

Work and Nonwork Interface Management among Supervisory and Managerial Employees of Public Listed Companies in Zimbabwe

Simbarashe Mazani¹, Edwin Nharirire² & Gwatirera Javangwe³

¹Department of Applied Psychology, University of Zimbabwe; Registered Occupational Psychologist (AHPCZ)

²Department of Applied Psychology, University of Zimbabwe; Registered Occupational Psychologist (AHPCZ)

³Department of Applied Psychology, University of Zimbabwe; Registered Forensic Psychologist (AHPCZ)

Abstract

Work and nonwork (also work-nonwork) interface management offers an alternative view to the work-life balance concept. The view is that employees do not attempt to find balance, but actively manage dynamic interfaces between work and nonwork activities. Work-nonwork interface management can be defined as an individual's ability to manage a dynamic boundary between their work and nonwork activities. Organisations require employees who can manage the interface between work and nonwork activities. This study used an online cross-sectional survey to establish work-nonwork interface management amongst supervisory and managerial employees of public listed companies in Zimbabwe. A convenient sample of 342 was used, that is, 188 (55%) male and 154 (45%) female. The work-nonwork interface management scale was developed and used as the research instrument. Results showed that, cumulatively, 61% had scores below average and 20% showed strong work-nonwork interface management. Interface management was comparatively stronger for work-spiritual and work-income generating activities dimensions and comparatively weaker for work-spouse and work-family dimensions. Participants highlighted that their ability to use technology (78%) and COVID-19 induced regulations (61%) assisted them to better manage the interface. It was found that gender, marital status, age, work experience and educational level subgroups did not yield significantly different means. However, job level had significantly different means. It is recommended that objective assessment of interface management be included in staff recruitment, onboarding, promotion, training and development initiatives. It is important to establish the relationship between work-nonwork interface management and job performance and include all job levels across all sectors.

Keywords: Work-nonwork interface management, dynamic boundaries, cross-sectional survey, public listed companies.

Introduction

The ideal scenario for an employee is when one is at their productive best at work and still have adequate time to enjoy satisfying nonwork activities (Frone, 2003). However, in most instances, employees struggle in dealing with the often conflicting demands of work and nonwork activities (Grywacz & Carlson, 2007). The boundaries between work and nonwork activities continue to change dramatically over time due to many factors, chief among them being technological advancement. A more radical impact factor is the COVID-19 pandemic which brought in an urgent need for teleworking, working from home, flextime working, working on call, working on standby and virtual teams. Work-nonwork interface management can be defined as an individual's ability to manage a dynamic boundary between his/her work and nonwork activities (Greenhaus & Allen, 2017). Work–nonwork interface is the intersection of work and personal life. There are many aspects of one's personal life that can intersect with work including family, leisure, religion, social, academic activities and health (Greenhaus & Allen, 2011).

Global changes, including disasters and pandemics (such as COVID-19) have forced organisations to adopt strategies involving their workforce such as flextime working, working from home, virtual meetings, working on standby just to mention a few (Wajcman, 2014). Such strategies require employees who can manage the interface between work and nonwork activities to be productive. Therefore, work nonwork interface management is key to both productivity and employee wellbeing (Ammons, 2013). Though topical for a long time, the scientific discussions on this area have evolved. Initial research studies focused on work-family conflict (Adebola, 2005; Allen et al., 2000; Kossek & Ozeki, 1998) and later, work-life conflict (Ammons, 2013; Bellavia & Froone, 2005). Other scholars later pursued the idea that employees attempt to 'balance' between work and life roles (work-life balance) and this view gained popularity (Frone, 2003; Grywacz & Carlson, 2007). Some scholars however argue that employees do not attempt to find a 'balance' between work and life, but they attempt to manage a dynamic interface between work and nonwork activities (Allen & Martin, 2017; Bogaerts et al., 2018). Managing work and nonwork activities has always been core to occupational psychology mainly because indicators of good management are linked to greater employee commitment, job satisfaction (Allen et al., 2000) and organisational citizenship behaviour (Organ, 2005). Many employees in today's workforce are facing the challenge of managing the boundaries around their work and nonwork roles in a way that promotes positive outcomes in their work, family, and personal life (Capitano et al., 2017). Since the world of work has become more complex and boundaries between work and nonwork have been altered by

technology and new work practices, it therefore becomes important to not only predict employees who would perform well in their role, but to predict those who would also manage effectively work and nonwork activities.

The view that there is conflict between work and family roles is relatively narrow because there are other activities that employees participate in that interfere with both work roles and family roles, for example, part time studies (Bogaerts et al., 2018). On the other hand, classifying all activities outside of work as 'life' is problematic because work would have to be a dimension outside life (Allen & Martin, 2017). The study distinguishes between work (formal employment) and nonwork activities (any other activities outside of formal employment). This enabled the researchers to create interfaces and therefore discuss the management of those interfaces. However, the boundaries are still not clear cut. Technological advancement has led to more flexible ways of doing work such as virtual working, working from home and flextime, which have significantly altered the boundary between work and nonwork roles. The study was based on objectivism because it objectively sought to build knowledge by testing specific research hypotheses related to work-nonwork interface management to assist in the practice of occupational psychology. Testing of the research claims and literature assumptions also made the research epistemological in nature.

The research was based on the work-nonwork boundary management fit theory by Bogaerts et al. (2018), who posited that an employee's preference for a certain degree of segmentation or integration of work and nonwork life is an individual need on which fit perceptions are based. Work-nonwork boundary management fit is thus defined as an employee's psychological experience of congruence between his/her personal boundary management preference and the boundary management supplies of his/her work environment. The experience of work-nonwork boundary management fit derives from the underlying process of cognitive comparison of an employee's need for integration (or segmentation) and perceived boundary management supplies as provided by the workplace (Bogaerts et al., 2018). It is now a business and social imperative to help workers to manage their work and nonwork lives. Halpern (2005) suggests that workers are faced with a major challenge of combining work and family roles. Research mainly shows that indicators of balance are linked to greater employee commitment, job satisfaction and OCB (Allen & Martin, 2007). A gap in literature exists regarding objective measurement of work-nonwork interface management at dimensional level.

A gap in literature exists regarding the dimensional approaches to assessment of work-nonwork interface management. Most available scales available yield composite scores (Wepfer et al., 2018). A gap in literature also exists regarding the influence of demographic variables on work-nonwork interface management. The study also sought to establish the influence of gender, chronological age, marital status, job level and job tenure in managing the work-nonwork interface in a Zimbabwean context.

Gender was defined in terms of being male or female (Haig, 2004). According to Anastasi and Urbina (1997), chronological age refers to one's age as calculated from the date of birth and indicated by number of years. Work experience referred to the total number of years for which the research participant had been employed, whether employment service was broken or continuous (Kolz, McFarland, & Silverman, 1998). Job level refers to a category or rank in classification of jobs based on their superiority and importance of their contribution to organisational goals (Tesluk & Jacobs, 1998). Marital status is the legally defined marital state. There are several types of marital status: single, married, widowed, divorced, separated and, in certain cases, registered partnership (Haig, 2004). Educational level refers to the highest educational qualification attained by the individual (Haig, 2004).

Aim of the study

This study sought to establish the work-nonwork interface management levels amongst supervisory and managerial employees of public listed companies in Zimbabwe, and to determine whether employees from different genders, ages, marital statuses, job levels and job tenures significantly differ in work-nonwork interface management levels.

Objectives

The objectives of this study were:

- 1) To establish work-nonwork interface management levels amongst supervisory and managerial employees of public listed companies in Zimbabwe.
- 2) To investigate interface management levels across each of the six work-nonwork interface management scale dimensions amongst supervisory and managerial employees of 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 work-nonwork interface management levels.

Hypothesis

H₀: There are no significant differences between individuals from different ages, genders, marital statuses, job levels and job tenures regarding work-nonwork interface management.

H₁: There are significant differences between individuals from different ages, genders, marital statuses, job levels and job tenures regarding work-nonwork interface management.

Participants

The study focused on supervisory and managerial employees in public listed companies in Zimbabwe. 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). Permission was also sought from organisations through formal letters. 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. For age, the 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% had a high school certificate, 0.6% had vocational training, 7.3% had a diploma/higher national diploma, 47.7% had a 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 research instrument

The original instrument was constructed from 52 items administered to 132 people from various occupations in the private sector. Through confirmatory factor analysis, the items were reduced from 58 to 42. The 42 items were classified into six interfaces, namely work-spouse/partner, work-family, work-spiritual, work-academic, work-income generating activities and work-domestic and leisure. The full instrument had a Cronbach's alpha of .79 and for the interfaces work-spouse/partner .709, work-family .731, work-spiritual .74, work-academic .72, work-income generating activities .716 and work-domestic

and leisure .73. With the full scale and the subscales above .70 the instrument shows good internal consistency. Exploratory factor analysis confirmed the six-factor structure with 59% total variance explained. Results of the bifactor model also confirmed the multi-dimensional structure of the scale. The work-nonwork interface scale showed strong construct validity with an average variance extracted (AVE) of .55 with the six latent factors having AVEs above .5. Coupled with the aforementioned composite reliability scores the scale showed convergent validity. To confirm discriminant validity, low correlations were yielded (.01 to .52) among the six latent factors. This indicates that each latent factor uniquely measures a specific variable.

The overall scores were obtained by adding scores on each facet taking into consideration reverse scoring. Table 2 shows cut-off scores for the work-nonwork interface management scale.

Table 1: Cut-off scores for work-Nonwork Interface Management Scale

Description	Range
Very Weak	<95
Weak	95-110
Moderately Low	111-120
Moderate	121-130
Strong	131-150
Very Strong	>150

Data analysis

The Statistical Package for Social Sciences (SPSS Version 25) was used for data analysis. The Kaiser-Meyer-Olkin (KMO) sampling adequacy test was done to establish 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 descriptives, frequency tables, the mean and standard deviation for the full scale and each of the six 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 and discussion

Table 2 shows the reliability of the full scale and the subscales.

Table 2: Reliability for work-nonwork interface management scale

Interface	Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	No of Items
WNIM Full Scale	.829	.850	42
Work-Spouse/Partner	.758	.772	7
Work-Family	.772	.783	6
Work-Spiritual	.801	.822	7
Work- Academic	.799	.804	8
Work-Income Generating	.771	.796	6
Work-Domestic & Leisure	.813	.829	8

Table 3 is a summary of the sample scores for work-nonwork interface management based on the aforementioned cut-off scores.

Table 3: Work-nonwork interface management overall scores summary

	Range	Frequency	Percentage	Cum%
Very Low	<95	17	5%	5%
Low	95-110	78	23%	28%
Lower Average	111-120	115	34%	61%
Upper Average	121-130	66	19%	81%
Strong	131-150	50	15%	95%
Very Strong	>150	16	5%	100%
Total		342	100%	

As shown in Table 3, 20% of the sample showed strong work-nonwork interface management. Cumulatively 61% of the sample had scores lower than average indicating that respondents generally struggle in managing the interface between work and nonwork activities. Frequency tables were generated for each dimension of work-nonwork interface management, and the summary is presented in Table 4 below.

Table 4: Descriptive statistics for work-nonwork interface management dimensions

	Cronbach's					
	Items	Alpha	Minimum	Maximum	Mean	Std. Deviation
Work-Nonwork Interface						
Management	42	.851	71	172	120.47	16.032
Work-Spouse	7	.772	9.00	28.00	17.4912	2.86933
Work-Family	6	.783	6.00	25.00	15.8333	3.66464
Work-Spiritual	7	.822	9.00	28.00	17.4912	2.86933
Work-Extra Income Activities	6	.804	8.00	24.00	16.1433	2.53768
Work-Academic	8	.796	9.00	33.00	21.5497	3.82332
Work-Domestic and Leisure	8	.829	8.00	39.00	25.2018	5.08320
Valid N (342)						

For the *work-spouse/partner* dimension the key highlights are that 73% of respondents indicated that their partner/spouse is clear on the demands and nature of their work role. On the other side, 69% indicated they have cancelled or rescheduled arrangements with spouse/partner due to work obligations. More than half of the participants (59%) also highlighted that they are often interrupted by work calls as they enjoyed quality time with spouse or partner. For the work-family dimension, most respondents indicated that they struggled to attend family events (54%) and important events for their children (55%) because of work obligations. Almost half of the participants (52%) have had to ask someone to help with their children due to changing work demands. A summary of the work-spiritual interface reveals that 59% highlighted that their work did not interfere with spirituality; and 61% of respondents highlighted that their work schedule allowed them to practise spiritual activities. Some 56% of the participants indicated that their work allowed them to be the spiritual person they would want to be. On the other hand, 55% did not find it easy to use work resources to plan or attend religious meetings while 53% highlighted that they thought about work whilst busy with spiritual matters.

