positively reframe adversities, keep on with solutions in the face of adversities, and thus create the momentum to manage any negativity.
Managing stress	11,12,13,14	Ensuring positive management of work and nonwork activities.
Interacting cooperatively	15,16,17	Focus on work styles with a bias on deliberately seeking feedback and work-level specific advice as well as support, while supporting others
Staying healthy	18,19	Focuses on the importance of being physically and healthy conscious.
Building networks	20,21	Focuses on developing and leveraging personal support networks within and outside the workplace.

Sanhokwe and Takawira (2022) highlight that the resilience at work scale (R@W Scale) has strong psychometric properties in a Zimbabwean setting. Reliability of the full instrument was .77 and

reliability of the subscales ranged from .70 to .74. Exploratory factor analysis confirmed the seven-factor structure with 57% total variance explained. Results of the bifactor model also confirmed the multi-dimensional structure of the scale. Scalar equivalence and bias were also tested for using a sample of Zimbabwean employees drawn from the government sector, non-governmental sector and private sector. The R@W scale showed strong construct validity with an average variance extracted (AVE) of .58 with the seven latent factors having AVEs above .5. Coupled with the aforementioned composite reliability scores the scale showed convergent validity in a Zimbabwean setting. To confirm discriminant validity, low correlations were yielded (.01 to .59) among the seven latent factors. This indicates that each latent factor uniquely measures a specific variable. Table 2 below shows the cut scores for the total average resilience at work scores.

Table 2: Resilience at work cut scores

R@W Description	Range
High	5,36-7,00
Moderate	3,69-5,35
Low	≤3,68

Data Analysis

The Kaiser-Meyer-Olkin (KMO) sampling adequacy test was done to establish the suitability of the dataset (Cerny & Kaiser, 1977). The Cronbach's alpha reliability was used to establish the internal consistency of the full scale and each of the seven dimensions of the scale. For descriptive frequency tables, the mean and standard deviation for the full scale and each of the seven dimensions were used. For inferential statistics, the *t-test* for independent samples was used for the demographic variable gender. For age, marital status, job level and job tenure the one-way analysis of variance (One-Way ANOVA) was used. For demographic variables that had statistically significant mean differences, a *post-hoc* test (Tukey's Honestly Significant Difference) was used to determine which of the specific groups differed from each other.

Results

A KMO score of .824 confirmed the suitability of the dataset for the study. The full scale had a Cronbach's alpha reliability of .840. Table 3 shows the dimensions of the scale, the items in each dimension and the reliability scores.

Table 3: Resilience at work scale dimensions

Dimension	Items	Cronbach's Alpha
Living authentically	1,2,3	.774
Finding one's calling	4,5,6,7	.819
Maintaining perspective	8,9,10	.766
Managing stress	11,12,13,14,	.814
Interacting cooperatively	15,16,17	.762
Staying healthy	18,19	.814
Building networks	20,21	.821

The reliability scores were higher than the reported range .70 to .74 in a Zimbabwean context (Sanhokwe & Takawira, 2022) but relatively lower compared to the reported range of .81 to .92 in the original study (Winwood et al, 2013). Table 4 summarises resilience at work levels across the sample.

Table 4: Resilience at work summary

R@W Description	Range	Frequency	Percentage
High	5,36-7,00	116	34%
Moderate	3,69-5,35	173	51%
Low	≤3,68	53	15%
		342	

The minimum scores, maximum scores, mean and standard deviations for the dimensions of resilience at work are shown in Table 5.

Table 5: Resilience at work descriptive summary

	N	N of Items	Minimum	Maximum	Mean	*Std. Deviation*
Living Authentically	342	3	6.00	15.00	12.7281	1.71564
Finding One's Calling	342	4	4.00	20.00	15.2544	3.05131
Maintaining Perspective	342	3	3.00	15.00	9.1901	2.09499
Managing Stress	342	4	7.00	20.00	14.8713	2.97218
Interacting Cooperatively	342	3	6.00	15.00	12.4766	1.71017
Staying Healthy	342	2	2.00	10.00	7.2690	1.73396
Building Networks	342	2	2.00	10.00	7.7661	1.50004

Table 6 is a summary of the responses to the R@W Scale.

