



**THE RELATIONSHIP BETWEEN TASK LEADERSHIP BEHAVIOUR,  
ORGANISATIONAL LEADERSHIP AND WORK-LIFE BALANCE IN  
THE PRIVATE-SECTOR DURING COVID-19**

Research report presented to the

**Graduate School of Business Leadership  
University of South Africa**

by

**DR NONKULULEKO BLESSET NKAMBULE  
54792614**

Submitted in partial fulfilment of the requirements for the degree

**MASTER OF BUSINESS ADMINISTRATION**

**Supervisor:**  
Mrs Kerryn Powell

**15 December 2021**

## Declaration

1. I understand what plagiarism entails and am aware of the University's policy in this regard.
2. I declare that this assignment is my own, original work. That all sources used/quoted have been indicated and acknowledged by means of a complete reference system.
3. I did not copy and paste any information directly from an electronic source (e.g., a web page, electronic journal article or CD ROM) into this document.
4. I did not make use of another student's previous work and submitted it as my own.
5. This mini dissertation was not previously submitted for a degree at another university.

**Dr Nonkululeko Blesset Nkambule**



\_\_\_\_\_  
Signature

**10 Dec 2021**

\_\_\_\_\_  
Date

## **Dedications and acknowledgements**

First and foremost, I would like to express my gratitude to Professor Anton Grobler for allowing me to participate in this research programme and be a part of cutting-edge academia.

Thank you to my supervisor, Mrs. Kerry Powell, for demonstrating exemplary leadership through her unwavering support and thorough examination of my submissions from start to finish.

To my children, Amahle-Amathiyane and Anathi-Amathiyane, who are my safe and happy space.

To my husband, Dr Sabelo Xaba, your academic prowess and commitment inspired this journey, and your unconditional and consistent support sustained me through it.

To God Almighty, for always going before me to make the crooked paths straight.

Last and certainly not least, this is dedicated to all my colleagues in all facets of healthcare on South African soil and globally who fought and continue to fight for humanity against the Covid-19 pandemic, selflessly and with great courage. Ngiyazicanya ngani. Your cause is noble and valiant and will be etched forever in time.

## Abstract

The catastrophic COVID -19 pandemic impact on business communities globally has brought about the need for the creation of pandemic-proof workplaces and management consciousness towards establishing wellbeing-centric workplaces.

The study demonstrates through empirical evidence to leaders in management the impact of task leadership behaviour and organisational leadership behaviour on employee work-life balance and provides recommendations based on these objective findings that will inform best practices for improving employee wellbeing in the workplace.

This study adopted a cross-sectional design and conducted correlation and linear regression analysis to assess how a combination of task leadership behaviour, organisational leadership and work-life balance are related. Analysis of variance (ANOVA) was used to test the homogeneity of mean scores between the projects and Cronbach's alpha to test for reliability.

The results showed that task leadership behaviour, organisational leadership and work-life balance have a positive relationship. Furthermore, it was established that although the relationship between task leadership behaviour and work-life balance has a slight effect in the private-sector, this relationship is strengthened by the addition of organisational leadership during the Covid-19 pandemic.

Recommendations for private sector managers include obtaining team leaders with an aptitude for emotional intelligence, using software platforms to ensure the appropriate use and monitoring of workplace resources and responsibilities, and curating workplace efficiency through role specification and measurable deliverables were among the practical recommendations made. Furthermore, to create wellbeing-centric workplaces, an Employee Wellness Committee must be established to drive this culture and human resources (HR) capabilities must be empowered to include flexible work arrangements.

**Keywords:** Task Leadership Behaviour, organisational leadership, work-life balance, Covid-19, private-sector, employee wellbeing

## Table of Contents

<b>1. CHAPTER 1 INTRODUCTION</b>	<b>9</b>
1.1 Background	9
1.2 Problem Statement	11
1.3 Goal and Objectives	12
1.4 Importance of the Study	13
1.5 Delineation	14
1.6 Limitations of This Study	14
1.7 Research Design	14
1.8 Research Method	15
1.8.1 Literature Review	15
1.9 Empirical Investigation	16
1.10 Chapter Division	17
1.11 Summary	17
<b>2. CHAPTER 2 LITERATURE REVIEW</b>	<b>19</b>
2.1 Leadership vs Management, and Its Impact on Employee Behaviour in General During Times of Crisis	19
2.2 Defining Key Concepts	21
2.3 Task Leadership Behaviour	21
2.4 Organisational Leadership	22
2.5 Work-Life Balance	23
2.6 Antecedents or Precursors to Work – Life Balance	25
2.6.1 Work-Life Balance Typology	25
2.7 Work-Life Balance Theories	26
2.8 The Relationship Between Task Leadership Behaviour and Organisational Leadership, Organisational Leadership and Work-Life Balance, Task Leadership Behaviour and Work-Life Balance, and Task Leadership Behaviour, Organisational Leadership and Work-Life Balance	27
2.9 Task Leadership Behaviour and Organisational Leadership	27

2.10 Organisational Leadership and Work- Life Balance	30
2.10.1 Task Leadership Behaviour and Work-Life Balance	32
2.11 Task Leadership Behaviour, Organisational Leadership and Work-Life Balance	34
2.12 Chapter Summary	35
<b>3. CHAPTER 3 METHODOLOGY</b>	<b>37</b>
3.1 The Aim of the Empirical Investigation	37
3.2 The Sample	37
3.3 Measuring Instruments	38
3.3.1 Task Leadership Behaviour	38
3.3.2 Organisational Leadership	39
3.3.3 Work-life Balance	40
3.3.4 Demographic Items	40
3.4 Design of the Study	41
3.5 Method	43
3.6 Data Analysis	44
3.7 Summary	47
<b>4. CHAPTER 4 RESULTS</b>	<b>48</b>
4.1 Sample	48
4.2 Descriptive Statistics of Variables	55
4.3 Correlation Analysis	60
4.4 Inferential Statistics	62
4.5 The Relationship Between Task Leadership Behaviour, Organisational Leadership, and Work-life Balance	66
4.6 Summary	67

<b>5. CHAPTER 5 DISCUSSION, RECOMMENDATIONS, AND LIMITATIONS</b>	<b>69</b>
5.1 Discussion	69
5.1.1 Discussion Pertaining to Objective 1	69
5.1.2 Discussion Pertaining to Objective 2	70
5.1.3 Discussion Pertaining to Objective 3	72
5.1.4 Discussion Pertaining to Objective 4	76
5.2 Recommendations	76
5.3 Limitations	78
5.4 Conclusion	79
<b>6. REFERENCES</b>	<b>80</b>
<b>7. ANNEXURES</b>	<b>87</b>
7.1 Annexure A: Research Instruments	87
7.1.1 Task Leadership Behaviour Instrument	87
7.1.2 Organisational Leadership Behavioural Scale	88
7.1.3 Work-Life Balance Scale	89
7.2 Annexure B: Ethical Clearance Certificate	90
7.3 Annexure C: Organisational Permission To Conduct Study	91
7.4 Annexure D: Project Leader Declaration of Authenticity	96
7.5 Annexure E: Turn-it-in Similarity Index	98
7.6 Annexure F: Language Editor Certification	99
7.7 Annexure G: Supervisor Signed Letter of Consent	100

## List of figures

<i>Figure 1. Image depicting the overarching organisational structure in which Synexus Clinical Research South Africa exists as well as from which study participants were sourced.</i>	10
<i>Figure 2. How Management can augment or mitigate the impact of a crisis event on employee wellbeing.</i>	20
<i>Figure 3. Work-Life Balance Typology as adapted from Rantanen, Kinnunen, Mauno And Tillemann (2011).</i>	24

## List of tables

Table 1. Effect size / Practical Significance Benchmarks	46
Table 2. Age statistics: Pooled as well as per organisation.	48
Table 3. Tenure statistics: Pooled as well as per company	49
Table 4. Gender statistics: Pooled as well as per organisation.	51
Table 5. Racial statistics: Pooled as well as per organisation.	52
Table 6. Descriptive statistics per item	54
Table 7. Descriptive statistics and Cronbach's alpha coefficient per instrument	58
Table 8. Correlation matrix of Task leadership behaviour, Organisational Leadership and Work-life balance	59
Table 9. Test of homogeneity (ANOVA) of the sector	60
Table 10. Comparing the mean scores of those involved in core functions to those in support positions.	61
Table 11. Comparing the mean scores of those involved in managerial positions and those who are not in managerial positions.	62
Table 12. Regression analysis (Contribution of task leadership behaviour, Organisational leadership, and Work-life balance)	63



# **1. CHAPTER 1 INTRODUCTION**

This chapter introduces the study of the quantitative description of the relationship between task leadership behaviour, organisational leadership, and work-life balance during Covid-19 in the private-sector. This chapter comprises a background look into the interplay of these variables within the organisation under study. It also provides a succinct problem statement, the categorical goals, and objectives of the study, as well as deliberations on the importance of the study. Furthermore, it provides a delineation of the confines of the research, followed by insights into the existing study limitations. Thereafter, there is a summary of the research design and the research method selected. Finally, the conclusion includes a list of the subsequent chapter divisions.

## **1.1 Background**

Synexus Clinical Research South Africa PTY(Ltd) is an organisational component of Accelerated Enrolment Solutions; a business unit forming part of the global conglomerate of clinical research facilities and offerings under the parent company called Pharmaceutical Product Development (PPD). PPD's mission is 'helping customers deliver life-changing therapies to patients', and at the financial year-end of 2020, comprised a human capital component of over 26 000 employees. (Pharmaceutical Product Development, 2021). Synexus Clinical Research South Africa's activities are dedicated to the conduction of clinical research on volunteer participants as tendered by pharmaceutical companies. This is done to further advancements in knowledge and interventions in various medical treatment areas. These treatment areas include, amongst others, vaccine trials; resultantly, the organisation is at the forefront of acquiring critical resources to combat the Covid-19 pandemic. Synexus Clinical Research South Africa has three main sites and affiliated sites operating in the South African private-sector. The research for this study was conducted at its three main sites: two in Pretoria, Gauteng Province i.e., Watermeyer and Mamelodi, and the other in Helderberg, Western Cape Province (Synexus, 2021).

Figure 1 below is a diagrammatic depiction of the organisational structure from which the study participants were sourced.

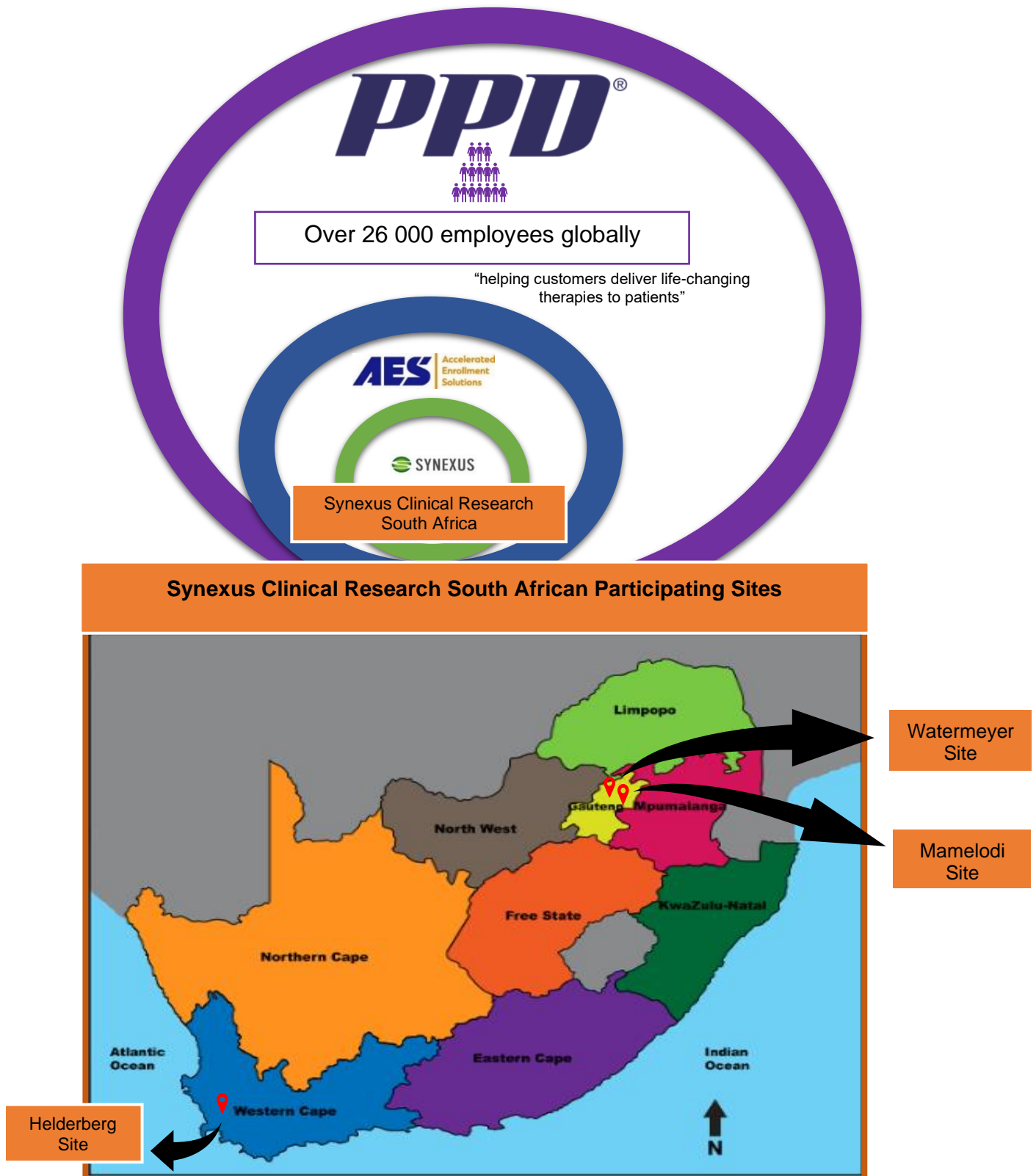


Figure 1.0 Image depicting the overarching organisational structure in which Synexus Clinical Research South Africa exists as well as from which study participants were sourced.

Synexus Clinical Research South Africa has evidence of work-life balance challenges. These challenges emanate from mounting pressure on employees to ensure optimal customer satisfaction continuously in service delivery in a highly competitive pharmaceutical industry. These pressures are further compounded by recent rapid turnaround time expectations in pursuing accelerated Covid-19 vaccine delivery (Pharmaceutical Product Development, 2021). Furthermore, this is set against the backdrop of a technologically permeable work and personal life interface, and an ongoing global pandemic. This state of affairs is not unique to Synexus Clinical Research South Africa but may be true for the broader private-sector where the increased use of mobile information technology devices is reported to be a source of conflict with work-life balance if poorly managed (Adisa *et al.*, 2017) and where rigorous sectoral growth and innovation amount to increased employee stress and performance pressure (Tiwari, 2020).

The role that task leadership behaviour together with organisational leadership play in enhancing work-life balance has not been researched in the private-sector. Evidence of this effect will be presented in Chapter 2. Thus, the study is to investigate how task leadership behaviour and organisational leadership affect work-life balance in the private-sector particularly during the Covid-19 pandemic.

## **1.2 Problem Statement**

The evolving trends in variations of work patterns because of professional and business ambitions and trajectories of globalisation and technological advances enshrined in concepts of the Third and Fourth Industrial Revolution have seen a global move from the traditional nine to five work patterns to the uptake of interminable and flexible work patterns. These changes pose a risk to the balance of the work-life and personal life and wellbeing interface (Anttila *et al.*, 2021). Recently, this was bolstered by the Covid -19 pandemic which necessitated restrictive workplace measures which saw the rise of the virtual employee and remote work (Raney, 2021). It has become apparent that indeed the unprecedented business averse sequelae of the Covid-19 pandemic have brought about an urgency in the need for restructuring and creating

pandemic-proof working patterns. Therefore, as we tether onto the fifth industrial revolution which speaks to personalisation, inclusivity, and consciousness it has become more prudent to place employee wellbeing at the forefront to ensure further corporate advancement and sustainability. Hence, it is in this light that along with profit, people, and the planet, employee wellbeing has become the fourth bottom line for organisations globally. This is based on the premise that employees are an organisation's most valuable asset and to employees their personal wellbeing is their most valuable asset. Furthermore, employee wellbeing exists in tandem with workplace performance. Thus, a focus on wellbeing-centric factors such as work-life balance within the workplace not only plays a role in informing employee outcomes in and out of the workplace but impacts on overall business performance.

The Covid-19 pandemic has invariably impacted managerial attributes and employee work-life balance in the private-sector. While there is extensive knowledge on the role of the construct of work-life balance in the private-sector, this knowledge is not exhaustive concerning its link between the constructs of task leadership behaviour and organisational leadership during the Covid-19 pandemic.

Therefore, the problem identified in this study concerns addressing the lack of sufficient knowledge regarding the work-life balance construct and its link with task leadership behaviour and organisational leadership in the private-sector. To this end, this study attempts to fill the gap in knowledge by providing empirical evidence by determining the significance of the relationship between task leadership behaviour and organisational leadership and work-life balance.

### **1.3 Goal and Objectives**

To determine the significance of the relationships between task leadership behaviour, organisational leadership, and work-life balance during Covid-19, the following objectives must be achieved:

Objective 1: To define comprehensively task leadership behaviour, organisational leadership, and work-life balance.

Objective 2: To report on empirical research which links task leadership behaviour, organisational leadership, and work-life balance.

Objective 3: To investigate empirically the relationship between task leadership behaviour, organisational leadership, and work-life balance within the private-sector context.

