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The Relationship Between Work-Life Balance and Employee Productivity in the Educational Technology Sector in South Africa

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Abstract:

Numerous employees across the public and private sectors face challenges in maintaining a clear distinction between their professional and personal lives. This difficulty can significantly impact their social status and mental health. Achieving a harmonious work-life balance is crucial, as it enables individuals to fulfil their responsibilities without allowing work to dominate their lives. The study investigates the relationship between work-life balance and employee productivity in the educational technology sector in South Africa. The study is exploratory, and a quantitative research approach was utilised. The target population for the study consisted of employees in the educational technology organisation based in Cape Town, South Africa. A questionnaire was distributed via survey links, where 115 randomly sampled employees from the office of the chief executive officer, sales, operations, people and culture, finance and governance responded (response rate of 94%). The data were analysed using the IBM Statistical Package for the Social Sciences (SPSS) 29.0 version. Descriptive statistics, including means and standard deviations, were used to analyse the data. Cronbach's alpha coefficients were used to assess the reliability of the measuring instruments. The findings revealed a negative relationship between work-life balance and employee productivity. The study recommends that organisations focus on offering flexibility in work hours and adopting a results-oriented approach, emphasising outcomes over time spent working.

Keywords:

Work-Life Balance, Employee Productivity, Spillover, Hawthorne Studies, Work-Life Policies

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Introduction

Numerous employees across the public and private sectors face challenges in maintaining a clear distinction between their professional and personal lives. This difficulty can significantly impact their mental well-being and social status. Achieving a harmonious Work-Life Balance (WLB) is crucial, as it enables employees to fulfil their responsibilities without allowing work to dominate their lives. Prioritising WLB not only supports personal well-being and mental health but also fosters productivity, ultimately contributing to the overall success of the organisation (Ihwughwavwe & Shewakramani, 2024). WLB refers to effectively managing the equilibrium between professional responsibilities and other significant aspects of life, such as spending quality time with family, engaging in sports and leisure activities, participating in volunteer work, or pursuing further education (Das & Karthikeyan, 2015). WLB became a significant area of study as workplace dynamics shift amid economic insecurity, resulting in a struggle for survival for the organisation (Khalid & Ibrahim, 2018). The concept of WLB is inherently subjective, varying from one individual to another and defined by the point at which a person feels content with both their professional and personal lives (Sen & Hooja, 2018). In alignment with the prescriptive approach to achieving WLB, employees are encouraged to allocate equal time to each domain. Regardless of age or gender, this balance reflects an employee's ability to harmonise work-related and personal responsibilities in a manner that aligns with their aspirations in both spheres (Wood et al, 2020).

Work-life balance is a critical concern for governments and policymakers, as employees form the cornerstone of a thriving society. Over the years, the increasing reliance on information technology has intensified the information load on the workforce. Employees are now often required to work extended hours and remain accessible at weekends (Larasati et al. 2019). Furthermore, there is an expectation to be perpetually available, promptly responding to emails and phone calls outside standard working hours (Sopian et al. 2022). This dynamic has significantly heightened workplace stress. Growing apprehensions persist that prolonged working hours, coupled with additional pressures and responsibilities, leave little room for meaningful leisure activities outside of work (Pathak & Lawande, 2021). WLB represents a proactive approach embraced by both employees and organisations to acknowledge the importance of achieving equilibrium between a fulfilling work life and personal life. Employees who experience a healthier WLB, within organisations that prioritise efficiency and effectiveness, are better positioned to contribute substantially to organisational growth and success (Nasimiyu & Egessa, 2021).

