

# **ASSESSMENT OF FACTORS INFLUENCING WORK LIFE BALANCE OF PROJECT TEAM MEMBERS IN THE HEALTH SECTOR CONSTRUCTION PROJECTS IN NYANDARUA CENTRAL SUB-COUNTY, KENYA**

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## **Abstract**

*This study assessed the factors influencing work life balance (WLB) of project team members in health sector construction projects in Nyandarua central sub-county. Descriptive research design was adopted. Stratified random sampling was used to select respondents 72 from a target population of 250. A semi-structured questionnaire was used to collect data. Descriptive and inferential analysis was done using SPSS 23. Findings established that project culture did not adequately support employee performance and wellbeing (mean 3.44), projects were not scheduled in a manner for workers to take time off (mean 3.19), contractors sometimes accelerate and compress project schedules to finish early (mean= 4.23) and project scheduling flexibility was inadequate (mean=3.44). The study established existence of strong, significant positive correlation between project culture, project scheduling and work life balance. The study concludes that project culture can be improved by fostering work values, supervisory support can be enhanced by fostering team work and crashing project schedules complicates the implementation of the projects. The study recommends that projects should aim to build better supervisor-employee relations, employee suggestions to improve work environment should be taken seriously and construction projects should be keen on cost analysis.*

*Keywords: Project; Scheduling; Culture; Health; Construction; Work life balance; Team*

## INTRODUCTION

Employees who have a better work-life balance often have a greater sense of responsibility, ownership and control of their working life. Companies which have balanced work life balance initiatives are rewarded by increased employee loyalty and commitment. However, many employees experience difficulties in attempting to balance employment responsibilities with their social life. Job stress is estimated to cost U.S. industry more than \$300 billion a year in absenteeism, turnover, diminished productivity and medical, legal and insurance costs (Alexandra, 2009). Employees with a better work life balance feel more able to focus on their work and career development. Analyzing the interdependence of work and life in organizational disbursements, Gibson (2006) advanced two possible explanations. Firstly, employees are prone to seek fulfillment on another level in order to compensate for personal or professional dissatisfaction and, secondly, individuals tend to let job satisfaction overflow into their work or family lives.

### **Work Life Balance from a Global Perspective**

According to Baral and Bhargava (2010), work-life imbalance is often correlated with tensions, stress, job dissatisfaction and anxiety. On the contrary, a well-balanced integration of personal and professional life is seen as both a private and organizational purpose which catalyzes the employees' effectiveness (Hyman & Summers, 2007). The examination of work-related variables within the work-life balance theory approaches issues like work schedule flexibility, task variety, autonomy and complexity, the number of worked hours (Vinberg & Strandh, 2012). They further pointed out that working longer hours is linked to a greater work-life imbalance and that the power to act autonomously is positively correlated with work-life balance. Further, Steiber (2009) underlined that long working hours and the necessity of working overtime positively correlates with the escalation of the work-life conflict in general, and with work-family conflict in particular.

Research findings indicate moderately to radically negative situations which afflict the general life satisfaction and reduce the employees' possibilities to spend qualitative time with family and friends, leading to the decay of the interaction and communication networks (Gambles, Lewis & Rapoport, 2006). Moreover, many authors have pointed out that the inability of spending time with family members involves a strong feeling of loss and guilt and the undermining of traditional family values: love and care (Jones, Burke & Westman, 2006). Negative outcomes leads to the lack of productivity, accidents, absenteeism, job stress, depression, overall work strain, turnover and job dissatisfaction (Haar & Bardoel, 2008).

According to Thomas (2014), a wide spectrum of measures is considered to undermine the employees' work-life balance especially increased work intensity, variation of working hours in an unpredictable manner and structural or functional change as a result of technological developments. In Hyman et al.'s (2005) opinion, this situation was triggered by the outburst of the service sector accompanied by the liberalization of many economies that potentiated the demands for extended service periods. Organizations are liable to develop the pertinent infrastructure for supportive programs with to stimulate employees' satisfaction, successful family relationships and successful careers. Paille et al. (2010) consider that a supportive attitude towards employees may be embodied in a clear proof of appreciation and a consistent preoccupation for their well-being. De Cieri et al. (2005) insist that organizations are prone to recruit and retain highly-skilled staff on purpose to survive and evolve on a competitive labor market. This exigency catalyzes the organizational awareness and action in view to implement and manage effective work-life strategies. Dunne (2007) admits that recruiting and retaining well-trained and high-quality workforce is a great challenge for all organizational types and sizes in the 21st century.

Furthermore, many studies have pointed out that workforce turnover should be seen as a consequence of the cleavage between management and employees (Curson & Skidmore, 2010). Bloom et al. (2007) argued that work-life balance policies can stimulate productivity and contribute to a healthier workplace and the more competitive. Moreover, Callan (2008) posits in his studies that resorting to flexible policies in organizations prevents the negative outcomes of work stressors on family satisfaction. According to MacInnes (2006), the necessity for work-life balance initiatives in developed societies is triggered by the contemporary work mutations. Adjusting to the workplace culture, whether in a new company or not, can be intensely stressful. Making one adapt to the various aspects of workplace culture such as communication patterns, hierarchy, dress code if any, workspace and most importantly working and behavioral patterns of the boss as well as the co-workers, can be a lesson of life. Maladjustment to workplace cultures may lead to subtle conflicts with colleagues or even with superiors. In many cases office politics or gossips can be major stress inducers. Primary and secondary interventions may prevent adverse outcomes by reducing or eliminating external loads, changing organizational factors, altering the social environment, improving individual stress-coping skills, or matching the physical demands of the job with the employee's physical capacities.

### **Work Life Balance in Kenya**

According to Kamau et al. (2013) while studying work Life Balance Practices on Employee Job Performance at Eco Bank Kenya concluded that having flexible working hours in an

organization significantly influences employee job performance. by enabling a balance between personal commitments and responsibilities and organizational roles and duties of an employee. Flexibility in working hours enhanced employee motivation and commitment to the organization. Employee assistance programmes in the organization created a good avenue for an organization extending a helping hand to individuals in the organization. This contributed highly in creating a healthy, motivated workforce; enhance cooperation and individual productivity in the organization.

While several studies including that of Nganga (2010) have been done focusing on different aspects of employee performance and further appreciating the crisis in every organization in terms of employee productivity, all empirical evidences are in short of the actual factors of work-life balance that influences the employee productivity itself. Further, according to a survey by Strathmore Business School 2011, most organizations in Kenya lack policies that support the well-being of employees' families. Leave policies were also found to impact performance by reducing work-related stress. Based on the findings, the study proposed the amendment of existing labor laws to include mandatory employee welfare programs facilitated by employers. Ng'ang'a (2010) carried out a study on international non-governmental organizations in the health sector in Kenya which recommends adoption of quality WLB practices. The proposed WLB initiatives include compressed work schedules, alternative work schedules, job sharing, childcare facilities, wellness programmes and telecommuting.