Objective 4: To make recommendations for managers in the sector based on the empirical findings.

The achievement of these objectives will result in the goal of this research being achieved.

#### **1.4 Importance of the Study**

Renowned business consultant and author Peter Drucker once said that in business ‘you cannot manage what you cannot measure’ and thus from a business perspective, empirical evidence on the constructs of task leadership behaviour, organisational leadership and work-life balance relationship can inform efficient policymaking by providing objective data from which to base strategic planning and decision-making.

From an academic perspective, the empirical evidence acquired will expand insights into the relationships of the variables under study and necessitate the need for further knowledge by adding to the current gap in knowledge and opening the possibility for new points of departure or confirmation.

From an author’s perspective—working in the competitive pharmaceutical industry within the private-sector as a Clinical Research Physician while simultaneously pursuant to a rigorous master’s in business administration qualification; having intimate knowledge and experience of the dynamics of the relationship between task leadership behaviour, organisational leadership, and work-life balance will not only enhance the author’s business acumen on the subject matter by providing objective

data from which to base sound business decisions concerning policy making about these variables but will also provide objective data from which to make informed decisions as how to achieve work-life balance as an academic and professional working in the sector.

## **1.5 Delineation**

This research will only focus on the private-sector with an emphasis on the relationship of only three variables, namely task leadership behaviour, organisational leadership, and work-life balance. Although it was found in the literature that emotional intelligence (Kumarasamy *et al.*, 2016) and nurturing task leadership (Bohara & Tiwari, 2015) influence work-life balance; these other variables and how they could affect the relationship were not included in the empirical analysis.

## **1.6 Limitations of This Study**

Although the sample under research may represent many companies, it cannot be deemed to represent all companies/organisations/similar sections. Furthermore, cross-sectional design use has limitations because it does not provide a direct causal link between variables and does not provide temporality between exposures and outcomes (Spector, 2019). Likewise, the use of self-reporting measures, as in the case surveys, poses limitations through their inflexibility resulting in the inability to individualise questions for each respondent (Mauldin, 2020).

## **1.7 Research Design**

At a meta-theoretical level, this research was positivist. The philosophical positivism paradigm centres around the notion that knowledge that is acquired through quantifiable human observations can be considered factual and thus trustworthy. Furthermore, this knowledge can be used in explaining and predicting hypothesised phenomena (Park *et al.*, 2020). For this study, it was important to adopt this research design type to yield trustworthy objective data from the proposed hypotheses. This would provide a credible basis for recommendations made by the author to various

echelons of management who can similarly have a scientifically proven basis for their strategic endeavours going forth.

Quantitative methods were also used in this study. Quantitative research entails the numerical expression or statistical computation of data that is collected (Burkholder *et al.*, 2019). Thus, for this study, instrument item answers from the completed questionnaires were allocated numerical scores which were used to generate statistical outcomes for analysis and interpretation.

The research was descriptive. Descriptive research serves to provide an understanding of the nature of the population under investigation (York, 2019). Thus, for this study, the data collected from the respondents provided insights into their prevailing characteristic tendencies.

Last, the research was cross-sectional. Cross-sectional studies provide a snapshot view of the status quo and provide insights into the prevailing characteristics of a population at a singular point in time (Bell *et al.*, 2019). These observational type studies are used for inferences development and in formulating preliminary data to support further research (Bell *et al.*, 2019). In this study, the data generated is aimed at informing managers of their employee constituents' current standing regarding the variables under research, and to support further strategic thinking and interventions in that regard.

## **1.8 Research Method**

The research comprises a literature review and empirical investigation.

### **1.8.1 Literature Review**

For the literature review, three key concepts/variables were defined namely task leadership behaviour, organisational leadership, and work-life balance. Task leadership behaviour was given six definitions followed by a summative definition, afterward, organisational leadership—given seven definitions followed by a

summative definition and lastly work-life balance was given seven definitions followed by its summative definition. Furthermore, to explain work-life balance, a typology and three theories were discussed. Following this was a report on the established empirical relationship between task leadership behaviour, organisational leadership, and work-life balance—including a summative report on sample sizes, frequently used instruments, and correlation sizes.

The sources for the literature review will be from recent literature and seminal works only with a preference for academic articles and textbooks. Internet sources that were unidentifiable, or that emanated from Wikipedia, were not used.

Following this literature review, the theoretical and empirical relationship between the predictor variables of task leadership behaviour and organisational leadership and the predicted variable of work-life balance was more apparent, and the summative information garnered therefrom was instrumental for the ensuing empirical investigation preparation.

## **1.9 Empirical Investigation**

The steps of the empirical investigation were aligned with the overall objectives of the project and comprised the following steps:

- 1 The author familiarised herself with the constructs within the project through a literature review.
- 2 Two-fold permission to conduct the study was sought and acquired firstly through the ethics committee who duly granted ethical clearance and from the organisation Synexus Clinical Research South Africa PTY (Ltd) who permitted employee engagement and participation.
- 3 As a full-time employee of Synexus Clinical Research South Africa PTY (Ltd), the author could access physically on-site full-time employees in the Mamelodi site and could also access a pre-populated organisational mailing list from which an email invitational message to participate as respondents in the study was generated and broadcasted to 60 employees.



- 4 A mix-media approach i.e., digital, and paper-based, was used to facilitate the completion of the questionnaires by respondents.
- 5 The data generated from the questionnaires was manually captured onto a pre-populated Microsoft Excel spreadsheet and quality audited appropriately by Prof Grobler.
- 6 The data was then pooled with other author data who used the same research instruments within the private-sector.
- 7 The data analysis focuses on the relationship between task leadership behaviour, organisational leadership, and work-life balance. This was done through a simple correlation and regression analysis.
- 8 Last, following the statistical data analysis, the results were presented in tables.

## **1.10 Chapter Division**

The rest of the study is organised as follows:

- Chapter 2: Literature review
- Chapter 3: Methodology
- Chapter 4: Results
- Chapter 5: Discussion, recommendations, and limitations

## **1.11 Summary**

This chapter served as a categorical introduction to the study. This was firstly done through the provision of a background into the organisation under investigation leading to the assertion of the vulnerability of the predicted variable i.e., work-life balance, thus warranting further research in the private-sector. Subsequently, a problem statement encompassing the need to evaluate the relationship between the predictor variables i.e., task leadership behaviour and organisational leadership, and the predicted variable i.e., work-life balance was given. This was followed by a commitment in the goals and objectives section to duly investigate, report, and make recommendations on the outcomes of the data generated from the study. The importance of the study was provided from numerous perspectives. Furthermore, insights into the study

delineation, limitations of the study, research design, and the research method that was chosen were also provided.

The next chapter focuses on the relevant literature.

## **2. CHAPTER 2 LITERATURE REVIEW**

This chapter extrapolates from established literature the impact of management behavioural traits on employee wellbeing and employee behaviour in general and during times of crisis. This is done firstly by defining key concepts, followed by the antecedents or precursors of work-life balance discussion based on a typology and select theories. Next will be a literary review of the empirical analysis of the relationships between task leadership behaviour and organisational leadership, organisational leadership and work-life balance, task leadership behaviour and work-life balance, and task leadership behaviour, organisational leadership, and work-life balance.

### **2.1 Leadership vs Management, and Its Impact on Employee Behaviour in General During Times of Crisis**

From Biblical plagues to the HIV-pandemic; humanity is no stranger to the afflictions of biologically driven states of crisis. However, the novel Covid-19 pandemic; SARS-COV-2, has surpassed previous tendencies of territorial or sectoral spread and signalled a new dawn of the globalisation of microbes. This trend is mostly facilitated by the ease of inter-connectedness and business trade consequent to modern-day trade and travel (Shrestha *et al.*, 2020). ‘Sisonke’ (isiZulu term for ‘we are together’) is an appropriate dictum to describe the place all mankind finds itself in today in light of the Covid-19 pandemic, both in the work and non-work spheres of life. Ironically, ‘Sisonke’ is the name of the Johnson and Johnson Covid-19 Vaccine programme for South African healthcare workers - a fundamental key to ensuring healthcare worker wellbeing in this crisis (SAMRC, 2021). For this research, the focus of this section is to add traction to the notion that management is important for employee wellbeing during crises through literary evidence. To build our argument, we first define employee wellbeing, followed by a description of what a crisis event entails and how it impacts employee wellbeing. Then we outline what attributes of management are important to ensure employee wellbeing in crisis times.

Employee wellbeing is a subjective multi-dimensional construct based on the employee's perception of being content with various facets of their life i.e., biopsychosocial, and occupational aspects (Keeman *et al.*, 2017; Vakkayil *et al.*, 2017). Furthermore, the components of a crisis event include disruption, ensuing instability, a short response or decision-making time, a need for adaptation, with the potential for further opportunities and innovation (Boin *et al.*, 2018; Gkeredakis *et al.*, 2021). Undoubtedly, it can be said that a crisis event does impact employee wellbeing (Toniolo-Barrios & Pitt, 2021). Furthermore, this impact can manifest either as negative or positive based on the objective and subjective experiences of the employee (Tušl *et al.*, 2021).

The concept of management has been extensively described in the literature with congruency amongst authors on a characteristic skill set of planning, organising, leading, controlling in the pursuit of efficient and effective accomplishment of goals (Daft, 2021; Griffen, 2021) with a contemporaneous shift in competencies to include 'enabler, collaborator, empowering and mobiliser' (Griffen, 2021:3). Similarly, authors agree that interventions for effective crisis management involve multiple role-players (Boin *et al.*, 2018). Likewise, ensuring employee wellbeing is a multi-disciplinary exercise (Milner *et al.*, 2015). Fundamentally, these individual role-players possess a complement of strategic and operational management skills that include situational analysis, contemporaneous decision-making, planning and coordination, flexibility, and compromise (Ansell & Boin, 2019; Comfort *et al.*, 2020). These skills can potentiate employee outcomes that inform wellbeing and/or mitigate any adverse effects metered out by a crisis event on employee wellbeing.

Therefore, it can be said from the aforementioned that although management may not singularly be the panacea for ensuring employee wellbeing (Milner *et al.*, 2015) it does play an important role through its attributes by either augmenting the positive impact of a crisis event or mitigating for the negative impact of a crisis event (Ansell & Boin, 2019; Daft, 2021; Griffen, 2021). This notion is illustrated in *Figure 2* below.

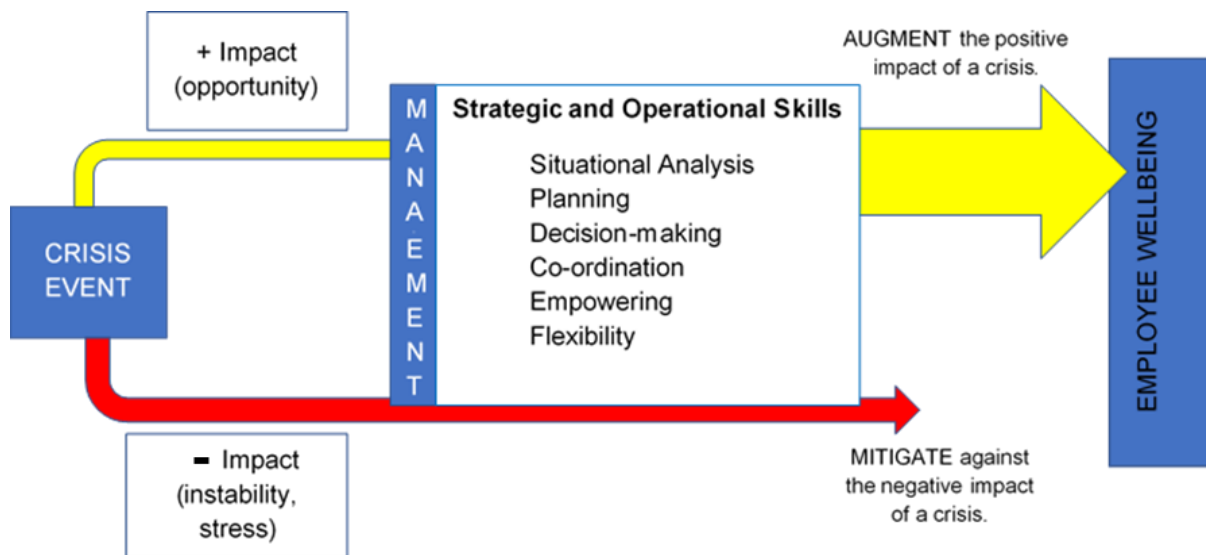


Figure 2. How Management can augment or mitigate the impact of a crisis event on employee wellbeing.

## 2.2 Defining Key Concepts

In this section, three key concepts relevant to this study were defined.

## 2.3 Task Leadership Behaviour

Throughout literature, there is a propensity to use the term task-oriented leadership behaviour to refer to task leadership behaviour. Both these terms refer to the very same construct and will henceforth be used interchangeably throughout this literature review.

Yukl (2012) conceptualised in an article that was debunking the hierarchical leadership behavioural taxonomy, that task leadership behaviour; as a meta-category of leadership behaviour, constitutes specific component behaviours that include planning, organising, role clarification, operational monitoring and problem-solving. Similarly, Ceri-Booms *et al.*, (2017) asserted that the characteristic activities of task leadership behaviour include role definition and role allocation.

While Grobler and Singh (2018) elicited through a cross-sectional study that contextualised task leadership behaviour into an Afro-centric narrative that; from a Southern African perspective, task leadership behaviour was, on the whole, akin to

the existing Western constructs of task leadership behaviour, Yukl (2012) added a visionary capability to the activity related to planning.

From a leader-follower perspective task leadership behaviour is transactional where tasks are delegated for specific outcomes (Rosenbach, 2018; Hayek, 2018). Furthermore, in this regard, task leadership behaviour entails cerebral task execution aimed at attaining targets rather than an emotive relational function that would be concerned with employee wellbeing and motivation.

The overall intent of task leadership behaviour is the efficient use of resources and the accomplishment of organisational goals (Mikkelsen *et al.*, 2015).

From the aforementioned, it can be said that task leadership behaviour deals with strategic structuring, transactional activities, role allocation, monitoring, problem-solving, resource efficiency, and is goal-driven.

## **2.4 Organisational Leadership**

Global Leadership and Organisational Behaviour Effectiveness (GLOBE) researchers conceded on a universal definition for organisational leadership as ‘the ability of an individual to influence, motivate and enable others to contribute towards the effectiveness and success to which they are members of’ (House *et al.*, 2002). The notion of goal realisation through employee cooperation was reiterated by authors Zaccaro and Klimoski (2014) who described organisational leadership as that which ‘involves processes and proximal outcomes, such as worker commitment, which contribute to the development and achievement of organisational purpose’ (Zaccaro & Klimoski, 2014: 6). Similarly, Cathoth and Olsen (2002) defined organisational leadership as aimed at organisational efficiency through a process that entails top-down policy communication to be actioned through guidelines at an operational level. Furthermore, Taplin *et al.*, (2013) described organisational leadership attributes as collaborative and insightful, creating a conducive and supportive work environment to facilitate high employee performance.

While Ruben and Gigliotti (2017) described communication as the *sine qua non* of organisational leadership, emphasising its importance not only for strategy communication but also its role in enhancing team dynamics.

McClellan and DiClementi (2017) expanded on the notion of insightfulness of organisational leadership by emphasising that there is a strong and positive link between emotional intelligence and positive organisational leadership.

Enslin and Grobler (2021) provided a comprehensive construct of organisational leadership and defined it as a multi-faceted construct comprising a leader who exhibits high level oversight, maintains high ethical standards, and whose conduct and leadership style is underpinned by values. Furthermore, providing that organisational leadership is a visionary and innovative individual who harnesses high employee performance through effective communication and support to achieve the strategic objective of the organisation (Enslin & Grobler, 2021)

Thus, from the aforementioned it is clear that organisational leadership deals with emotional intelligence (Taplin *et al.*, 2013; McClellan & DiClementi, 2017; Enslin & Grobler, 2021), relational leadership (House *et al.*, 2002; Zaccaro & Klimoski, 2014; Cathoth & Olsen, 2002; Taplin *et al.*, 2013; Enslin & Grobler 2021), communication (Ruben & Gigliotti, 2016; Enslin & Grobler, 2021), workplace support (House *et al.*, 2002; Taplin *et al.*, 2013; Enslin & Grobler, 2021), strategic leadership (House *et al.*, 2002; Zaccaro & Klimoski, 2014; Cathoth & Olsen, 2002; Ruben & Gigliotti, 2016; Enslin & Grobler, 2021) and ethical leadership (Enslin & Grobler, 2021).

## **2.5 Work-Life Balance**

Work-life balance is a subjective construct emanating from an individual's perception of their equilibrium regarding their work and non-work spheres of life. This assertion is supported through the perception-centred approach conceptualised by the authors Haar *et al.* (2014) and Kossek *et al.* (2014)

While Clark (2000) defined work-life balance as emotive and functional contentment in work and non-work-life with minimal role conflict. Fisher (2002) underpinned the definition of work-life balance with the conservation of resources theory and added a resource-driven narrative that regarded the attainment of work-life balance as workplace stressor concerned with time and energy allocation.

Similarly, Voydanoff (2005) echoed this resource-driven approach to the construct of work-life balance by defining work-life balance as when effective global functioning in work and non-work-life is achieved through efficient delegation of resources in both realms. The resource-driven narrative of work-life-balance was further expanded by Delecta (2011) and echoed by Gribben and Semple (2021) who defined work-life balance as the attainment of work and non-work-life obligations through the insightful allocation of tangible and intangible resources in either domain.