Table 6: Resilience at work Responses Summary

		Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
	Living authentically							
1	l have important core values that l hold fast to in my work life	1%	1%	3%	4%	10%	48%	33%
2	l am able to change my mood at work when l need to	1%	5%	2%	9%	13%	51%	19%
3	l know my personal strengths and l use them regularly in my work	0%	1%	2%	4%	7%	45%	41%
	Finding one's calling							
4	The work that l do helps to fulfill my sense of purpose in life	2%	4%	6%	7%	5%	44%	32%
5	My workplace is somewhere where l feel that l belong	4%	5%	3%	24%	4%	44%	16%
6	The work that l do fits well with my personal values and beliefs	2%	5%	4%	13%	8%	50%	18%
7	Generally, l appreciate what l have in my work environment	2%	6%	3%	11%	7%	53%	18%
	Maintaining perspective							
8	When things go wrong at work, it usually tends to overshadow the other the other parts of my life	2%	25%	7%	11%	8%	38%	9%
9	Nothing at work ever really "fazes me" for long	3%	12%	7%	23%	9%	38%	8%
10	Negative people at work tend to pull me down	6%	40%	10%	18%	5%	11%	10%

		Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
	Managing stress							
11	l make sure l take breaks to maintain my strength and energy when l am working hard	3%	10%	2%	8%	5%	59%	13%
12	l have developed some reliable ways to relax when l am under pressure at work	2%	11%	3%	13%	2%	55%	14%
13	l have developed some reliable ways to deal with the personal stress of challenging events at work	1%	9%	5%	10%	5%	53%	17%
14	l am careful to ensure that my work does not dominate my personal life	2%	14%	3%	16%	4%	46%	15%
	Interacting cooperatively							
15	l often ask for feedback so that l can improve my work performance	1%	9%	4%	9%	4%	52%	21%
16	l believe in giving help to my colleagues, as well as asking for it	0%	3%	1%	3%	8%	49%	36%
17	l am very willing to acknowledge others' effort and successes in my workplace	0%	1%	1%	4%	2%	53%	39%
	Staying healthy							
18	l have a good level of physical fitness	2%	12%	5%	8%	7%	49%	17%
19	l am careful about eating well and healthily	2%	11%	6%	18%	4%	43%	16%
	Building networks							
20	l have friends at work whom l can rely on to support me when l need it	1%	7%	4%	9%	12%	51%	16%
21	l have a strong and reliable network of supportive colleagues at work	1%	6%	3%	14%	7%	51%	18%

It was found that there were no significant differences in resilience at work between males and females. The results show t = .786 p = .433. The mean for males was 79.93 (SD 10.17) and for females was 79.10 (SD 9.23). Results also show no significant differences in means in regard to marital status $F_{(3,341)}$ = 2.653 p=.05 and highest educational level $F_{(4,341)}$ = 2.203 p=.068. Statistically significant mean differences were obtained for age $F_{(4,341)}$ = 4.516 p=.001; work experience $F_{(4,341)}$ = 3.016 p=.018 and job level $F_{(3,341)}$ = 8.282 p=.00. Table 7 shows that a significant mean difference was found between the subgroups 25 -30 years and 41 -50 years in resilience at work level.

Table 7: Tukey's HSD summary for age

	<25 Years	25-30 Years	31-40 Years	41-50 Years	>50 Years
<25 Years	-	Not Significant	Not Significant	Not Significant	Not Significant
25-30 Years		-	Not Significant	-5.39 (p=.001)	Not Significant
31-40 Years			-	Not Significant	Not Significant
41-50 Years				-	Not Significant
>50 Years					-

Statistically significant mean difference in resilience at work levels based on work experience was found between 2-5 years group and 6-15 years group as shown in Table 8.