The study noted an increase in employee motivation and productivity in the organizations that adopted these WLB initiatives. Flexible working schedules positively influence employee productivity. This has made prominence on the critical questions that have emerged concerning the effects of different working time arrangements on work life balance (Migai, 2010). Okore (2011) reviewed a report and research evidence regarding the effects of working time arrangements on work life integration, reconciliation or balance across paid economic activity and personal life balance. The outcomes indicated that contemporary parents working time is generally more constrained than that of yesterday due to the increase of responsibilities for children and other family members.

In another study by Maruti (2008) on over 800 people working more than 48 hours a week, about a third admitted to being addicted to their work. They also reported higher levels of work dissatisfaction with other aspects of their life than those working long hours but who did not admit addiction to work. It appears that those who work long hours may fall into various types and there is need to distinguish those with high levels of work involvement from those who feel an internally driven compulsion to work without high work involvement and those who are

compelled by external circumstances to work for long hours (Rusek, 2006). Work schedule flexibility has been found negatively associated with work life balance/work family conflict.

The industries today are demanding work environment wherein employees are supposed to work for long hours. The higher the flexibility the lower is the family conflict (Migai, 2010). Working hours have consistently been linked to difficulties balancing work and family life resulting in more number of hours and less work schedule flexibility thus leading to work family conflict (Rusek, 2006). High workloads leading to long hours of work on regular basis can make getting a satisfactory work life balance more difficult. This can have a number of causes including insufficient staff, high turnover of staff, delays in filling vacancies, poorly designed shifts or rosters, inadequate training, poorly distributed work, poorly designed jobs and not addressing the poor performance of some team members (Rembe, 2014). This typically leads to high stress levels and burnout (Juma, 2010). Other serious repercussions of work load also relates to depression, alcohol and drug abuse, marital and financial problems, impulsive eating disorders and employee burnout (Maruti, 2008).

According to Juma (2010), work life balance has always been a concern of those interested in the quality of working life and its relation to broader quality life. Most companies do not offer any paid time off for this important time in one's life. Many mothers are forced to return to work only weeks after having given birth to their children missing out on important bonding time with their children (Khatri, 2009). According to Migai (2010), men often face unequal opportunity to family life as they are often expected to be the official supporter of the family unit. The masculine ideal of a worker unencumbered by care giving obligations is built into work place structures and patterns of reward (Khatri, 2009). Rembe (2014) explains that employees require leave because mental health is a balancing act that may be affected by four factors, the influence of unfavorable genes, by wounding trauma, by private pressures and most recently by the stress of working. Many people expose themselves unsolicited to the so called job stress of working because of the 'hard worker' enjoys very high social recognition. Mukururi and Ngari (2014) carried out a study on influence of Work-life balance policies on Employee Job Satisfaction in Kenya's Banking Sector and concluded that there was a positive relationship between the two variables.

### **Statement of the Problem**

Work life balance (WLB) has become an important issue for both employees and organizations. WLB influences productivity, performance and job satisfaction. Supervisory support in WLB is very essential for project teams. However, some project managers impede the use of flexible benefits of WLB. Additionally, a supportive project culture plays a critical role in implementation

of WLB. The culture of 'face time' or being visibly at the project site obstructs effective implementation of WLB. Project scheduling is a critical factor in dealing with WLB challenges. Scheduling for long working hours does not always show commitment, loyalty, productivity, competency and motivation. Employees on WLB are often perceived as less: productive, committed and valued than those working for longer hours. Scheduling for overtime causes loss of work efficiency of up to 15% (Thomas, 2008)). Beyond four to five weeks, fatigue becomes an ever increasing problem leading to losses of efficiency exceeding 35% to 40%. Other studies have a consensus that efficiency losses are in range of 10% to 20% during overtime. About 85% of those working less than 30 hours per week are satisfied with their work life balance (Clarke et al., 2004). People working more than 48 hours a week have higher levels of work dissatisfaction (Maruti, 2008). Long working hours have been linked to difficulties balancing work and family life (Rusek, 2006). Organizations too are not keen in rewarding output than hours worked. Employee commitment impacts on project implementation effectiveness at the work place. Nevertheless, there are a few studies on factors influencing WLB for project team members in the health sector construction projects. This study therefore assessed the factors influencing work life balance of project team members in the health sector construction projects in Nyandarua central sub-county

## **Objectives of the Study**

### ***General Objective***

To assess the factors influencing work life balance of project team members in the health sector construction projects in Nyandarua central sub-county.

### ***Specific objectives***

- i. To establish how project culture influence work life balance of project team members in the health sector construction projects in Nyandarua Central Sub-county.
- ii. To determine how project scheduling influence work life balance of project team members in the health sector construction projects in Nyandarua Central Sub-county.

## **Research Hypotheses**

- i. Ho: Project culture does not influences work life balance of project team members in the health sector construction projects in Nyandarua Central Sub-county.
- ii. Ho: Project scheduling does not influence work life balance of project team members in the health sector construction projects in Nyandarua Central Sub-county

## REVIEW OF RELEVANT LITERATURE

### Theoretical Review

#### *Work Life Conflict Theory*

Work-life conflict refers to the experience of conflict between work and life domain. The theory was postulated by Kanter (1977). Theoretical advancements suggest that we consider both the direction and form of work-life conflict. While work certainly affects life, also life affects work. Kanter concluded that family situations can define work orientation; motivation; abilities, emotional energy, and the demands people bring into the workplace. Research suggests that the experience of work interference with family (WIF) was reported almost three times more frequently than the experience of family interference with work (FIW) conflict among both genders (Frone et al., 1991). Work life conflict is a form of inter-role conflict in which the demands of work and life roles are incompatible in some respect so that the participation in one role is more difficult because of participation in the other role (Voydanoff, 2005). Work-life conflict is experienced when demands from one role domain interfere with participation or performance of the other role (Greenhaus & Beutell, 1985). When one gives extra time and energy into the work role (or the family role), the family role (work role) is assumed to suffer. Although strongly correlated with one another, they are conceptually and empirically distinct constructs (Duxbury et al, 2001 & Frone et al., 2002).

While the best predictors of WIF conflict are work-related variables, the antecedents of FIW conflict are mainly family-related variables (Kinnunen & Mauno, 1998). Greenhaus and Beutell (1985) classified WFC into three types, i.e. conflict based on time, conflict based on stress and conflict based on behavior. All types of WFC are bidirectional, including work-to-family conflict, work interference with family (WIF) and family-to-work conflict, and family interference with work (FIW). So, six dimensions are formed correspondingly (Gutek, et al, 2002). Studies have demonstrated that both types of conflict are associated with health problems such as psychological strain (Kinnunen et al., 2006; Noor, 2003), depression and anxiety (Lapierre, & Allen, 2006), or lower sleep quality (Williams et al., 2006). As shown by previous studies, pressures arising from both the work and family roles can lead to conflict between these two domains. These pressures include time spent in work or family activities, stressors within the work or family domains, and more involvement in work or family life. A large proportion of work-family conflict research is largely based on the measurement of strain-based and/or time-based conflict. The theory of work life conflict is very relevant to this study as it touches on all the aspects of project culture and project scheduling. Either part of all these aspects can be overdone and lead to conflicts between balancing work and life leading to underperformance of the project teams.