Concerning the quantifying of work-life balance; Hayman (2005) evaluated a 15-item Work-Life Balance scale adapted from Fisher-McAuley *et al.* (2003). The items in the scale centred around topics of resource allocation, and performance and satisfaction outcomes in the work and non-work domains. This scale was found to be an effective and reliable tool to measure and understand employee perception of work-life balance.

More recently Kumar and Janakiramn (2017) cemented the homeostatic effect of work-life balance by defining work-life balance as the harmonisation through the interaction of work and non-work-life activities. Haddock-Millar and Tom (2020) further added that this interconnected balance of work and non-work-life is not a static event but that it may require re-balancing as conditions change or new events transpire.

Thus from the aforementioned, it is clear that work-life balance deals with work-life and personal life satisfaction as well as due consideration of role conflict (Clark, 2000), boundary management of work and non-work domains (Clark, 2000; Voydanoff, 2005; Delecta, 2011; Kumar & Janakiram, 2017; Gribben & Semple 2021), the appropriate apportionment and prioritisation of the resources such as time and energy i.e., resource allocation (Fisher, 2002; Voydanoff, 2005; Hayman, 2005; Delecta, 2011; Gribben & Semple, 2021), to achieve subjective holistic homeostasis (Clark, 2000; Voydanoff, 2005; Delecta, 2011; Kumar & Janakiram, 2017; Gribben & Semple 2021).



## 2.6 Antecedents or Precursors to Work – Life Balance

Work-Life balance can be viewed from multiple perspectives. An antecedent refers to an event or factor that triggers a particular behaviour or response (Gilmore, 2017). To elicit the antecedents or precursors of work-life balance, a four-dimensional typology and three theories are discussed henceforth.

### 2.6.1 Work-Life Balance Typology

A four-dimensional *typology of work-life balance* is presented by Rantanen *et al.* (2011). In this framework, four types of work-life balance are introduced namely: beneficial balance, harmful balance, active balance, and passive balance. For each type, variations (high/low) in resources and demands/stressors determine the outcome of work-life enhancement or work-life conflict i.e., work-life balance. This typology and the composition thereof are depicted in *Figure 3* below.

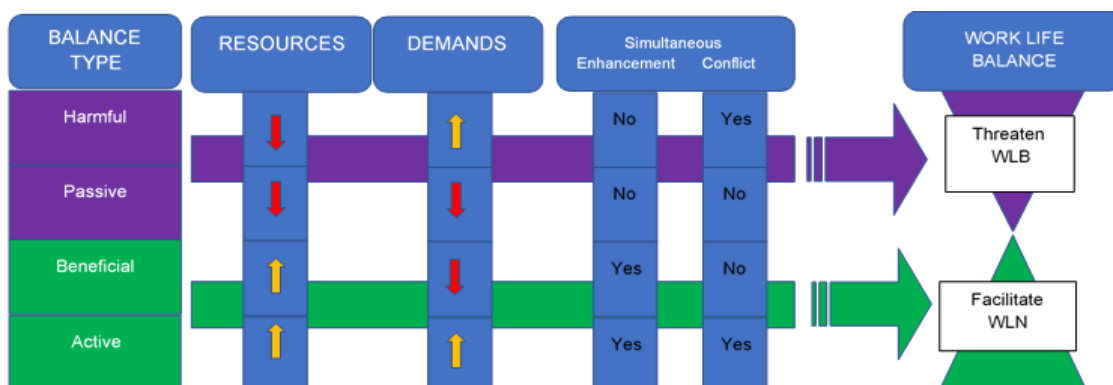


Figure 3. Work Life Balance Typology as adapted from Rantanen, Kinnunen, Mauno And Tillemann (2011).

In this typology, *harmful balance* entails when there are decreased resources from and increased demands in both work and non-work domains. This causes simultaneous conflict and no enhancement in both domains and threatens work-life balance. Similarly, *passive balance* entails the decreased engagement of resources and demands. This disengagement causes no enhancement nor any conflict in the work and non-work spheres of life. This in turn also threatens work-life balance. Conversely, a *beneficial balance* that entails increased resources and low

demands/stressors results in simultaneous enhancement with no conflict of both work and non-work spheres of life. This culminates in the facilitation of work-life balance. Similarly, an *active balance* that engages increased resources and demands causes a simultaneous enhancement as well as conflict within the work and non-work domains which ultimately enables work-life balance.

Based on this typology, work-life balance can either be enabled or threatened by its precursors. In this regard, a decrease in resources and an increase in demands or stressors threaten work-life balance. Furthermore, an increase in resources and a reduction of stress demands enables work-life balance.

## **2.7 Work-Life Balance Theories**

The *Spill-Over Theory* of Work-Life Balance is presented by Belsky *et al.* (1985). When considering work and life as separate domains, this theory suggests that work-life balance is driven by a bi-directional flow of positive or negative experiences in either domain. To this end, positive experiences of satisfaction and achievement or negative experiences of problems and despair in one domain affect experiences in another domain through positive association or transference.

The *Border Theory* of Work-Life Balance is presented by Clark (2000). This theory suggests that work-life balance is driven by the flexibility with which one can cross borders between the domains of work and home. Drivers of work-life balance thus are adaptability and porosity of the limitations set by time, physical entities and mental borders between the work and life domains.

The *Role Conflict* theory of work-life balance is presented by Greenhaus and Beutell (1985). This theory suggests that role specification in each work and the non-work domain is required to achieve work-life balance. Negative drivers of work-life balance include role conflict and role ambiguity.

Thus, from the above-mentioned literature, it can be said that factors such as *variations* in the relationship between resources and demands/stressors, flexibility and

adaptability between work and non-work domains, positive and negative experiences, and negative role specification lead to variations in work-life balance.

## **2.8 The Relationship Between Task Leadership Behaviour and Organisational Leadership, Organisational Leadership and Work-Life Balance, Task Leadership Behaviour and Work-Life Balance, and Task Leadership Behaviour, Organisational Leadership and Work-Life Balance**

This section presents empirical evidence of the relationship between task leadership behaviour, organisational leadership, and work-life balance.

## **2.9 Task Leadership Behaviour and Organisational Leadership**

Literature shows very little research conducted on the specific relationship between task leadership behaviour and organisational leadership (Alvi & Rana, 2019). However, a literature search yielded task leadership behaviour studies regarding emotional intelligence (Wirawan *et al.*, 2019), task leadership behaviour in relation to relational leadership (Mikkelson *et al.*, 2015; Cer-Booms *et al.*, 2017), task leadership behaviour in relation to communication (Mikkelson *et al.*, 2019), and task leadership behaviour in relation with workplace supportive outcomes (Madlock, 2018).

In a study conducted by Alvi and Rana (2019) where the authors sought to determine the direction of the relationship between task leadership behaviour and organisational leadership as well as the relationship between task leadership behaviour and the implementation of policy reform. The study was conducted from a sample of  $N = 324$  participants from recognised higher echelons of public and private Higher Education Institutions. The results yielded a significant negative correlation between task leadership behaviour and organisational performance as with particular reference to Heads of Departments yielding correlation statistics of  $r = -.456$  and  $p < .008$ . This was also observed in the relationship between task leadership behaviour and the implementation of policy reform which yielded a significant negative correlation of  $r = -.181$  and  $p < .008$ . The implications are that highly task-oriented leaders have a low degree of organisational performance and a 'task-oriented leader does not bridge the

gaps between planning and implementation of the policy reforms' (2019: 163). In the context of organisational leadership, the findings imply that first; a highly and only task-oriented leader will not play a key role in implementing policy reform—a function of organisational leadership—inferring the requirement of additional leadership behaviours to effect high performance. Second, a task-oriented leader will not implement policy reform; an adverse finding for behaviour for organisational leadership (Alvi & Rana, 2019).

In a study conducted by Mikkelsen *et al.* (2015), the focus was placed on the relationship between task-oriented leadership and employee outcomes i.e., job satisfaction, motivation, and organisational commitment. The sample ( $N = 276$ ) comprised a multi-ethnic group of male and female participants aged between 18-75 years from various industries. The study found that there was a significant and positive relationship between task-oriented behaviour and employee outcomes of job satisfaction ( $r = .37, p < .001$ ), motivation ( $r = .39, p < .001$ ) and organisational commitment ( $r = .42, p < .001$ ).

A study by Wirawan *et al.* (2019) focused on the relationship between task leadership behaviour and emotional intelligence as well as task leadership behaviour and achievement motivation. A population of  $N = 90$  school principals was surveyed to determine the contribution of emotional intelligence on task leadership behaviour and emotional intelligence on task leadership behaviour. The results yielded that emotional intelligence had a significant positive correlation with task leadership behaviour ( $r = .48, p < .01$ ). Likewise, achievement motivation had a significant but lower positive correlation with task leadership behaviour ( $r = .39, p < .01$ ). In effect, this study found that emotional intelligence is a significant predictor of task leadership behaviour.

Furthermore, in their meta-analysis article concerning task and person-focused leadership behaviours and team performance, Cer-Booms *et al.* (2017) put focus through hypothesis on the relationship between task leadership behaviour and team performance with further differentiation between subjective and objective team performance. They searched the literature on the relationship between leadership behaviour and team performance in the years between 1967 and 2015. Inclusion criteria included studies with team performance as a dependent variable and notably

excluded studies with organisational performance as a dependent variable. The resultant sample equated to  $N = 10924$  individual respondents based on 89 independent samples of 88 studies. The meta-analysis was conducted using the procedures outlined by and aided by Hunter-Schmidt Meta-Analysis Programs 2.0. The results showed that task leadership behaviour had a moderately positive and significant effect on team performance with a  $p$ -value range of  $p = .321$  and  $p = .349$  for subjective team performance and  $p = .18$  for objective team performance.

Mikkelson *et al.* (2019) conducted a study that focused on the relationship between communication types in relation to leadership behaviours. The authors focused on the relationship between relational communication and task leadership behaviour. Relational communication refers to messages of *intimacy* i.e., affection/involvement, similarity/depth, receptivity/trust, and *dominance* i.e., influence, conversational control. A sample ( $N = 307$ ) was surveyed and yielded a significant and positive correlation of intimacy communication and task leadership behaviour as follows: affection/involvement ( $r = .44$ ,  $p < .001$ ), similarity/depth ( $r = .43$ ,  $p < .001$ ), and receptivity/trust ( $r = .55$ ,  $p < .001$ ). Furthermore, there was a significant and positive correlation between dominance communication (influence and conversational control) and task leadership behaviour as follows: influence ( $r = .62$ ,  $p < .001$ ), conversational control ( $r = .19$ ,  $p < .01$ ).

Similarly, in a study exploring the influence of leadership style on employee outcomes Madlock (2018) surveyed  $N = 222$  telecommuters who communicated with their supervisors via various technological platforms and focused on the relationship between task leadership behaviour and employee job satisfaction. The results were a positive and significant relationship between employees' job satisfaction and their supervisor's task leadership style ( $r = .68$ ,  $p < .01$ ). Furthermore, there was a significant and strong correlation between task leadership style and organisational commitment ( $r = .46$ ,  $p < .01$ ).

From the aforementioned articles, it is evident that research on task leadership behaviour was specifically researched in relation to emotional intelligence (Wirawan, Tamar & Bellani, 2019), relational leadership (Mikkelson *et al.*, 2015; Cer-Booms *et al.*, 2017), communication (Mikkelson *et al.*, 2019) and workplace support and job

satisfaction (Madlock, 2018). In all instances yielding a significant and positive relationship. However, there is very little research conducted on the specific relationship between task leadership behaviour and organisational leadership only (Alvi & Rana, 2019).

## **2.10 Organisational Leadership and Work- Life Balance**

There was no research conducted specifically to determine the specific relationship between organisational leadership and work-life balance. However, a literature search yield workplace support studied in relation to work-life balance (Thakur & Kumar, 2015; Russo *et al.*, 2016; Wong *et al.*, 2017), emotional intelligence in relation to work-life balance (Kuramasamy *et al.*, 2016) and authentic leadership in relation to employee wellbeing (Rahimnia & Sharifirad, 2015).

In a study conducted by Thakur and Kumar (2015) that looked at organisational support, role-related aspects, and work involvement on work-life balance, the authors explored how perceptions of organisational support were related to work-life balance and how negative role allocation factors such as role overload, distance, and stagnation affected work-life balance. From a sample population ( $N = 96$ ) comprising mostly males with an average age of 33 and of which 55% were married with an average organisational tenure of 10 years, the results yielded the following: First, that there was a positive and significant correlation between perceptions of organisational support and work-life balance ( $r = .61, p < .01$ ). Second, the study found a significant negative correlation between role overload, distance, and stagnation and work-life balance ( $r = -.48, p < .01$ ).

Further to that, in a study on the impact of workplace support and family support and work-life balance on psychological availability and energy at work, Russo *et al.* (2016) explored the impact of workplace support and how it helped individuals experience work-life balance. The study, conducted in Israel, was a 3-in-1 survey-driven study. Study group 1 comprised 250 part-time students, study group 2 consisted of 238 industrial sector workers, and study group comprised 3,144 public institution physicians with a total sample population of  $N = 632$ . The study found that across all

three study groups, workplace support had a positive and significant impact on work-life balance with  $p < 0.01$  across all groups and  $\beta$  coefficient of  $\beta = .16$ ,  $\beta = .15$ ,  $\beta = .26$ , respectively. Thus, it can be said that work social support that can emanate from leadership within the workplace has a positive influence on work-life balance.

Similarly in the study conducted by Wong *et al.* (2017), the authors sought to explore the relationship between workplace support and work-life balance. A survey was conducted using a questionnaire to extract data from a sample population ( $N = 110$ ) of Malaysian public sector employees. The findings yielded a positive and significant relationship between supervisor support and work-life balance ( $r = .457$ ,  $p < .01$ ).

In another study by Kuramasamy *et al.* (2016), the authors explored the relationship between emotional intelligence on work-life balance and the moderating effect of organisational leadership on this relationship. A questionnaire survey was conducted, and data were obtained from a sample population comprising ( $N = 1,566$ ) Malaysian police officers. The findings indicated that there is a significant and positive correlation between emotional intelligence and work-life balance ( $\beta = .278$ ,  $p < .01$ ) and that organisational support moderates the relationship between emotional intelligence and work-life balance ( $\beta = -.005$ ,  $p < .1$ ).

Last, in a study by Rahimnia and Sharifirad (2015) the authors investigated the relationship between authentic leadership and employee wellbeing. The findings indicate that there is a positive and significant relationship between authentic leadership and job satisfaction ( $r = .52$ ,  $p < .01$ ). However, there is a negative correlation between authentic leadership and perceived work stress ( $r = -.24$ ,  $p < .01$ ). This implies that employees who perceived their leaders to be authentic are more likely to have satisfaction in the work and are less likely to feel stressed by work.

From the aforementioned articles, it is evident that work-life balance was researched in relation to workplace support (Thakur & Kumar, 2015; Russo *et al.*, 2016; Wong *et al.*, 2017), emotional intelligence (Kuramasamy *et al.*, 2016) and authentic leadership (Rahimnia & Sharifirad, 2015). Workplace support, emotional intelligence and authentic leadership had a positive and significant relationship with work-life balance.

However, there was no research conducted on the specific relationship between Organisational Leadership and Work-Life Balance.

### **2.10.1 Task Leadership Behaviour and Work-Life Balance**

There was no research conducted specifically to determine the specific relationship between task leadership behaviour and work-life balance. However, a literature search yielded goal accomplishment studied in relation to work-life balance (Klug & Maier, 2015), nurturant-task leadership and work-life balance (Bohara & Tiwari, 2015), role allocation and work-life balance (Jobidon *et al.*, 2017), and efficient use of resources and work-life balance (Wong *et al.*, 2017; Sobitha & Sudarsan, 2017).

In a meta-analytical study about establishing the link between successful goal accomplishment and subjective wellbeing, authors Klug and Maier (2015) linked the findings of 85 independent studies to obtain a total sample population of  $N = 20,653$  from social science and humanities journal databases from 1986 to 2011. The overall finding was a positive and significant correlation between successful goal accomplishment and subject wellbeing ( $p = .43$ ,  $r = .33$ ).

Interestingly, the authors Bohara and Tiwari (2015) conducted a study exploring specifically nurturant-task leadership and positive employee emotions. They collected data from a sample population of  $N = 50$  employees and  $N = 50$  entrepreneurs (overall  $N = 100$ ). The findings yielded a positive and significant relationship between nurturant-task leadership and positive emotions for the overall sample ( $r = .323$ ,  $p < .01$ ). Furthermore, there is a significant and positive correlation between nurturant-task leadership and positive employee emotions ( $R = .490$ ,  $R^2 = .240$ ,  $p < .01$ ).

In a study on role variability in organised teams, the authors Jobidon *et al.* (2017) sought to establish the effect of role flexibility on performance and coordination. A sample population of  $N = 192$  Canadian campus volunteers were assembled into teams of four and were given a computer-based simulation task to complete that required dynamic team decision-making. The results show that greater role variability (role overload) was significantly negatively correlated with performance ( $r = -.511$ ,  $p <$



.011). While role ambiguity (non-monopolisation of a role) was associated with poor performance ( $r = -.435$ ,  $p = .034$ ) and inefficiency ( $r = .447$ ,  $p = .029$ ).

In a study of the relationship between workplace factors and work-life balance authors, Wong *et al.* (2017) focused on the relationship between supervisor support and work-life balance and the relationship between flexible working arrangements and work-life balance. A sample population of  $N = 110$  Malaysian Workers was surveyed. The results show a moderately positive and significant relationship between supervisor support and work-life balance ( $r = .457$ ,  $p < .01$ ). Furthermore, there is a moderately positive and significant relationship between flexible work arrangements and work-life balance ( $r = .49$ ,  $p < .01$ ).