Table 8: Tukey's HSD summary for work experience

	1 Year	2-5 Years	6-15 Years	16-25 Years	>25 Years
1 Year	-	Not Significant	Not Significant	Not Significant	Not Significant
2-5 Years		-	-3.81 (p=.018)	Not Significant	Not Significant
6-15 Years			-	Not Significant	Not Significant
16-25 Years				-	Not Significant
>25 Years					-

Based on job level, significant mean differences were found between supervisors and middle managers, and between supervisors and top managers as shown in Table 9.

Table 9: Tukey's HSD summary for job level

	Skilled Employee	Supervisor	Middle Manager	Top Manager
Skilled Employee	-	Not Significant	Not Significant	Not Significant
Supervisor		-	-5.45 (p=.00)	-6.41 (p=.00)
Middle Manager			-	Not Significant
Top Manager				-

Discussion

Resilience levels of Zimbabwean managerial and supervisory employees in public listed companies were generally strong and comparable to earlier findings (Winwood et al, 2013; Sanhokwe & Takawira, 2022). Therefore, the above-mentioned employees may be expected to positively cope, adapt and thrive in response to challenging work circumstances. However, the 15% in the low category is far higher than the range of 7% - 10% in most comparable studies. Effort may be placed in initiatives to improve the resilient levels of employees found in this category. Four of the seven dimensions are generally high and within previous reported levels. However, maintaining perspective, managing stress and staying healthy though still high were reportedly relatively lower (Craig, 2019; Sanhokwe & Takawira, 2022). This could indicate a plea for help from the employees in Zimbabwean public listed companies to be assisted in those dimensions.

Maintaining perspective maybe expected to be lower as it focuses on reframing after setbacks and minimising negativity around the individual because reframing cycles are more frequent in VUCAD^2 environments such as Zimbabwe. Because of work schedules, mastering stress is difficult due to inadequate time for relaxation and recovery. The perception among supervisory and managerial employees is that they could allocate more time to physical fitness and getting adequate sleep compared to now. However, most of these employees also spent their time in non-work activities (Allen & Martin, 2017). In line with existing literature, the study found no significant differences in resilience levels based on gender, marital status and educational level (Sanhokwe & Takawira, 2022; Molazem et al., 2023; Padios et al., 2022. However, work experience and job level were statistically significant in line with findings by Hayes et al. (2020).

In terms of age, the study findings (significant differences between age groups) were contrary to the afore-mentioned studies but in line with findings by Bose and Pal (2020). This could be because of promotions (higher job levels) based on seniority in most Zimbabwean organisations (Nharirire, 2022). This would impact on the individual's ability to deal with changing or adverse work circumstances. This finding is also in line with the view that employees can utilise past experiences with change and adversity to be more flexible and adaptive in future (Avey et al., 2009). It is possible that, by going through multiple adverse economic turmoil cycles in Zimbabwe, more senior employees have developed better resilient strategies.

Recommendations

Resilience at work plays a key role in productivity and employee wellbeing. Organisations can therefore include objective assessments of resilience to aid employee selection and or employee development. An intervention plan can be drafted for each employee based on the overall score and each dimensional score. However, it is also critical to establish through research the strength of the relationship between resilience at work and job performance. Organisations running initiatives to improve resilience at work for employees should consider age, work experience and job level as key variables in such initiatives. The study used a convenience sampling and therefore is prone to sampling bias. A research based on a probability sampling technique is recommended. It is recommended that further research involving all job levels and employees across all sectors be done to further the understanding of resilience at work. It is also recommended that research be done to establish the relationship between resilience at work and other variables such as stress, burnout, emotional intelligence, organisational citizenship behaviour and work to non-work interface management.

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Appendix 1: Institutional Permission

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APPLIED PSYCHOLOGY DEPARTMENT

UNIVERSITY OF ZIMBABWE

3 February 2022

TO WHOM IT MAY CONCERN

RE: PERMISSION TO CONDUCT AN ACADEMIC STUDY

Simbarashe Mazani (R036155C) is a part-time University of Zimbabwe student studying towards a Doctor of Philosophy in Social Studies in the Department of Applied Psychology. He wishes to undertake a study entitled "Performing well at work and enjoying a fulfilling private life: Creating a practical workplace model for work-nonwork interface management".

The findings of the study will be used for academic purposes only and will remain anonymous. Should you have any issues that require clarification do not hesitate to contact:
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The Department greatly appreciates your kind assistance to the 9tudent.

Yours faithfully

DR S MHIZHA
CHAIRPERSON, DEPARTMENT OF APPLIED PSYCHOLOGY

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Appendix 2: MRCZ Permission

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Website: http://www.mrcz.org.zw

Medical Research Council of Zimbabwe
20 Cambridge Road
Avondale
Harare
Zimbabwe

APPROVAL

MRCZ/A/2890   **30 May 2022**

Simbarashe Mazani
UZ – Department of Psychology
P.O Box MP 167
Mt Pleasant
Harare

RE: - Performing well at work and enjoying a fulfilling private life: creating a practical workplace model for work-nonwork interface management

Thank you for the application for review of research activity that you submitted to the Medical Research Council of Zimbabwe (MRCZ). Please be advised that the Medical Research Council of Zimbabwe has reviewed and approved your application to conduct the above titled study.

This approval is based on the review and approval of the following documents that were submitted to MRCZ for review:

1. Full Research Protocol Version 2.2 dated 17/05/2022
2. Informed Consent Form Version 1.2 dated 17/05/2022
3. Biographical Data Questionnaire Version 1.1 dated 17/05/2022
4. Work-nonwork Interface Management Scale Version 1.2 dated 17/05/2022
5. Emotional Intelligence Scale Version 1.2 dated 17/05/2022
6. Resilience at Work Scale Version 1.2 dated 17/05/2022
7. General Efficacy Scale Version 1.2 dated 17/05/2022
8. Tough-Mindedness Scale Version 1.2 dated 17/05/2022

- **APPROVAL NUMBER**   : **MRCZ/A/2890**

This number should be used on all correspondence, consent forms and documents as appropriate.
- **TYPE OF MEETING**   : **Full Board**
- **MEETING DATE**   : **May 26, 2022**
- **APPROVAL DATE**   : **May 30, 2022**
- **EXPIRATION DATE**   : **May 29, 2023**

After this date, this project may only commence upon renewal. For purposes of renewal, a progress report on a standard form obtainable from the MRCZ Offices should be submitted three months before the expiration date for continuing review.
- **SERIOUS ADVERSE EVENT REPORTING**: All serious problems having to do with subject safety must be reported to the Institutional Ethical Review Committee (IERC) as well as the MRCZ within 3 working days using standard forms obtainable from the MRCZ Offices or website.
- **MODIFICATIONS**: Prior MRCZ and IERC approval using standard forms obtainable from the MRCZ Offices is required before implementing any changes in the Protocol (including changes in the consent documents).
- **TERMINATION OF STUDY**: On termination of a study, a report has to be submitted to the MRCZ using standard forms obtainable from the MRCZ Offices or website.
- **QUESTIONS**: Please contact the MRCZ on Telephone No. (0242) 791193/08644073772 or by e-mail on mrcz@mrcz.org.zw

Other
- Please be reminded to send in copies of your research results for our records as well as for Health Research Database.
- You're also encouraged to submit electronic copies of your publications in peer-reviewed journals that may emanate from this study.
- **In addition to this approval, all clinical trials involving drugs, devices and biologics (including other studies focusing on registered drugs) require approval of Medicines Control Authority of Zimbabwe (MCAZ) before commencement.**

Yours Faithfully

SRogue

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MRCZ SECRETARIAT
FOR CHAIRPERSON
MEDICAL RESEARCH COUNCIL OF ZIMBABWE

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PROMOTING THE ETHICAL CONDUCT OF HEALTH RESEARCH

Appendix 3: Organisations Permission Letters
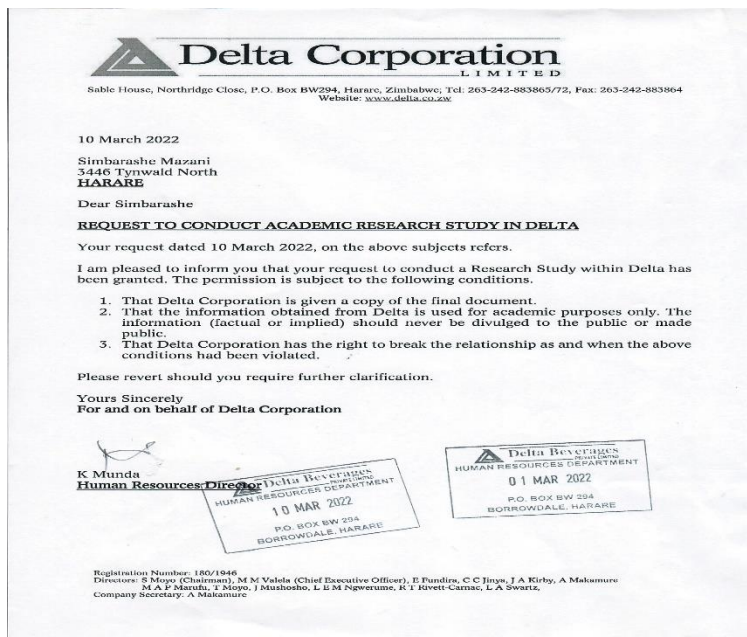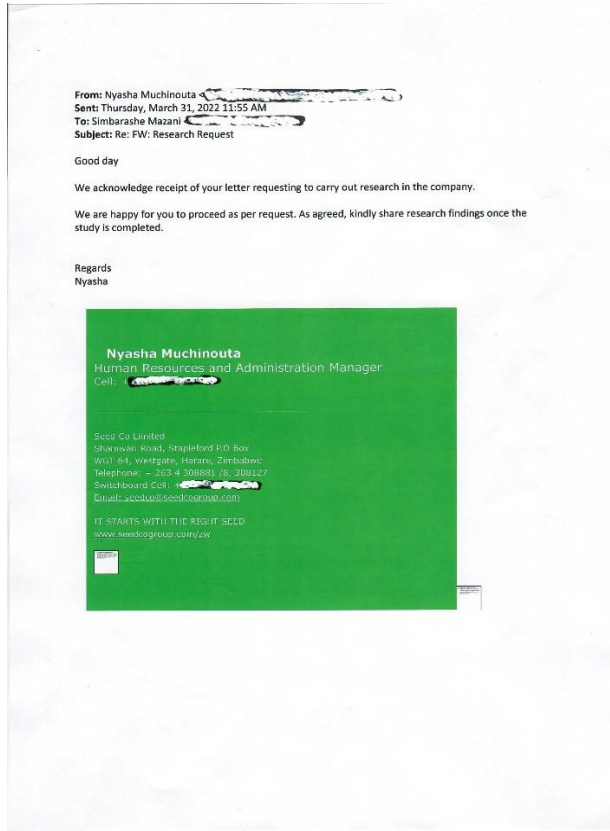
Appendix 4: Organisations Permission Letters

Appendix 5: Informed Consent Form

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INFORMED CONSENT FORM

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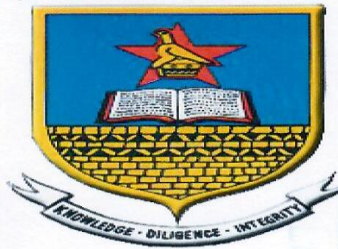
Project Title: Performing well at work and enjoying a fulfilling private life: creating a practical workplace model for work-nonwork interface management

Principal Investigator   **Simbarashe Mazani, [Ph.D]**
Phone number(s)   **0717534464 & 0773755857**

What you should know about this research study:

- We give you this consent so that you may read about the purpose, risks, and benefits of this research study.