### ***Team Work Theory***

One of the most influential models of teamwork theory was developed in 1965 by Bruce Tuckman. His original model identified four stages that all groups pass through as they move from "newly formed" to "high-performance" teams. In 1977, he revised the model to include a fifth stage. Those stages are Forming, Storming, Norming, Performing, and Adjourning. During the Forming stage, members of the project team meet each other and learn about the tasks they will need to perform. Team members will try to see how they fit in with each other and understand what is expected of them. During this stage, it is critical for the project manager to provide structure and direction for the team. Clearly defining the project's objectives and making sure each team member understands their role and responsibilities will help you lead the team through this stage successfully.

According to Benson and Lawler (2007), pressures deriving from the need to develop new ideas in dynamic, uncertain and complex environments causes start of team conflicts. The Storming stage is characterized by interpersonal issues such as conflict and polarization. Understanding that this type of conflict is normal for any team will help you pass through this stage successfully. During this stage, some of the skills that will help you build your team are conflict management, active listening, and relationship building. It is also important for you to be assertive, confident, and positive during this stage, especially if some of the team members are challenging your leadership (Sims, Salas & Burke, 2005). As conflicts become less intense and the team members begin to understand and accept each other, the team will gradually move into the Norming stage. It is during this stage that your team starts to come together and is able to focus more effectively on the project tasks and objectives. During this stage, you will want to focus on keeping everyone moving in the right direction. Communication and constructive feedback will help you do this (Aritzeta & Alcover, 2006). In the Performing stage, team members are comfortable with each other and group norms have been accepted. Interpersonal and structural issues have been settled and support task performance. Team synergy is high during this stage which results in high performance. This theory supports the study by extensively exploring the project team culture, and project scheduling. The theory also gives insight to project managers or team leaders on team behavior, the basis and foundation of tackling group issues to enhance performance in executing projects.

### ***Stakeholder Theory***

The proponent of this theory was Freeman (1984). A stakeholder according to this theorist is referred to as any group or individual who can be affected or is affected by the achievement of the organization's objectives. The Stakeholder theory addresses morals and values in managing



an organization. Project stakeholders are individuals and/or organizations who actively participate in the project or whose interests are likely to be affected by the execution of the project or by successful project completion (PMI, 2004). In addition, Chinyio and Olomolaiye (2010) stated that stakeholders could affect an organization's functioning, goals, development, and even survival. In particular, the scholars noted that stakeholders could be beneficial when they facilitate the realization of the projects' goals. On the other hand, they may be antagonistic when they oppose the projects' mission. It is further opined that stakeholders are crucial to the successful implementation of projects since their non-commitment to continuously support the vision and/or objectives of the project may lead to the failure.

The political philosopher Charles Blattberg has criticized stakeholder theory for assuming that the interests of the various stakeholders can be, at best, compromised or balanced against each other. Blattberg argues that this is a product of its emphasis on negotiation as the chief mode of dialogue for dealing with conflicts between stakeholder interests. He recommends conversation instead and this leads him to defend what he calls a 'patriotic' conception of the corporation as an alternative to that associated with stakeholder theory. According to Mansell (2013), by applying the political concept of a 'social contract' to the corporation, stakeholder theory undermines the principles on which a market economy is based. A valid criticism is also that some groups are excluded; originally as they have no economic impact on the business and now as the concept takes an anthropocentric perspective. Such a perspective does not give plants, animals or even geology a voice as stakeholders, but only an instrumental value in relation to human groups or individuals. This theory will help advance the understanding of all the four objectives touching on supervisory support, project culture and scheduling and project crashing. The project team members, project manager and other members of the project organization are among the key stakeholders in project implementation. According to Khwaja (2004), participation is attained through collaborative or joint involvement of project beneficiaries and the implementing agencies. The real value of participation stems from the finding that mobilizing the entire stakeholders, rather than engaging people on an individualized basis, leads to more effective results (Braithwaite et al., 2002). Simply said, change "... is more likely to be successful and permanent when the people it affects are involved in initiating and promoting it" (Thompson et al., 2002).

## **Empirical Review**

### ***Influence of Project Culture on Work Life Balance among Project Team Members***

Hofstede (2001,) defines culture as the collective programming of the mind which distinguishes the members of one group from another, which means that culture is learned through

generations but it has a tendency to change as external environment changes. Scientist states that core element of culture is system of values. Fischer et al., (2009) agree that culture is a collective phenomenon and that people learn it but not transmit genetically. According to them: "...culture is passed on through socialization processes within specific groups, which require communication of key symbols, ideas, knowledge and values between individuals and from one generation to the next".

Kuusisto (2012) notes that the relationship between project success and different managerial features, such as leadership competency profiles of the project manager (such as cultural awareness), project management structures, the project managers' personality and project type. Influence of cultural differences in projects can unfold in direct or indirect way. Directly, people can face difficulties in basic communication because of different languages. Indirect influence manifests through behavior formed by values, customs, stereotypical assumptions or pre-judice about other cultures.

Often project staff feeling overwhelmed by tasks and unclear objectives about their priorities result in stress, inefficiency and poor quality care (Dixon-Woods et al., 2014). Creating cultures that are focused on high quality care requires leadership to ensure there are clear, aligned and challenging objectives at all levels in the organization (West, 2013). This is not the same as the institution of target-driven cultures that are used by some governments and organizations to drive change in the system with, the evidence suggests, limited success (Ham, 2014). People management and staff engagement where health service staff report they are well-led and have high levels of satisfaction with their immediate supervisors, patients report that they, in turn, are treated with respect, care and compassion (Dawson et al., 2011). Overall, health care staffs feel their work climate is positive and supportive, as evidenced by coherent, integrated and supportive people management practices, there are low and declining levels of patient mortality. These associations are consistent across all the domains of health care - acute, mental health, primary care and ambulance. Engagement also appears to be higher in health care projects where leaders create a positive climate for staff so they feel involved and have the emotional capacity to care for others (Dawson et al., 2011). Further, portfolio, program, or project managers must motivate and guide teams, and need to adapt their leadership style depending on the circumstances and stakeholders.

If one is managing a routine project, one can follow existing guidelines and procedures used in the organization or practices and procedures that have been successful in the past (Lira, Ripoll, Peiro, & Gonzalez, 2007). Alternative approaches may be required for programs and projects with complex elements, including ensuring there is a common understanding of the vision by the internal and external stakeholders from the outset. If there are concerns, the

program or project manager as the leader can remind the stakeholders of the desired end state and maintain agreement to support it. One of the most important steps of a project is to carefully choose the team. Choosing a team means relegating sympathies and friendship to the core in order to make the right choices for the sake of the project (Carson et al., 2007). This is one of the most difficult aspects to deal with.

Team building means talking, discussing, asking and answering, being ready for brainstorming or working harder than usual, listening and asking for suggestions, respecting and following the indications received, keeping the morale as high as possible and motivating people when necessary. The success of a project does not only depend on the project manager but also on the whole team and the project culture they create. Composition of the team, their Professional competence, the level of responsibility of the team members, challenges encountered by the team, the factors that accounts for the success or failure of the project, the level of involvement of team members in the planning and design of the project and the level of monitoring of the project (Avolio & Jung, 2002).

The technical capacity and expertise of the organisation in conducting evaluations, the value and participation of its human resources during the decision making process as well as their motivation in implementing the decision can hugely impact on the evaluation.(Vanessa & Gala, 2011). Human resources should be provided with clear job allocation as well as designations which match their expertise. If the human resources in the project are lacking in skills, proper training should be carried out. For the projects whose staffs is sent out to the field in carrying out project activities on their own, there is a need for contact support to ensure quality (Ramesh, 2002). Dissanayaka and Kumaraswamy (2005) remarked that project complexity, client type, experience of team and communication are highly correlated with the time performance; whilst project complexity, client characteristics and contractor characteristics are highly correlated with the cost performance.

This information is very relevant to project team culture being explored by this study. Project culture enables a team handle both human resources and the technical capacity of a project. Poor project culture often leads to reduced project team performance, coordination and overall morale. It helps to integrate the team vision, understand stakeholders, their expectations and the project goals. Cultural differences influence the way individuals behave, it influences their interaction in the workplace. Therefore, project management has to foster global approach, be flexible enough in order to succeed working with stakeholders, team members from different cultural horizons. Brünemann (2013) states that project managers usually have to deal with versatility of cultures at the same time to ensure there is efficiency and performance by project teams.

### ***Influence of Project Scheduling on Work Life Balance among Project Team Members***

According to research from the Families and Work Institute, employees with greater control over work schedules are more likely to show increased engagement, retention, job satisfaction and overall well-being (Powers, 2004). According to Hill et al., (2010), flextime assists employees to manage their work and family responsibilities by allowing them to reduce work–family conflict and to improve functioning and performance at work and at home. Similarly, according to Dalcos and Daley, (2009), flex time allows employees to choose when, where and for how long they engage in work-related tasks. Flextime usually means that each working day has a core of six hours surrounded by a ‘flexibility band’ in which employees may exercise their discretion (Robbins et al., 2004). Studies examining groupings of flexible working arrangements has associated employee participation in these arrangements with higher levels of self-reported focus, concentration, and motivation (Williams et al., 2000). Chow and Keng-Howe's (2006) study of workers in Singapore revealed that the more flexible their schedules, the greater their self-reported productivity.

A study of the ‘100 Best Companies for Working Mothers’ by Meyer, Mukerjee, and Sestero (2001) revealed that organizations offering work-life balance practices enjoyed increased profit rates. This was particularly the case for the practices of family sick leave and telework, which were related most strongly to increased profits. The authors posited that telework encouraged longer work hours by employees who were constantly available for work and who no longer needed to commute. The European Working Conditions Survey found that 85% of those working less than 30 hours per week were satisfied with their work life balance. Furthermore, part-time workers and those working less than 35 hours a week reported the lowest levels of both physical and psychological health problems (Clarke et al., 2004). While part-time work is likely to reduce general experiences of work-life conflict, it is also widely observed that part-time hours often involve work that is lower paid and less secure, involving less autonomy and skill discretion (McDonald et al., 2009). Hence, reduced hours may improve work-life outcomes, but other important aspects of job quality, opportunity and financial security are substantially reduced. Ng'ang'a (2010) carried out a study on international non-governmental organizations in the health sector in Kenya which recommends the adoption of quality WLB practices.

The proposed WLB initiatives include compressed work schedules, alternative work schedules, job sharing, childcare facilities, wellness programmes and telecommuting. The study noted an increase in employee motivation and productivity in the organizations that adopted these WLB initiatives. Leave Programs in a study of parents' transition back to paid work after the birth of a child. Brough et al., (2009) observed that parents with little or no access to paid

parental leave (at the time of the study, prior to recent legislative changes) were more likely to return to work due to financial pressures. They also reported a range of negative outcomes on their personal health and wellbeing (including child attachment) and in the work sphere (reduced satisfaction and attachment).

Some fathers reported difficulty accessing parental or recreational leave, and this was perceived to affect father-child attachment and also increase pressure for their partners as the primary caregivers. Kamau et al., (2013) on the study of WLB practices and the effect on employee job performance at Eco Bank Kenya concluded that WLB improve employee job performance. Further, the presence of employee assistance programmes at ECO Bank improved employee performance, as well as employee attendance rates. Leave policies were also found to impact performance by reducing work-related stress. Based on the findings, the study proposed the amendment of existing labor laws to include mandatory employee welfare programs facilitated by employers. Parental leave programmes positively influence employee productivity. According to Chan and Kumaraswamy (2005), a number of unexpected problems and changes from original design arise during the construction phase, leading to problems in time schedule and performance. It was found that poor site management, unforeseen ground conditions and low speed of decision making involving all project teams are the three most significant factors causing delays and problems of time performance in local building works. Okuwoga (2008) stated that cost and time performance has been identified as general problems in the construction industry worldwide.

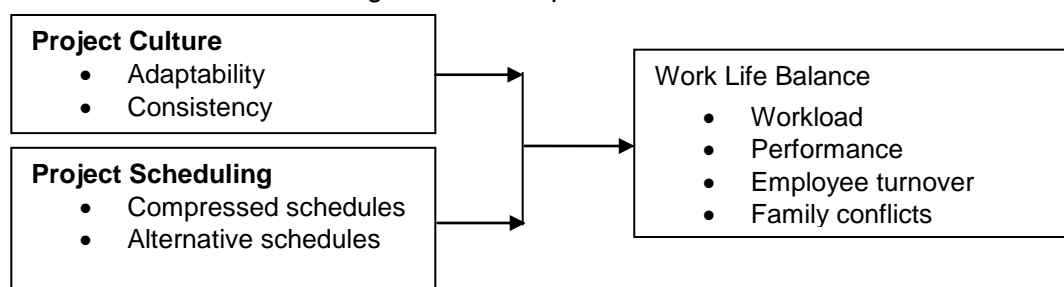
### **Work Life Balance**

Work-life balance, in its broadest sense, is a satisfactory level of involvement or 'fit' between the multiple roles in a person's life. Although definitions and explanations vary, work-life balance is generally associated with equilibrium, or maintaining an overall sense of harmony in life (Clarke et al., 2004). Organizations are social systems where human resources are the most important factors for effectiveness and efficiency and need effective managers and employees to achieve their objectives. Organizations cannot succeed without their personnel efforts and commitment. Job satisfaction is critical to retaining and attracting well-qualified personnel. Exceptional organizations have leaders that create work environments where people can achieve work-life balance and well-being as they define it for themselves Spinks (2004). According to Virick (2006), men and women have different expectations for work and home. It was also argued that men have a higher need of affiliation than women and find that family experiences interfere with work.

Understanding the roles of men and women in the workplace must include norms dictated by society. Women are expected to be more family focused than men, while men, who are considered the family providers, are more career conscious than women. Typically men spend more time at the office seeking career advancement while women are doing both, spending excessive time at the office while trying to maintain the family household. Men generally feel less pressured by societal expectations with respect to issues associated with family conflict the male is expected to be the primary breadwinner. Women, conversely, allow society to create cultural pressures to stay home, raise children and take care of the household (O'Conner, 2005).

Men accomplish one-third of daily home activities; women perform two-thirds. Therefore, if there are family conflicts and the woman is earning less than her husband, the woman is more than likely expected to leave the workplace. Flexible work hours are designed to keep employees motivated in a competitive business environment Boundary management enables individuals to coordinate role requirements and expectations to specific work family or family-work domains. How employees decide to invest time in given roles is determined by the amount of energy used in one domain over the other. Some individuals are more work focused than others, which can cause conflict in family roles (Pocock, 2008). Employees that can better manage both work and family should be more satisfied, which in turn, can result in higher productivity, job satisfaction, commitment, job retention, and organizational loyalty. If employees are satisfied, job turnover and absenteeism should be reduced. There also might be increased job performance and financial gains resulting in reduced training and developmental costs (Williams, 2003).

Figure 1. Conceptual Framework



## Research Gaps

WLB enables employees to properly prioritize between their work and everyday life spheres and therefore, WLB influences the workers' productivity, performance and job satisfaction (Mukururi & Ngari, 2014). High workloads leading to long hours of work on regular basis makes it difficult

to get a satisfactory work life balance (Rembe, 2014). This typically leads to high stress levels and burnout (Juma, 2010). Other serious repercussions of work load also relates to depression, alcohol and drug abuse, marital and financial problems, impulsive eating disorders and employee burnout (Maruti, 2008). With the above studies, it is clear that project scheduling for long working hours does not always show commitment, loyalty, productivity, competency and motivation. Additionally, Ng'ang'a (2010) carried out a study on international non-governmental organizations in the health sector in Kenya which recommended that WLB initiatives should include compressed work schedules, alternative work schedules, job sharing and wellness programmes to increase employee motivation. Flexible working schedules positively influence employee productivity. However not much has been studied on the effects of rewards to employees and how they influence WLB. You realize in organizations where rewarding of employees for their good performances is done, tends to "motivate" employees to work longer hours in the name of achieving more. Several studies including Nganga (2010) which focused on different aspects of employee performance concluded that all empirical evidences are in short of the actual factors of work-life balance that influences the employee productivity itself. A survey by Strathmore Business School 2011, most organizations in Kenya lack policies that support the well-being of employees' families. Leave policies were also found to impact performance by reducing work-related stress. However more need to be studied regarding the kinds of policies and how they affect WLB project team performances.

## **RESEARCH METHODOLOGY**

### **Research Design**

According to Kombo et al. (2002), research design is the scheme; outline or plan that is used to generate answers to research problems. This research adopted a descriptive research design. According to Kothari (2004), descriptive design allows the researcher to describe and record, analyze and report conditions that exist. The research study also employed both qualitative and quantitative approaches. This research strategy was preferred because it permits the collection of data through questionnaires administered to a sample. The data collected by this design was used to suggest reasons for particular relationships between independent and dependent variables (Saunders & Thornhill, 2007).

### **Target Population**

Population according to Kothari, (2013) is the universe of interest. It is the total number of subjects or the total environment of interest to the researcher. According to Castillo (2009), a research population is generally a large collection of individuals or objects that is the main focus

of a scientific query. The study targeted a study population of 250 respondents from health sector construction projects in Nyandarua Central sub-county.

### Sampling Frame

A sampling frame is a list of all the items where a representative sample is drawn from for the purpose of research. Sampling must be so large that it allows the researcher to feel confident about the sample representativeness and it allows the researcher to make inferences of the sampling frame and the entire population (Silverman 2005). The sample frame for this study was all the 250 workers from the health sector construction projects as shown in Table 1.

Table 1: Sampling Frame

Categories	Total Population	Percentage %
Contractors/sub-contractors	27	10.8
Project Managers	36	14.4
Construction Workers	162	64.8
County government officers	25	10.0
<b>Total</b>	<b>250</b>	<b>100.0</b>

Source: Nyandarua County Department of health (2015)

### Sample Size and Sampling Procedure

A sample size of 72 was randomly selected from the target population of 250 respondents using the mathematical approach developed by Nassiuma (2000).

$$n = \frac{NC^2}{C^2 + (N-1)e^2}$$

n = sample size;

N = population size;

C = coefficient of variation which is 50%

e = error margin which is 0.05.

$$n = \frac{250 (0.5)^2}{0.5^2 + (250-1)0.05^2}$$

$$n = 72$$

The study employed a stratified random sampling method to draw respondents from the target population at all levels of management. Bryman and Bell (2007) have pointed out that stratified sampling “ensures that the resulting sample is distributed in the same way as the population in terms of the stratifying criterion. The sample size is illustrated in Table 2.



Table 2: Sample Size Distribution

Strata	Target Population (N)	Sample (n)
Contractors/subcontractors	27	8
Project Managers	36	10
Construction Workers	162	47
County government officers	25	7
<b>Total</b>	<b>250</b>	<b>72</b>

### Data Collection Instruments

The researcher used a semi-structured questionnaire to collect data from the respondents. The questionnaire items were scaled on a five point Likert scale accompanied by qualitative questions.

### Data Collection Procedure

Data collection is defined by Kombo et al. (2002) as the process of gathering specific information aimed at proving or refuting some facts. In this research, the respondents were pre-contacted for briefing about the intention and purpose of the study through an introduction letter before the questionnaires were administered on a drop and pick later basis to the respondents.

### Pilot Testing

A pilot test was conducted purposely to test for validity and reliability of the instrument. Validity test measures the ability of the research instruments to measure what it is intended to. Construct validity test was also conducted to ensure all indicators measured were adequately represented. According to Sukaran (2010), content validity is a function of how well the dimensions or elements of a concept have been captured. Reliability test on the other hand looks at the ability of research instruments to give consistent results over and over again (Kombo et al., 2002). Mugenda & Mugenda, (2003) recommends a 10% of the sampled population to be considered as a sample size in a pilot study. This study carried a pilot test in Nakuru East sub-county using a sample size of 7 respondents. The response rate was 100%. The Cronbach's Alpha Test was then conducted on all the study variables. All the variables (project culture and project scheduling) gave Cronbach's Alpha values greater than 0.7 as shown in Table 3. According to George and Mallery (2003), Cronbach correlation coefficients greater or equal to 0.7 are adequate and acceptable. Field (2005) observes that a Cronbach's  $\alpha > 0.7$  implies that the research instrument provides a good measure. The results of the pilot test were not included in the final data analysis.

Table 3: Reliability Test Results

Variable	N	Cronbach's Alpha Value
Project Culture	6	.776
Project Scheduling	7	.772

### Data Analysis and Presentation

Data analysis consists of examining categorizing; tabulating or otherwise recombining the evidence to address the initial prepositions of the study (Savenye, Robinson, 2004). Organization is putting the collected data into some systematic form (Mugenda & Mugenda, 2003). The data collected was edited, collated to eliminate errors and coded for analysis using the Statistical Package for Social Sciences (SPSS version 23) tool. Descriptive and inferential analyses (correlation and regression) were conducted. ANOVA test was conducted to test the statistical significance of the effect of the independent variables on project team performance in the health sector construction projects. The results were presented on frequency distribution tables.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where: Y is the dependent variable (Work life balance for project teams),  $\alpha$  is the regression coefficient/constant,  $\beta_1$ , and  $\beta_2$  are the coefficients of the linear regression equation.

$X_1$  = Project culture and  $X_2$  = project scheduling

## FINDINGS AND DISCUSSION

### Response Rate

The study targeted a sample size of 72 participants out of which 67 questionnaires were filled and returned. Out of the returned questionnaires, 65 were completely well filled and therefore used for data analysis giving a response rate of 90.3%. This response was considered adequate and representative of the target population. Cooper and Schindler (2003) argued that a response rate exceeding 30% of the total sample size provides enough data that can be used to generalize the characteristics of a study problem as expressed by the opinions of few respondents in the target population. This also meets the acceptable response rate of at least 40% (Sekaran, 2000). The reason behind the high response rate was because the survey topic was capturing, the survey design was appropriate, proper timing and delivery method used. The use of the drop and pick later method also improved the response rate.

### Demographic Characteristics of the Respondents

The study sort to ascertain the demographic information of the participants since it plays a great role in determining the nature of information provided. The analysis relied on the information of the participants to classify the different results according to their knowledge and responses. The demographic data analyzed comprised of gender, age categories, and academic qualifications, position held and working experience in the health sector construction projects.

#### *Gender Distribution of the Participants*

The study established that there were more male participants (60%) as compared to the female participants (40%) as illustrated in Table 4. This implies the study benefited from a relatively balanced opinions and feedback.

Table 4: Gender Distribution of the Respondents

Gender	Frequency	Percent (%)
Male	39	60.0
Female	26	40.0
<b>Total</b>	<b>65</b>	<b>100.0</b>

#### *Age Categories of the Participants*

The study sought to determine the age categories of the participants and from the findings in Table 5, majority (41.5%) were aged 26 to 30 years then those aged between 31 and 35 years (21.5%) respectively. Those aged between 20 and 25 years were 20.0%. Hence the findings imply that majority of the participants were relatively young in age.

Table 5: Age of the Participants

Age	Frequency	Percent (%)
20-25 years	13	20.0
26-30 years	27	41.5
31-35 years	14	21.6
Above 35 years	11	16.9
<b>Total</b>	<b>65</b>	<b>100.0</b>

#### *Academic Qualifications of the Participants*

From the study findings on academic qualifications of the participants it was established that majority of the participants' attained secondary education (38.5%) as shown in Table 6. This was followed by those who had attained university education (26.2%) and college (23.1%).

Those who had attained postgraduate education formed 12.2% of the study participants. The findings imply that majority of the participants were adequately educated to comprehend and answer the questions appropriately.

Table 6: Academic Qualifications of the Participants

Level	Frequency	Percent (%)
Secondary	25	38.5
College	15	23.1
University	17	26.2
Postgraduate	8	12.2
<b>Total</b>	<b>65</b>	<b>100.0</b>

### **Position Held in the Health Sector Construction Projects**

The study further sought to establish the positions held by the participants in the health sector construction projects in Nyandarua Central Sub-county. From the findings in Table 7, construction workers (66.2%) were the majority followed by project managers (13.8%), contractors/sub-contractors (10.8%) and the County government officials (9.2%) respectively. The findings show a relatively balanced distribution of the participants in the sample size implying the study benefited from a variety of opinions and responses to the study questions.

Table 7: Positions Held by the Participants

Position	Frequency	Percent (%)
Contractor/Sub-contractor	7	10.8
Project Manager	9	13.8
Construction worker	43	66.2
County government officials	6	9.2
<b>Total</b>	<b>65</b>	<b>100.0</b>

### ***Participants' Working Experience***

The study asked the participants to indicate their working experience in the health sector construction projects as shown in Table 8. The study findings established that majority (49.2%) had worked for 3 to 4 years followed by those who had worked for 1-2 years (21.5%). Those who had worked for less than one and 5 years and above were 15.4% and 13.9% respectively. The findings imply that majority of the participants had sufficient working experience with the health sector construction projects in Nyandarua Central Sub-county to effectively and sufficiently provide the information sought by the study.

Table 8: Participants' Working Experience

Duration	Frequency	Percent (%)
Less than 1 year	10	15.4
1-2 years	14	21.5
3-4 years	32	49.2
5 years and Above	9	13.9
<b>Total</b>	<b>65</b>	<b>100.0</b>

## Descriptive Analysis

### *Influence of Project Culture on Work Life Balance of Project Team Members*

In addition, the study sought to establish the influence of project culture on work life balance of project team members in the health sector construction projects in Nyandarua Central Sub-county as shown in Table 9. The first statement asked whether employee suggestions to improve the work environment were taken seriously and majority of the participants were neutral with a mean of 3.42 and standard deviation of 1.129. The second question sought to find out whether project culture supports employee performance and wellbeing. The result indicates that majority of the participants were impartial with a mean of 3.44 and a standard deviation of 0.923. This finding is congruent to those of Dixon-Woods et al., (2014) who posited that when project staffs feel overwhelmed by tasks and unclear objectives about their priorities they result in stress, inefficiency and poor quality care. In the third statement, the study asked the participants whether the employees were proud to tell others that they were part of the project team and the organization, and majority with a mean of 3.98 and a standard deviation of 1.071 were in agreement. The fourth statement asked whether the employees were very enthusiastic about their jobs and felt motivated at work. Majority of the participants were in agreement with a mean of 3.80 and a standard deviation of 0.874. The fifth statement sought to establish whether the employees found meaning and purpose in their work and majority of the participants with a mean of 4.41 and standard deviation of 0.798. The sixth statement sought to ascertain whether when employees got up in the morning, they really desired to go to work. The findings indicated that majority of the participants were in agreement with a mean of 3.87 and a standard deviation of 0.809.

Table 9: Project Culture on Work Life Balance of Project Team Members

Statements on Project culture	N	Min	Max	Mean	Std. Deviation
i. Employee suggestions to improve the work environment are taken seriously.	65	1	5	3.42	1.129
ii. The project culture supports employee performance and wellbeing.	65	1	5	3.44	.923

iii.	I am proud to tell others that I am part of this project team and organization.	65	1	5	3.98	1.071
iv.	I am very enthusiastic about my job and feel motivated at work.	65	1	5	3.80	.874
v.	I find the work that I do full of meaning and purpose.	65	1	5	4.41	.798
vi.	When I get up in the morning, I really desire to go to work.	65	1	5	3.75	.879

Table 9...

The study further asked the participants to suggest ways project culture could be improved in their organization. Majority of the responses indicated that provision of better and comfortable work environment, fostering work values, development of project team competencies, team building, project team involvement and encouraging of project team member diversity will greatly improve project culture. On challenges facing project culture, the respondents were of the opinion that lack of motivation, poor working environment and insufficient project team support were the major impediments.

### ***Influence of Project Scheduling on Work Life Balance of Project Team Members***

The study sought to establish the influence of project scheduling on work life balance of project team members in the health sector construction projects as shown in Table 10. The first statement sought to determine if the organizations allowed flexibility in project schedules or scheduling. The mean score of 3.44 and a standard deviation of 1.024 indicate that the participants were in partially in agreement with the statement. This finding is contrary to that of Dalcos and Daley (2009) that flex time allows employees to choose when, where and for how long they engage in work-related tasks. The second statement sought to establish whether the top management involved project staff in planning project schedules. Majority of the participants were indifferent with a mean score of 3.21 and a standard deviation of 0.972. The third statement asked the respondents whether projects were scheduled in a manner for workers to take time off in some days. The results indicate that majority were impartial with a mean of 3.19 and a standard deviation of 1.035. The fourth statement sought to ascertain whether the project staff decided the start and finish times for specific tasks assigned and majority were indifferent in their responses with a mean of 3.18 and a standard deviation of 1.198. The fifth statement asked the participants whether the employer had social function arrangements at times suitable for employee participation / team building. The mean score of 3.12 and a standard deviation of 0.968 imply that majority were unbiased in their responses to the statements. In the sixth statement, the study sought to determine whether employees pooled leave days to enable them get adequate time to attend to their personal and family matters. A

mean of 3.39 and standard deviation of 1.127 imply that the participants were neutral in their responses to the statement. The seventh statement asked the participants whether professional counseling and training were integrated in the project schedules. A mean score of 3.40 and a standard deviation of 1.162 imply that majority were indifferent in their responses to the statement. The study also sought to determine ways in which project scheduling can improve project team performance. Majority of the participant's responses indicated project team involvement in scheduling, proper project resource allocation, reduction of cost overruns, time management and enhancing project team productivity as some of the best ways which can be used to improve project scheduling.

Table 10: Influence of Project Scheduling on Work Life Balance of Project Team Members

Statements on Project Scheduling	N	Min	Max	Mean	Std. Deviation
i. The organization allows flexibility in project schedules or scheduling.	65	1	5	3.44	1.024
ii. The top management involves project staff in planning project schedules.	65	1	5	3.21	.972
iii. Projects are scheduled in a manner to give workers to take time off work in some days	65	1	5	3.19	1.035
iv. I can decide the start and finish times for specific tasks assigned.	65	1	5	3.18	1.198
v. My employer has social function arrangements at times suitable for employee participation / team building.	65	1	5	3.12	.968
vi. I can pool my leave days to enable me adequate time to attend to personal and family matters.	65	1	5	3.39	1.127
vii. Professional counseling and training are integrated in the project schedules	65	1	5	3.40	1.162

### **Work Life Balance**

The study further analyzed the influence of work life balance on project team members. In the first statement, the participants were asked whether the supervisors supported and encouraged project teams to enhance their performance as illustrated in Table 11. Majority of the respondents were in agreement with a mean of 4.41 and a standard deviation of 0.783. The second statement sought to ascertain whether project culture created was conducive for improved project team performance. From the findings, majority of the participants were in agreement with a mean of 3.70 and standard deviation of 0.868 implying that their responses were cohesive to the statement. The third statement sought to establish whether employee commitment to the job directly affected the performance of project teams and projects. The mean score of 4.22 with a standard deviation of 0.872 imply that the majority were in agreement

with the statement. The fourth statement asked the participants whether work scheduling for various project activities affected team performance whenever they are not involved. The mean score of 4.46 and a standard deviation of 0.816 indicating that the participants were strongly in agreement with the statement.

Table 11: Work Life Balance

Statements on Work Life Balance	N	Min	Max	Mean	Std. Deviation
i. The supervisor support and encourages project teams to enhance their performance.	65	1	5	4.30	.783
ii. The project culture created is conducive for improved team performance.	65	1	5	3.40	.868
iii. Employee commitment to the job directly affects the performance of project teams and projects	65	1	5	4.20	.789
iv. Work scheduling for various project activities affects team performance if they are not involved.	65	1	5	4.43	.916

## Inferential Analysis

### ***Correlation between Project Culture and Work Life Balance***

The researcher in addition sought to determine the relationship between project culture and work life balance. From the correlation analysis results in Table 12, a strong significant positive relationship ( $r = 0.775$ ) exist between project culture and work life balance. The findings support those of Brännemann (2013) who stated that project managers usually have to deal with versatility of cultures at the same time to ensure there is efficiency and performance by project teams. Additionally, project culture enables a team to handle both human resources and the technical capacity of a project. Poor project culture often leads to reduced project team performance, coordination and overall morale. It helps integrate the team vision, understand stakeholders, their expectations and the project goals. Therefore the study rejects the null hypothesis and concludes that project culture influences work life balance of project team members in health sector construction projects.

Table 12: Correlation between Project Culture and Work Life Balance

		Project Culture
Work Life Balance	Pearson Correlation	.775*
	Sig. (2-tailed)	.011
	N	65

\*. Correlation is significant at the 0.01 level (2-tailed).



### ***Correlation between Project Scheduling and Work Life Balance***

The study further established as shown in Table 13 that there was a strong significant and positive relationship ( $r = 0.770$ ) between project scheduling and work life balance. The findings are congruent to those of Chow and Keng-Howe's (2006) who found that the more flexible the employee schedules, the greater their self-reported productivity. Ng'ang'a (2010) also recommends the adoption of quality WLB practices in project schedules. He proposed adoption of WLB initiatives like compressed work schedules, alternative work schedules, job sharing and wellness programmes. Therefore the study rejects the null hypothesis and concludes that project scheduling influences work life balance of project team members in health sector construction projects.

Table 13: Correlation between Project Scheduling and Work Life Balance

		Project Scheduling
Work Life Balance	Pearson Correlation	.770*
	Sig. (2-tailed)	.021
	N	65

\*. Correlation is significant at the 0.01 level (2-tailed).

### ***Regression Analysis***

The researcher conducted a multiple regression analysis to analyze factors influencing work life balance of project team members in the health sector construction projects. The Regression model summary in Table 14 shows that the predictor variables accounted for 77.3% of the total variation in the work life balance of project team members in health sector construction projects because the 'R square' value is 0.773. Therefore, further research should be conducted to investigate the other factors constituting 22.7% which influence work life balance of project team members in the health sector construction projects.

Table 14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.879 <sup>a</sup>	0.773	0.770	1.011

a. Predictors: (Constant) Project culture and Project Scheduling

ANOVA test was conducted to test the significance of the relationship between the independent and dependent variables by predicting the power of the model with that of an intercept only

model. The results in Table 15 show that the P-value of 0.000 was established from the ANOVA test.

Table 15: ANOVA for Model 1

Model		Sum of Squares	Df	Mean Squares	F	Sig.
1	Regression	54.775	3	18.258	126.792	0.000 <sup>b</sup>
	Residual	8.934	62	0.144		
	Total	63.709	65			

- Dependent variable: Work Life Balance
- Predictors: (Constant), Project culture and Project Scheduling

### **Multiple Regressions Analysis**

The researcher further conducted a multiple regression analysis in order to determine the relationship between factors influencing work life balance of project team members and work life balance in the health sector construction projects as illustrated in Table 16.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2$$

$$Y = 1.412 + 0.772X_1 + 0.763X_2$$

From the multiple regression analysis results, beta values were obtained and used to explain the regression equation above. The standardized beta coefficients show a measure of influence of each independent variable and also determine the extent of variation of the dependent variable when all other independent variables are held constant. Taking all the factors into account (supervisory support, project culture, project crashing and project scheduling) at zero, the constant is 1.412. On the same note, taking all other independent variables at zero, a unit increase in project culture lead to 0.772 increase in work life balance and a unit increase in project scheduling leads to 0.763 increase in work life balance. The findings are congruent to those of Kamau et al., (2013) who studied WLB practices and the effect on employee job performance at Eco Bank Kenya concluded that better WLB improves employee job performance. The findings also support Williams (2003) who posited that employees who better manage both work and family should be more satisfied, which in turn, can result in higher productivity, job satisfaction, commitment, job retention, and organizational loyalty. If employees are satisfied, job turnover and absenteeism should be reduced. This also results in increased job performance and financial gains resulting in reduced training and developmental costs.

Table 16: Regression Coefficients

Model	Un-standardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.412	1.821		1.6721	.0238
Project culture	0.772	0.312	0.331	3.221	.0234
Project scheduling	0.763	0.318	0.293	3.120	.0232

a. Dependent Variable: Work Life Balance

## SUMMARY OF FINDINGS

### Influence of Project Culture

In the second objective, the study sought to establish the influence of project culture on work life balance of project team members in the health sector construction projects. In the first statement, the study established that employee suggestions to improve the work environment were partially taken seriously by the management. In the second statement, the participants were required to comment on whether project culture supports employee performance and wellbeing. The result indicates that majority of the participants were impartial. This implies that unsupportive project culture can potentially lead to project team inefficiency and under performance. In the third statement, the study recognized that the employees were proud of their project teams and the organization. The fourth statement asked whether the employees were very enthusiastic about their jobs and felt motivated at work and majority of the participants were in agreement. In the fifth statement, the study established that the employees found meaning and purpose in their work. Moreover, the study findings ascertained that when employees got up in the morning, they really desired to go to work. This implies that the employees were determined to do their work. The study asked the participants to suggest ways project culture could be improved in their organization. Majority of the responses indicated that provision of better and comfortable work environment, fostering work values, development of project team competencies, team building, project team involvement and encouraging of project team member diversity will greatly improve project culture. The study found that the challenges facing project culture include but not limited to lack of motivation, poor working environment and insufficient project team support. The correlation analysis results established that there was a strong significant positive relationship between project culture and work life balance. This means that a good project culture builds the capacity of team members to handle many aspects of a project including both human and technical and therefore enhances team performance.

## **Influence of Project Scheduling**

The fourth objective of the study sought to assess the influence of project scheduling on work life balance of project team members in the health sector construction projects. The first statement sought to determine if the organizations allowed flexibility in project schedules and majority were nonaligned in their responses. Essentially, project flexibility allows employees to choose when, where and for how long they engage in work-related tasks. The second statement sought to establish whether the top management involved project staff in planning project schedules. Majority of the participants were indifferent in their responses. In the third statement, the participants were impartial on whether projects were scheduled in a manner for workers to take time off in some days. The fourth statement sought to ascertain whether the project staff decided the start and finish times for specific tasks assigned and majority were indifferent in their responses. The fifth statement asked the participants whether the employer had social function arrangements at times suitable for employee participation / team building and the responses were unbiased. In the sixth statement, the study sought to determine whether employees pooled leave days to enable them get adequate time to attend to their personal and family matters and majority were once again impartial in their responses. The seventh statement asked the participants whether professional counseling and training were integrated in the project schedules. Majority were indifferent in their responses to the statement. The study also established that project scheduling can improve project team WLB through project team involvement in scheduling, proper project resource allocation, reduction of cost overruns, time management and enhancing project team productivity as some of the best ways which can be used to improve project scheduling. The study further established that there was a strong significant and positive relationship between project scheduling and work life balance. This implies also that development of flexible project schedules enables employees to improve their performance in a sustainable manner.

## **CONCLUSIONS OF THE STUDY**

Based on the first objective on the influence of project culture on work life balance of project team members, the study concludes that employee suggestions to improve the work environment were not taken seriously by the management. Project culture did not sufficiently support project team members' performance and wellbeing. Therefore, this can potentially lead to project team inefficiency and under performance. Nevertheless, the employees were proud and motivated by their project teams and work. The study further concludes that project culture can be improved through creation of a better and conducive working environment, fostering work values, developing project team competencies, project team building and involvement and

enhancing project team member diversity. Moreover, lack of project team motivation and insufficient project team support are some of the critical challenges facing project culture.

The second objective assessed the influence of project scheduling on work life balance of project team members. Therefore, the study concludes that the project organizations did not allow flexibility in project schedules for employees to choose when, where and for how long they engaged in work-related tasks. The top management did not involve project staff in planning project schedules. The projects were not scheduled in a manner for workers to take time off in some days. Similarly, the project staff did not decide the start and finish times for specific tasks assigned to them. The employer had minimal social function arrangements at times suitable for employee participation / team building. The employees were not allowed to pool leave days to enable them get adequate time to attend to their personal and family matters. Likewise, professional counseling and training were not integrated into the project schedules. In addition, project scheduling can improve project team performance through project team involvement, proper project resource allocation, reduction of cost overruns, time management and enhancement of project team productivity.

## **RECOMMENDATIONS OF THE STUDY**

The study recommends that employee suggestions to improve the work environment should be taken seriously by the management. The organizations should create a culture that sufficiently support project team members' performance and wellbeing to avoid inefficiency and under performance. The project team members should be regularly motivated and encouraged to achieve more for the successful completion of the construction projects. In order to improve project culture, the construction projects should create a comfortable working environment, adopt good values, develop project team competencies, team building and involve and enhance project team member diversity.

Project crashing should be enhanced by paying well for overtime, coordinating delegation of duties, better project scheduling, proper allocation of resources to project activities and improving of labor efficiency. Moreover, project teams should be involved in scheduling of project activities, coordination of shifts to ensure minimal disruption of project activities. Additionally, the project organizations should allow for flexibility in project schedules especially on the start and end times of project activities. The top management should involve project staff in planning project schedules. The projects schedule should include time off in some days. Similarly, the management should consider allowing project staff to decide the start and finish times for specific tasks assigned to them. Social function arrangements suitable for employee participation / team building should be considered and encouraged. The employees should be

allowed to pool leave days to enable them get adequate time to attend to their personal and family matters. Likewise, professional counseling and training should be integrated into the project schedules. In addition, project scheduling should consider involving project teams, proper project resource allocation, and reduction of cost overruns, time management and enhancement of project team productivity.

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