WLB is increasingly recognised by organisations and employees for its significant advantages. These benefits include enhanced employee satisfaction and well-being, reduced absenteeism and turnover rates, improved recruitment and retention outcomes, heightened productivity, and greater customer satisfaction (Marecki, 2024). Notably, 38% of employees surveyed indicated they would consider leaving

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their current employer for better WLB, even if it involved a pay cut (Downes & Koekemoer, 2011). The agreement is that employee happiness is directly linked to increased productivity compared to unhappy employees (Fogaça & Francisco, 2016). Moreover, organisations that prioritise and invest in WLB initiatives often experience lower employee turnover rates. As a result, WLB has emerged as a primary concern for employees and a key topic during recruitment discussions. Research revealed that employees who utilised WLB policies took only half the amount of sick leave compared to those who did not (Bataineh, 2019). Given these substantial organisational benefits, it is unsurprising that WLB policies have gained widespread adoption and are becoming increasingly common on a global scale. South Africa depends on the educational technology sectors to provide training that supports employee development, playing a significant role in enhancing the country's growth and global recognition. This paper aims to examine the relationship between WLB and employee productivity in the selected educational technology sector in South Africa. The findings will support private and public sector organisations, policymakers, government bodies, and HR professionals in developing and maintaining policies that prioritise WLB, employee well-being, and safety, ultimately enhancing productivity for their stakeholders.

Literature Review

The literature review examines two key theories underpinning this study. It further explores the dimensions of WLB, gender based WLB in South Africa, as well as WLB policies in South Africa. Additionally, it analyses empirical literature on WLB and employee productivity.

The Spillover Theory

The spillover theory, proposed by Staines (1980), highlights how experiences in one domain, such as work, influence another, like family, creating a dynamic interconnectedness between the two (Bello & Tanko, 2020). This phenomenon, known as the spillover effect, can occur horizontally (between parallel domains) or vertically (across hierarchical life domains). The impact may be positive, where satisfaction and success in one area enhance the other, or negative, where struggles and dissatisfaction in one domain spill over into the other (Kumar & Janakiram, 2017). Positive spillover suggests that achievements at work, such as career growth or task completion, can improve family life, while a supportive home environment can boost workplace performance (Kumar & Janakiram, 2017). On the contrary, negative spillover occurs when challenges like workplace stress or marital conflicts disrupt functioning in the other domain (Talip et al., 2021). Vertical spillover focuses on the hierarchical relationship of life domains, where satisfaction in specific areas, such as work or family, contributes to overall life satisfaction, fulfilment, and well-being (Lott & Wöhrmann, 2023). Ultimately, the theory underscores the interconnected nature of work and family, illustrating how events in one domain

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inevitably influence the other, shaping an individual's overall quality of life in the workplace (Rado et al., 2016).

The Hawthorne Studies Theory

The Hawthorne studies theory, developed by Elton Mayo in the late 1920s, was a significant development in the field of psychology. The Hawthorne Works Experiment, conducted at the Western Electric Company, challenged the theory that science could only determine the optimal approach to maximise production through controlled trials (Mayo, 1924). Hawthorne studies assessed the impact of lighting on worker productivity. After finding no apparent relationship between lighting and productivity, the experiments explored other parameters (Olum, 2004). Mayo conducted a study with a group of women, experimenting with different work conditions such as varying the number of rest breaks, offering or withholding free lunches, and adjusting the length of the workday or workweek. Regardless of the changes made, the women's productivity improved. Interestingly, even when the women returned to their original working hours and conditions, they set a new productivity record (Őnday, 2016). Mayo's experiments showed that job satisfaction and performance are influenced by factors other than money, such as working circumstances, employee attitudes, communication, effective management, and the entire work environment. The study also challenged Taylorism, which held that self-interest and monetary incentives were the primary motivators (Őnday, 2016).

Dimensions of Work-Life Balance

The concept of WLB is characterised by four key dimensions: Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), Personal Life Enhancement of Work (PLEW), and Work Enhancement of Personal Life (WEPL).

Work Interference with Personal Life (WIPL)

WLB involves the interaction between work and personal life, with a significant focus on the dimension of WIPL. This occurs when the demands of employment consume energy and resources, hindering the fulfilment of personal obligations and leading to career dissatisfaction (Vernia & Seren, 2021). Conversely, personal life can also disrupt work, as seen in scenarios like a parent losing focus while caring for a sick child during remote work (Pradita & Franksiska, 2020). The relationship between work and home life is influenced by various factors, including sexual orientation, parental or caregiving roles, marital status, education level, work experience, employment position, and family income (Yogaisty et al., 2022). For example, employees in their thirties and forties tend to experience less work-family interference than younger workers. Women often face more domestic responsibilities than men, leading to greater conflicts between work and home. Parents with childcare duties encounter heightened work-life conflict (Yusuf, 2018).

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Educational level correlates with work-home interference, as higher qualifications typically lead to demanding roles and greater responsibilities. Increased salaries, particularly for married women, have been linked to greater work-home interference (Soomro et al., 2018). Conversely, work experience can reduce interference through improved job security but may also increase it due to progression to higher positions with added demands. Key job-related factors influencing WIPL include long working hours, limited employee autonomy, and high expectations (Vernia & Seren, 2021). These factors restrict the time available for personal tasks, such as eldercare, and create barriers to fulfilling home-related responsibilities. Supportive work environments, including effective human resource practices, assistance from supervisors and colleagues, and favourable job assignments, can mitigate work-life interference (AlHazemi & Ali, 2016). Similarly, aspects of personal life, such as marital status, caregiving roles, and family size, significantly affect the extent of interference with work commitments (Wolor et al., 2020).

Personal Life Interference with Work (PLIW)

This dimension explores how personal challenges and circumstances can interfere with professional life, leading to a disrupted work environment and reduced productivity (Munjal et al., 2015). Factors such as health issues, family conflicts, financial pressures, and mental well-being concerns often spill over into work, affecting performance and focus (HakemZadeh et al., 2022). Remote work further complicates this balance by blurring the boundaries between personal and professional life, making it harder to establish clear work hours and personal time (Agha et al., 2017). Isolation, loneliness, and a lack of in-person interaction may exacerbate these challenges, while domestic distractions like childcare or caregiving responsibilities can further impede productivity (Rincy & Panchanatham, 2016). Without a supportive work environment, personal difficulties become more pronounced, impacting an individual's ability to meet professional obligations effectively (Dolai, 2015).

Work Enhancement of Personal Life (WEPL)

Work Enhancement of Personal Life (WEPL) highlights how work positively influences an individual's personal life by fostering personal growth, fulfilment, and a balanced work-life integration. This dimension focuses on how skills and experiences gained at work can be applied to effectively address personal challenges, leading to improved job satisfaction and reduced stress (Putri et al. 2023). WEPL contributes to a sense of purpose and accomplishment in the workplace, promoting motivation, productivity, and creativity (Irawanto et al. 2021). Employees benefit from supportive work environments that encourage relaxation and personal hobbies, as these activities can inspire fresh perspectives and innovation in their roles. Additionally, WEPL aids in time and priority management, enabling employees to balance work and personal responsibilities, such as family care or leisure pursuits, without feeling overwhelmed (Musa & Chusairi, 2021). This balance enhances family relationships, reduces stress, and

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allows for greater flexibility, contributing to an improved overall quality of life and a satisfying professional journey (Aslam, 2015).

Personal Life Enhancement of Work (PLEW)

The Personal Life Enhancement of Work (PLEW) dimension highlights how personal life can positively influence one's professional experience and overall WLB (Putri et al., 2023). It emphasises integration of personal traits, abilities, and experiences into the workplace, fostering greater engagement, satisfaction, and well-being (Shaari et al., 2022). Positive personal events boost motivation and contribute to a healthier self-image, innovation, and team collaboration (Pradita & Franksiska, 2020). By recognising and respecting employees' personal lives, organisations can enhance WLB, reduce work-related stress, and improve family relationships (Dewi & Salvawirza, 2022). Employees who feel supported are more likely to allocate time for family and personal responsibilities, resulting in greater happiness at work and home. Through initiatives such as recognition programmes, mentorship, training, and supportive policies, organisations can cultivate a culture that values personal contributions, ultimately leading to a more engaged, fulfilled workforce and stronger family connections. This integration promotes a harmonious and meaningful existence for employees and their loved ones (Bomba & Franksiska, 2018).

Gender-Based Work-Life Balance in South Africa

In African communities, boys and girls are socialised differently during their upbringing, and these distinct socialisation patterns significantly shape their behaviours, roles, and identities as they transition into adulthood. Deeply rooted male dominance in African cultural traditions has significantly shaped how women manage their personal and family affairs (Naong & Naong, 2023). While men are increasingly seeking a more balanced approach to their work commitments, women continue to face the greatest challenges in managing conflicts between work and family life. This disparity arises because societal expectations still place the primary responsibility for household and family duties on women (Whitehead & Kotze, 2003). In the workplace, women face the dual burden of managing the demands of a full-time career alongside responsibilities at home. Striking a balance between personal and professional life is essential not only for employee well-being but also for driving organisational success. However, women in leadership positions often contend with stereotypes that portray them as overly emotional or lacking assertiveness compared to their male counterparts (Verma & Gautam, 2022). Despite these biases, women bring valuable physical, mental, and emotional perspectives that enrich daily interactions. These dynamics make achieving a harmonious WLB particularly challenging for women in South Africa and across the globe. Marriage, childcare, and other significant responsibilities often create barriers that hinder a woman's career growth and opportunities for advancement. Women tend to face greater challenges in achieving a harmonious WLB, leaving them less satisfied (Santhana & Gopinath, 2013).

The differing perceptions of WLB between men and women in South Africa reveal significant gender-based disparities in how professional and family responsibilities are managed. Research suggests that men, on average, report greater satisfaction with their career achievements, even when this success comes at the expense of family time (Kelliher et al., 2019). This satisfaction, however, is often accompanied by a lack of involvement in household responsibilities. Studies indicate that 80% of men do not share in domestic duties, even when their wives are employed full-time. This reflects a broader societal expectation that men's primary role is in the workforce, while women are still largely expected to take on the bulk of caregiving and household tasks (de Lange & Naidoo, 2018). In contrast, women often experience a heightened conflict between their roles at home and at work. The pressure to meet the demands of both domains can force women to make difficult decisions about how to allocate their time and energy (Russen et al., 2021). These choices often come with feelings of guilt or inadequacy, as women feel the weight of being expected to excel in both the professional and domestic spheres. This dilemma is compounded by the persistent societal expectation that women should maintain the household, regardless of their employment status (Yadav, 2018).

Work-Life Balance Policies in South African Companies

The effectiveness of WLB policies in organisations depends on how they are implemented. Organisations need to develop and regularly evaluate work-life balance policies, flexitime or flexible working arrangements, onsite or subsidised childcare, parental leave programme, job sharing, employee assistance programme, and leave policy (Thevanes & Mangaleswaran, 2018). Understanding employees' experiences and perspectives. This insight is crucial to understanding challenges, tailoring policies to meet employees' needs, and achieving desired outcomes. In South Africa, many organisations lack awareness of employee views on these policies, limiting their effectiveness (Downes & Koekemoer, 2011). Flexitime is a key example; it allows employees to manage work and personal responsibilities by adjusting their start and end times within set parameters. While core hours ranging from 08:00 to 17:00 are mandatory, employees can customise their schedules around them. This flexibility helps reduce work-family conflicts and enhances overall performance (Downes & Koekemoer, 2011; Feeney & Stritch, 2019).

A leave policy is a framework of well-defined rules and guidelines crafted by management to provide employees with essential breaks that support their personal and professional well-being. These policies typically encompass various types of leave, such as parental leave, annual paid leave, sick leave, sabbatical leave, and maternity leave (Akom et al. 2021). By implementing these provisions, organisations demonstrate their commitment to enabling employees to maintain a harmonious work-life balance (Opoku et al. 2023). Equally important are caretaking policies, a key element of family-friendly HR strategies, which help employees manage their responsibilities at work and home. These initiatives, often referred to as care arrangements, include options such as onsite or offsite childcare, eldercare

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support, family assistance programmes, counselling services, and health and wellness programmes (Nayak & Pandey, 2021). Together, these measures reflect an organisation's dedication to fostering a supportive and balanced environment for its workforce (Opoku et al., 2023).

The Relationship Between Work-Life Balance and Employee Productivity

Obinwanne and Kpaji (2022) examined how maintaining a healthy balance between work and personal life influences the productivity of tourism businesses in Port Harcourt, Rivers State, Nigeria, and found that workers with a more balanced work-life are more productive, whereas employees with an imbalanced work-life tend to be less productive. The WLB increases employee performance, supports job and life happiness, inspires people to work, improves health and decreases stress, and promotes organisational efficiency, according to the study's findings. Furthermore, a well-balanced work life allows individuals to attend to other duties outside the workplace, bringing harmony and consistency between work and life activities (Singh, 2018). Melayansari and Bhinekawati (2019) outlined that when employees maintain a healthy balance between their work and personal lives, their productivity tends to increase. The empirical review by Ledum et al. (2020) shows that when employees have a good balance between work and personal life and are happy, they tend to be more productive at work. The results of a study conducted by Balushi et al. (2022) revealed a significant relationship between WLB and employee productivity. The researchers stated that flexible work arrangements and fulfilling work-life and private living environments are factors that enhance employee productivity. A study by Preena and Preena (2021) found that maintaining a good balance between work and personal life increases productivity among employees at a shipping company in Sri Lanka.

The study examines how WLB affects employee productivity in Sri Lanka's telecommunication industry. When employees maintain a healthy balance between their work responsibilities and personal life, they tend to be more productive. This indicates that achieving a good WLB enhances employee efficiency and output (Mendis & Weerakkody, 2014). Mendis and Weerakkody (2014) revealed that a good balance between professional and personal life practises benefits employees and organisations. When employees successfully manage both their work and personal lives, they generally experience lower stress levels and greater overall happiness in both their professional and personal lives. Therefore, more individuals can find compensated jobs. Ultimately, these factors contribute to increased employee productivity (Mmakwe & Ojiabo, 2018). Hlapa and Majola (2024) added that more productive employees should expect higher wages or salaries, better working conditions, and more job prospects. Roopavathi and Kishore (2020) investigated how the balance of work and personal life influences employee productivity. The research shows that when employees achieve a good balance between their work and personal life, their productivity improves. Allowing employees flexibility in choosing their work hours, location, and approach to their tasks contributes to this balance. Various factors support employees achieving this balance, and when they do, their productivity rises. When career and private life are not

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balanced, it can lead to stress and decreased productivity. To address this, organisations can encourage a positive work culture, offer relevant training, and enhance life management programmes (Abioro et al. 2018).

Methods and Data

The study focuses on the educational technology industry, a private organisation based in Cape Town, South Africa. The organisation specialises in the development, distribution, and use of technology-based tools and solutions for educational purposes, especially for higher education institutions in the country. This study is exploratory and adopts a quantitative approach. The target population for the study comprised a total of 122 employees in the educational technology organisation regardless of their status within the organisation. They were from different departments, namely the office of the chief executive officer, sales, operations, people and culture, finance, and governance. A questionnaire was distributed using survey links, and 115 randomly sampled employees completed it. They were from the office of the chief executive officer (1), sales (9), operations (82), people and culture (Human Resources department) (19), and finance and governance (4). The Raosoft calculator was used to determine the sample size, with a response rate of 94 percent. The research questionnaire was designed with different sections, aligned with the study's objectives. Section A gathered information about the respondent's demographic profile. Section B focused on WLB, and Section C explored employee productivity. The WLB Questionnaire (WLBQ) was developed by Fisher-McAuley et al (2003). In Khoury's (2021) study, the measure has an overall Cronbach Alpha rating of 0.81 for 18 items, indicating adequate reliability. The subscales showed the following reliability coefficients: 0.78 for WIPL, 0.77 for PLIW, and 0.81 for WPLE. Content validity was ensured by evaluating and approving the questionnaire content. The individual work performance questionnaire (IWPQ) was developed by Koopmans (2015). The scale is valid and reliable, reporting a reliability of 0.778. For both sections, items are measured using a five-point Likert scale varying from 1 (strongly disagree) to 5 (strongly agree). Data were analysed using IBM's Statistical Package for the Social Sciences (SPSS) version 29.0. Descriptive statistics, including means and standard deviation for each variable, were used to analyse the data. Spearman's rank correlation was used to analyse the input data. The Cronbach's alpha coefficients were used to assess the reliability of the measuring instruments. The ANOVA was used to determine whether the differences between group means are statistically significant. Regression analysis was then applied to determine and anticipate how the independent factors affect the dependent factor, particularly in terms of cause and effect. The Turfloop Research Ethics Committee (TREC) and the educational technology organisation permitted researchers to conduct the study.