In a study conducted by Sobitha and Sudarsan (2017) on the impact of workplace factors on work-life balance, the authors focus on the relationship between work overload and work-life balance dimensions, which essentially entails work and non-work spill-over i.e., work to personal life strains and personal life to work strains. A sample population of  $N = 182$  healthcare sector nurses was surveyed. The results showed that there was a significant and positive correlation between work overload and work to personal-life strains ( $r = .75$ ,  $p < .01$ ) and work overload and personal-life to work strains ( $r = .29$ ,  $p < .01$ ).

From the aforementioned articles, it is evident that studies on the relationship between work-life balance was specifically researched concerning goal accomplishment (Klug & Maier; 2015), nurturant-task leadership (Bohara & Tiwari, 2015), role allocation (Jobidon *et al.*, 2017), and the efficient use of resources (Wong *et al.*, 2017; Sobitha & Sudarsan, 2017). Successful goal accomplishment, flexible work arrangements, and supervisor support had a positive relationship with work-life balance. Conversely, work overload was positively associated with strained work-life balance, and role ambiguity was associated with poor performance and inefficiency.

However, there is very little research conducted on the specific relationship between task leadership behaviour and work-life balance.

## 2.11 Task Leadership Behaviour, Organisational Leadership and Work-Life Balance

There was no literature found specifically dealing with task leadership behaviour, organisational leadership, and work-life balance. However, the literature search yielded work allocation studied in relation to work-life balance and organisational strategic policies (Poulose & Dhal, 2020), and organisational work-life balance policies studied in relation to performance outcomes (Dousins *et al.*, 2019).

In a study conducted by Poulose and Dhal (2020) on workplace inputs and outcomes in relation to the perception of work-life balance, the authors focused on the relationship between work overload and the perception of work-life balance and the relationship between perceived work-life balance and satisfaction with organisational work-life balance strategies. A sample of  $N = 819$  Indian law enforcement officers was surveyed. The results found that work overload was significantly negatively correlated to perceived work-life balance ( $r = -0.65, p < .01$ ). Conversely, perceived work-life balance was significantly positively correlated to satisfaction with organisational work-life balance strategies ( $r = .58, p < .01$ ).

In a study conducted by Dousins *et al.* (2019) on the work-life balance practices by human resources (HR) managers and work performance. The authors focused on the relationship between flexible working hours and job performance as well as the relationship between supervisor support and job performance. The study surveyed a sample population of  $N = 491$  Malaysian clinical medical personnel. The results showed that there is a positive and significant correlation between flexible working hours and job performance ( $r = .344, p < .01$ ) and a positive and significant correlation between supportive supervision and job performance ( $r = .473, p < .01$ ).

From the aforementioned, it is evident that organisational policies within a work-life balance context had a positive relationship with supervisor support and job performance, as well as overall perceived work-life balance. While organisational policies that entailed work overload had a negative relationship with work-life balance (Poulose & Dhal, 2020). Furthermore, organisational HR practices that supported work-life balance had a positive relationship with job performance (Dousins *et al.*,

2019). Although this literature review conveys insights into similar relationships, it also substantiates the purpose of this study because it illustrates a gap in knowledge as regards the specific empirical evidence concerning the relationship between task leadership behaviour, organisational leadership, and work-life balance.

## **2.12 Chapter Summary**

In this chapter, the notion that management is important for employee wellbeing during crises was supported through literature.

Further, it was established that task leadership behaviour concerned managerial behaviour with transactional operational component activities focused on performance and achievement of goals. While organisational leadership entailed a broad construct of insightful relational leadership and work-life balance entailed subjective homeostasis derived from positive and negative forces in work and non-work spheres. Moreover, the antecedents or precursors of work-life balance based on a typology and select theories included variations in the relationship between resources and demands/stressors, flexibility and adaptability between work and non-work domains, positive and negative experiences, and negative role specification.

A literary review of the empirical analysis of the relationship between task leadership behaviour yielded very little literature specifically dealing with task leadership behaviour and organisational leadership but provided insights into the positive and significant correlation between task leadership behaviour concerning the employment outcomes of job satisfaction, motivation, and organisational commitment, and team performance over a variety of workplace settings. Similarly, there was scanty literature specifically exploring the relationship between organisational leadership and work-life balance. However, work-life balance was specifically researched concerning perceptions of organisational support, role overload, distance, and stagnation, workplace support, emotional intelligence, authentic leadership over a variety of workplace settings. In most instances yielding a significant and positive relationship except for role overload, distance, and stagnation and perceived work stress—yielding an expected negative correlation.

Likewise, empirical data specifically on task leadership behaviour and work-life balance was limited with task leadership behaviour specifically researched concerning job satisfaction and organisational commitment –yielding a significant and positive correlation. Contrarily and unsurprisingly, role overload and role ambiguity yielded an expected negative correlation with performance and efficiency.

No empirical data about the specific relationship between task leadership behaviour, organisational leadership, and work-life balance was found. To this end, this study seeks to investigate the relationship between task leadership behaviour, organisational leadership, and work-life balance.

### **3. CHAPTER 3 METHODOLOGY**

This chapter elaborates on the pertinent points that elicit the purpose of, and how data was collected for this empirical investigation, namely: an expression of the aim of the investigation, sample composition, measuring instruments, study design, sequential methodology, and subsequent data analysis.

#### **3.1 The Aim of the Empirical Investigation**

This study describes the relationship between task leadership behaviour, organisational leadership, and work-life balance in the private-sector

#### **3.2 The Sample**

A sample pertains to a purposely curated cohort comprising individuals that represent a greater population (Bhattacharya, 2021). In this study, 60 participants were sampled from an organisation to form part of a pooled private-sector sample. Furthermore, the sector results generated from this collective formed the basis of the reporting.

A population is a group of individuals with shared characteristics, from which data can be extracted for analysis and numerically expressed as parameters (Rivera, 2020). In this study, the population comprised South African-based employees in various echelons of a multinational clinical research organisation within the private-sector who were employed before and during the Covid-19 pandemic.

A sample frame refers to the source from which the sample is obtained within the population (Buglear & Castell, 2019). In this study, participants were identified from the physically on-site full-time employees at the Synexus Clinical Research Mamelodi site and from within the organisation's pre-populated full-time employee email list for the remaining two Synexus Clinical Research South Africa sites i.e., Watermeyer and Helderberg sites. This was the best available approach in light of the Covid-19 workplace restrictions.

A convenience sampling approach refers to the selection of participants based on them being easily accessible and available (Silvia, 2020). A convenient sample was drawn from the sample frame.

A sample size of 60 was decided on, based on the central limit theorem. The central limit theorem as dubbed by mathematician George Polya postulates that when a sample size gets larger, the average data generated from that sample becomes the average of the entire population. Consequently, the sample distribution follows the normal distribution and standard deviation of the population, as depicted in a bell curve (Rivera, 2020).

### **3.3 Measuring Instruments**

Information was gathered using three measures.

#### **3.3.1 Task Leadership Behaviour**

The Management Practise Survey developed by Grobler and Singh (2018), was used to measure task leadership behaviour.

It measures task leadership behaviour and the elements thereof, i.e., planning, clarifying, monitoring, and problem-solving.

The measure is based on the comprehensive work by Yukl *et al.* (2002) and Yukl (2012) in defining task leadership as one of four meta-categories i.e., task, relations, change, and external categories, and its behavioural components.

It comprises nine items. The first item reads: 'My leadership, my supervisor, my manager, my boss clearly explains task assignments and member responsibilities'.

The scale used in the measure is a 5-point scale. The maximum score is 45 and the minimum 9.

A high score presents increased levels of task leadership behaviour, and a low score presents low levels of task leadership behaviour.

The instrument yielded acceptable levels of reliability, i.e.,  $\alpha > .70$  with Cronbach alpha ranges from .77 to .88.

This measure was selected as part of the collaborative research project that would generate pooled private-sector data.

### **3.3.2 Organisational Leadership**

The Organisational Leadership Behavioural Scale was used to measure organisational leadership. The measure is under construction by Enslin and Grobler (2021) as part of a doctoral study. It measures organisational leadership and the elements thereof- including leadership awareness, leadership culture, leadership vision, leadership style and characteristics, engaging communication, support, team dynamics and delivering strategy.

The measure is based on the construct of the inherent character traits of an organisational leader, who in the pursuit of favourable organisational outcomes, does so through ethical conduct, idealism while fostering a culture rich and value-driven workplace where employees thrive through transparent communication, trust, and support (Enslin & Grobler, 2021).

It comprises 32 items. The first item reads as follows: 'In my organisation, leaders manage their own emotions effectively'. The scale used in the measure is a 5-Point Likert Scale. The maximum score is 160 and the minimum is 32. A high score presents heightened levels of organisational leadership, and a low score presents low levels of organisational leadership. The reliability is yet to be determined and will be based on results generated from aggregate data from the pooled sector. Consequently, this measure was selected as part of the collaborative research project that would generate pooled private-sector data.

### **3.3.3 Work-life Balance**

The Work-Life Balance Scale was used to measure the perception of work-life balance amongst employees. Hayman (2005) developed the measure, and it was adapted to accommodate the Covid-19 reality. It measures perceived work-life balance and the elements thereof, namely, work interference with personal life, personal life interference with work, and work/personal life enhancement.

The measure is adapted from a measurement scale developed by Fischer (2002) based on the conservation of resources theory. It comprises 15 items. The first item reads: 'Personal life suffers because of work during Covid-19'. The scale used in the measure is a 7-point scale. The maximum score is 105 and the minimum is 15.

Because the elements of work interference with personal life and personal life interference with work are both negative constructs, a high score presents increased frequency in experiencing either situation. This consequently entails a low perceived work-life balance. Conversely, a low score is supported by the positive construct of work/personal life enhancement and will indicate high levels of perceived work-life balance.

The scale fundamentally yielded acceptable levels of reliability at  $\alpha > .70$  with Cronbach alpha ranges from .85 and .93 for each element. Notably, the lower Cronbach alpha level, i.e., .69 attributed to work/personal life enhancement was included as it positively contributed to the overall reliability of the scale. This measure was selected as part of the collaborative research project that would generate pooled private-sector data.

### **3.3.4 Demographic Items**

Seven items were included indicating the sample representativity within the South African workforce.

These were the items included:



- Gender: Male; Female.
- Race: Asian; Black; Coloured; White.
- Age: Years.
- Years of formal schooling: Less than 12 years;12 years (matric);1<sup>st</sup> Degree / Diploma; Higher degree / Higher diploma.
- Number of years with present employer: Years.
- Type of work: Support/Admin; Core business/Operations.
- Post level: Top / Senior management, Middle management / Professional, Junior management / Supervisors / Semi-skilled workers.

In total 56 items were included in this study: 9 = Task Leadership Behaviour, 32 = Organisational Leadership and 15 = Work-Life Balance. The measures as they appeared in the questionnaire are presented in Annexure A.

### **3.4 Design of the Study**

The study adopted a cross-sectional research design. Cross-sectional design entails non-interventional observational data collection from a sample population at a particular point in time to elicit the exposure and the outcome simultaneously. A cross-sectional design is used to establish variable relatedness, temporality, eliminate alternative explanations and provide premise. Furthermore, it was appropriate for this study as it is commonly used for organisational research topics and in survey-based research while also regarded as the most efficient in terms of the utilisation of researcher resources (Spector, 2019).

A quantitative research strategy was applied. Quantitative research was appropriate for this study as it entails formal data collection to generate objective numerical analysis thereof. Furthermore, quantitative research is well-positioned to describe novel events and variable relatedness and to inform the efficacy of interventions (Grove & Gray, 2019). Last, quantitative research serves to either aid in the support of or the rejection of the hypothesis (Dudovskiy, 2018).

### **Text box 1: Scope of study**

This study forms part of a research project within the research focus area of human resource management. The overarching project comprised of the role of human resource management, transactional leadership, task centred leadership behaviour as well as spiritual and organisational leadership on individual work attitudes and wellbeing during Covid-19. The instruments measuring these constructs were identified and, in some instances, adapted by the project leaders. Each participant in the project administered all 13 instruments. The analysis and the reporting of the statistical results was based on the pooled data of the research project, which is a composite of all datasets of participating students with each student researcher focusing on three variables.

Based on the three concepts allocated to the research student, they needed to identify and contextualise a research problem in the environment where they intend to collect the data. Following the identification of a suitable research site, students had to obtain permission to conduct the study from appropriate authority, as per the granted ethical clearance from the SBL Research Ethics Committee, [ref nr: 2021\_SBL\_AC\_005\_CA] (see Annexure B).

Students were trained in research ethics, appropriate sampling techniques and the administration of the instruments. The students then had to draw samples independently, contact respondents, and obtain consent from participants before administering the instruments. The data was captured in a pre-set excel spreadsheet.

An administrator merged all data files of all the participants and prepared it to be imported into SPSS. Students were trained in the relevant and appropriate statistical techniques applicable to their study and also informed of alternative methods of analysis. They consequently received the SPSS outputs related to their studies, which they needed to report and interpret independently.

The project leader is Prof A Grobler, and he is the author of this text box.

The aforementioned strategy was duly followed by all involved in the study.

### **3.5 Method**

The researcher opted to participate in this research project because it contained sufficient attributes that would allow for comprehensive data collection for research purposes within the private-sector. This would inform a greater appreciation of the current status of employee wellbeing within the research parameters to prompt strategic future implementation and future research opportunities on task leadership behaviour, organisational leadership, and work-life balance within the private-sector.

As part of the induction to the project, the researcher was duly informed of the value and importance of ethical research practices. This training also comprised the receipt of the Unisa ethics policy.

The first step was to identify the appropriate organisation from which to collect data. This was done by selecting an organisation that was operational before and during the Covid-19 pandemic with a human capital complement above 60 employees within the private-sector.

The next step was to obtain permission from the organisation to conduct the study. This was done through email correspondence with the duly appointed organisational leadership personnel who could expedite and facilitate the permission process to the relevant decision-making structure within the organisation as demonstrated in Annexure C. Furthermore, the researcher received training on how to draw a convenience sample as well as how to administer the battery of tests.

Physically present full-time employees at the Synexus Clinical Research South Africa Mamelodi site and a pre-populated full-time employee email list for the Synexus Clinical Research South Africa Watermeyer and Helderberg sites served as the sample frame from which a convenience sample was drawn. This entailed that employees at the Mamelodi site could complete physical questionnaires while those in the other sites completed electronic questionnaires pre-populated and generated on the Microsoft Forms platform.

The questionnaires were initially paper-based for the local Mamelodi complement but because of locality and restrictions posed by Covid-19 regulations the offering was extended digitally via the Microsoft Forms survey platform. All participants were notified that participation was purely voluntary and their anonymity was protected by ensuring that for both the physical and virtual answer submissions no identifying information was required of them on the questionnaires and that those who responded to a physical questionnaire could return it to a designated letterbox type submission box placed in a neutral position within the site premises.

This translated to manual capturing of the data generated onto a pre-set Microsoft Excel spreadsheet as per the text box above. The researcher then attended a data analysis session wherein guidance on interpreting the data generated was given. The specifics will be elaborated in heading 3.6 of this chapter.

The results of the study are reported in Chapter 4.

The final step of the research entailed the interpretation of the results and conclusions drawn from the study. This is reported in Chapter 5.

### **3.6 Data Analysis**

The initial generated data concerned establishing the demographics of the sample population. This in part comprised generated means for variables, e.g., age and frequencies for categorical data, e.g., qualifications.

Then to position the sample population of the various variables; descriptive statistics, i.e., means, and standard deviations were calculated for task leadership behaviour, organisational leadership, and work-life balance to yield their normal distribution within the sample population. Mean pertains to the average or the central locality of randomly distributed data (Dudovskiy, 2018). Standard deviation refers to the quantification of the variation from the mean and is fundamentally a measure of the dispersion of a data set (Noubary, 2021)

Thereafter, to assess the effectiveness of measures used to measure the variables task leadership behaviour, organisational leadership, and work-life balance, reliability information was generated by calculating Cronbach's alpha. Cronbach's alpha is a numeric measure ranging from  $\alpha = > .5$  to  $\alpha = \geq .9$  expressed in ranges from unacceptable to excellent to articulate internal consistency, respectively (Devlin, 2020). Furthermore, it is commonly used to determine the reliability of scales used in a research setting (Taber, 2018). It is generally accepted that a score of between  $\alpha .6$  and  $.7$  indicates acceptable internal reliability (Ursachi *et al.*, 2015). Thus, in this regard, an acceptable coefficient of  $.70$  will be used during the analysis and interpretation of data.

This was followed by the performance of a one-way analysis of variance (ANOVA). In ANOVA, the differences in the mean scores of 3 or more unrelated groups are compared. The resultant  $f$ -value will indicate the statistical significance of the variation and inform homogeneity. An  $f$ -value larger than the  $f$ -critical value indicates statistical significance (Mishra, *et al.*, 2019). This will be done to assess the homogeneity of mean scores between organisations to ascertain whether organisations could be pooled or that they differ fundamentally on the different levels of phenomena.

$T$ -tests were used to determine the differences in the mean scores of two unrelated compared groups and were calculated for the core groups versus the support groups and the management group versus the non-management group. The resultant  $p$ -value indicates statistical significance or not. A small  $p$ -value, i.e.,  $\leq .05$  indicates a statistically significant difference and a large  $p$ -value, i.e.,  $p \geq .05$  indicates no statistically significant difference (Mishra *et al.*, 2019).