The major highlights for the work-academic activities interface are that 65% of participants used company resources to facilitate academic studies and 62% indicated that work experience had improved their academic performance. However, 61% indicated that they were often assigned work whilst attending to important academic issues. Most key dimensions for work-income generating activities appeared to be positively rated by respondents. These included use of work resources and connections to further income generating activities (54%), good planning to ensure both thrive (62%), no intention to quit job to pursue income activities fulltime (60%), and use of technology to ensure seamless transition (57%). However, 56% of the respondents highlighted that they struggled to perform and focus if things

did not go well in their income generating activities. On the *work-domestic & leisure* dimension the major highlights are working from home assisting in domestic obligations (59%), use of technology efficiently to interchange seamlessly between two dimensions (61%), brilliant work ideas coming whilst enjoying leisure activities (66%), and meeting individuals who have assisted with work ideas on leisure trips (68%). However, 68% noted that they had to cancel/ reschedule planned leisure activities because of work demands, 57% did not use company resources to plan and carry out leisure activities and 53% struggled to plan work to have adequate time for leisure. On *use of technology*, 78% of the respondents indicated that their ability to use technological gadgets had assisted them to manage the transition between work and nonwork activities. Some 61% indicated that regulations due to COVID-19 restrictions helped them to better manage their work and nonwork schedules. Only 19% indicated that the regulations enforced due COVID-19 restrictions were not helpful in managing work-nonwork schedules.

Results show that there were no significant differences in work-nonwork interface management between males and females. The results show that $t = .264$ $p = .792$. The mean for males was 120.68 (SD of 17.198) and for females was 120.21 (SD of 14.534). It was also found that there were no statistically significant differences in work-nonwork interface management amongst subgroups based on *age* $F(3,341) = 2.575$ $p = .05$; *marital status* $F(3,341) = 2.070$ $p = .104$; *educational level* $F(3,341) = .510$ $p = .728$ and *work experience* $F(3,341) = 1.414$ $p = .229$. Statistically significant mean differences were obtained based on *job level* $F(3,341) = 5.864$ $p = .001$. Results showed significant mean differences between skilled employees and supervisors, middle managers and supervisors and between top managers and supervisors. Table 13 is a summary of these differences.

Table 5: Tukey’s HSD summary for job level

	Skilled Employee	Supervisor	Middle Manager	Top Manager
Skilled Employee	-	-8.415 ($p \leq .005$)	Not Significant	Not Significant
Supervisor		-	-6.195 ($p \leq .005$)	-7.316 ($p \leq .005$)
Middle Manager			-	Not Significant
Top Manager				-

The current study is the first and only research study assessing work-nonwork interface management across six dimensions. Other measures yield composite scores (Wepfer et al., 2018; Allen & Kiburz,

2012). A gap in literature existed in the measurement of work-nonwork interface management at dimensional level. Although the number of dimensions is not important, it is critical to establish the work- nonwork interfaces that individual employees struggle in managing and assist them to better manage. Results are consistent with available literature in that they show that employees engage in multiple roles (Allen & Martin, 2017) and often struggle with conflicting demands of work and no-work roles (Bogaerts et al., 2018). There is therefore a need for organisations to assist employees in achieving harmonious interfaces between work and nonwork activities. Employees who feel that their interface management needs are met by their work environment have access to organisation resources that allow them to manage interfaces better (Bogaerts et al, 2018).

The perception amongst participants was that rescheduling arrangements with spouse or partner because of work obligations and the interruption by work calls during quality time were the major factors negatively affecting the work-spouse interface. These findings are consistent with literature available on work- family conflict (French & Johnsen, 2016; Palm et. al, 2019). A key mitigatory factor is when the spouse or partner is clear on the demands and nature of the participant's role. The study provides insights showing that the work-family interface is negatively affected by failure to attend family events, failure to attend children's events and changing arrangements due to change in work demands. This insight is key in assisting organisations to design interventions concerning work schedules and managing change in work routines (Allen & Martin, 2017). Considering nonwork roles before changes is critical because certain changes, for example, promotion to work in another location may be more economically expensive than benefits accruing from such promotions.

It was found that work-spiritual interface management was strong because of work schedules allowing employees to practice spiritual activities and limited interference between work and spirituality. However, employees highlighted that they still thought about work obligations when busy with spiritual matters. A knowledge gap existed for this dimension. Evidently, several employees were engaged in academic studies to develop themselves. Work experience and use of company resources to enhance academic studies were found to be strong. Organisations can utilise opportunities to assist employees in academic studies to aid development and motivation (Capitano et al., 2017). Assigning employees work whilst they are attending to important academic issues is detrimental to both job performance and academic performance. This benefits neither the employee nor the organisation. The research also offers insights into the work-income generating activities interface. Positive outcomes are that employees used

work resources and connections to advance income activities, they planned so that both thrived, and used technology to conduct both seamlessly. Because of this management, only 23% had thoughts of quitting their jobs to focus on their income generating activities. Employees knew they needed both the formal role and an income generating activity to aid survival and possibly make a saving in a VUCAD² environment. However, organisations ought to manage such income generating activities so that they are not counterproductive (Bogaerts et al, 2018).

It was found that working from home assisted employees to get more domestic obligations done. However, there is a need to establish the impact on job performance using objective criteria before investing in such initiatives. Technology is also critical in managing the interface. It was found that leisure trips assisted in generating work ideas and creating interactions with individuals who assisted with work. On the other hand, cancellation of trips due to work commitments, failure to plan work, to have adequate leisure time and failure to use company resources to carry out hobbies negatively affected management of this interface. It is important that organisations invest in technological gadgets and training because it would aid employees in interface management. Though COVID-19 regulations assisted in work-nonwork interface management, organisations need to consider those interventions that improve productivity and adapt permanently. Of the demographic variables, only job level was significant in mean differences. Interventions of work-nonwork interface management ought to factor in job level. Such differences may emanate from varying degrees of autonomy in managing work schedules (Bogaerts et al., 2018).

Conclusion and recommendations

Work-nonwork interface management plays a key role in both job performance and employee wellbeing (Allen & Martin, 2017). Organisations can therefore include objective assessments of work-nonwork interface management to assist employees to manage interfaces better. An intervention plan can be drafted for each employee based on the overall score and each dimensional score. Technology is central to work-nonwork interface management. Organisations should therefore train employees and provide technological gadgets that assist employees to be productive and to transition almost seamlessly where possible. Organisations in Zimbabwe should also shift to reward systems that are based on hours of attendance variable pay systems based on performance. Reward systems based on attendance often hinder good work now interface management an also do not improve productivity. However, it is also critical to establish through research the strength of the relationship between work-nonwork interface

management and job performance. Organisations running initiatives to improve work-nonwork interface management for employees should consider job level as a key variable in such initiatives. The study used a convenience sampling and therefore 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 employment sectors be done to further the understanding of work-nonwork interface management. It is also important to establish the relationship between work-nonwork interface management and other variables such as stress, burnout, emotional intelligence, resilience at work and organisational citizenship behaviour.

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Appendix 1: Institutional Permission

University of Zimbabwe
P.O. Box MP167
Mt Pleasant
Harare
Zimbabwe

Telephone: 303211 Ext 14026
Telex: 26580 UNVIZ ZW
Telegrams: UNIVERSITY
Fax: (263) (4) 333407



UNIVERSITY OF ZIMBABWE

APPLIED PSYCHOLOGY DEPARTMENT

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:

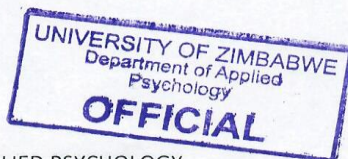
The Chairperson
Department of Applied Psychology
University of Zimbabwe
Box MP167
Mt Pleasant
Harare

Tel: 303211 Ext. 14025/6

The Department greatly appreciates your kind assistance to the student.

Yours faithfully

DR S MHIZHA
CHAIRPERSON, DEPARTMENT OF APPLIED PSYCHOLOGY



Appendix 2: MRCZ Permission

Telephone: 08644072773/0242791193
E-mail: mrcz@mrcz.org.zw
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.**

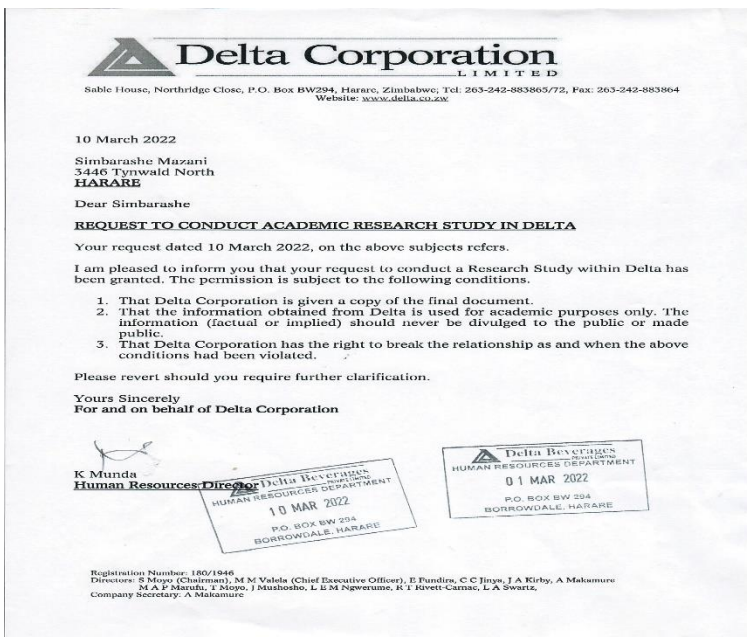
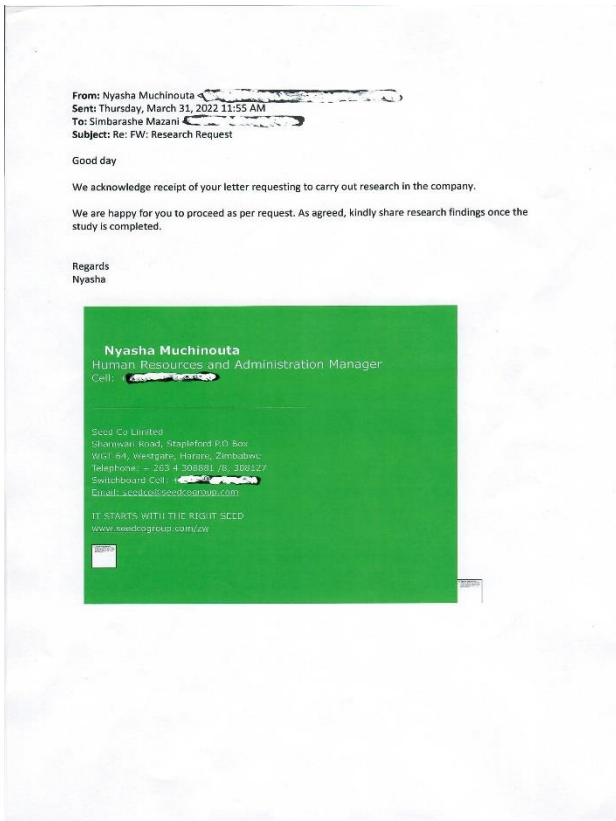
Yours Faithfully

.....
MRCZ SECRETARIAT
FOR CHAIRPERSON
MEDICAL RESEARCH COUNCIL OF ZIMBABWE



PROMOTING THE ETHICAL CONDUCT OF HEALTH RESEARCH

Appendix 4: Organisations Permission Letters



Appendix 5: Informed Consent Form

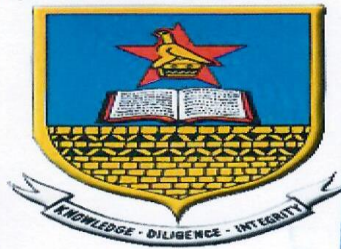
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INFORMED CONSENT FORM



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

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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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