- Routine care is based upon the best-known treatment and is provided with the main goal of helping the individual clients. The main goal of research studies is to gain knowledge that may help future clients.

- We cannot promise that this research will benefit you. Just like regular care, this research can have side effects that can be serious or minor.

- You have the right to refuse to take part or agree to take part now and change your mind later.

- Whatever you decide, it will not affect your regular care or employment in your organisation.

- Please review this consent form carefully. Ask any questions before you make a decision.

- Your participation is voluntary.

PURPOSE

You are being asked to participate in a research study of Work-nonwork Interface Management. The purpose of the study is to investigate the relationships between work-nonwork interface management and emotional intelligence, tough-mindedness, self-efficacy and work resilience. You were selected as a possible participant in this study because you are a permanent employee in a publicly listed private company in Zimbabwe. The study will involve 300 participants.

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PROCEDURES AND DURATION

If you decide to participate, you will receive a link to an online portal with the research questionnaire. You will be expected to respond to closed-ended questions by choosing responses on options given. The questionnaire consists of a biographical form, a Work-nonwork Interface Management Scale, Emotional Intelligence Scale, Resilience at Work Scale, Self-Efficacy Scale and Tough-Mindedness Scale. You are expected to respond to all scales. The study will take an average of 25 minutes to complete. You will be expected to participate once.

RISKS AND DISCOMFORTS

Although, the researcher does not reasonably for see any risk or discomfort to the participants; it is expected that there will be inconveniences associated with connecting to the online platform and the data costs for the duration of the participation. The researcher has however made attempts to use the shorter but reliable versions of instruments.

BENEFITS AND/OR COMPENSATION

We cannot and do not guarantee or promise that you will receive any benefits from this study mainly because all participants will remain anonymous. However, the researcher has guaranteed two free presentations to participating organisations to help employees who choose to attend the presentations to manage their work and nonwork activities in a psychologically healthy way.

CONFIDENTIALITY

If you indicate your willingness to participate in this study by signing this document, we plan to disclose only the research findings of all participants or subgroups with numbers exceeding 30. Your responses cannot be reported separately neither can they be identified with you. The research supervisors an Medical Research Council of Zimbabwe will have access to research data.

ADDITIONAL COSTS

It is expected that there will be data costs associated with connecting to the research portal when responding to the study questionnaire.

IN THE EVENT OF INJURY

There is no risk of injury that is anticipated from participating in the study.

VOLUNTARY PARTICIPATION

Participation in this study is voluntary. If you decide not to participate in this study, your decision will not affect your future relations with your organisation. If you decide to participate, you are free to withdraw your consent and to discontinue participation at any time without penalty.

ADDITIONAL ELEMENTS

You can withdraw at any stage of the research if you experience discomfort. There will be no negative consequences associated with withdrawing from the research.

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SIGNATURE PAGE

**Performing well at work and enjoying a fulfilling private life: creating a practical
workplace model for work-nonwork interface management**

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OFFER TO ANSWER QUESTIONS
        Before you sign this form, please ask any questions on any aspect of this study that is unclear to you.
You may take as much time as necessary to think it over.

AUTHORIZATION
        You are making a decision whether or not to participate in this study. By clicking agree on the online
portal it indicates that you have read and understood the information provided above, have had all your
questions answered, and have decided to participate.

If you have any questions concerning this study or consent form beyond those answered by the investigator,
including questions about the research, your rights as a research participant or research-related injuries; or if
you feel that you have been treated unfairly and would like to talk to someone other than a member of the
research team, please feel free to contact the Medical Research Council of Zimbabwe (MRCZ) on telephone
(242)791792 or   (242) 791193 and (263) 8644073772.   The MRCZ Offices are located at Number 20
Cambridge Road, Avondale in Harare.

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