Notably, increased statistical significance is affected by an increase in the sample size whereas effect size is not. Effect size serves as an indication of a characteristic of a population and is used to measure the extent of differences between groups to warrant real-life practical significance. For ANOVA this is calculated by dividing the difference between two means ( $M_1 - M_2$ ) by the pooled standard deviation ( $S_{\text{pooled}}$ ) and the results are expressed in terms of Cohen's  $d$  value (Bhattacharya, 2021). A Cohen's  $d \leq .2$  has no effect and a Cohen's  $d \geq .8$  has a large effect as depicted in Table 1.0.

### Calculating Cohen's *d*:

$$d = M_1 - M_2 / S_{pooled}$$

The correlation between task leadership behaviour, organisational leadership, and Work-life balance was done to ascertain whether the variables related in a meaningful way. This was computed using Pearson's correlation expressed as *r*. Pearson's correlation is a method used to statistically measure the association or relationship between variables (Walker & Maddan, 2019). The relationship according to the *r*-value can be expressed in the direction of association, i.e., positive association;  $r > 0$  or negative association;  $r < 0$  or no association;  $r = 0$ . Furthermore, the *effect size* is either small, medium, or large as depicted in Table 1.0.

A linear regression analysis was conducted to assess how a combination of variables relates. This analysis can either be denoted as  $R^2$  for the entire model or  $f^2$  for the entire model and individual predictors.  $R^2$  is computed by squaring the correlation coefficient *r*. An  $R^2$  value of .02, .13, or .26 is used as a benchmark to describe either a small, medium, or large size effect respectively as depicted in Table 1.0. Likewise, the effect size can be computed using the *F*-test for ANOVA to yield  $f^2$ . In this regard, values of .02, .15, and .28 indicate small, medium, and large size effect respectively as depicted in Table 1 (Montgomery *et al.*, 2019). This was done to ascertain whether combining variables could predict the dependent variable in a meaningful manner.

Table 1. Effect size / Practical Significance Benchmarks

Effect size	Cohen <i>d</i>	Pearson coefficient <i>r</i>	Linear Regression	
			$R^2$ (entire model)	$f^2$ (entire model and individual predictors)
Small	.20	.10	.01	.02
Medium	.50	.30	.06	.15
Large	.80	.50	.14	.28

### **3.7 Summary**

In this chapter the following was discussed: the aim of the empirical investigation, the sample, the measuring instruments, the study design, the method, and data analysis. The next chapter: Chapter 4, will present the results of the study.

## 4. CHAPTER 4 RESULTS

This chapter explains the empirical data yielded by the field research. This is done by delving into the intricacies of the sample, a presentation and discussion of the descriptive statistics of the variables, and the correlation analysis of the variables followed by inferential statistics. Last, the relationship between task leadership behaviour, organisational leadership, and work-life balance is discussed.

An important consideration for the ensuing data is that the variables used in this study are multi-dimensional, in other words, task leadership behaviour, organisational leadership and work-life balance comprise several factors. However, the descriptive, correlational and reliability analysis will report on the construct as uni-dimensional, while the inferential statistics and the multiple regression will only be performed on the total scores of the three main variables, as included in the purpose of this study.

### 4.1 Sample

The pooled sample size comprised 1,733 participants drawn from across 29 organisations within the private-sector of South Africa. From this pooled sample, 60 participants from each participating organisation formed an individual sub-sample. Henceforth, deliberations of the results will comprise both the pooled and individual sub-sample.

It is important to note that the values or numbers in the following tables are notably not in sequential order but are merely sorted in ascending order. This is because each participating organisation had its unique number and the dataset was split into two sectors; namely public and private, of which only the private-sector organisations were considered, as they are in line with the author's research area.

First is a report on the age of the participants, about the average, standard deviation, and range. *Table 2* below is a report on the participants' age regarding the prevailing average age and standard deviation.



Table 2. Age statistics: Pooled as well as per organisation.

Organisation	Average Age	Standard Deviation
4	39.90	9.28
5	40.50	9.84
6	38.45	9.18
7	34.72	7.93
8	38.44	9.13
9	35.23	8.46
10	44.59	8.34
14	37.73	6.20
15	44.28	8.05
16	37.65	8.21
18	34.37	4.62
19	40.02	8.31
21	43.64	8.76
22	37.47	8.26
24	37.22	5.68
26	36.98	7.20
27	37.83	8.93
29	36.20	8.50
31	39.03	9.76

32	37.37	7.97
33	36.97	9.57
35	38.35	8.64
36	35.07	7.23
37	38.92	9.83
40	39.28	11.32
41	39.66	9.50
42	43.58	7.04
44	39.20	8.79
45	36.93	6.55
<b>Pooled</b>	<b>38.59</b>	<b>8.77</b>

The average age of the pooled sample is 38.59 years, with a standard deviation of 8.77. The age range is the difference between the maximum and the minimum (44.59-34.37) 10.22. This result is representative of the South African workforce whose working-age population comprises persons aged 15-64 years of age (Statistics South Africa, 2021a).

Next is a report on the tenure of the participants, regarding average, standard deviation, and range. *Table 3* below is a report on the tenure of the participants with specific reference to average tenure and standard deviation.

*Table 3. Tenure statistics: Pooled as well as per company*

Organisation	Average Tenure	Standard Deviation
4	11.40	6.60
5	10.05	8.47

6	9.47	5.89
7	3.23	2.32
8	4.22	3.14
9	4.85	2.70
10	11.85	9.05
14	4.17	2.21
15	16.70	8.20
16	6.67	4.74
18	2.83	1.06
19	11.15	7.75
21	11.80	7.54
22	6.12	4.81
24	4.73	2.92
26	7.42	4.53
27	10.28	6.86
29	5.78	3.97
31	7.87	6.51
32	9.45	7.71
33	9.62	7.10
35	9.70	6.72
36	7.48	4.80
37	8.02	6.28
40	5.35	3.81
41	10.34	8.43
42	12.00	5.19
44	9.69	7.98
45	5.68	4.41
<b>Pooled</b>	8.18	6.71

The pooled sample average tenure was 8.18 years, with a standard deviation of 6.71. The tenure range is the difference between the maximum and the minimum (16.70 - 2.83) 13.87 years. The reported South African median job tenure is 49 months (4.08 years) for males and females (Statistics South Africa, 2018). The consideration of tenure is important for this study as it implies maturity which informs established insights by participants into the employee-employer relationship dynamics. Factors such as workplace flexibility, workplace recognition, work-life balance, management inputs, and financial insecurity may affect and inform job tenure.

The gender distribution of the participants is reported in *Table 4*. *Table 4* below is a report on the gender composition of the participants, expressed in percentages.

*Table 4. Gender statistics: Pooled as well as per organisation.*

Organisation	Male	Female
4	24 (40.0%)	36 (60.0%)
5	41 (68.3%)	19 (31.7%)
6	19 (31.7%)	41 (68.3%)
7	21 (35.0%)	39 (65.0%)
8	18( 29.5%)	43 (70.5%)
9	40 (66.7%)	20 (33.3%)
10	31 (57.4%)	23 (42.6%)
14	24 (40.0%)	36 (60.0%)
15	22 (36.7%)	38 (63.3%)
16	34 (56.7%)	26 (43.3%)
18	30 (50.0%)	30 (50.0%)
19	32 (54.2%)	27 (45.8%)
21	26 (42.6%)	35 (57.4%)
22	23 (38.3%)	37 (61.7%)
24	36 (60.0%)	24 (40.0%)
26	22 (36.7%)	38 (63.3%)
27	27 (45.0%)	33 (55.0%)

29	9 (15.0%)	51 (85.0%)
31	35 (58.3%)	25 (41.7%)
32	40 (66.7%)	20 (33.3%)
33	33 (55.0%)	27 (45.0%)
35	35 (58.3%)	25 (41.7%)
36	43 (71.7%)	17 (28.3%)
37	5 (8.3%)	55 (91.7%)
40	20 (33.3%)	40 (66.7%)
41	29 (50.0%)	25 (41.7%)
42	17 (28.3%)	17 (28.3%)
44	21 (35.0%)	39 (65.0%)
45	32 (53.3%)	28 (46.7%)
<b>Pooled</b>	<b>789 (45.5%)</b>	<b>944 (54.5%)</b>

The gender composition of the pooled sample was 789 males who accounted for 45.5% of the participants and 944 females who accounted for the residual 54.5%. This gender composition trend is contrary to the in-country quarterly employment survey which saw a higher proportion of men in employment compared to women (Statistics South Africa, 2021a) but is in line with the workplace transformation and redress objectives for women provided for in the Employment Equity Act and enshrined in the constitutional right of equality (Employment Equity Act, 1998). A high female composition may be as a result of strict legislative enforcement meted on the private-sector and the incumbent government-sanctioned incentives for compliance.

*Table 5* below is a report on the racial composition of the participants expressed in percentages.

Table 5. Racial statistics: Pooled as well as per organisation.

Organisation	Indian/Asian	Black	Coloured	White
4	3 (5.0%)	14 (23.3%)	28 (46.7%)	15 (25.0%)
5	1 (1.7%)	12 (20.0%)	30 (50.0%)	17 (28.3%)
6	0 (0.0%)	0 (0.0%)	0 (0.0%)	60 (100.0%)
7	3 (5.0%)	10 (16.7%)	0 (0.0%)	47 (78.3%)
8	4 (6.6%)	38 (62.3%)	6 (9.8%)	13 (21.3%)
9	0 (0.0%)	4 (6.7%)	1 (1.7%)	55 (91.7%)
10	1 (1.9%)	29 (53.7%)	9 (16.7%)	15 (27.8%)
14	0 (0.0%)	56 (93.3%)	3 (5.0%)	1 (1.7%)
15	1 (1.7%)	51 (85.0%)	2 (3.3%)	6 (10.0%)
16	12 (20.0%)	20 (33.3%)	5 (8.3%)	23 (38.3%)
18	16 (26.7%)	26 (43.3%)	13 (21.7%)	5 (8.3%)
19	14 (23.7%)	40 (67.8%)	2 (3.4%)	3 (5.1%)
21	6 (9.8%)	40 (65.6%)	5 (8.2%)	10 (16.4%)
22	0 (0.0%)	24 (40.0%)	31 (51.7%)	5 (8.3%)
24	8 (13.3%)	46 (76.7%)	2 (3.3%)	4 (6.7%)
26	2 (3.3%)	25 (41.7%)	21 (35.0%)	12 (20.0%)
27	3 (5.0%)	46 (76.7%)	3 (5.0%)	8 (13.3%)
29	2 (3.3%)	13 (21.7%)	12 (20.0%)	33 (55.0%)
31	10 (16.7%)	43 (71.7%)	3 (5.0%)	4 (6.7%)
32	2 (3.3%)	47 (78.3%)	2 (3.3%)	9 (15.0%)
33	10 (16.7%)	34 (56.7%)	9 (15.0%)	7 (11.7%)

35	11 (18.3%)	21 (35.0%)	5 (8.3%)	23 (38.3%)
36	1 (1.7%)	43 (71.7%)	6 (10.0%)	10 (16.7%)
37	15 (25.0%)	28 (46.7%)	9 (15.0%)	8 (13.3%)
40	1 (1.7%)	35 (58.3%)	5 (8.3%)	19 (31.7%)
41	13 (22.4%)	21 (36.2%)	3 (5.2%)	21 (36.2%)
42	3 (5.0%)	7 (11.7%)	1 (1.7%)	49 (81.7%)
44	2 (3.3%)	39 (65.0%)	2 (3.3%)	17 (28.3%)
45	8 (13.3%)	28 (46.7%)	11 (18.3%)	13 (21.7%)
<b>Pooled</b>	152 (8.8%)	840 (48.5%)	229 (13.2%)	512 (29.5%)

The racial composition of the pooled sample was 8.8% Indian, 48.5% Black, 13.2% Coloured and 29.5% White participants. The Black participant group was the largest. This finding not only aligns with the general population distribution of South Africa but also represents the racial composition of the South African workforce where the Black population group accounted for 46.23%, 18,240,000 of the 39,455,000 strong total labour force aged 15-64 years in the year 2021 Quarter 2 labour force survey results (Statistics South Africa, 2021). Resultantly, the sample is intuitively representative of the South African private-sector workforce.

The next section presents the descriptive statistics of each variable, namely task leadership behaviour, organisational leadership, and work-life balance.

## 4.2 Descriptive Statistics of Variables

The following is a presentation and discussion of the item descriptive statistics for the Management Practise Survey instrument, which was used for the task leadership behaviour variable, the Organisational Leadership Scale which was used for the

organisational leadership variable, and the Work-life Balance Scale which was used for the work-life balance variable.

Table 6 below is a report on the descriptive statistics per item of the research instruments used in the research.

Table 6. Descriptive statistics per item

Item	N	Mean	SD
<b>Management Practise Survey</b>			
<b>TLB 1</b>	1732	3.62	1.00
<b>TLB 2</b>	1733	3.67	.99
<b>TLB 3</b>	1732	3.62	.99
<b>TLB 4</b>	1733	3.38	1.07
<b>TLB 5</b>	1731	3.43	1.05
<b>TLB 6</b>	1733	3.46	1.03
<b>TLB 7</b>	1732	3.38	1.05
<b>TLB 8</b>	1733	3.62	.95
<b>TLB 9</b>	1733	3.62	1.03
<b>Organisational Leadership Scale</b>			
<b>OL 1</b>	1733	3.46	1.01
<b>OL 2</b>	1733	3.37	1.00
<b>OL 3</b>	1732	3.58	1.04
<b>OL 4</b>	1732	3.54	1.00
<b>OL 5</b>	1733	3.97	.84



<b>OL 6</b>	1733	3.79	.97
<b>OL 7</b>	1733	3.92	.91
<b>OL 8</b>	1733	3.73	.96
<b>OL 9</b>	1733	3.50	1.06
<b>OL 10</b>	1731	3.65	1.00
<b>OL 11</b>	1733	3.54	1.07
<b>OL 12</b>	1733	3.65	.97
<b>OL 13</b>	1733	3.68	1.02
<b>OL 14</b>	1732	3.54	1.05
<b>OL 15</b>	1733	3.59	1.04
<b>OL 16</b>	1733	3.64	.97
<b>OL 17</b>	1733	3.54	1.09
<b>OL 18</b>	1733	3.68	1.00
<b>OL 19</b>	1732	3.43	1.11
<b>OL 20</b>	1726	3.47	1.03
<b>OL 21</b>	1733	3.56	1.08
<b>OL 22</b>	1733	3.36	1.10
<b>OL 23</b>	1732	3.65	1.03
<b>OL 24</b>	1733	3.30	1.09
<b>OL 25</b>	1733	3.65	.99
<b>OL 26</b>	1732	3.64	1.01

<b>OL 27</b>	1733	3.60	1.06
<b>OL 28</b>	1732	3.55	1.04
<b>OL 29</b>	1731	3.57	.97
<b>OL 30</b>	1732	3.73	.95
<b>OL 31</b>	1733	3.94	.85
<b>OL 32</b>	1733	3.63	1.06

**Work-life Balance Scale**

<b>WLB 1</b>	1733	3.48	1.73
<b>WLB 2</b>	1733	3.01	1.67
<b>WLB 3</b>	1733	3.07	1.69
<b>WLB 4</b>	1733	2.93	1.75
<b>WLB 5</b>	1733	2.89	1.67
<b>WLB 6</b>	1733	2.67	1.60
<b>WLB 7</b>	1732	3.76	1.74
<b>WLB 8</b>	1733	2.12	1.36
<b>WLB 9</b>	1733	2.08	1.29
<b>WLB 10</b>	1733	1.70	1.08
<b>WLB 11</b>	1733	1.82	1.23
<b>WLB 12</b>	1733	4.27	1.71
<b>WLB 13</b>	1733	3.72	1.68
<b>WLB 14</b>	1733	4.43	1.64

<b>WLB 15</b>	1732	3.96	1.64
---------------	------	------	------

The Management Practise Survey instrument used for the task leadership behaviour variable had a total of 9 items. The questionnaire comprised a Likert scale with values ranging from 1-5. The highest score achieved was for item 2 ‘My leadership, my supervisor, my manager, my boss explains what results are expected for a task or assignment’, which yielded a mean of 3.67. The lowest score attained with a mean of 3.38 and a standard deviation of 1.07 was attributed to item 4 ‘My leadership, my supervisor, my manager, my boss makes an inspiring presentation about what the work unit can accomplish’.

The Organisational Leadership Scale instrument had a total of 32 items. The questionnaire comprised a Likert scale with values ranging from 1-5. The highest score achieved was for item 5 ‘In my organisation, leaders trust me to get the job done’, which yielded a mean of 3.97. The lowest score attained with a mean of 3.30 was attributed to item 24 ‘In my organisation, leaders encourage me to take risks’.

The Work-life Balance Scale instrument had a total of 15 items. The questionnaire comprised a Likert scale with values ranging from 1-7. The highest score achieved was for item 14 ‘I am in a better mood at work because of personal life’, which yielded a mean of 4.43. The lowest score attained with a mean of 1.70 was attributed to item 10 ‘My work suffers because of my personal life’.

Next, descriptive statistics and Cronbach’s alpha coefficient is discussed per instrument.

The following table: *Table 7*, reports on the descriptive statistics and Cronbach’s alpha coefficient presentation for each instrument.

Table 7. Descriptive statistics and Cronbach's alpha coefficient per instrument

Factor	Mean	SD	Range	Cronbach Alpha
<b>Management Practise Survey</b>				
<b>TLb</b>	3.53	.82	4.00	.93
<b>Organisational Leadership Scale</b>				
<b>OL</b>	3.61	.79	4.00	.98
<b>Work-life Balance Scale</b>				
<b>PWB*</b>	4.95	.90	4.87	.79

\*perceived work-life balance

To determine the internal consistency which is the reliability of the measurement instruments used; Cronbach alpha was computed as demonstrated in *Table 7* above. A high Cronbach's alpha coefficient indicates shared covariance between the instrument items and the probability that the items used measure the same underlying concept (Goforth, 2021). *Table 7* above shows that the reliability coefficient (Cronbach's alpha) for the Management Practise Survey indicated excellent internal consistency and reliability at  $\alpha = .93$ , while the reliability coefficient (Cronbach's alpha) for the Organisational Leadership Scale also yielded excellent internal consistency and reliability at  $\alpha = .98$  with the caveat that a high alpha coefficient, i.e.,  $> .95$ , may be attributed to a high number of items within the instrument, rendering them redundant (Goforth, 2021). Last, the reliability coefficient for the Work-life Balance Scale was  $\alpha = .79$ —indicating acceptable internal consistency and reliability. Given that the prescribed value for acceptability is Cronbach's alpha  $\alpha > .70$ , the values yielded indicate acceptability for all the instruments used (Ursachi, Horodnic & Zait, 2015).

### 4.3 Correlation Analysis

In this section, the relationship between the variables; task leadership behaviour, organisational leadership, and work-life balance, is presented for discussion. The

relationship between the constructs of this study, expressed using Pearson correlations are reported in *Table 8* below.

*Table 8. Correlation matrix of Task leadership behaviour, Organisational Leadership and Work-life balance*

	Task Leadership Behaviour		Organisational Leadership		Work-life Balance	
	Correlation (r)	Sig.	Correlation(r)	Sig.	Correlation(r)	Sig.
Task Leadership Behaviour	1	-	.59**	<.001	.24**	<.001
Organisational Leadership	.59**	<.001	1	-	.30	<.001
Work-life Balance	.24**	<.001	.30**	<.001	1	-

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

Pearson's correlation ( $r$ ) is used to measure the intervariable relationship strength and direction (Walker & Maddan, 2019). The interpretation of the strength varies from perfect (1), strong (1 - .7), moderate (.699 to .5), weak (.499 to .1) and None (0) (Akoglu, 2018). A positive relationship entails both variables increasing while a negative relationship entails one variable increasing while the other decreases.

From the above table, there is a positive moderate significant correlation ( $r = .59$  and  $p < .001$ ) between task leadership behaviour and organisational leadership. Furthermore, there is a positive weak significant correlation ( $r = .24$  and  $p < .001$ ) between task leadership behaviour and work-life balance. Last, there is a positive

weak significant correlation ( $r = .30$  and  $p < .001$ ) between work-life balance and organisational leadership.

Based on the results in *Table 8* and the explanation above, there is an indication that task leadership, organisational leadership and work-life balance relate meaningfully to each other.

#### 4.4 Inferential Statistics

To determine the homogeneity of the private-sector, an ANOVA was conducted on all the constructs measured with the 29 organisations as the grouping variable. The results are reported in *Table 9* below.

*Table 9. Test of homogeneity (ANOVA) of the sector*

		Sum of squares	df	Mean square	F	Sig.
Task Leadership Behaviour	Between Groups	135.40	28	4.84	8.05	p <.001
	Within Groups	1023.90	1704	.60		
	Total	1159.30	1732			
Organisational Leadership	Between Groups	257.51	28	9.20	18.88	p <.001
	Within Groups	830.28	1704	.49		
	Total	1087.79	1732			
Work-Life Balance	Between Groups	170.70	28	6.10	8.33	p <.001
	Within Groups	1247.05	1704	.73		
	Total	1417.75	1732			

An ANOVA t-test calculates a  $p$ -value and determines significance between two diverse groups of a dataset. A low  $p$ -value (.001) indicates a high significance (Mishra *et al.*, 2019). An ANOVA was conducted to test for homogeneity. With significant differences, it is meant that the sector is not homogeneous, and that the generalisability of the pooled results must be treated with caution.

The  $F$ -ratio depicted by  $F$  indicates variation between the groups and within the group. The above table demonstrates that there were significant variation differences for all three variables.

Thus, it can be said that the private-sector is not homogenous regarding the variables and that generalisation of results should be treated with a caveat.

Table 10 below demonstrates the comparative statistical significance data yield across the task leadership behaviour, organisational leadership, and work-life balance instruments for assumed and not assumed equal variances between the groups of those involved in core functions and those in support positions using the t-test.

Table 10. Comparing the mean scores of those involved in core functions to those in support positions.

	Levene's test for equality of variances			t-test for equality of means			
	Equal variances ...	$F$	Sig.	$t$	$df$	Sig.	Mean difference
<b>A**Task Leadership Behaviour</b>	... assumed	2.02	.16	.22	1725	.83	.001
	... not assumed			.22	1702.12	.83	.001
	... assumed	.80	.37	1.72	1725	.09	.07

<b>B**Organisational Leadership</b>	<b>... not assumed</b>			1.72	1713.47	.09	.07
<b>C**Work-life Balance</b>	<b>... assumed</b>	.002	.97	-3.20	1725	.001	-.14
	<b>... not assumed</b>			-3.21	1694.46	.001	-.14

\*\*A=Instrument 1 (Management Practise Survey)

\*\*B=Instrument 2 (Organisational Leadership Scale)

\*\*C=Instrument 3 (Work-life Balance Scale)

The t-test is used to assess statistical significance and is reported using the p-value. If  $p < .05$ , then the significance is high and if  $p > .05$  then the significance is low, the simple t-test calculates a p-value and determines the significance between two diverse groups of a data set. A lower p-value (.001) shows a high significance.

The task leadership behaviour value is .16 which is greater than .05, therefore the variability indicates that the difference between core and support is not significant.

The organisational leadership behaviour value is .37 which is greater than .05, therefore the variability indicates that the difference between core and support is not significant.

The work-life leadership value is .37 which is greater than .05, therefore the variability indicates that the difference between core and support is not significant.

Table 11 below demonstrates the comparative statistical significance data yield across the task leadership behaviour, organisational leadership, and work-life balance instruments for assumed and not assumed equal variances between the groups of those involved in managerial and those in non-managerial positions using the t-test.



Table 11. Comparing the mean scores of those involved in managerial positions and those who are not in managerial positions.

		Levene's test for equality of variances		t-test for equality of means				
		Equal variances ...	F	Sig.	t	df	Sig.	Mean difference
<b>A**</b> <b>Task Leadership behaviour</b>	... assumed	.11	.74	1.60	1726	.11	.07	
	... not assumed			1.59	821.81	.11	.07	
<b>B**</b> <b>Organisational Leadership</b>	... assumed	6.57	.010	3.27	1726	.001	.14	
	... not assumed			3.43	926.51	.001	.14	
<b>C**</b> <b>Work-life Balance</b>	... assumed	1.32	.25	-.77	1726	.44	-.040	
	... not assumed			-.76	813.43	.45	-.040	

\*\*A=Instrument 1 (Management Practise Survey-Task Leadership behaviour)

\*\*B=Instrument 2 (Organisational Leadership Scale-Organisational Leadership)

\*\*C=Instrument 3 (Work-life Balance Scale- Work-life balance)

The Task Leadership behaviour has a significance value of .74 which is greater than .05, thus the variability indicates that the difference between those in managerial positions and those in non-managerial positions is not significant.

The Organisational Leadership variable has a significance value of .010 which is less than .05, thus the variability indicates that the difference between those in managerial positions and those in non-managerial positions is significant.

The Work-life Balance has a significance value of .25 which is less than .05, thus the variability indicates that the difference between those in managerial positions and those in non-managerial positions is significant.

#### 4.5 The Relationship Between Task Leadership Behaviour, Organisational Leadership, and Work-life Balance

Pearson's correlation and linear regression are used to analyse the relationship between task leadership behaviour, organisational leadership, and work-life balance. Pearson's correlation was reported in *Table 8*; this report will focus on the relationship between total scores. Drawing from Akoglu, 2018, where the interpretation of the strength varies from perfect (1), strong (1 - .7), moderate (.699 to .5), weak (.499 to .1) and None (0). It can be said that task leadership behaviour has a strong correlation with organisational leadership at ( $r = .59, p < .001$ ), organisational leadership has a moderate correlation with work-life balance at ( $r = .30, p < .001$ ), and task leadership has a moderate correlation with work-life balance ( $r = .24, p < .001$ ).

Based on the correlations between the variables, a regression analysis was conducted as seen in *Table 12* below to determine how much variance in work-life balance can be explained by task leadership and organisational leadership.

*Table 12. Regression analysis (Contribution of task leadership behaviour, Organisational leadership, and Work-life balance)*

Model	R	R square	Adjusted R square	Std. error of the estimate	R square change	F change	Sig. F change
1	.24 <sup>a</sup>	.06	.06	.88	.06	100.95	<.001
2	.31 <sup>b</sup>	.10	.09	.86	.04	76.55	<.001

<sup>a</sup> Model with 1 task leadership behaviour predicting work-life balance

<sup>b</sup> Model with task leadership behaviour and organisational leadership predicting work-life balance.

As observed from *Table 12* above, the coefficient of regression for task leadership behaviour predicting work-life balance is  $R^2 = .06$  and the coefficient of regression for task leadership behaviour and organisational leadership predicting work-life balance is  $R^2 = .10$ . This shows that when adding organisational leadership,  $R^2$  increased to  $.10$ . An  $R^2$  of  $.055$  represents a small effect and an  $R^2$  of  $.095$  represents a medium effect. Adding organisational leadership to the model improved the strength of the model by 4 per cent, as can be read as  $R^2$  change  $.04$ . The total variance explained in work-life balance by task leadership behaviour and organisational leadership is 10 percent, as can be read in Model 2,  $R^2$  value of  $.10$ . Resultantly, organisational leadership positively influenced the relationship between task leadership behaviour and work-life balance. The overall model was a good fit for the data ( $F = 76.55, p < .001$ )

#### **4.6 Summary**

In this chapter, the empirical data yielded from the field research was presented and analysed. The pooled sample population age and race data were analysed and found to be representative of the South African working-age population at an average age of 38.59 years and consistent with the South African population regarding the general ethnic distribution, and the workplace ethnic distribution seeing, the Black population group leading at an average of 48.5%. Gender representativity within the pooled sample saw more women than men in employment. This is encouragingly in line with the Employment Equity Act provisions seeking to redress equality and gender representation within the workplace.

The descriptive statistics of the variables gave insights into the highest and lowest scores achieved per item within each instrument which was used to evaluate each variable. While the Cronbach's alpha values of  $\alpha > .70$  were achieved for all instruments rendered them all acceptable.

The correlation analysis of the variables yielded a positive moderate significant correlation between task leadership behaviour and organisational leadership, a

positive weak significant correlation between task leadership behaviour, and work-life balance and a positive weak significant correlation between work-life balance and organisational leadership.

The inferential statistics as deduced from ANOVA yielded significant intervariable group differences within the sector indicating non-homogeneity and the need to exercise caution when generalising about the sector regarding the research variables outcomes. While the mean scores of the support and core groups showed no significant variations rendering them equal across all three instruments. This was not the case for the managerial and non-managerial groups where variability was significant for the organisational leadership variable.

A regression analysis saw the addition of organisational leadership as a predicting factor alongside task leadership behaviour predicting work-life balance. This saw the model strength increasing by 4 per cent with a total variance of 9.4 per cent.

Last, the practical significance in the relationship between variables was found to be large for the relationship between task leadership behaviour and organisational leadership, medium for task leadership behaviour and work-life balance, and small for organisational leadership and work-life balance.

In the next and final chapter, there will be a focus and discussion with recommendations on results presented in this chapter.

## **5. CHAPTER 5 DISCUSSION, RECOMMENDATIONS, AND LIMITATIONS**

Chapter 5 provides a summative presentation of the research study findings. This entails a discussion on the research yield on the objectives set out in the first chapter, followed by a presentation of the author's informed recommendations to affected and interested parties. Last, some brief insights into the study limitations are discussed.

### **5.1 Discussion**

This section is dedicated to the reflective discussion of each of the objectives set out in Chapter 1.

#### **5.1.1 Discussion Pertaining to Objective 1**

The first objective of this research was to define task leadership behaviour, organisational leadership, and work-life balance comprehensively. To achieve this, the author engaged several definitions derived from a literature review to provide a comprehensive summative definition for each of the study variables. To this end, the following was established:

Task leadership behaviour is a management trait that is primarily goal-driven and involves itself in strategic structuring, transactional activities, role allocation, monitoring, problem-solving while continually ensuring resource efficiency.

Organisational leadership, conversely, is a multi-faceted executive echelon construct anchored in strategic, relational, and ethical leadership that applies emotional intelligence and effective communication to render employee workplace support to further the greater organisational interests.

While work-life balance is an employee prerogative—centred around the achievement of subjective, holistic homeostasis and satisfaction within both the work-life and

personal life domain. This is achieved through appropriate apportionment and prioritisation of resources, as well as through the establishment of boundaries.

### **5.1.2 Discussion Pertaining to Objective 2**

The second objective of this research was to report on the established empirical research which links the variables task leadership behaviour, organisational leadership, and work-life balance.

#### *Task leadership and Organisational leadership*

The empirical data search relating to the relationship between task leadership behaviour and organisational leadership yielded limited established relationship data. The yield of the limited established empirical data concerning the relationship between task leadership and organisational leadership yielded a significant negative correlation (Alvi and Rana, 2019).

Similarities of the variables of task leadership behaviour and organisational leadership yield a significant negative correlation between task leadership behaviour and policy reform (Alvi & Rana, 2019). There was also an established positive relationship between task-oriented behaviour and the employee outcomes of job satisfaction, motivation, and organisational commitment (Mikkelson, *et al.*, 2015; Madlock, 2018). Furthermore, task leadership behaviour and achievement motivation had a positive correlation and emotional intelligence was a predictor of task leadership behaviour (Wirawan *et al.*, 2019). Task leadership behaviour had a positive effect on both subjective and objective team performance (Cer-Booms *et al.*, 2017). Task leadership behaviour had a significant positive correlation with the intimacy and dominance types of communication (Mikkelson *et al.*, 2019). Task leadership behaviour and organisational commitment have a significant positive correlation Madlock (2018).

#### *Organisational Leadership and work-life balance*

There was no empirical evidence found on the relationship between organisational leadership and work-life balance. However, empirical data as regards variables with

similarity to the organisational leadership variable yielded a significant positive correlation between perceptions of organisational support and work-life balance and a significant negative correlation between role overload, distance, and stagnation and work-life balance (Thakur & Kumar, 2015). While workplace support had a significant positive relationship with work-life balance (Russo *et al.*, 2016; Wong *et al.*, 2017). So too it was found that emotional intelligence had a significant positive correlation with work-life balance (Kuramasamy *et al.*, 2016). Last, authentic leadership was found to have a significant positive correlation with work-life balance (Rahimnia & Sharifirad, 2015).

### *Task leadership behaviour and work-life balance*

There was no empirical data found on the relationship between task leadership behaviour and work-life balance. However, empirical data as regards variables with similarity to the task leadership behaviour and work-life balance yielded a significant positive correlation between goal accomplishment and subjective wellbeing (Klug & Maier, 2015). Furthermore, a positive and significant relationship was found between nurturant-task leadership and positive employee emotions (Bohara & Tiwari, 2015). While a further positive significant relationship between supervisor support and work-life balance as well as between flexible work arrangements and work-life balance was found (Wong *et al.*, 2017). Role overload was significantly negatively correlated with performance while role ambiguity was associated with poor performance and inefficiency (Jobidon *et al.*, 2017). This negative construct relationship mirrors the Role Conflict Theory of work-life balance presented by Greenhaus and Beutell (1985) that emphasises working exclusively within the ambits of one's role to achieve work-life balance. Furthermore, there is a significant and positive correlation between work overload and work to personal life strains and work overload and personal life to work strains (Sobitha & Sudarsan, 2017). This was further demonstrated by the typology for work-life balance as presented by Rantanen *et al.*, (2011) where it is described that to achieve a beneficial type of work-life balance there must be a simultaneous non-conflicting increased supply of resources and a decrease of demands on an individual.

This puts forward the logical notion that in a workplace that has role specification and the appropriate apportionment of resources and decreased demands, or stressors will result in a work-life balance which will benefit employees.

#### *Task leadership behaviour, organisational leadership, and work-life balance*

Furthermore, there was no specific established to date empirical data found concerning the collective relationship between task leadership behaviour, organisational leadership predicting work-life balance thus validating the proposed research.

### **5.1.3 Discussion Pertaining to Objective 3**

The third objective of the study was to conduct an empirical investigation on the relationship between task leadership behaviour and organisational leadership and work-life balance within the private-sector context.

To this end, the author conducted an anonymous ethically sanctioned survey using acceptable research instruments specific for each variable. Research participants comprised a pooled sample of 1,733 employees sourced from 60 sub-groups from 29 organisations located within the private-sector of South Africa.

Reporting done on the pooled sample yielded an age average of 38.59 years which is representative of the current age distribution of the South African labour force of 15-64 years but also indicative of the high rate of youth unemployment in South Africa (Statistics South Africa, 2021a). This may be because the study focused on full-time employees in the private-sector. These employees are usually above the distribution age of 35 years and fulfil the criteria of having appropriate qualifications and work experience as is required for full-time employment in the private-sector.

As far as the race distribution of the pooled sample was concerned a Black majority was found. This is in line with the Black majority ethnic composition of both the South



African labour force and the greater general South African population (Statistics South Africa, 2021a).

Data generated regarding the average tenure yielded a tenure of 8.18 years. This is lower than the South African median job tenure of 4.08 years (Statistics South Africa, 2018). This may be because we focused on an average tenure as opposed to a median tenure. Nevertheless, the high average tenure yield is suggestive of a participant cohort that can provide considered and representative insights into their experiences of their management through their responses. However, these 'long-service' employee responses must be noted with a caveat that they may be tainted by pivoting interests which can either be established organisational loyalty or long-standing resentment of leadership.

The gender composition yielded a high female employee presence at 54.5% of the overall workforce complement. This is contrary to the predominantly male gender distribution in employment in South Africa (Statistics South Africa, 2021a). This may be because our study focused on the private-sector and not the entire South African workforce. Also, it is important to note that this composition is indicative of those employees who responded to the research instruments and is not necessarily representative of the actual gender composition within the private-sector.

A moderate positive relationship was found between task leadership behaviour and organisational leadership, contrary to Alvi and Rana (2019) who found a significant negative correlation. This may be because we focused on the employee reflection on their leader behaviour concerning these variables whereas Alvi and Rana (2019) focused on leader experiences on these variables. This brings to the fore that perhaps leaders and employees experience task leadership behaviour and organisational leadership differently.

A weak positive relationship was found between task leadership behaviour and work-life balance. Although literature showed no reference to the specific relationship, similarities in the variables as demonstrated by (Bohara & Tiwari, 2015) found a significant positive correlation between nurturant-task leadership and positive employee emotions. This may be because our study focused on overarching contents

of the variables i.e., task leadership behaviour as a whole and not the nurturant type. Furthermore, we focused on the homeostasis effect of task leadership behaviour on employees enshrined within the concept of work-life balance as opposed to the one-sided sequelae of task leadership behaviour as was found in the predicted variable of positive emotions on employees.

A weak positive correlation was between organisational leadership and work-life balance. Although literature showed no reference to the specific relationship, similarities to the organisational leadership variable showed a positive correlation with work-life balance as shown by Thakur and Kumar (2015) who found a significant positive correlation between perceptions of organisational support and work-life balance, Russo *et al.* (2016) and Wong *et al.* (2017) who found a significant positive relationship between workplace support and work-life balance, Kuramasamy *et al.* (2016) who found a significant positive correlation between emotional intelligence and work-life balance and, Rahimnia and Sharifirad (2015) who found a significant positive correlation between authentic leadership and work-life balance. This may be because our study focused on the broad concept of organisational leadership which comprises the individual characteristics contained in the studies by the other authors. Notably, as far as workplace support and employee outcomes are concerned the relationship outcomes are consistent with the Spill-Over Theory of Work-Life Balance presented by Belsky *et al.* (1985) that speaks to the notion of transference of workplace experiences that can result in either sense of achievement, satisfaction, problems, or despair. Thus, it can be said that workplace support plays a significant role in achieving work-life balance.

Interestingly, emotional intelligence; a trait exhibiting situational adaptability, was found to have a positive relationship with task leadership behaviour (Wirawan *et al.*, 2019) as did EI in relation to WLB (Kuramasamy *et al.*, 2016). This would be in line with the flexibility consistent with the Border Theory of Work-Life Balance presented by Clark (2000). Thus, it would seem that emotional intelligence plays a significant role where task leadership behaviour and work-life balance is concerned.

There was no homogeneity found between groups and within the groups in the private-sector. As such, generalising the pooled results across the organisations must be done with caution.

The mean scores between those involved in core functions to those in support functions indicated no variability between the two diverse groups within the dataset. This indicates the possibility of generalisations of these two groups within the sector. This may be because the participants were full-time employees and thus accountable to the same leadership/management across the variables of task leadership behaviour, organisational leadership, and work-life balance.

When comparing the mean scores of those in managerial positions to those in non-managerial positions no significant difference between these two groups was found for task leadership behaviour thus indicating a possibility of generalisation between these two groups within the sector. This could be because task leadership behaviour is a transactional behaviour that can be experienced at different echelons within the workplace. However, a significant difference was found between management and non-management groups as regards organisational leadership as well as work-life balance. The former may be accomplished through the agency of organisational leadership being a construct that emanates from top management down to employees thus, experiences of the construct will vary depending on one's management status in the company. The latter difference may be by virtue of work-life balance in itself being a subjective construct.

The presentation on the relationship between task leadership behaviour, organisational leadership, and work-life balance showed that organisational leadership had a strengthening effect and positive influence on the relationship between task leadership behaviour and work-life balance. This may be because of organisational leadership being idealistic in nature and is aimed at fortifying existing behaviour/culture within the workplace as is the function of top management within a workplace.

#### **5.1.4 Discussion Pertaining to Objective 4**

The fourth objective of the study was to make recommendations for managers in the sector based on the empirical findings.

In this particular sample, there is a strong correlation between task leadership behaviour and organisational leadership with large effect. A large effect entails large practical significance thus warranting further intervention by managers. To this end, managers can focus their strategies on improving task leadership behaviour and organisational leadership as these supposedly predict work-life balance. Recommendations follow in the next section.

### **5.2 Recommendations**

Based on the empirical findings and the ensuing discussion presented, the following recommendations to improve task leadership behaviour and organisational leadership are suggested for managers in the private-sector:

1. **Secure Emotionally Intelligent Competent Team Leaders:** Team leader competency should not only be based on technical savvy but should include an established propensity to utilise a high level of emotional self-awareness, self-regulation, empathy when navigating interactions with those they are leading. This too can be imparted onto employees as part of the organisational strategy to ensure workplace wellbeing through focused skills training courses. Further contained in this recommendation is the notion of empowerment across all workplace echelons for the strategic realisation and reinforcement of business development needs as provided for in the Organisational leadership Survey items "In my organisation, my leaders understand what winning means" and "... recognise me as an important member of the team".
2. **Invest In Your Team Leader People Management Skills:** At various echelons, team leaders should be able to manage the human resource complement in a manner that ensures proper apportionment of responsibilities and results in

equitable and manageable demand on employees. Practically this can be effected through upskilling team leaders to be able to on a collaborative live platform have oversight on all their team members activities and workloads, prioritise workplace tasks, appropriately delegate tasks based on the availability and skills set of employees and set appropriate timelines to which employees can be accountable to. This recommendation resonates with the Management Practise Survey items for task leadership behaviour ‘My manager clearly explains task assignments and member responsibilities’.

3. Ensure Ongoing Investment in Workplace Communication: In keeping with the highest-scoring item contained in the Management Practice Survey used to elicit task leadership behaviour i.e., ‘My manager explains what results are expected for a task or assignment’ and in so by leveraging on innovative technology’s affinity to make communication accessible, leaders should invest in the ongoing adaptability and maintenance of the communication infrastructure and techniques within the workplace. Leaders should be able to communicate with their employees in a manner that is universally acceptable and frequency that is appropriate for the business needs, with content that is attributable, contemporaneous, factual, and directive. Practically this can be achieved through dedicated intranet broadcast platforms comprised of daily or monthly briefings based on the business needs.
4. Curate Workplace Efficiency Through Role Specification And Measurable Deliverables: There should be no discordancy between expected performance duties and expected outcomes. This should also be supported by flexible work arrangements. This can be effected through proper communication between team leaders and employees. Furthermore, work projects can be supported by a platform that clearly outlines and tracks progress in this regard and to which employees can be accountable in line with the Management Practise Survey item ‘My Manager sets specific performance goals and quality standards for important aspects of the work owed’ and the item checks on the progress and quality of work ‘and last evaluates how well important tasks or projects are being performed’. A practical example will be a virtual project dashboard that

employees can access at their convenience and be assigned tasks with due dates.

5. Foster an employee wellbeing-centric workplace culture: Communicate and create a workplace environment that pivots on employee wellbeing. This can be achieved through initiatives that put employee wellbeing at the forefront without compromising but rather enhancing work performance as outlined in Organisational leadership Survey items 'In my organisation, leaders trust me to get the job done' and '...keep me accountable for my results'. This can be practically effected as follows:

- Enabling HR to consult with employees and unit managers to formulate individual and conducive flexible work arrangements.
- Mandating an Employee Wellbeing Committee; that will be empowered in advocating for and instituting employee wellbeing workplace initiatives.
- Designating and diarising focus time within the workday in which employees can focus on activities that enhance their wellbeing; progress and trends thereof can be tracked through wellbeing generated reports from surveys and also through work performance outcomes.

### **5.3 Limitations**

The study limitations can be reduced to the expected limitations accrued from the chosen research design and methodology. First, the use of a cross-sectional design does not provide a causal link between variables thus limiting the richness of the recommendations. Next, the sample size was small and thus was not representative of all companies/organisations/similar sections. The use of a self-administered questionnaire that entailed arbitrary completion posed a risk for both self-report biases and common method bias.

Henceforth, it would be prudent for future research to comprise a bigger sample size with a larger number of companies and to include more variables.

## **5.4 Conclusion**

In conclusion, the objectives that were set out in this study were all achieved. Task leadership behaviour, organisational leadership and work-life balance were comprehensively defined, and the established empirical evidence of their relationships was reported on revealing a gap in knowledge and thus further validating this research study. It was demonstrated through empirical evidence that task leadership behaviour, organisational leadership and work-life balance have a positive relationship. Furthermore, it was established that although the relationship between task leadership behaviour and work-life balance has a small effect in the private-sector, this relationship is strengthened by the addition of organisational leadership during the Covid-19 pandemic. This finding may be instrumental in providing empirical evidence when formulating strategies aimed at creating pandemic-proof workplaces which is key as part of sustainable business practices.

## 6. REFERENCES

- Adisa, T. A., Gbadamosi, G., & Osabutey, E. L. C. (2017). What happened to the border? The role of mobile information technology devices on employees' work-life balance. *Personnel Review*, 46(8), 1651–1671. <https://doi.org/10.1108/PR-08-2016-0222>
- Akoglu, H. (2018). User's guide to correlation coefficients. *Turkish Journal of Emergency Medicine*, 18(3), 91–93. <https://doi.org/10.1016/J.TJEM.2018.08.001>
- Alvi, F. G., & Rana, A. R. (2019). Relationship between Task-Oriented Leaders' Behavior and Organizational Performance in Higher Education Institutions. *Bulletin of Education and Research*, 41(3), 153–166.
- Ansell, C., & Boin, A. (2019). Taming Deep Uncertainty: The Potential of Pragmatist Principles for Understanding and Improving Strategic Crisis Management. *Administration & Society*, 51(7), 1079–1112. <https://doi.org/10.1177/0095399717747655>
- Anttila, T., Härmä, M., & Oinas, T. (2021). Research and Practice of Occupational Health and Safety in the “New Normal.” *Industrial Health*, 59(5), 285–292. <https://doi.org/10.2486/INDHEALTH.2021-0086>
- Bell, E., Bryman, A., & Harley, B. (2019). *Business Research Methods* (5th ed.). Oxford University Press.
- Belsky, J., Perry-Jenkins, M., & Crouter, A. C. (1985). The Work-Family Interface and Marital Change Across the Transition to Parenthood. *Journal of Family Issues*, 6(2), 205–220. <https://doi.org/10.1177/019251385006002004>
- Bhattacharya, P. K. (2021). *Research Methodology in the Health Sciences: A Quick Reference Guide*. McGraw Hill Professional.
- Bohara, P., & Tiwari, P. (2015). Nurturant Task Leadership in Relation to Positive Emotions. *International Journal of Management & Behavioural Sciences*, 6(7), 382–393.
- Boin, A., Hart, P. 't, & Kuipers, S. (2018). The Crisis Approach. In H. Rodríguez, W. Donner, & J. Trainor (Eds.), *Handbook of Disaster Research* (pp. 23–38). Springer, Cham. [https://doi.org/10.1007/978-3-319-63254-4\\_2](https://doi.org/10.1007/978-3-319-63254-4_2)
- Buglear, J., & Castell, A. (2019). *Stats Means Business: Statistics and Business Analytics for Business, Hospitality and Tourism* (3rd ed.). Routledge.
- Burkholder, G. J., Cox, K. A., Crawford, L. M., Hitchcock, J. H., & Patton, M. Q. (2019). *Research design and methods : an applied guide for the scholar-practitioner*. SAGE Publications.



- Ceri-Booms, M., Curşeu, P. L., & Oerlemans, L. A. G. (2017). Task and person-focused leadership behaviors and team performance: A meta-analysis. *Human Resource Management Review*, 27(1), 178–192. <https://doi.org/10.1016/j.hrmr.2016.09.010>
- Chathoth, P. K., & Olsen, M. D. (2002). Organisational leadership and strategy in the hospitality industry. *Journal of Services Research*, 2(1), 5–29.
- Clark, S. C. (2000). Work/Family Border Theory: A New Theory of Work/Family Balance. *Human Relations*, 53(6), 747–770. <https://doi.org/10.1177/0018726700536001>
- Comfort, L. K., Kapucu, N., Ko, K., Menoni, S., & Siciliano, M. (2020). Crisis Decision-Making on a Global Scale: Transition from Cognition to Collective Action under Threat of COVID-19. *Public Administration Review*, 80(4), 616–622. <https://doi.org/10.1111/puar.13252>
- Daft, R. L. (2021). Management. In *Cengage* (14th ed.). Cengage Learning.
- Delecta, P. (2011). WORK LIFE BALANCE. *International Journal of Current Research*, 3(4), 186–189.
- Devlin, A. S. (2020). *The Research Experience: Planning, Conducting, and Reporting Research* (2nd ed.). SAGE Publications.
- Dousin, O., Collins, N., & Kler, B. K. (2019). Work-Life Balance, Employee Job Performance and Satisfaction Among Doctors and Nurses in Malaysia  
Understanding Sense of Place in Tourism Development: The Case of Tunku Abdul Rahman Park, Sabah View project The Growth Economies of Asia View project Work-L. *Article in International Journal of Human Resource Studies*, 9(4), 306–319. <https://doi.org/10.5296/ijhrs.v9i4.15697>
- Dudovskiy, J. (2018). *The Ultimate Guide to Writing a Dissertation in Business Studies: A Step-by-Step Assistance* (1st ed.). research-methodology.net.
- Enslin, E. & Grobler, A. (2021). *Technical report: The development and validation of an Organisational Leadership Behaviour Scale*. Unpublished report. The University of South Africa, Graduate School of Business Leadership.
- Fatima Alvi, G., & Akram Rana, R. (2019). *Relationship between Task-Oriented Leaders' Behavior and Organizational Performance in Higher Education Institutions* (Vol. 41, Issue 3).
- Fisher-McAuley, G., Stanton, J. M., Jolton, J., & Gavin, J. (2003). *Modeling the Relationship between Work/Life Balance and Organizational Outcomes*.
- Fisher, G. G. (2002). *Work/personal life balance: A construct development study*. Graduate College of Bowling Green State University.

- Gilmore, H. (2017). *ABC's of Behavior (Antecedent-Behavior-Consequence)*. PsychCentral. <https://psychcentral.com/pro/child-therapist/2017/07/abcs-of-behavior-antecedent-behavior-consequence#1>
- Gkeredakis, M., Lifshitz-Assaf, H., & Barrett, M. (2021). Crisis as opportunity, disruption, and exposure: Exploring emergent responses to crisis through digital technology. *Information and Organization*, 31(100344), 1–12. <https://doi.org/10.1016/j.infoandorg.2021.100344>
- Goforth, C. (2021, November 16). *Using and Interpreting Cronbach's Alpha*. University of Virginia Library Research Data Services + Sciences. <https://data.library.virginia.edu/using-and-interpreting-cronbachs-alpha/>
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of Conflict between Work and Family Roles. *The Academy of Management Review*, 10(1), 76. <https://doi.org/10.2307/258214>
- Gribben, L., & Semple, C. J. (2021). Factors contributing to burnout and work-life balance in adult oncology nursing: An integrative review. *European Journal of Oncology Nursing*, 50, 101887. <https://doi.org/10.1016/J.EJON.2020.101887>
- Griffin, R. (2021). *Fundamentals of Management* (10th ed.). Cengage Learning.
- Grobler, A., & Singh, M. (2018). Leadership in Southern Africa: A Regional Afrocentric Hierarchical Taxonomy. *Insight on Africa*, 10(2), 169–193. <https://doi.org/10.1177/0975087818772236>
- Grove, S. K., & Gray, J. R. (2019). Introduction to Quantitative Research. In Elsevier Inc (Ed.), *Understanding Nursing Research: Building an Evidence Based Practice* (7th ed., pp. 29–57). RELX India Pvt. Ltd.
- Haar, J. M., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2014). Outcomes of work-life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of Vocational Behavior Journal*, 85, 361–373. <https://doi.org/10.1016/j.jvb.2014.08.010>
- Haddock-Millar, J., & Tom, E. (2020). *Coaching and Mentoring for Work-Life Balance*. Routledge.
- Hayek, N. S. (2018). *A Behavioral Approach to Understanding Leadership Effectiveness*. Harvard.
- Hayman, J. (2005). Psychometric Assessment of an Instrument Designed to Measure Work Life Balance, Research and Practice in Human Resource Management. *Research and Practice in Human Resource Management*, 13(1), 85–91.
- House, R., Javidan, M., Hanges, P., & Dorfman, P. (2002). Understanding cultures and implicit leadership theories across the globe: An introduction to project GLOBE.

*Journal of World Business*, 37(1), 3–10. [https://doi.org/10.1016/S1090-9516\(01\)00069-4](https://doi.org/10.1016/S1090-9516(01)00069-4)

Jobidon, M.-E., Turcotte, I., Aubé, C., Labrecque, A., Kelsey, S., & Tremblay, S. (2017). Role Variability in Self-Organizing Teams Working in Crisis Management. *International Journal of Theory, Investigation, and Application*, 48(1), 62–92. <https://doi.org/10.1177/1046496416676892>

Keeman, A., Näswall, K., Malinen, S., & Kuntz, J. (2017). Employee wellbeing: Evaluating a wellbeing intervention in two settings. *Frontiers in Psychology*, 8(MAR), 1–14. <https://doi.org/10.3389/fpsyg.2017.00505>

Klug, H. J. P., & Maier, G. W. (2015). Linking Goal Progress and Subjective Well-Being: A Meta-analysis. *Journal of Happiness Studies*, 16(1), 37–65. <https://doi.org/10.1007/s10902-013-9493-0>

Kossek, E. E., Valcour, M., & Lirio, P. (2014). The Sustainable Workforce. In *Wellbeing* (pp. 1–24). John Wiley & Sons, Ltd. <https://doi.org/10.1002/9781118539415.wbwell030>

Kumar, G. V., & Janakiram, B. (2017). Theories of Work Life Balance-A Conceptual Review. *International Research Journal of Management and Commerce*, 4(9), 184–192.

Kumarasamy, M. M., Pangil, F., Faizal, M., & Isa, M. (2016). The effect of emotional intelligence on police officers' work-life balance: The moderating role of organizational support. *International Journal of Police Science and Management*, 18(3), 184–194. <https://doi.org/10.1177/1461355716647745>

Madlock, P. E. (2018). The Influence of Leadership Style on Telecommuters in the Insurance Industry: A Contingency Theory Approach. *Journal of Leadership, Accountability and Ethics*, 15(2), 72–85. <https://doi.org/10.33423/jlae.v15i2.645>

Mauldin, R. L. (2020). *Foundations of Social Work Research*. Mavs Open Press.

McClellan, J., & DiClementi, G. (2017). Emotional Intelligence and Positive Organizational Leadership: A Conceptual Model for Positive Emotional Influence. *Journal of Behavioral and Applied Management*, 17(3), 197–212. <https://doi.org/10.21818/jbam.17.3.2>

Mikkelsen, A. C., Sloan, D., & Hesse, C. (2019). Relational Communication Messages and Leadership Styles in Supervisor/Employee Relationships. *International Journal of Business Communication*, 56(4), 586–604. <https://doi.org/10.1177/2329488416687267>

Mikkelsen, A. C., York, J. A., & Arritola, J. (2015). Communication competence, leadership behaviors, and employee outcomes in supervisor-employee relationships. *Business Communication Quarterly*, 78(3), 336–354. <https://doi.org/10.1177/2329490615588542>

- Milner, K., Greyling, M., Goetzel, R., Da Silva, R., Kolbe-Alexander, T., Patel, D., Nossel, C., & Beckowski, M. (2015). The relationship between leadership support, workplace health promotion and employee wellbeing in South Africa. *Health Promotion International, 30*(3), 514–522. <https://doi.org/10.1093/heapro/dat064>
- Mishra, P., Singh, U., Pandey, C., Mishra, P., & Pandey, G. (2019). Application of student's t-test, analysis of variance, and covariance. *Annals of Cardiac Anaesthesia, 22*(4), 407. [https://doi.org/10.4103/aca.aca\\_94\\_19](https://doi.org/10.4103/aca.aca_94_19)
- Montgomery, D. C., Peck, E. A., & Vining, G. G. (2021). *Introduction to Linear Regression Analysis - Douglas C. Montgomery, Elizabeth A. Peck, G. Geoffrey Vining - Google Books* (6th ed.). John Wiley & Sons.
- Noubary, R. (2021). *Risks and Choices*. Xlibris Corporation.
- Park, Y. S., Konge, L., & Artino, A. R. (2020). The Positivism Paradigm of Research. *Academic Medicine, 95*(5), 690–694. <https://doi.org/10.1097/ACM.0000000000003093>
- Pharmaceutical Product Development. (2021). *2020 Annual Report*.
- Poulose, S., & Dhal, M. (2020). Role of perceived work–life balance between work overload and career commitment. *Journal of Managerial Psychology, 35*(3), 169–183. <https://doi.org/10.1108/JMP-03-2018-0117>
- Poulose, S., & Sudarsan, N. (2017). Assessing the influence of work-life balance dimensions among nurses in the healthcare sector. *Journal of Management Development, 36*(3), 427–437. <https://doi.org/10.1108/JMD-12-2015-0188>
- Rahimnia, F., & Sharifirad, M. S. (2015). Authentic Leadership and Employee Well-Being: The Mediating Role of Attachment Insecurity. *Journal of Business Ethics, 132*(2), 363–377. <https://doi.org/10.1007/s10551-014-2318-1>
- Raney, V. (2021). A Study of Remote Working Trends: Boon or Bane Amidst COVID Crisis. *Embracing Change & Transformation: Vision 2021*, 18–23.
- Rantanen, J., Kinnunen, U., Mauno, S., & Tillemann, K. (2011). Introducing theoretical approaches to work-life balance and testing a new typology among professionals. In S. Kaiser, M. Ringlstetter, D. Eikhof, & M. Pina e Cunha (Eds.), *Creating Balance? International Perspectives on the Work-Life Integration of Professionals* (pp. 27–46). Springer . [https://doi.org/10.1007/978-3-642-16199-5\\_2](https://doi.org/10.1007/978-3-642-16199-5_2)
- Rivera, R. (2020). *Principles of Managerial Statistics and Data Science* (1st ed.). John Wiley & Sons, Inc.
- Rosenbach, W. E. (2018). Contemporary Issues in Leadership. In W. E. Rosenbach, R. L. Taylor, & M. A. Youndt (Eds.), *Contemporary Issues in Leadership* (7th ed., p. 3). Routledge.

- Ruben, B. D., & Gigliotti, R. A. (2017). Communication: Sine Qua Non of Organizational Leadership Theory and Practice. *International Journal of Business Communication*, 54(1), 12–30. <https://doi.org/10.1177/2329488416675447>
- Russo, M., Shteigman, A., & Carmeli, A. (2016). Workplace and family support and work–life balance: Implications for individual psychological availability and energy at work. *Journal of Positive Psychology*, 11(2), 173–188. <https://doi.org/10.1080/17439760.2015.1025424>
- SAMRC. (2021). *Sisonke - Protecting Healthcare Workers*. <http://sisonkestudy.samrc.ac.za/>
- Shrestha, N., Shad, M. Y., Ulvi, O., Khan, M. H., Karamehic-Muratovic, A., Nguyen, U. S. D. T., Baghbanzadeh, M., Wardrup, R., Aghamohammadi, N., Cervantes, D., Nahiduzzaman, K. M., Zaki, R. A., & Haque, U. (2020). The impact of COVID-19 on globalization. *One Health*, 11(100180), 1–9. <https://doi.org/10.1016/j.onehlt.2020.100180>
- Silvia, P. (2020). *Select a sample: Little quick fix* (A. Owen (ed.)). SAGE.
- Employment Equity Act, Pub. L. No. 55 (1998).
- Spector, P. E. (2019). Do Not Cross Me: Optimizing the Use of Cross-Sectional Designs. *Journal of Business and Psychology* 2019 34:2, 34(2), 125–137. <https://doi.org/10.1007/S10869-018-09613-8>
- Statistics South Africa. (2018). *Labour Market Dynamics in South Africa, 2018*.
- Statistics South Africa. (2021a). *Media release QLFS Q2 2021*.
- Statistics South Africa. (2021b). *P0211 - Quarterly Labour Force Survey (QLFS), 2nd Quarter 2021*.
- Synexus. (2021). *Who is Synexus? - Synexus*. <https://www.synexusclinicalresearch.co.za/about-us/who-are-synexus/>
- Taber, K. S. (2018). The Use of Cronbach’s Alpha When Developing and Reporting Research Instruments in Science Education. *Research in Science Education*, 48(6), 1273–1296. <https://doi.org/10.1007/s11165-016-9602-2>
- Taplin, S. H., Foster, M. K., & Shortell, S. M. (2013). Organizational Leadership For Building Effective Health Care Teams. *Annals Of Family Medicine*, 11(3), 279–281. <https://doi.org/10.1370/afm.1506>
- Thakur, A., & Kumar, N. (2015). The Effect of Perceived Organizational Support, Role Related Aspects and Work Involvement on Work-Life Balance: Self Efficacy as a Moderator. *International Journal of Scientific and Research Publications*, 5(1), 1–8.
- Tiwari, G. (2020). Challenges of Work Life Balance Faced in Private Sectors. *SSRN Electronic Journal*. <https://doi.org/10.2139/SSRN.3517341>

- Tušl, M., Brauchli, R., Kerksieck, P., & Bauer, G. F. (2021). Impact of the COVID-19 crisis on work and private life, mental well-being, and self-rated health in German and Swiss employees: a cross-sectional online survey. *BMC Public Health*, 21(741), 1–15. <https://doi.org/10.1186/s12889-021-10788-8>
- Ursachi, G., Horodnic, I. A., & Zait, A. (2015). How reliable are measurement scales? External factors with indirect influence on reliability estimators. *Procedia Economics and Finance*, 20, 679–686. [https://doi.org/10.1016/S2212-5671\(15\)00123-9](https://doi.org/10.1016/S2212-5671(15)00123-9)
- Vakkayil, J., Torre, D., & Giangreco, A. (2017). “It’s not how it looks!” Exploring managerial perspectives on employee wellbeing. *European Management Journal*, 35(4), 548–562. <https://doi.org/10.1016/j.emj.2016.12.002>
- Voydanoff, P. (2005). Toward a Conceptualization of Perceived Work-Family Fit and Balance: A Demands and Resources Approach. *Journal of Marriage and Family*, 67(4), 822–836. <https://doi.org/10.1111/j.1741-3737.2005.00178.x>
- Walker, J. T., & Maddan, S. (2019). *Statistics in Criminology and Criminal Justice* (5th ed.). Jones & Bartlett Learning.
- Wirawan, H., Tamar, M., & Bellani, E. (2019). Principals’ leadership styles: the role of emotional intelligence and achievement motivation. *International Journal of Educational Management*, 33(5), 1094–1105. <https://doi.org/10.1108/IJEM-04-2018-0127>
- Wong, P.-Y., Bandar, N. F. A., & Saili, J. (2017). Workplace factors and work-life balance among employees in selected services sector. *International Journal of Business and Society*, 18(4), 677–684.
- York, R. O. (2019). *Social Work Research Methods: Learning by Doing*. SAGE Publications.
- Yukl, G. (2012). Effective leadership behavior: What we know and what questions need more attention. *Academy of Management Perspectives*, 26(4), 66–85. <https://doi.org/10.5465/amp.2012.0088>
- Yukl, G., Gordon, A., & Taber, T. (2002). A Hierarchical Taxonomy of Leadership Behavior: Integrating a Half Century of Behavior Research. *Journal of Leadership & Organizational Studies*, 9(1), 15–32. <https://doi.org/10.1177/107179190200900102>
- Zaccaro, S., & Klimonski, R. (2001). The Nature of Organizational Leadership Understanding the Performance Imperatives Confronting Today’s Leaders. *Researchgate*.



### 7.1.2 Organisational Leadership Behavioural Scale

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Uncertain</b>	<b>Agree</b>	<b>Strongly agree</b>
1	2	3	4	5

	<b>Question</b>	<b>Answer</b>
<b>In my organisation, leaders:</b>		
1	manage their own emotions effectively	
2	share their feelings appropriately	
3	value and care for people	
4	consider different viewpoints with compassion and understanding	
5	trust me to get the job done	
6	demonstrate high ethical standards	
7	understand what winning means	
8	recognise me as an important member of the team	
9	provide me with a clear picture of the ideal future	
10	direct me with clear objectives	
11	frequently discuss the future state and where we are now	
12	develop workable plans to achieve organisational objectives	
13	take responsibility, even when under pressure	
14	are inspirational because of their actions	
15	are humble and act with integrity	
16	change and innovate processes and procedures	
17	communicate openly and transparently	
18	regularly provide clear expectations of what I need to do	
19	coach and mentor me to achieve success	
20	challenge me through engaging conversations	
21	create a safe emotional space to work in	
22	understand my individual development needs	
23	are available when I need them	
24	encourage me to take risks	



25	embrace diversity	
26	use collective energy of team members to achieve goals	
27	create a sense of belonging and unity amongst team members	
28	inspire us by developing healthy relationships	
29	challenge my results (what is possible?)	
30	drive results intensely	
31	keep me accountable for my results	
32	recognise consistent performance	

### 7.1.3 Work-Life Balance Scale

Not at all	Rarely	Not often	Sometimes	Regularly	Frequently	All the time
1	2	3	4	5	6	7

	Question	Answer
1	Personal life suffers because of work during Covid-19.	
2	My current job makes personal life difficult.	
3	I currently neglect my personal needs because of work.	
4	I am currently putting my personal life on hold for work.	
5	I miss personal activities because of my current work.	
6	I struggle to juggle work and non-work.	
7	I am happy with the amount of time for non-work activities.	
8	My personal life drains me of energy for work.	
9	I am too tired to be effective at work.	
10	My work suffers because of my personal life.	
11	It is currently hard to work because of personal matters.	
12	My personal life gives me energy for my job.	
13	My job gives me energy to pursue personal activities.	
14	I am in a better mood at work because of my personal life.	
15	I am in a better mood because of my job.	

## 7.2 Annexure B: Ethical Clearance Certificate

University of South Africa, PO Box 392, Unisa, 0003, South Africa  
Cnr Janadel and Alexandra Avenues, Midrand, 1685. Tel: +27 11 652 0000. Fax: +27 11 652 0299  
E-mail: [sbl@unisa.ac.za](mailto:sbl@unisa.ac.za) Website: [www.unisa.ac.za/sbl](http://www.unisa.ac.za/sbl)

### SCHOOL OF BUSINESS LEADERSHIP RESEARCH ETHICS REVIEW COMMITTEE (GSBL CRERC)

30 April 2021

Ref #: 2021\_SBL\_AC\_005\_CA  
Name of applicant: Prof A  
Grobler  
Staff #: 90166124

Dear Prof Grobler

**Decision: Ethics Approval**

**Main Researcher:** Prof A Grobler, [grobja@unisa.ac.za](mailto:grobja@unisa.ac.za), 011 652 0277

**Project Title:** The role of human resource management, transactional leadership, task centred leadership behaviour as well as spiritual and organisational leadership on individual work attitudes and wellbeing during Covid-19

Thank you for applying for research ethics clearance, SBL Research Ethics Review Committee reviewed your application in compliance with the Unisa Policy on Research Ethics

**Approval is granted for the duration of the Project for the class group for 2021 only and on condition a list of students and their agreements to participate be submitted to the ethics office by 30 May 2021.**

The application was reviewed in compliance with the Unisa Policy on Research Ethics by the SBL Research Ethics Review Committee on 28/04/2021.

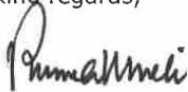
The proposed research may now commence with the proviso that:

1. The researcher will ensure that the research project adheres to the relevant guidelines set out in the Unisa Covid-19 position statement on research ethics attached
2. The researcher/s will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.
3. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study, as well as changes in the methodology,

should be communicated in writing to the SBL Research Ethics Review Committee.

4. An amended application could be requested if there are substantial changes from the existing proposal, especially if those changes affect any of the study-related risks for the research participants.
5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study.

Kind regards,



Prof P Msweli

**Chairperson: SBL Research Ethics Committee**

011 - 652 0256/ [mswel@unisa.ac.za](mailto:mswel@unisa.ac.za)



Prof P Msweli

**Executive Dean: Graduate School of Business Leadership**

011- 652 0256/[mswel@unisa.ac.za](mailto:mswel@unisa.ac.za)

**REQUEST LETTER**

Permission To Conduct MBA Research



Dr Nonkululeko Blesset Nkambule  
38 Ajax Street  
Olympus Country Estate, House Nr 76  
Olympus AH  
Pretoria East  
0081

09 April 2021

Dr Margaré Du Toit  
Synexus Clinical Research Organisation South Africa  
Senior Research Physician/ Medical Operations Manager  
+27(0)12 803 7733  
Margare.duToit@globalaes.com

RE: Request for permission to conduct research at Synexus Clinical Research Organisation South Africa: ***Task leadership Behaviour, organisational leadership, and work-life balance during Covid-19 in the Private-Sector.***

Dear Dr, Margaré Du Toit

I, Dr Nonkululeko Blesset Nkambule, am doing research with Prof Anton Grobler at the Graduate School of Business Leadership towards a Master's degree in Business Administration (MBA). We are seeking your permission to allow Synexus Clinical Research Organisation employees to participate in a study entitled: *Task leadership Behaviour, organisational leadership, and work-life balance during Covid-19 in the Private-Sector.*

The aim of the study is to assess the link between various task directed management / leadership styles / human resource management and effective change management practices on employee as well as organisational wellness, specifically during these challenging times of Covid-19. By determining how task directed management / human resource management / effective change management contribute wellness, recommendations will be made to guide managers towards creation of a conducive work environment, to the benefit of not only the organisation, but all employees and the community at large.

Your company has been selected primarily because of the goodwill Synexus Clinical Research Organisation South Africa has shown towards Dr Nonkululeko Blesset Nkambule. In general, it is exceedingly difficult to get access to organisations without some kind of insider mediation.

The study will entail those 60 employees completing a questionnaire to answer the constructs mentioned above. As stated earlier the aim is to identify those management practices which facilitate desirable employee behaviours. