National College of Ireland

The impact Work-life policies can have on Part-Time employees

in comparison to Full-Time Workers in the Irish Retail Sector and

the effect it can have on their Job Satisfaction, Organisational

Commitment and Motivation

By

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ABSTRACT

The impact of Work-Life policies can have on Part-Time workers in comparison to Full-Time workers in the Irish Retail Sector and the effect it can have on their Job Satisfaction, Organisational Commitment and Motivation

Christine Brennan

The topic of Work-Life balance has become huge topic and issue throughout the sphere of the Human Resource Management world. There have been multiple studies which have examined the benefits of work-life policies in various companies across the world. Companies such as Google and Facebook are known for their high levels of work-life balance policies in place throughout their companies and the benefits that come along with such policies for their employees. Nevertheless, there has been a gap in the research conducted in regards to other industries. There has been very little research conducted into work-life balance in the retail industry. This industry has a bad reputation in terms of pay, long hours and stress.

A research method was used in the form of questionnaires. The sample were taken from a worker within the retail industry. The sample also contained respondents with many different demographics such as age, gender, marital status, work status, family status and educational status. The questionnaire was built upon pre-existing literature and the research objectives outlined. Then the data was analysed and discussed further.

The results indicated that in this particular sample that part-time workers experienced lower levels of work-life balance compared to full-time workers in the same industry. Furthermore, other conclusions where made such as how work-life motivators changed with, gender, marital status, family status and educational status.

DECLARATION

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1. Introduction

Murphy and Doherty (2011) highlight that the Irish economy has shifted dramatically in recent years and this provides the context for exploring work-life balance and the consequences it is having on individuals. There have been numerous researches surrounding the area of work-life balance and the impact it has the not just on individuals but also the organisation (Murphy and Doherty, 2011). Furthermore, the effects working in a retail environment, which is unpredictable, can lead to an unhealthy work-life balance. This particular topic is worthy of investigating because although there is an overflow of literature surrounding work-life balance, the literature is mostly located outside of an Irish context. Furthermore, the perceptions created around the retail are oftentimes quite negative. In order to succeed it is important that today's retail companies must ensure they have the abilities to increase level of job satisfaction in order to decrease employee turnover, which can promote careers in the retail industry according to Kim, Knight and Crutsinger (2009). Zeytinoglu, Lillevik, Seaton and Moruz (2004) found through their research that situations such as short shifts, unpredictability hours of work, low wages, and low seniority along with caring for families can lead to difficulties when managing work and life commitments. In addition, previous research looking into work-life balance have mostly used qualitative methods, unlike this

research, which will use quantitative methods. The research which has been conducted previously has used multiple different variables when conducting their research in regards to the consequences of work-life conflict. This research will explore the area of work-life balance and the adverse effects of the variables motivation, job satisfaction and job commitment. Furthermore, the research will highlight the differences in part-time and full-time employment and also other measures such as gender, marital status, family status as well as is that individual a student or not. Following this introduction, this proposal will explore the literature surrounding this topic, followed by the research questions and methodology, which the researcher will use.

This chapter will set out the process that this dissertation will follow. Moreover, the following chapters are broken down further below along with a brief explanation of each chapter.

1.1. Literature Review
The literature review will contain a synopsis of the most appropriate and relevant data that is linked to work-life balance, job satisfaction, organisational commitment and motivation. The literature review will also involve literature which is related to the retail sector in terms of part-time and full-time employees. The literature collected for this dissertation consists of material from journal articles, books, reports and online databases, which were used to gain a further insight of the topics surrounding this dissertation.

1.2. Research Objectives

This chapter outlines the research objectives of this dissertation that have been decided after conducted the literature review. The main purpose of establishing research objectives is to expand on different aspects of the research question.

1.3. Methodology
This chapter contains the information as to how the researcher will carry out the research. This will include a number of items including, the research philosophy, approach and strategy. Then this theory is used in the data collection and analysis.

1.4. Findings and Analysis
The chapter provides the detailed results of the data collection.

1.5. Discussion
This section involves breakdown of the main themes that were found in the results of the data collected. Then the themes will be analysed against the literature which is presented in the previous chapter.

1.6. Conclusion and Recommendations
Finally, this chapter will bring all the information in this dissertation together. This chapter will then finish with a section on further research opportunities, recommendations for employees/employers and a personal learning statement.

2.   The Literature Review

The literature review will explore the chosen topic(s) of this dissertation proposal. This section of the proposal will inspect what academics have discussed through their literature surrounding these themes. The literature is comprised of sources from journal articles, books and online sources.

2.1.   Work-Life Balance Theories

Beginning with the main topic of this dissertation, which is work-life balance. The area surrounding work-life balance is wide and broad. In order to gain a further understanding of this topic in relation to the research, various sources will be used to gain further knowledge surrounding this area. Work-life balance can also be known as work-family balance is defined by Clark (2001) 'satisfaction and good functioning at work and home with a minimum of role conflict'. In addition, Galea, Houkes and De Rijk (2014) define work-life balance as employment, which is used to accommodate for personal time through policies and practices conducted by human resource management. Moreover, Frame and Hartog (2003) imply that good work-life balance is where employees feel they can easily use flexible working hours programmes to balance their work and other commitments in their life such as family, hobbies, studies and so on rather than focusing entirely on work. As this research is related to the retail sector it is important to discuss work-life balance in relation to those topics.

There are many different perceptions of work-life balance and can be viewed from many different angles. Some academics see work-life balance also as work-life conflict. Greenhaus and Beutell (1985) explains work-life conflict as issues which arise due to pressures in work and family life which in turn can make it difficult to participate equally in each role. Furthermore, it can make it almost impossible to complete specific tasks of one role due to the commitments of the other role according to Shockley and Allen (2011). Furthermore, Shockley and Allen (2015) also highlight that there may be strain related consequences due to work-family conflict for example stress from one role can lead into another role and thus can affect the performance of the individual. According to Greenhaus and Powell (2006), recently literature has expanded not only to consider the conflict that may occur between the demands of work and family but also the improvements that these two elements may create for each other. Jain and Nair (2013) further back this argument by stating that there must be a balance between the two domains.

The social exchange theory can be used in order to gain a deeper understanding of work-life balance. Mills, Matthews, Henning and Woo (2014) state that the social exchange theory is based upon the idea that interpersonal behaviour is influenced by opinions of fairness. Furthermore, Mills et al., (2014) mention that individuals will act in a manner that is beneficial to others if those individuals have acted in a way that is beneficial to them also. In terms of work-life balance when

employees see their human resource manager as working to provide them with work-life balance arrangements such as compressed hours that individual will be more productive in return (Mill et al., 2011).

 Another aspect to this research is the differences between gender and how this may affect one's work-life balance. Lyonette (2015) argues that women often use part time work across Europe in order to facilitate work and life duties. Furthermore, Lyonette (2015) argues that women's employment choices are constrained by work-life balance policies and practices. Gatrell and Cooper (2008) highlight that women are more likely to take advantage of flexibility and part-time working initiatives in order to facilitate family commitments. Unlike women, men are expected to work longer hours according to Gatrell and Cooper (2008).

Dizaho, Salleh and Abdullah (2017) state that work-life balance can be achieved through flexible work schedule including flexi-time, part-time work, working from home, shift work and job sharing. From the point of this research, it is important to define who is a part time worker. A part-time worker is a person who is contracted to work for anything that is less than the standard fundamental full-time hours (ACAS, 2013). Dizaho et al, (2017) argue that part time work can be seen a positive way of achieving of a work-life balance. Furthermore, Dizaho et al., (2017) put forward the argument that working part-time can reduce interference between work and home life compared to those who work on a full-time contract. However, Henly and Lambert

(2014) argue that often those who work in part-time roles in the retail sector experience often suffer from unpredictable work schedules. Furthermore, Henly and Lambert (2014) put forward the discussion that often times retail consist of unpredictable working time such as limited advance schedule notice, last minute changes and variations in days worked week to week. Furthermore, the retail industry consists of many part time workers working unsociable hours is quite common.

Kalleberg (2009) describes a strain that is caused by work-life conflict is precarious employment; this supports the views Shockley and Allen (2015). Kalleberg (2009) defines precarious as "employment which is uncertain, unpredictable and risky from the point of view of the worker". Moreover, Grugulis and Bozkurt (2011) further strengthen this framework of precarious work by mentioning that oftentimes retail jobs are involved around precarious types of employment for example, shifts which include long unsociable hours during the evening and even weekends. Henly and Lambert (2014) also put forward that unpredictable working time and nonstandard work hours are another important element of precarious employment. This can be seen a negative image of work-life balance.

Higgins, Duxbury and Johnson (2000) argue that part-time workers will most likely experience interference from family to work and are unlikely to experience interference from work to family. Furthermore, when working part time there can be differences between genders.

Barker (1993) found that women who worked part time found greater happiness as they can spend less time at work and with their children. However, for this research, looking at the role of the retail industry there may be differences shown.

Working in the retail can have an impact on all types of individuals and ranging in different age groups. For example, those who are in school or college and working part time, can have a positive impact as it gives the individual the ability to manage their scheduling and study time which may stand to them in the future according to McVicar and McKee (2002). On the other hand, the zero-sum model standpoint maintains that given that time is limited, part-time work displaces educational activities and is therefore damaging to education performance and results (McVicar and McKee, 2002).

In Ireland, it is important to note that in 2016, that part-time employment accounted for 23.1% (456,200) of the total population (Central Statistics Office, 2018). This gives this research a backdrop as the changing nature of employment has changed dramatically over the previous years. Russell, O'Connell and McGinnity (2009) highlight that from 1993 to 2002 total employment grew by fifty per cent and during the same period unemployment dropped from 16 percent to 4 percent, however this changed when Ireland entered an economic crisis in 2008. Whereas in 2011 McHale (2012) highlights that unemployment had reached a figure of 295,700. Therefore, it important for employer to see the benefits of well-established work-

life balance policies and procedures. It is important as there can be many benefits of having these procedures in place. Beham, Prag and Drobnic (2012) argue that by working part-time this can further enhance work-life balance. Beham et al., (2012) state that organisations have become aware of the introducing policies and procedures that will increase flexibility for employees. Beham et al., (2012) conclude that part-time is essential for achieving employment, which is centred around achieving work-life balance. Beham et al., (2012) also mention that part-time work-life balance may be greater for some individuals because their organisation support personnel needs.

2.2.   Work-Life Balance and Job Satisfaction

Calvo-Salguero, Martinez-de-Lecea and Carrasco-Gonzalez (2011) explain how job satisfaction shows how an individual will either have a positive or negative outlook regarding the appraisals of one's job and job experiences. There have been many studies conducted on the impact of work-life balance on job satisfaction. Khan and Fazili (2016) state that researchers have found a positive link work-life balance and job satisfaction. Furthermore, Forsyth and Polzer-Debruyne (2007) argue that organisations and employees will benefit from supportive work-life balance policies as job satisfaction levels are increased which leads to lower levels of turnover.

Moreover, the role theory has suggested that work-family conflict has a negative impact in relation to job satisfaction, as increased levels of

work-family conflict reduces the level of satisfaction according to Frone, Russell and Cooper (1992). Looking into this further, from a role stressors perspective work-life conflict can lead to an imbalance between the demands and responsibilities of two roles. Furthermore, this can have a negative impact on an individual as levels of tension, worry and fatigue can rise according to Calvo-Salguero et al., (2011). As this literature has suggested that there is a link between work-life conflict and job satisfaction it may be noted that there is no mutual agreement among researchers on how the two dimensions of work-life conflict can be related to job satisfaction (Calvo-Salguero et al., 2011).

Leading on from this argument between the link between work-life conflict and that of job satisfaction. Lamber, Hogan and Barton (2002) highlight that because there has been little knowledge surrounding the link between these two domains of work and family conflict and its impact on job satisfaction it may be difficult to show the relationship between the variables. Mesmer-Magnus and Viswesvaran (2005) argue that most researchers fail to use a global measure of work-family conflict as they fail to notice that it has multidimensional layers. Furthermore, this research will be carried out in order to determine how work-life balance has a multiple layer for different individuals and how this affects their level of job satisfaction.

Also, in terms of job satisfaction and for this research, role stress theories can be used to see the relationship between job satisfaction

and how the retail can directly influence an individual through role stress. Much of role stress research has decided from work or Kahn, Wolfe, Quinn and Diedrick-Snoek (1964), and the focus of the work looks at how an individual's perceptions of their environment and its associated effects. Kahn et al., (1964) suggests that stressors can affect job-related outcomes through a psychological tension that is created by the stressor. Looking deeper into the theory, Kahn et al., (1964) suggest that a system for example a place of work may be exposed to stress through inaccurate expectations that is placed on an employee. However, recent research has extended that role stressors to include not just role ambiguity and role conflict but also to include family-related stressors (Netemeyer, Brashear-Alejandro and Boles, 2004). Furthermore, Netemeyer et al., (2004) note that is it important that when researching role stressors, family-related stressors should be included. Arnold, Flaherty, Voss and Mowen (2009) define family-related conflict as a situation. For example, in the retail industry individuals may experience situations where they find themselves having conflicting problems because they often times due to long hours and unpredictable hours they can experience stress.

Duxbury and Higgins (2001) have found employees who have higher levels of conflict in their work-life balance have a lower level of organisational performance and a low quality of life. Devi and Nagini (2013) points out those organisations who show that they have made efforts to help their employees balance their work and non-work life

can show positive effects. Devi and Nagini (2013) further details that the individual will experience increased performance, organisational commitment and higher levels of job satisfaction. The theories, which support job satisfaction, is called the conservation of resources theory. Orkibi and Brandt (2015) argue that this theory is related to personal resources such as positivity can generate gains in other resources that can lead to a greater well been. Orkibi and Bradnt (2015) further state that those who are more positive will be more able to balance work and non-work demands. Overall, Orkibi and Brandt (2015) highlights that positivity can lead to a greater work-life balance and thus improving job satisfaction.

Oludayo, Falola, Obianuju and Demilade (2018) argues that work life policies such as part-time work, job sharing, shift work, annualised hours, compressed hours, home working, career breaks and finally study leave can in improve levels of job satisfaction. Furthermore, Oludayo et al., (2014) highlights that these policies are put in place to not just for the advantage of the employee but also the advantage of the employers.

2.3. The Job-Demand Resource Model

The job characteristics models of occupational stress outlines how significant features of the job (for example job demands and job resources) influence emotional health and well-being. The two most known theories, which falls under this model, are the job demands-control model (Karasek, 1979) and the effort-reward imbalance model (Siegrist, 1996). Beginning with the job demands-control model, this model suggest that all jobs can be defined by two dimensions, which are demands and control (Tuckey, Boyd, Winefield, Bohm, Winefield, Lindsay and Black, 2017). Moreover, jobs, which are high on both dimensions, are classified as 'active' while those are low on both are categorized as 'low strain' and lastly jobs that are high on demands and low on control are classified as 'high strain' (Tuckey et al., 2017). Whereas the effort-reward imbalance model presumes that jobs which involve high energy for example high emotional demands and low rewards for example pay, work status, career opportunities are high in strain.

Examining these theories together can be helpful to explore the dilemmas of employees in the retail sector. Tuckey et al., (2017) argues that retail workers are to be helpless as they experience low levels of control and also receive low rewards. Moreover, according to Tuckey et al., (2017) when retail work is demanding or effortful workers may experience increased strain. Bakker and Demerouti (2007) suggest that recent job demands-resources model builds on the job demands control and effort-reward imbalance model by suggesting

that every occupation may have its own risks and protective factors for stress, representing border categories of job demands and job resources. Furthermore, the job demands-resources model can define job demands as aspects of the job that might require sustained investment of effort, energy, and or skills suggested by Demerouti, Bakker, Nachreiner and Schaufeli, 2001). By contrast, job resources are the physical, psychological, social and organisational factors that can aid an employee to meet work requirements and can potentially help reduce job strain and its physical and psychological consequences.

There are two interdependent processes, which are posited to connect demands and resources to that of employee's health and well-being (Tuckey et al., 2017). Firstly, the health impairment pathway defines how energy is exhausted due to extreme or prolonged demands and scarce job resources, leading to a long list of physical and physiological consequence highlighted by Bakker, Demerouti and Schaufeli (2003). Also, the motivational pathway showcases how job resources encourage individual growth, knowledge and development both intrinsically, by meeting the basic psychological needs for example autonomy and competence and extrinsically by allowing for the completion of work objectives according to Demerouti et al., (2001). Overall, it can be found that it can said that employee productivity and well-being can be retained through the provision of adequate resources even when high demands even when high

demands cannot be removed or reduced (Tuckey et al., 2017).

Comparing to low levels of resources can lead to lower levels of

motivation, disengagement and reduced performance by the employee

(Demerouti, 2001).

2.4.   Work-Life and Job Motivation

Job motivation is defined as the drive that arises from the happiness

that individuals receive from their job and their willingness to engage

in job-related tasks according to Bui, Liu and Footner (2016).

Furthermore, this research will examine how an individual's work-life

balance may be linked to their job motivation. According to Mas-

Machuca, Berbegal-Mirabent and Alegre (2016) suggests that

employee autonomy can have a positive impact on employees'

motivation as HR practices are allowing these employees to balance

their work easily with other non-work activities. Furthermore, a sense

of autonomy can enable low levels of work-life conflict as employees

choose a way to work which suits them the most. As a result, this

research suggests that those who have the choice to use their

autonomy experience higher levels of work-life balance.

Motivation is known to have two forms, which are intrinsic

motivation and extrinsic motivation. Intrinsic motivation is where an

individual is doing an activity because the activity is interesting and

satisfying to them and extrinsic motivation is doing an activity

because it is routine according to Catania and Randall (2013). In terms

of theoretical frameworks, the equity theory suggests that motivation

can be affected by an individual's perception about how they are treated when they are in social exchanges may that be fairly or unfairly treated according to Adams (1965). Employees will look to their fellow co-workers and feel that if they being treated unfairly for example under compensated or under trained compared to their colleague they may become unsatisfied and leave the organisation (Joung, Choi and Taylor (2018). The equity theory is based upon the framework that most often employee's satisfaction is based upon who they compared themselves to in a similar situation.

Another theory which looks at motivation is the job embeddedness theory which is a moderately new theory. This theory attempts to improve on the traditional employee turnover model. Mitchell, Holtom, Lee, Sablynski and Erez (2001) established this model based upon three components which are 'fit', 'links' and 'sacrifice' which are important on and off the job. Mitchell et al., (2001) describes the first component 'fit' as 'perceived compatibility or comfort level' with the organisation and the community, indicating that the better that individual fits in with the organisation and community the more embedded they are in their job. The second 'link' refers to the number of connections that individuals have with their organisation and community. Finally, 'sacrifice' is defined by the cost of material or psychological benefits that may be lost by leaving a job (Mitchell et al., 2001). Mitchell et al., (2001) argues that this theory can explain why part-time employees have a higher turnover rate than full-time

workers because, as part-time workers often times because the dimensions of this theory is higher for them unlike part –time workers. For example, full-time employees typically have higher education (ie. Better fit) and tend to have more networks and spend more time in the workplace (ie. more links) (Mitchell et al., 2001). They also have more to lose when leaving a job for example higher salary, benefits and pension (ie. higher sacrifice) compared to part-time employees.

Another theory, which can be used to explain the difference between full-time and part-time employees, is the partial inclusion theory. Katz and Kahn (1978) explain that this theory believes that individuals have several roles in social systems, showing that part-time employees may not be integrated to the same degree that full-time employee are in the organisation. Furthermore, as part-time employees spend less time at work compared to their full-time counterparts, it can be said that they are less included in the organisation. Moreover, Martin and Hafer (1995) argue that due to the lack of involvement part-time workers tend to be unsatisfied and uncommitted unlike their full-time counterparts.

2.5.   Work-Life Balance and Organisational Commitment

When work-life balance policies are put in place in an organisation, employees will experience greater levels of organisational commitment according to Hye (2014). Furthermore, by an organisation having an effective work-life balance policy in place, employees may create an emotional attachment to the organisation, which in turn can increased organisational performance according to Casper, Harris, Taylor-Bianco and Wayne (2011). According to Allen and Meyer (1996) affective commitment is where an employee is more intended to stay within the organisation because they feel valued and thus feel emotionally attached to the organisation. Although working part-time can have its benefits in terms of work-life balance policies, Lyonette (2015) notes that those workers face penalties such as lower status, lower pay, less training development opportunities compared to that of their full-time colleagues. In terms of commitment, employees should feel that are valued in their organisation and do not intend to leave that organisation. However, this may be the case for many individuals, which various literature has researched. Joung, Choi and Taylor (2018) explain how the part-time employees can be committed to their organisation as they are matched to their desired employment status, however this may not be always be the case. Thorsteinson (2003) backs this argument by explaining that when part-time employees compared themselves to full-time workers experience lower levels of satisfaction as they typically experience lower wages, benefits and rewards.

2.6.   Drawbacks of Work-Life policies

The retail sector is a major element in this research because Smith (2016) highlights how often times changeable and unpredictable working schedules can create potential issues for that individual's personal life.

Discussing the potential impacts which can lead to a negative work-life balance. Firstly, beginning with stress. Tuckey, Boyd, Winefield, Bohm, Winefield , Linday and Black (2017) present an argument that a negative work life can be related to the stress experienced by employees. However, it is important to note that there are many different types and definitions of stress. Rao (2016) points out that there are three different types of stress, which are personnel stress, work-related stress, and organizational stress. Helmle, Botero, Seibold (2014) argues that there are perceptions of an unhealthy work life balance that can cause stress. This then can lead to having significant implications on their well-being, which can ultimately result in depression, anxiety and anger. These can lead to demotivation (Helmle et al., 2014). Tuckey et al., (2017) found through their research and the use of occupational stress theory it opened the linkage between the stress and the retail industry. Tuckey et al., (2017) found that retail workers experience threats such as elements such as emotional demands that include employees experiencing anxiety due to the lack of a healthy work life balance.

Henly and Lambert (2014) put forward an argument, which may lead to a negative work life balance for employees. This argument looks at how the retail industry and employers can produce unpredictability through for example limited advance roster notice, last minute roster changes and the variability in the days of work. Henly and Lambert (2014) further argue that this sort of unpredictability can lead to time and strain-based conflicts. Hayman and Rasmussen (2013) argue that females are more likely to experience stress compared to that of men.

The framework for this research is the conversation of resources model. Hobfoll developed this model in 1989 (cited in Jensen, 2016). According to Hobfoll (2001) this theory states that individuals will attempt to obtain, preserve, guard and foster those things that they value the most. Furthermore, Jenson (2016) outlines when an individual uses their energy on work they will have less resources available for their family life. Moreover, according to Jensen (2016) as a result individual will go into a state which can lead to depression and burnout. In terms of work-life balance, this theory states that when an individual experiences conflict in one domain they will have less energy to fulfil duties of any other domains they are involved in (Jenson, 2016). This theory was chosen because according to Hobfoll (2001) when an individual loses a resource such as family they become stressed.

3. Research Objectives

From the literature, it can be seen that the retail industry can a source of stress, which leads into their job satisfaction, motivation and commitment. The overall aim of this research is to investigate if an individual employment status within the retail sector has an effect on their work-life balance, job satisfaction, motivation and commitment. The findings of this research will add to the already existing literature and previous findings. Also, the research will include recommendations on how to manage all the factors associated with the findings such as how to manage stress or increase work-life balance policies. In order to accomplish the aim of this study, it is critical to create objectives which are listed below.

3.1. Main Research Objectives

The main objective of this research and title of this research is:

The impact of Work-Life policies can have on Part-Time workers in comparison to Full-Time workers in the Irish Retail Sector and the effect it can have on their Job Satisfaction, Organisational Commitment and Motivation

The following research objectives will be used to evaluate the main research objective effectively, which are listed below:

3.1.1. Research Objective 1

Identify if there is a link between work-life conflict and gender, age, marital status, family status, employment status and educational status?

It can be seen from the literature that employees may have a different perception of their work-life balance. It often considered that the retail industry is one where employees are underpaid are faced with working long hours and unsociable hours. Through this objective, it will be established what type of work-life the respondents currently have.

3.1.2. Research Objective 2
Investigate if job satisfaction, organisational commitment and motivation is impacted by the retail sector and by work-life policies?

Through reading literature, it can be seen that job satisfaction, organisational commitment and motivation can be a challenge when implementing effective work-life balance policies. When employers and organisations do not implement work-life balance policies job satisfaction, organisational commitment and motivation and can suffer as a consequence. It can also be seen in literature that those in part-time employment experienced low levels of these variables compared to that of their full-time counterparts.

3.1.3. Research Objective 3
What are the most the prominent causes of work-life conflict among retail workers?

The perception is that those in the retail sector will experience different levels of work-life balance compared to those in other industries. This objective will examine why those in the retail suffer when it comes to balancing their work and personal life.

3.1.4. Research Objective 4
What are the major causes of why retail employees cannot find a

balance between work and non-work activities?

As seen from the literature review, the retail industry can be a major

source of stress. Oftentimes those who work in the retail industry are

part-time employees who may be students, they may have children or

perhaps are carers for their elderly parents. This type of work in the

retail industry is oftentimes unpredictable and unreliable, where

working schedules are often changed without any notice to the

employees. Finding alternative arrangements can be a difficult and

stressful situation for employees, this objective will discover the main

causes of why it may be difficult to manage work and non-work

activities.

4. Methodology

This chapter will investigate the questions, which have not been discovered yet. The previous sections have outlined the main foundation of this study, which is based upon around the work-life balance, which exists in the Irish retail sector for retail workers. The researcher has outlined four research objectives that will help the researcher in the process of analysing the main research topic.

4.1. Research Philosophy

Saunders, Lewis and Thornhill (2012) suggest that that research philosophy looks at the development of knowledge and the nature of that knowledge. Furthermore, by conducting this research the researcher is embarking on a journey in developing new knowledge. Moreover, the research philosophy that is used by the researcher will determine how they view the world. Saunders et al., (2012) mentions that when thinking about research philosophy the two mains theories are ontology and epistemology. Each of these contain differences, which will ultimately influence the way we think about the research process (Saunders et al., 2012). Saunders et al., (2012) suggests that there is a debate surrounding ontology and epistemology, which is often framed in terms of a choice between the positivist interprevist, realist and pragmatist research philosophy. In terms of positivism, Saunders et al., (2012) states that if the research reflects the philosophy of positivism then it will adopt the standpoint of the natural scientist. Furthermore, research from a positivist standpoint will generate a strategy where the researcher will use existing theories

to develop hypothesis (Saunders et al., 2012). Furthermore, the researcher will be external to the data collected as there is no way they can alter the information gathered (Saunders et al., 2012).

Moreover, in terms of interpretivism, unlike the positivist standpoint, interpretivism believes that it is essential for the researcher to understand differences between individuals in our role as social actors (Saunders et al., 2012). The history of interpretivism comes from two knowledgeable traditions phenomenology and symbolic interactionism, in which phenomenology refers to the way humans make sense of the world around us and symbolic interactionism refers to how humans understand the world around us (Saunders et al., 2012). Ultimately, in the interpretivist stance the researcher must adopt an empathetic stance, as business situations can oftentimes be complex and are not straight forward according to Saunders et al., (2012).

The researcher will take standpoint of positivism, as the approach to gathering data is from a quantitative view. The researcher will be researching from a positive perspective because, the results gathered from the questionnaires cannot be altered at all. Furthermore, the researchers have used previous theories to determine the nature of the questionnaire which then be used to form the hypothesis needed. The researcher has decided to take a route of using quantitative methods to gather the results. Furthermore, Sharp, McDonald, Sim, Knamiller, Sefton and Wong (2011) states that the positivist approach is one of a

more traditional standpoints and thus provides a superior insight in an evidence-based style method. Moreover, Sharp et al., (2011) highlights that positivist research studies the world in an unbiassed way that is steady and foreseeable.

4.2. Research Approach

Once a research philosophy, which is appropriate and relates to the investigation, has been decided, the next step in the process is choosing an approach. The two main types of research approaches are deduction and induction.

4.2.1. Deduction

In terms of the deductive approach, Bryman (2008) highlights that this approach represents the mutual view of the relationship between theory and social research. The researcher when conducting research will draw hypotheses from a particular theoretical framework in relation to their research objectives, then those hypotheses must be then subjected to empirical examination (Bryman, 2008). Furthermore, the researcher must deduct a hypothesis (Bryman, 2008). The researcher must establish how data can be collected in relation to the concepts that make up their hypotheses according to Bryman (2008). Overall, in the deductive theory, the hypotheses will come first and thus will drive the process of gathering the data (Bryman, 2008).

In terms of this investigation, as the topic involves personal questions but they are pre-determined it is somewhat important that the subjects

can express themselves. Therefore, the philosophy of positivism was chosen for this investigation. With the research approach, the researcher will use a deductive approach as the researcher is using pre-existing theories. This is because the researcher has used pre-existing scales to formulate a specific questionnaire for this research project. This provides the researcher

4.2.2. Induction

The inductive theory is the opposite to that of the deductive theory. This theory is where the researcher concludes the implications of their findings for the theory that provoked the whole exercise (Bryman, 2008). The researcher will show how their findings and observations can be fed back into the theories they have chosen to include in their research. Most often, the inductive theory is related to qualitative research, Bryman (2008) mentions that when thinking about the relationship between theory and research it is important to think of them in terms of inductive and deductive. As in qualitative research, although it is associated with the inductive theory, it can sometimes not be as straightforward, as qualitative research sometimes does not generate theories, but theory is often used just as a background to the qualitative investigation (Bryman, 2008). The inductive and deductive theories are should be seen as tendencies rather than set in stone theories (Bryman, 2008).

4.3. Research Strategy

For this dissertation research, the researcher has chosen to take a quantitative approach in relation to gathering data. The researcher has chosen to take this approach as it has been used by many other researchers and found it the most appropriate method for this study and collection of data. The researcher used the literature review to pinpoint the different theories around the concept of work-life balance. The researcher has adopted an objective role, looking at how the data collected is related to the literature and objectives outlined by the researcher. The research which has been carried out in this dissertation is based upon on examining the relationships between part-time and full-time employees, their work-life balance and how job satisfaction, organisational commitment is and motivation affected, were measured and analysed to result in accurate data for the dissertation.

The researcher conducted a survey, named 'Can part-time or full-time work affect an individual's work-life balance and also have an impact on their job satisfaction, motivation and commitment'. Furthermore, the survey began with a demographic section which included six questions. The next sections where broken down into four variables which where work-life balance, job satisfaction, organisational commitment and motivation. Beginning with the first variable of work-life balance, the researcher collected data from Brough, Timms,

O'Driscoll, Kalliath, Siu, Sit and Lo (2014) Work-life balance survey was carried out on 6,983 Australian and New Zealand workers. The scale consists of four scales, however for this dissertation, the researcher used three of the four scales, therefore the survey made by the researcher is slightly different to that of the original survey. The next section of the questionnaire is taken from Emberland and Rundmo (2010) survey called 'Work Attitude Measure', this measure consists of three sections as mentioned beforehand 1-job satisfaction, 2- organisational commitment and 3-motivation. The job satisfaction scale included six items where the responses ranged from (1) very satisfied to (5) very dissatisfied. The next scale organisational commitment contains five items where responses ranged from (1) strongly disagree to (5) and finally the last scale of motivation contains six items where responses range from (1) always to (5) never. However, the researcher took certain items from this measure in which was most suitable to this dissertation research. Overall, the questionnaire consists six demographics questions, then one work-life balance questions and then there are three further sections. In this section job satisfaction has three questions, organisational commitment has two questions and job motivation has four questions in total. Furthermore, the researcher modifies the phrasing of some of the questions asked in the questionnaire in order to help the participants under the items fully. In this questionnaire, the researcher included two open-ended questions that were created by the

researcher. The researcher added these two open ended questions to the survey in order to gain further information and to let the participants explain their own feelings and explain the challenges they face. The researcher also added one additional question to the questionnaire, which was taken from Nabe-Nielsen, Kecklund, Ingre Skotte, Diederichsen and Garde (2010) survey called 'Preferences for working hours measure'. The responses for this item ranged from (1) not important to (5) very important. The researcher decided to include this item to the questionnaire as it was related to the main research objectives of this study. The researcher felt that it was necessary to add the extra questions as they were related to the variables.

An information sheet was also added to the dissertation questionnaire. See appendix for the information sheet and also the survey along with consent form.

4.4.   Sample

The sample which was used throughout this research was made up of male and females' participants who employed on either full time, part time or fixed term contracts all in the retail industry. The sampling strategy for this study was open to all participants of all genders and ages. Participants included those who were married, single, in a relationship, have/do not have children and are either in college or not in college at this present time. The purpose of including these demographics is that in the literature it can be seen that those in different situation will experience different challenges in relation to

their work-life balance. Previous literature has suggested that those who are single and childless often experience little or no challenges compared to those who are married and have children. The same can also be said that those who are in college and work part may experience more challenges compared to those who are not in college at this present time as they don't have to juggle college and work. Overall, the main argument of this study is that those who are in part-time employment will experience more challenges in relation to their work-life balance compared to that of those who are in full-time employment in the retail industry.

Out of the 101 responses collected, there were 80 of respondents where females and 21 were males. Out of the 101 respondents 30 were part time-permanent, 25 were full time, 22 were full time-permanent, 22 were part-time and finally 2 respondents are on fixed terms contracts. Out of the 101 respondents, 76 were single, 12 were married and 13 are in a relationship. Furthermore, 59 were not a student and 42 where students, also 86 haven't got children whereas 15 have children.

The sample strategy used in this research included one distribution method. The researcher made the survey through the online survey maker, 'Google Forms'. Then the researcher disturbed the questionnaire on 'Facebook'. Before agreeing to the take part in the survey, participants were given information sheet in which the objectives of the study and survey were explained. The survey was

disturbed in early June 2018. After all, 101 surveys were completed, all data was stored in a private file on the researcher's laptop and then were analysis.

4.5.   Ethical Consideration

When carrying out an investigation and research such as this research project, it is important to note that there are many ethical considerations that should be followed in order to prevent harm to those who have participated in the research. Bryman (2008) states that harm to participants can fall under many categories, like physical harm, loss of self-esteem and stress. In terms of this research topic and the main topic being that of work-life balance, this topic can be personal to some participants, therefore ethics will be very important in this investigation.

4.6.   Quantitative Data Analysis

Once the surveys were collected, the next stop for the researcher is to analyse the data from the respondents. The data was analyse using SPSS, where statistical analyses where completed. From that the researcher completed a number of tables and figures in which were presented to the readers. In these tables and figures, the reader can see the results which were recorded from the answer given by the respondents. The process of SPSS, identifies the reliability and validity of each scale that was in the questionnaire and will be compared against the variables in the questionnaire.

Below, the demographics of the data are broken down in the form of tables and charts. The sample is broken down into areas of gender, ages, employment status, marital status, family status and educational status. As the main topic of the research is the differences between full time and part time employment, all participants where either in full time or part time employment this was also broken down into permanent full-time/part-time and fixed term workers also. Once again, by organising this data into the various demographics, it can help in this investigation to identify different trends and patterns, which will be explored in the analysis stage of this research project.

Table 1: Breakdown of Research Sample

Variables	Participants	Percentage
Gender		
Male:	21	20.8%
Female:	80	79.2%
Age:		
18-24:	73	72.3%
25-34:	16	16.2%
35-44:	4	4%
45-54:	5	5%
55-64:	3	3%
Educational Status:		
Student:	42	41.6%
Non-Student:	59	58.4%
Marital Status:		
Single:	76	75.2%
Married:	12	11.9%
Relationship:	13	12.9%
Family Status:		
Children:	86	85.1%
No Children:	15	14.9%

Employment Status:		
Part-Time:	22	21.8%
Full-Time:	25	24.8%
Part-Time-Permanent:	30	29.7%
Full-Time-Permanent:	22	21.8%
Fixed Term:	2	2%
Total:	101	100%

4.7. Conclusion

This chapter have finalised the methodology for this dissertation. The research philosophy was examined, along with the research approach. Then the ethical considerations of this research were considered. After this the questionnaire and sample size of this research was discussed in detail. The following chapter will deliver the results of the methodology followed by the analysis, conclusions and recommendations.

5.   Findings and Analysis

In the previous chapters, the researcher has chosen to use questionnaires as the research tool for this analysis. The researcher obtained 101 responses from the questionnaires, and those who answered these questionnaires all worked in the retail industry. This chapter will examine the findings of those questionnaires and they will be examined to analysis the outcomes. The questionnaire was built around the research objectives established by the researcher. In order to create flow and sequence among this research project, the researcher has organised the findings in order of the research objectives. It was noted previously that the sample collected was skewed as it predominantly female, which will be considered when conclusions are made. The aim of the study was to discover the effects that part-time and full-time employees work-life balance has on job satisfaction, motivation and organisational commitment. It also looked how demographics differences may also play a part. The first scale of work-life balance measured the how satisfied the individual was with their personal and work life. Also, the work-life balance scale measured how the nature of the retail sector effects their personal and work life. Secondly, the job satisfaction scale measured how satisfied that individual was their job role and responsibilities. The organisational commitment scale measured how committed that individual was to their organisation and role. The last scale, which was the job motivation scale measured how driven and motivated they felt in their organisation.

The first section will include the results of the validity and reliability of each of the scales on the survey including: 1) The Work-Life Balance Scale 2) The Work Attitude Measure and 3) Preferences for Working Time Measure. The first scale- the Work-Life Balance Scale has four items, the second scale – The Work Attitude Measure is broken down into three sections –Job Satisfaction where there are two items, Organisational Commitment where there are two items and finally there is a motivation section where there are four items. The researcher also added one more question and two open ended questions.

5.1. Descriptive Analysis
Table 2: Breakdown of variables

| Variable	Median
Gender	1.50
Age	1.50
Work Status	1.52
Family Status	.85
Educational Status	.58
Marital Status	.38

5.1. The Work-Life Balance Scale

This section presents the reliability analysis results as applied to the

'The Work-Life Balance Scale', which was calculated via SPSS.

Pallant (2016) states that a Cronbach's Alpha value of .7 and above

are considered acceptable whereas values over .8 are considered more

preferable. Saunders et al., (2012) also suggest that a Cronbach's

Alpha value of 0.7 or above is considered acceptable. When

conducted, a Cronbach's Alpha value of .837. Therefore, this

particular result is reliable. The work-life balance scale was measured

using a 5-point Likert scale ranging from 1= Strongly Disagree to 5=

Strongly Agree.

The researcher also calculated the combined mean of all three items of

the Work-Life Balance scale. The mean of the three items combined is

1.91. Below is the histogram of the responses of the work-life balance

scale. The horizontal axis represents the work-life balance scale and

the vertical axis shows the number of respondents.

Figure 1: Histogram of responses from Work-Life Balance Scale
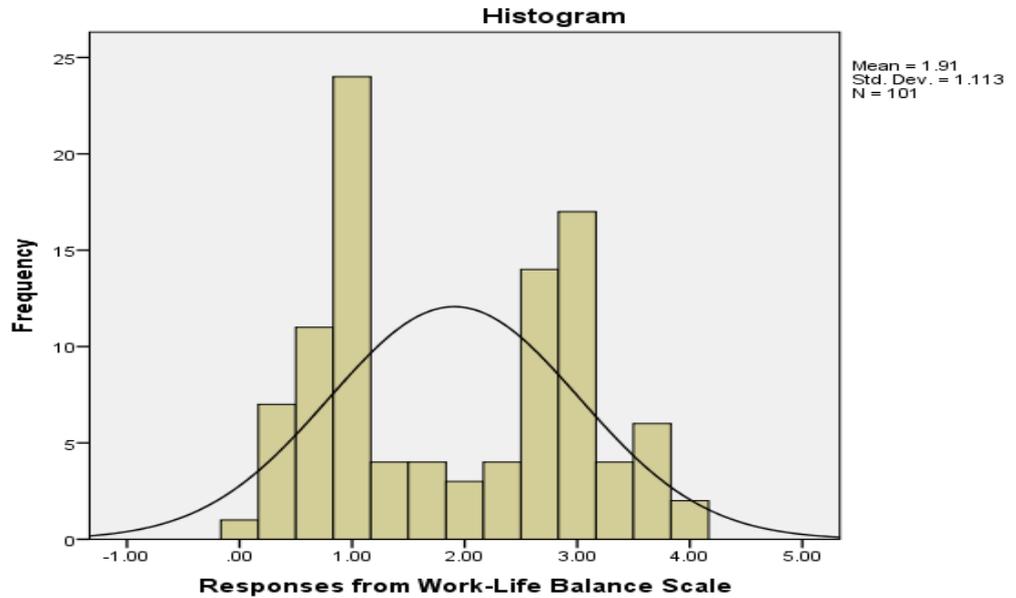
The Shapiro-Wilk Test which indicates normality shows a sig.value of less than 0.05, which is used to infer normality for the responses of the work-life balance scale. Therefore, we reject the null hypothesis as it can be seen that the data is not normally disturbed as the sig.value is less than 0.05. **(W=.904, df=101, p=.000)**

Next the normality of the work-status of the employees and the work-life balance scale is determined. The responses from fixed term workers is not included as there was only two respondents out of the 101 respondents who indicated that they were in a fixed term contract. Furthermore, because of this the researcher did not include those results into this data analysis. In regards to skewness and kurtosis in this example of the part-time workers there is high skewness and kurtotic, it differs slightly from normality. In terms of the full-time workers, in regards to skewness and kurtosis there is a difference from

normality. We can assume that the data is somewhat normally

disturbed in terms of skewness and kurtosis. **($W_{part\text{-}time}$=.842, df=22,**

p= .002), ($W_{part\text{-}time:permanment}$= .903, df=30, p=.010), ($W_{full\text{-}time}$=.867,

df=25, p=.004) and ($W_{full\text{-}time:permanent}$= .907, df=22, p=.042).

Figure 2: Histogram of respondent's work-status in relation to their work-life balance
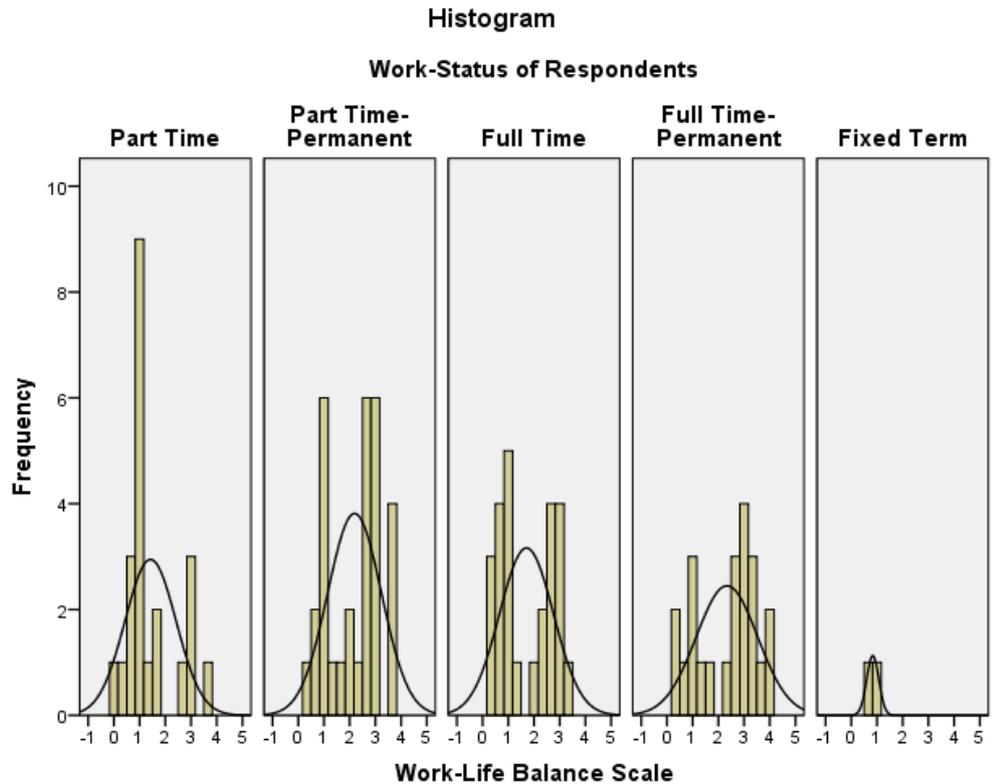
The Mann-Whitney Test was conducted via SPSS. The researcher used this to show if there are any differences between work-status and work-life balance. The test was used to compare full-time and part-time respondents. Furthermore, the test was also used to compare the differences of full-time permanent and part-time permanent respondents. In this case, the outcomes of this Mann-Whitney test indicate for part-time workers is **(Mdn=22.84)** and full-time workers **(Mdn=25.02), (p=.587)**. In this particular test we can see that there is a difference in mean ranks. Therefore, we can assume that there are differences in levels of work-life balance of both part-time and full-time workers. Furthermore, the results of the Mann-Whitney test

indicate for part-time permanent respondents **(Mdn=25.38)** compared to full-time permanent of **(Mdn=28.02), (p=.537).**

The difference between genders was then examined using the Mann-Whitney Test. In this particular test there is a significant difference between males **(Mdn=46.93)** and females **(Mdn=52.07), (p=.473).** The difference between marital status was also tested, the results indicate that there are no significance differences between the two groups were married respondents **(Mdn=44.88)** and single respondents **(Mdn=44.44), (p=.958)**. The educational status of respondents was also tested using the Mann-Whitney Test. The results indicate significant difference between both respondents, where students **(Mdn=45.24)** and non-students **(Mdn=55.10), (p=.092).** Finally, the family status of the respondents using the Mann-Whitney Test was used. The results also indicate significant differences, where those with children **(Mdn=64.27)** and those without children **(Mdn=48.69), (p=.054)**.

Table 3: Mann-Whitney Results of Work-Life Balance Scale

Scale	Rank	Mean Rank	P-Value
Work-Life Balance	Gender:		.473
	Male	46.93	
	Female	52.07	
Work-Life Balance	Marital Status:		.958
	Married	44.88	
	Single	44.44	
Work-Life Balance	Educational Status:		.092
	Student	45.24	
	Non-Student	55.10	
Work-Life Balance	Family Status:		.054
	Children	64.27	
	No Children	48.69	
Work-Life Balance	Work Status:		
	Part-Time	22.84	.587
	Full-Time	25.02	
	Part-Time permanent	25.38	.537
	Full-Time permanent	28.02	

5.2.   The Work Attitude Measure

This measure contains three scale, Job Satisfaction, Organisational Commitment and Motivation. Job Satisfaction has two items, organisational commitment has two items and motivation has items. Each measure was analysed separately beginning with Job Satisfaction where the Cronbach's Alpha value .955 was recorded. This indicates the results are reliable. The second measure of this scale, organisational commitment has a Cronbach's Alpha value of .923, this score indicates that the results are reliable. The last measure of this scale is motivation, where a Cronbach's Alpha value of .571 is recorded. This indicates that the result is unreliable. The job-satisfaction scale was measured using a 5-point Likert Scale, ranging from 1=Very Dissatisfied to 5= Very Satisfied, the organisational commitment scale was measured using a 5-point Likert Scale. ranging from 1=Strongly disagree to 5- Strongly Agree. The last scale of motivation was measured also using a Likert Scale ranging where item one ranged from 1=Always to 5=Never, item two and three ranged from 1=Agree Completely to 5=Completely Disagree and the last item ranged from 1=Strongly Agree to 5=Strongly Disagree

Histograms of levels of part-time and full-time respondents are presented below. the horizontal axis in both cases represents the job satisfaction scale and the vertical axis represents the respondents who answered the questionnaire in relation to their work-status.

Figure 3: Histogram of respondent's work-status in relation to their Job Satisfaction
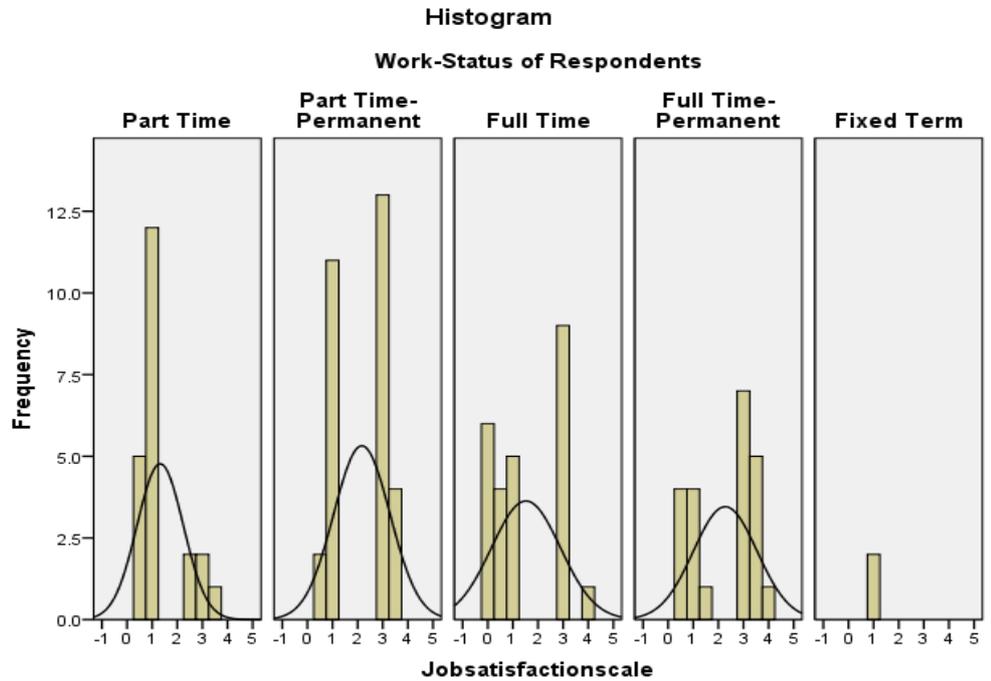
As the results of tests of normality show as the sig. value is less than 0.5 via the Sharpio-Wilk test, the Mann Whitney test will be used due to the normality in the full-time and part-time respondent's. **($W_{part-time}$:.724, df=22, p=.000), ($W_{part-time:permament}$: .756, df=30, p=.000), (Wfull-time: .812, df=25, p=.000) and ($W_{full-time:permanent}$: .817, df=22, p=.001).**

Due to the fact that there is variance in normality, the Mann Whitney Test was used to identify of there a noteworthy difference between part-time and full-time employees in relation to their job satisfaction levels. Also, the Mann-Whitney Test was also used to test the difference between part-time permanent and full-time permanent. The Mann-Whitney test indicates there is slight to no difference between

full-time and part-time respondents. Where full-time **(Mdn=23.68)** and part-time **(Mdn=24.36), (p=.866)**. Also, it can be seen from the test, that results for the part-time permanent and full-time permanent respondents also indicate little differences, full-time permanent **(Mdn=27.57)** compared to that of part-time permanent **(Mdn=25.72), (p=.651)**.

The Mann-Whitney Test was also used to study the difference between gender and job satisfaction. The outcomes of this test indicate that there isn't a significance difference between both responses. **(Mdn=52.14)** for males compared to **(Mdn= 50.70), (P=.839)** for females. Another Mann-Whitney test was completed comparing married and single respondents. The results of the of this test indicates that there is a significant difference, where, **(Mdn=43.40)** for single respondents and **(Mdn= 51.46), (p=.304)** for married respondents. The same test was used to test the difference between educational and family status. Beginning with educational status of the respondents, the test shows a significance difference between students and non-students, where non-student **(Mdn=57.65)** and students **(Mdn=41.65), (p=.005)**. Finally, looking at family status, the test indicates that there a significance difference between those with children and those without children, where those with children **(Mdn=64.77)** and those without children **(Mdn=48.60), (p=.040)**.

Table 4: Mann-Whitney Results of Job Satisfaction Scale

Scale	Rank	Mean Rank	P-Value
Job Satisfaction	Gender:		
	Male	52.14	.839
	Female	50.70	
Job Satisfaction	Marital Status:		
	Married	51.46	.304
	Single	43.40	
Job Satisfaction	Educational Status:		
	Students	41.65	.005
	Non-Students	57.65	
Job Satisfaction	Family Status:		
	Children	64.77	.040
	No Children	48.60	
Job Satisfaction	Work-Status:		
	Part-Time	24.36	
	Full-Time	23.68	.651
	Part-Time permanent	25.72	.642
	Full-Time permanent	27.57	

5.3.   Organisational Commitment

Histograms of levels of part-time and full-time respondents are

presented below. The horizontal axis represents in both cases the

organisational commitment scale and the vertical axis represents the

number of respondents.

Figure 4: Histogram of respondent's work-status in relation to their Organisational Commitment
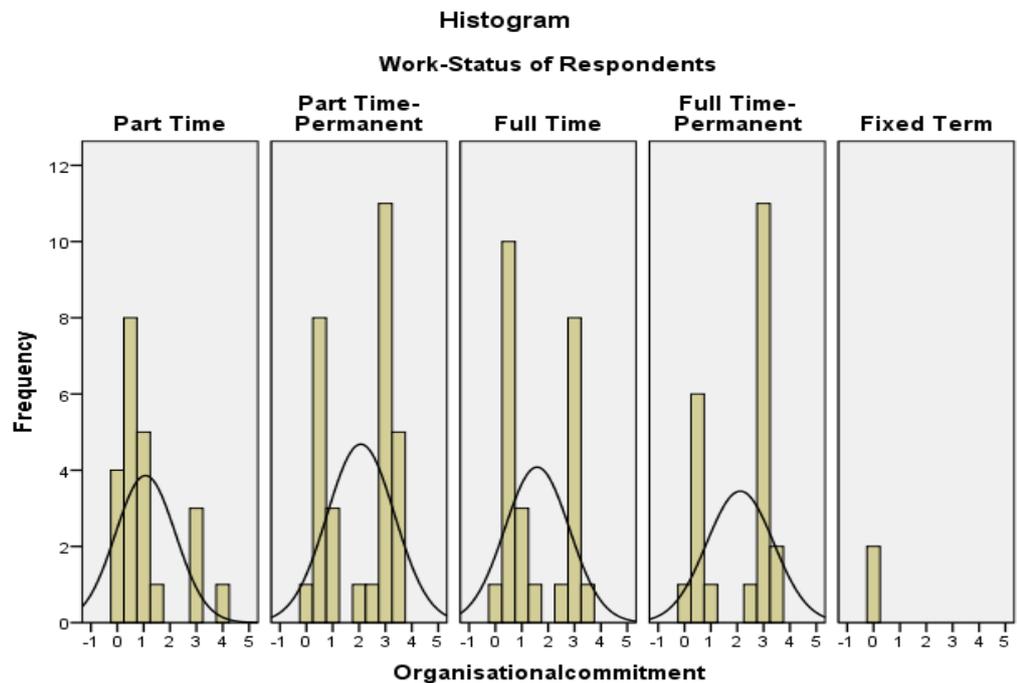
The results of the tests of normality shows that the sig.value is less

than 0.05 via the Sharpiro-Wilk test. Due to this the Mann Whitney

test will be used due to the lack of normality in both part-time and

full-time respondents. In both cases the results indicate difference

from normality. **($W_{\text{part-time}}$=.777, df=22, p=.000), ($W_{\text{part-time:permamnent}}$= .795, df=30, p=.000), ($W_{\text{full-time}}$=.781, df=25, p=.000) and ($W_{\text{full-time:permamnent}}$=. 742, df=22, p=.000)**

As there are differences in normality, the Mann-Whitney test was used to identify the differences between full-time and part-time respondents in relation to their organisational commitment. The Mann-Whitney Test was used to identify the differences between the respondent's work-status. Beginning with full-time and part-time respondents, the test indicates there are slight differences between the two, where part-time **(Mdn=21.14)** and full-time **(Mdn=26.52),(p=.166)**. Looking at the differences between part-time permanent and full-time permanent next, the test indicates there is no differences between these two responses, were part-time permanent **(Mdn=26.70)**, and full-time permanent **(Mdn=26.23)**, **(p=.912)**.

The Mann-Whitney Test was also used to test the difference organisational commitment and the other variables used in this research. Beginning with gender, the test indicates slight differences between these two groups where males **(Mdn=49.52)** compared to females **(Mdn=51.39), (p=.791)**. The marital status of the respondents were examine using the same test, where the test indicates differences between the single and married respondents. Single respondents have a mean rank of **(Mdn=43.88)** compared to married respondents **(Mdn=48.46), (p=.572)**. Finally, the Mann-Whitney Test was used to examine the differences of the respondent's educational status and also family status. The test indicates that there is a significance differences between those who are students and those who are not students. The test indicates for students there is a mean rank of

(Mdn=41.83) compared to non-students of **(Mdn=57.53), (p=.006).**

The final test looks at the differences of the family status of

respondents. The test shows that there is a significant difference

between those with children compared to those without. Those with

children when tested indicated a mean rank of **(Mdn=60.53)**

compared to those without children, **(Mdn=49.34), (p=.161)**.

Table 5: Mann-Whitney Test of Organisational Commitment Scale

Scale	Rank	Mean Rank	P-Value
Organisational Commitment	Gender:		
	Male	49.52	.791
	Female	51.39	
Organisational Commitment	Marital Status:		
	Married	48.46	.572
	Single	43.88	
Organisational Commitment	Educational Status:		
	Students	41.83	.006
	Non-Students	57.53	
Organisational Commitment	Family Status:		
	Children	60.53	.161
	No Children	49.34	
Organisational	Work Status:		

Commitment	Part-Time	21.14	.166
	Full-Time	26.52	
	Part-Time permanent	26.70	.912
	Full-Time permanent	26.23	

5.4. Motivation

Histograms of levels of part-time and full-time respondents are presented in the histograms below. The horizontal axis in each case represents the motivation scale and the vertical axis shows the number of respondents either part-time or full-time who answered this scale in the questionnaire.

Figure 5: Histogram of respondent's work-status in relation to motivation
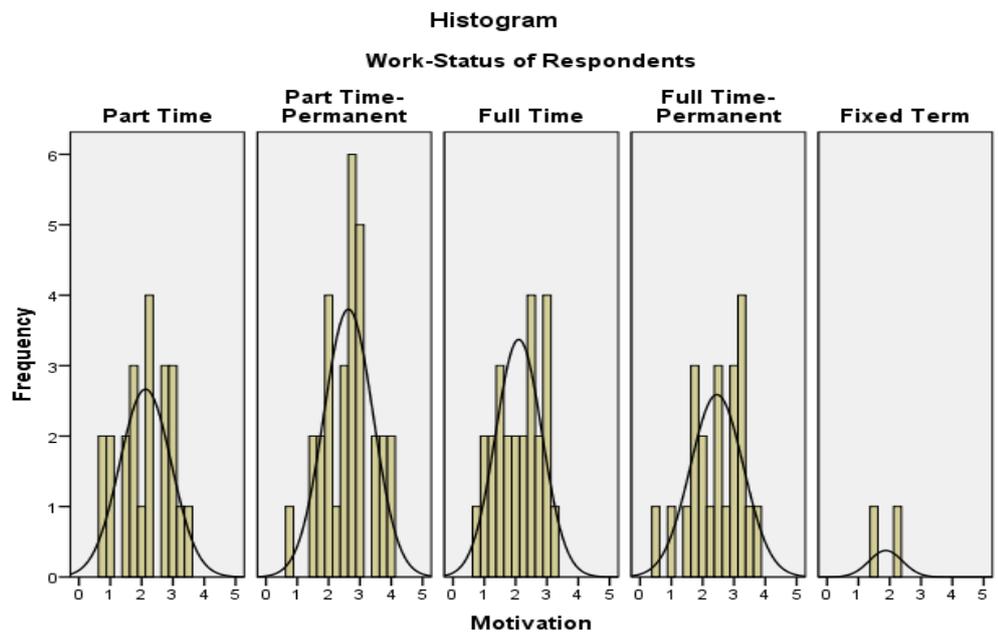
The Shapiro-Wilk test indicate that normality is not normally distributed. The null hypothesis being that the sample is normal. In the case of this scale, the motivation scale is tested for normality in

relation to the respondent's work-status. The results of normality, shows an absence of normality. **($W_{\text{part-time}}$=.952, df=22, p=.338), ($W_{\text{full-time}}$=.969, df=30, p=.509), ($W_{\text{part-time permanent}}$= .945, df=25, p=.195), ($W_{\text{full-time permanent}}$= .952, df=22, p=.351).**

Due to differences in normality a Mann-Whitney Test was used to indicate differences. Beginning with the work-status of the respondents. Part-time and full-time respondents were tested first, the test indicates that there is little to no difference between these two groups where part-time **(Mdn= 24.25)** compared to full-time **(Mdn= 23.78), (p=.911)**. Comparing part-time permanent and full-time permanent responses, where the test also indicated no differences. The part-time permanent responses **(Mdn=27.45)**, and the full-time permanent **(Mdn=25.20), (p=.602)**.

The Mann-Whitney Test was used to test the other variables of this study. Beginning with the gender of the respondents, the test indicates that there is a significant difference between males and females,where males **(Mdn=42.55)**, compared to females **(Mdn=53.22), (p=.137)**. Next the marital statuses of the respondents were tested using the same test. The Mann-Whitney Test indicates that there is a significance differences between those who are married and single, where married **(Mdn=37.88)** compared to single respondents **(Mdn=45.55), (p=.337)**. Finally, the educational and family status of the respondents were examined. The test indicates the there is little differences between those who are students and those are non-

students. Comparing the mean ranks of both students, the mean rank

of students **(Mdn=50.77)** compared non-students **(Mdn=51.16),**

(p=.949). Finally, examining the family status, the test indicates that

there is a significance difference between those who have children and

those who do not have children. **(Mdn=42.37)** for those with children

and **(Mdn=52.33)** for those without children, **(p=.276)**.

Table 6: Mann-Whitney Test Results of Motivation Scale

Scale	Rank	Mean Rank	P-Value
Motivation	Gender:		.
	Male	42.55	.137
	Female	53.22	
Motivation	Marital Status:		
	Married	37.88	.337
	Single	45.55	
Motivation	Educational Status:		
	Student	50.77	.949
	Non-Student	51.16	
Motivation	Family Status:		
	Children	42.37	.276
	No Children	52.33	
Motivation	Work Status:		
	Part-Time	24.25	.911

Full-Time	23.78		
Part-Time permanent	27.45		.602
Full-Time permanent	25.20		

5.5.   Survey Results

The results recorded from the two opened questions which were included in the survey also included links between work-life balance and job satisfaction and the dependent variables.

The first open-ended question in the questionnaire was "Why would you disagree that over the past three months you do not have a balance between your work and non-work activities for example family, friends and studying?" The majority of responses recorded were that most people do not a have a balance between their work and personal time. The majority of people found it difficult to balance work and their personal life due to the main factor that they work in the retail industry. Many of the responses indicated that they do not have enough time to do things after work or it is hard to meet friends or family due to awkward shifts.

Respondent one: *"It is hard to make time for friends, family or activities when working full time and the employer expects you to stay later most days unpaid".*

Respondent two: "*I have missed family events etc due to work and also to tired for outside activities due to my changing shift patterns*".

Respondent three: *"Working full-time can be hard you only have two days off a week. how can you catch up with people in those two days you are too tired to even conversate with family and friends"?*

Respondent four: *"I don't have time for college, work and family time and also part-time working on top of that as my employer is not helpful when I need time for exams and study".*

Respondent four: *"My rosters are unfair my employer has no consideration for my work-life balance".*

However, it may be noted that not all participants reported a lack of work-life balance. Some respondents reported that have experience a good work-life balance.

Respondent five: *"My company have very good work-life balance procedures in place so I have to agree to the above question I feel that I have a very good work-life balance at the moment".*

It can be seen from these responses that part-time work can have a negative effect on those in the retail sector as often times employers show little interest in helping those improve their work-life balance. Also, it can be seen that the respondents find it tough to manage their personal life and their work life. This can also have a negative impact on job satisfaction, organisational commitment and motivation. This is due to the fact that those who work part-time may not receive the

same benefits as those in full-time employment. Therefore, this can lower levels of job satisfaction, organisational commitment and motivation.

The next question which was answered by participants was "According to you what are you most dissatisfied in regards to your job?" The main results which resulted from this question is that most individuals are dissatisfied by their pay, lack of variety, the unpredictable working hours and days, working weekends and always working late shifts. It can be seen that there is a demand for more flexible work practices for example not working weekends and having time to spend at home with children. Another result which can be seen is that employer take notice of the effects the lack of work-life balance is having on their employees. Oftentimes, it can be seen that part-time employees fall behind and are forgotten about in comparison to their full-time colleagues.

Overall, the results which were recorded have shown that the issue of work-life balance is strongly linked to the lack of supportive and knowledgeable employers. It can be understood that there are clearly high stages of stress from participants which can ultimately led to high level of mental health issues for individuals and can lead to burnout. It was also that there is a lack of recognition from employers and individuals feel that their ideas are left unnoticed.

6. **Discussion**

6.1. Overview

This chapter will present a discussion of the findings that were found in the analysis chapter. Furthermore, this chapter will examine the main themes of the dissertation in relation to the relevant literature. This section will examine the findings of the preceding chapter in relation to the research objectives of this dissertation. This will be helpful in order to gain a further understanding of the research objectives so that an insightful conclusion can be given. Below the research objectives are listed once again

6.2.Main Research Question

The impact Work-life policies can have on Part-Time employees in comparison to Full-Time Workers in the Irish Retail Sector and the effect it can have on their Job Satisfaction, Organisational Commitment and Motivation. Also, if there is a link between work-life conflict and gender, age, marital status, family status, employment status and educational status.

1. Investigate if job satisfaction, motivation and commitment is impacted by the retail sector and that individuals work-life balance.

2. Examine the major causes of why the individuals cannot find a balance between work and non-work activities.

3. Determine the most prominent causes of work-life conflict of retail workers.

The main aim of this study was to examine the work-life balance of part-time and full-time workers in the retail sector and to also examine their job satisfaction, organisational commitment and motivation. This sample population was made up of males, females, those who are married or single, those who are students and non-students and finally those who work either part-time or full-time in the retail sector. The main reason for this research is that previous research surrounding work-life balance has been conducted outside of the Irish context. The researcher specifically used respondents who were from the region of Dublin.

The research question "The impact Work-life policies can have on Part-Time employees in comparison to Full-Time Workers in the Irish Retail Sector and the effect it can have on their Job Satisfaction, Organisational Commitment and Motivation" was covered throughout this research. The results from the analysis confirmed that the effects of work-life balance can have a negative effect on employees. From the analysis it can also be seen that individuals work-status can impact job satisfaction, organisational commitment and motivation.

6.2.1. Research Objective 1:
The goal of this objective was to determine the respondent's perception of their work-life balance. In relation to this dissertation as it is set in a retail industry, the respondents where all employees

within the retail sector. This was very important as from literature it can be seen that those in the retail sector often times experience high levels of work-life conflict. Lambert (2014) highlights that the retail industry can consist of changeable working hours which include limited advance schedule notice, last minute changes to shifts and differences in days worked week to week. From this, it can be seen that work-life balance may be an ongoing problem for those in the retail sector. The findings conclude that, that most respondents were either satisfied or unsatisfied with their work-life balance. It can be seen that most respondents disagree that they don't have a good work-life balance as they find it difficult to split their time between the two. This is due to awkward shift patterns, uncooperative employers and because they have to work part-time. However, some respondents did think they have a good balance between work and their personal life. This due to the fact their employer facilitates flexible working arrangements in their organization.

Previous literature has mentioned that when discussing the topic of gender, often time it presumed that women who work part-time are found to be happier as they have a good work-life balance according to Barker (1993). However, from this study through the use the Mann-Whitney test it can be seen that women experience greater work-life conflict compared to that of their male counterparts. In terms of educational status of employees, McVicar and McKee (2002) highlight that those who are students will have a less great work-life

balance as they will find it difficult to manage their work, personal life and college life. They may find it extremely difficult to study for exams etc. Through the Mann-Whitney test it can be seen that there is high difference between students and non-students. This indicates that the non-students are experiencing difficulties in managing their work and non-work life. Overall, it can be said that improving work-life balance policies for part-time workers may be beneficial. Looking at the gender issue, there may not be sufficient evidence to back the idea that work-life is the main issue as the sample size was dominated by females compared to that of males. Looking at students lastly, it can be said that they are experiencing low level of work-life balance and this is supported by previous literature.

6.2.2. Research Objective 2:
Previous literature has suggested that job satisfaction and work-life balance can be linked. Frone, Russell and Cooper (1992) suggests that conflict between work and non-work activities can have a negative impact on job satisfaction, as increased levels of work-family conflict reduces the levels of job satisfaction. From the findings it can be said that there are particular groups in the data set that have experience this argument. There are significance differences in those who married and single, it can be seen that those who are single experience low levels of job satisfaction and the majority of responses who are single are also students, which can also be seen to experience low levels of job satisfaction. This is because often times student spend time between their work, personal and college life. Furthermore, because they spend

less time in the organisation they are often overlooked in regards to responsibilities. Also, in regards to the retail, it can be seen from the open-ended question in the questionnaire that respondents described their work as repetitive and lacks variety. Some of the responses describe the retail sector even further such as 'I feel that I am not appreciated enough' and 'I feel that there is a lack of opportunities to grow because I am full-time'. Therefore, the findings of this dissertation support this argument.

Moreover, Lamber, Hogan and Barton (2002) there is little information surrounding the link between work-life balance and job satisfaction, therefore it can be hard to distinguish the relationship between the two variables. However, from the findings it can be seen that the variables which can be affected the most by the job satisfaction scale is students/non-students, those with children and those without children. Therefore, the findings of this dissertation do not support this argument.

In relation to organisational commitment, looking at previous literature Hye (2014) argues that effective work-life balance policies, employees will experience greater levels of organisational commitment. Furthermore, Lyonette (2014) argues that part-time workers will experience lower levels of organisational commitment as they are faced with penalties such as lower status, lower pay and less training and promotion opportunities. The findings of this dissertation, supports this argument as females, non-students, those with children

and part-time workers reports low levels of organisational commitment.

Lastly looking at motivation, Helme, Botero and Seibold (2014) argue that perceptions of an unhealthy work-life balance can lead to high levels of stress for employees. Furthermore, this can lead to demotivation for employees. In the findings, those who are single, have no children and are part-time experiences the highest levels of demotivation in their organisation. Therefore, it can be said that these findings support the argument made in the literature.

6.2.3. Research Objective 3 and 4:
Literature has suggested that the retail sector is unpredictable and can be a major source of stress for individuals regardless if they are part-time or full-time employees. Many factors can play a role on an individual and their work-life balance. From the two open ended questions in the questionnaire it can be seen that the respondent's answers show that they support these presumptions that the retail sector is an industry where there is lack of progression and advancement.

6.3.Limitations of the Study
This study has many limitations. First of all, the sample of this study where from one region of Ireland, Dublin. Therefore, it can be said it does not signify the entire retail sector in this country. The sample size is quite small (101 respondents) and similarly the sample is uneven as it dominated by females. This is a limitation as the researcher failed to

gain a deeper knowledge of work-life balance from a male's perspective. The sample where chosen through a self-selection method. Furthermore, there are negative aspects of self-selection can result in respondents taking the questionnaire because they have strong feelings about a particular topic according to Saunders et al., (2012).

This research used questionnaires in order to collect data. This was chosen as the most appropriate method to collect data due to time constrains. However, perhaps a qualitative method would have been useful for this research topic. Due to the fact that, using interviews can help a further detailed view of work-life balance among retail workers. However, this method was not realistic due to the time frame, therefore, interviews may be considered for further research.

The findings of this research are said not to be generalised to all retail workers in Ireland. Moreover, the findings are related to the sample and may be seen as an accurate representation of those respondents' views and experiences. In this particular, future research is recommended perhaps using a larger sample size in order to gain a deeper sense of knowledge surrounding this area.

7. Recommendations

7.1. Recommendations for Employees

The issue of work-life balance is such a large and complex concept that can be difficult to ever resolve this issue. However, perhaps some recommendations or possible solutions may aid employees in balancing their personal and work life. Some organisation are known for their outstanding work-life balance procedures. This is helpful to those that have the access to these procedures but what about those who have not got the access to these procedures. The researcher suggests that there a number of ways that employees can bring attention to this issue in the workplace. The first-place individuals can bring this issue forward is at staff meetings or briefings. During this time, employees can vocalise how important it is to bring in these practices. Although, work is very important to employees not just financially but also socially it is important to highlight how individuals should deal with their stress in a effective manner. Stress can affect individuals in a negative way, it is recommended that employees always take time for themselves and take quality time to spend with friends and family. Having a supportive friends and family circle can also help individuals who are finding it hard to juggle work and non-work responsibilities. It is suggested that individuals also try to avail of resources that is available to them.

7.2.Recommendations for Employers and Organisations

Just like employees, recommendations can be made for the employer

and organisations to help employees balance their work and non-work

life. The first recommendation is that employers should make

employees aware of all work-life balance procedure which are

currently available to the employees as sometimes employees are not

aware of the procedures available in the organisation. The employer

should talk about the issue of work life balance so that they can

educate their employees on this issue. In addition, by letting

employees having their own personal input into the discussion may be

helpful for employers, as it gives employees more control of their own

work-life balance procedures, which they feel, should be put in place.

Perhaps in organisation where there aren't any work-life balance

procedures in place, employers may consider asking employees for

their suggestions which can help create a greater working environment

for all employees. At time, employees can feel overwhelmed and

stressed in the workplace due to their lack of work-life balance. It is

important for that employers have support networks in the

organisation. This may help employees as they know that their

employer is there for them to help them in times of stress thus can

improve job satisfaction, organisational commitment and job

motivation. By helping employees with their personal life can help

them feel supportive and take unnecessary stress off them. Employers can help by introducing flexible working patterns particular to those that are college or school and are working part time. This can be done by giving student study when exams are coming up this can help them in their personal life to study for important exams. Also, introducing flexible working patterns can help working mothers and fathers and their need to have a good work-life balance due to their children. It is extremely important that working mothers and fathers have a healthy work-life balance in the workplace so that they can be there for their children at all the crucial times they need to be.

In relation to this study in particularly it could recommend for employers in the retail sector, to consider the work-life balance of part-time workers. In the retail industry it can be quite unpredictable. Oftentimes, employees are faced by changeable work schedules and long working hours and shifts. It could be recommended that employer acknowledge these issues and put steps in to make the workplace more equal and fairer for all employees in the workplace. By facing these issues straight away, employees will feel valued and respected within the workplace.

Employers can offer paid leave throughout the year, can greatly help employees as oftentimes unforeseen emergencies may take place and it is important that employer also support their employees in their personal life's. Other procedures such as maternity leave and flexible

working patterns can be taken into consideration from employers also as it can help with career progression and satisfaction levels.

Looking towards the future, it is critical the employers understand the importance of their employees having a good work-life balance. Looking at mental health and well-being of employees in terms of their work-life balance. Mental health issue is a serious topic and it is a duty of the employer to make sure there are procedures in place to help employees manage their mental well-being. This can be done by recognizing early signs of distress in employees and possible signs that they are not themselves. Often time just by listening can help employees feel more at ease and they can open up about their problems in which employers can then help solve their problems. From the survey of this research topic, it can be seen that there is work-life balance problems in the retail sector. These problems can drive down levels of engagement and motivation. However, it is up to the employer to take the correct steps to fix these problems and listen to what their employees are trying to communicate to them. By taking their opinions on board, perhaps it can lead to greater organisational performance and overall drive of the workforce as they feel that are valued in the workplace.

7.3. Costings
The researcher has listed many recommendations above for employees and the employers/organisation. Moreover, for these recommendations to take place and be put into action it is important to note the steps,

costings and time it would take to implement these recommendations. One of the first recommendations was for meetings or briefings to take place. In these meetings or briefings staff and management can pinpoint the importance of having work-life balance policies in the organisation. Staff can put forward the issues that they currently experiencing and how they feel surrounding these issues. This meeting can take place once a month on whatever day and time suits both staff and management. The meeting should last an hour and a half. Looking at this meeting in terms of cost would be little to no cost to the organisation, as the meetings would take place internally and would be conducted by management and staff.

Secondly, creating a supportive working environment for the organisation is highly recommended. Management and staff working closely together can conduct this. Management can set up via HR new Work-Life Balance policies. Employees can freely go to HR, where they can discuss possible working patterns that suit them or perhaps they may want to use in the future. This procedure would involve training the HR department in regards to the new policies. This would require external learning for the HR department where the training would take place only for one day. The cost of training would be 800 euro.

Introducing flexible working arrangements such as maternity leave, paid days off for personal reasons or emergencies. This would entail a large cost to the organisation and the exact amount cannot be

estimated. However, these flexible patterns would be greatly appreciated by the employees. Looking at maternity leave policies for women would involve changes to contracts meaning that the organisation would have to update existing contracts with acceptance from all parties. Deciding on the new contracts can may take some times any time from two weeks to four weeks to decide on the new contracts. Meetings surrounding these new contracts may have to take place outside working hours in order to meet the needs of the all parties. This will cost the organisation 300 euro.

In order to calculate the benefit of introducing these practices into the organisation, it is important to calculate the return on investment for the organisation. This can be calculated by dividing the net profit by the cost of investment and multiplying by 100. For example:

500/1,000 x 100 = 50%

7.4.Personal Learning Reflective:

Throughout this year, there has been many aspects of this dissertation that has presented obstacles and many learning curves. At times there has been situations where I thought as a student I could not overcome. However, at time when I felt like giving up I surprised myself and discovered many qualities take help me push forward and complete my dissertation. One of the main issue or obstacles for myself was the process of SPSS. As I have never had any other experiences with this software before I found myself in some trouble. Furthermore, I found it extremely difficult to understand the system. However, with patient

and help from others, I began to overcome my learning curves and finally everything came together. Another issue I came across during this time was my own time management issues. Time management is one of the qualities in which I feel I need to work harder on. As I worked full-time during the time of completing my dissertation, I found it hard to juggle both elements the dissertation and my work-life. However, it was important for me to find a balance between both elements and I am grateful that I have a understanding employer who gave me study leave when needed. The experience as a whole was more challenging than I thought it was ever going to be, it was time consuming, puzzling and draining at times. Although it was all of those previous things, it gave me a sense of achievement and appreciation that I had accomplished this dissertation.

The main issue I found the one of the most challenging hurdles is picking what topic to do my research on in the first place. I found myself going back and forward between research topics and found it extremely hard to stick to one topic. I found that my supervisor really helped me in this process and guided me in narrowing down exactly what I wanted to research. As this process of the dissertation can be quite overwhelming, it is very helpful to have people to bounce off with different ideas.

When I reflect over the past few months, there is no doubt that this process has been one of the biggest challenges I have ever faced. One of the main aspects that I have learned from this process and that I will

take with me moving forward is that of planning and being on top of things. By planning in advance, can eliminate any unnecessary stress and can help you focus on what must be completed. When I wrote down the steps I needed to complete it made me focus on what was needed to be done and I felt that I used my time wisely and didn't waste time on unnecessary steps. I feel that main aspect involved in writing a dissertation is focus and trying not to get distracted, at time it can be hard especially during the summer months where oftentimes motivation can be lacking. I feel that by staying focused you will realised it is all worth it in the end. Overall, I found this experience extremely challenging however, I feel that it gave me a push that I needed and made me realise my potential.

8. Conclusion

This study has made contributions to the work-life balance research within an Irish retail sector. This study has successfully that those who work part-time in the retail sector experience higher levels work-life conflict compared to that of their full-time counter parts. This study has also shown the impact work-life balance can have on job satisfaction, organisational commitment and motivation. Finally, this research study has confirmed the reasons why those in the retail sector find it difficult to balance their work and non-work activities.

The findings found that there are demographical differences between groups and their work-life balance. In terms of job satisfaction, organisational commitment and motivation. It can be seen that those who indicated that they couldn't balance their work and non-work activities also shown low levels of job satisfaction, organisational commitment and motivation. Furthermore, the reasons respondents felt they could balance work and non-work activities was due to a number of factors. These factors are listed below:

- Those with children, may find it difficult to spilt their time between home and work. Also, with part-time work in the retail sector, oftentimes shifts are subject to change week to

week. This can an impact on those with children as it may be difficult to work schedules around the schedules of children due to school, after school activities, hobbies etc.

- Those who are in education, may find it difficult to manage their work and non-work activities as study and exams involves time and effort. Working long hours and unpredictable hours can impact those who working while in school and college. One respondent indicated in the open-ended question that they find it difficult to balance "full-time work and college work". Other respondents indicated "I have very little time for a social life as when I'm not in college or on placement, I'm in work".

- Those who part-time also indicated strongly that they cannot balance their work and non-work activities. Also, these part-time workers indicated low levels of job satisfaction, organisational commitment and motivation. This is due to the fact those who part-time are less likely to experience the same benefits of those who work full-time.

These results of this study may be used by employees and employers in order to gain a better understanding of work-life balance in the retail sector and also what actions they should take to perhaps improve their current policies. These actions may improve levels of job satisfaction, organisational commitment.

9. Recommendations for future research

The topic of work-life balance has been reviewed numerous times in the past however, there are some gaps nevertheless. This study has pursued to address the issues in the retail industry. A more large-scale research using random sampling method would be more suitable for this this type of research (Saunders et al., 2012). This study however, failed to show that there was a strong comparison between full-time and part-time workers in terms of work-life balance. From the findings it can be seen that their perceptions of work-life balance were almost the same, therefore further research will be needed in this area. However, the other variables gender, martial, educational and family shown higher comparisons between the two groups. Overall, the researcher has found that it is not just employment status that has an effect on work-life balance but it also factors such as listed above for example an individual's personal life such as whether they are a student or not or whether they have children or not. Therefore, these factors can a huge impact on work-life balance, however this research has not explored those variables further. Moreover, perhaps further research may be recommended in this area.

Factors such as long working hours and work-related stressors are shown to have a negative impact on work-life balance. This study did

not study this link; therefore, it may be suggested that further research would be recommended surrounding these factors.

While this study has successfully shown that work-life balance policies can be useful in organisations, additional research may be useful to examine the effectiveness of these policies in more detail. Therefore, these findings could be implemented by multiple organisations in the retail industry in order to increase staff morale, satisfaction and commitment.

10. Reference

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Questionnaire

How work-life balance impacts on full-time and part-time retail employees and the impact it can have on job satisfaction, organisational commitment and motivation

Dear participant,

I am currently studying for a Master's Degree in Human Resource Management in the National College of Ireland. This survey will be conducted around three variables which are job satisfaction, employee motivation and job commitment. Furthermore, this dissertation is based upon employees who are on various contracts and are also currently working in the retail sector in Ireland. Overall, this research is conducted for the purposes to explore the link between work life balance and its relationship with job satisfaction, employee motivation and job commitment.

Work life balance has been defined as individual who has little or no conflict between their work and family life. Furthermore, an individual may be in a situation where they feel that they have little or no balance between work and family life due to work commitments. Furthermore, this can then have a knock on effect to their job

satisfaction, motivation and commitment. However, an individual may find they have the perfect balance between work and family therefore, they may have a higher perception of their job satisfaction, motivation and commitment.

The survey is voluntary and you are committed to exit at any time you wish.

All information gathered from this survey will be used for research purposes only. Your information will be confidential and all information received in this survey will be stored securely.

This survey contains 4 sections and will take ten minutes to complete.

If you have any further questions regarding the research, please contact x14439102@student.ncirl.ie.

By clicking next you are consenting to participate in this survey. Thank you for your time.

Kind Regards,

Christine Brennan

Section 1 of 3: Demographic Questions

Gender

- Gender

- Male

Age

- What is your age?

What is your marital status?

- Single

- Married

- In a relationship

Do you have children?

- Yes

- No

Are you a student?

- Yes

- No

What is your employment status?

- Full-Time

- Part-Time

- Part-Time Permanent

- Full-Time Permanent

- Fixed Term

Section 2 of 4: Work-Life Balance Scale

According to you over the past three months, do you think when you reflect over your work and non-work activities (your regular activities outside of work such as family, friends, study etc) that you have a good balance between the time you spend at work and the time you have available for non-work activities?

- 1-Strongly Disagree
- 2-Disagree
- 3-Neutral
- 4-Agree
- 5-Strongly Agree

According to you, why would you disagree to the above question?

I have difficulty balancing my work and non-work activities?

- 1-Strongly Disagree
- 2-Disagree
- 3-Neutral
- 4-Agree

- 5-Strongly Agree

Overall, I believe that my work and non-work activities are balanced?

- 1-Strongly Disagree

- 2-Disagree

- 3-Neutral

- 4-Agree

- 5-Strongly Disagree

Part 3 of 3: Work Attitude Measure

According to you, are you satisfied in regards to your degree of
responsibility in your organisation?

- 1-Very Satisfied

- 2-Satisfied

- 3-Neutral

- 4-Dissatisfied

- 5-Very Dissatisfied

According to you are you satisfied with the degree of variation in your organisation?

- 1-Very Satisfied
- 2-Satisfied
- 3-Neutral
- 4-Dissatisfied
- 5-Very Dissatisfied

According to you what are you most dissatisfied in regards to your job?

According to you are you happy to tell other about your job and working conditions?

- 1-Strongly Disagree
- 2-Disagree
- 3-Neutral
- 4-Agree
- 5-Strongly Agree

According to you do your own values and priorities the same as your organisations values and priorities?

- 1-Strongly Disagree
- 2-Disagree
- 3-Neutral
- 4-Agree

- 5-Strongly Agree

Do you feel motivated by your job?

- 1-Always

- 2-Very often

- 3-Sometimes

- 4-Rarely

- 5-Never

According to you, would you say you are driven by your career?

- 1-Agree completely

- 2-Somewhat agree

- 3-Neutral

- 4-Somewhat disagree

- 5-Disagree completely

According to you, do you get most satisfaction in life out of your career?

- 1-Agree completely

- 2-Somewhat agree

- 3-Neutral

- 4-Somewhat disagree

- 5-Disagree completely

According to you, is there times you must change non-work activities to meet your job responsibilities?

- Strongly Agree

- Agree

- Neutral

- Disagree

- Strongly Disagree

The End

Thank you for your participation