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International Journal of Applied Research in Business and Management (ISSN: 2700-8983)
Volume: 07 Issue: 12 Year: 2026
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Results

Descriptive Statistics Results

Descriptive statistics, including arithmetic means and standard deviations, were computed for the study variables. Table 1 presents the descriptive statistics and mean scores of all the sub-variables of WLB (personal life interference with work variance and work/personal life enhancement variance) and employee productivity (performance engagement, time management, employee development, and crisis and change management). In this study, factors with an average score above 4 were regarded as being perceived positively, whereas those below 4 were perceived negatively.

Constructs/variables	N	Measures of central tendency	
	Statistic	Mean	Standard deviation
Work-Life Balance			
Personal life interference with work variance	115	4.006	0.958
Work/personal life enhancement variance	115	3.878	1.248
Employee productivity			
Performance engagement	115	4.209	0.846
Time management	115	4.095	1.206
Employee development	115	4.138	1.277
Crisis and change management	115	3.918	1.238

Table 1: Descriptive Statistics on WLB and Employee Productivity (Source: Authors)

The data presented in Table 1 reveal a score of WLB and employee productivity. WLB and personal life interference with work variance had a score of 4.00(0.95), indicating a positive perception suggesting that, on average, respondents felt that personal life interfered with work. Moreover, work/personal enhancement variance had a mean of 3.87 (1.24), showing a more negative sentiment and implying that work may not enhance personal life for many respondents. Regarding employee productivity, several sub-variables were evaluated. Performance engagement scored a mean of 4.20(0.84), indicating a positive view of engagement levels. Time management scored 4.09 (1.20), and employee development, 4.13 (1.27), were also perceived positively. However, crisis and change management scored a mean of 3.91(1.23), suggesting challenges in managing crises and change effectively.

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Correlation Analysis

Correlational analysis was used to test the relationship between WLB and employee productivity in a selected educational technology sector in South Africa.

Relationship Between WLB and Employee Productivity

			WLB	Employee Productivity
Spearman's rho	Work-Life Balance (Factor 1 and 2) Coefficient	Correlation Coefficient	1.000	-.250**
		Sig. (1-tailed)	.	.003
	Employee Productivity	Correlation Coefficient	-.250**	1.000
		Sig. (1-tailed)	.003	.
		N	115	115

**. Correlation is significant at the 0.01 level (1-tailed).

Table 2: Spearman Correlation Coefficient between WLB and Employee Productivity (Source: Authors)

The results in Table 2 indicate a negative relationship between WLB and employee productivity (r=-0.250, p-value=0.003). Therefore, the above hypothesis (H1) is rejected. The table indicates that there is a clear and significant decrease in employee productivity when there is an imbalance between work and personal life. The findings show a negative correlation since the p-value is less than 0.05.

Analysis of Variance

In this subsection of analysis, the ANOVAa model analysis is reported. The ANOVAa model is used to determine whether the differences between group means are statistically significant. The results show variance between the groups' means at the 0.05 significance level, with a significance level of 4.786 and a p-value of 0.004, indicating that at least one group's mean differs from the others. The findings suggest that employees in educational technology have different perspectives on contributing to work-life balance while maintaining production levels.

Reliability of the Variables

The reliability of WLB and employee productivity was determined using Cronbach's alpha coefficient and is presented in Table 3. Salloum et al (2021) state that reliabilities with less than 0.60 indicate poor

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consistency, those in the range of 0.70 – 0.80 are deemed acceptable, and those above 0.80 are considered very excellent.

Scale	Number of Items	Cronbach Alpha	Level of Reliability
WLB	9	.895	Excellent
Employee Productivity	14	.778	Acceptable

Table 3: Cronbach alpha coefficient for WLB and employee productivity

Table 3 clarifies the Cronbach's Alpha values for both variables, WLB and employee productivity. The Cronbach's Alpha coefficient for the WLB scale was above 0.80, which is at 0.895, and employee productivity was at 0.778. This reveals that Cronbach's alpha coefficients were above 0.70, confirming therefore that the items were reliable and acceptable.

Discussion

The results revealed a negative relationship between maintaining balance between work, life and employee productivity, implying that improving professional and personal life balance may result in decreasing productivity, or vice versa. This might be due to reasons such as rigid separation of work and home lives, decreased flexibility in work hours, and workers who prioritise WLB by concentrating less on tasks or working fewer hours. Some organisational cultures may ask employees to go above and beyond, resulting in a perceived lack of commitment and worse production numbers (Marecki, 2024). Furthermore, a strong emphasis on maintaining WLB may cause people to postpone taking on new duties, diminishing overall productivity in circumstances where multitasking and high availability are required. Productivity measurements may prioritise quantity above quality, innovation, or long-term sustainability, which may be favourably affected by a solid balance between life and work that is not immediately evident in productivity metrics. A negative correlation between WLB and employee productivity indicates that, while personal well-being may benefit individuals, it does not necessarily transfer into increased productivity, particularly in work cultures that prioritise immediate production over long-term sustainability (Mwagi, et al, 2016). To achieve long-term success, organisations will need to balance workplace needs and the welfare of workers. The findings align with spillover theory, which posits that experiences in one domain, such as work or personal life, often carry over to affect the other. Negative spillover, in this case, may lead to diminished focus and productivity as stress from one area impedes performance in another (Bello & Tanko, 2020). Hawthorne Studies Theory is also relevant here, suggesting that attention to employee well-being by management could improve productivity (Gale, 2004). Addressing WLB through focused initiatives may demonstrate organisational support, thereby enhancing employee engagement and satisfaction.

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Conclusion

The study examined the relationship between WLB and employee productivity in the educational technology organisation in Cape Town, South Africa. The findings of the study identified a negative association between WLB and employee productivity in the targeted educational technology organisation. While personal life interference with work variance suggests a positive perception, work/personal life enhancement variance indicates that many employees feel that work may not enhance their personal lives. It is important to note that this paper is limited to one educational technology sector in South Africa. Therefore, the findings cannot be universally applied across all public and private sector organisations.

Theoretical Implications

The results of the study revealed there is a relationship between work-life balance and employee productivity. Regarding theoretical implications, the current study-

- contributes to the body of knowledge concerning work-life balance and employee productivity not only for educational technology organisations but all organisations worldwide.
- assists organisations to understand that employees are willing to adopt new work-life balance approaches, which are crucial for productivity.
- Assists organisations to create an environment of open communication, where employees can express concerns without fear of criticism.

Practical Implications

The following are the practical implications:

- The results assist educational technology organisations in managing the productivity of employees working remotely better and ensuring there is work-life balance.
- On a broader scale, government-led initiatives, such as awareness campaigns and legislative reforms protecting flexible working arrangement policies, can promote healthier work-life integration.
- Employee assistance programmes should include flexible scheduling and safeguards against excessive work demands, all aimed at reducing stress and improving productivity.
- Organisations must focus on offering flexibility in work hours and adopting a results-oriented approach, emphasising outcomes over time spent working.

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- Implementing wellness initiatives, such as mental health and family care programmes, and educating employees on setting clear boundaries between work and personal life can help reduce stress.

Future research should explore the psychological effects of WLB, including anxiety, burnout, and job satisfaction, to better understand how personal and professional responsibilities interact and how organisations can support employees in achieving balance.

Authors

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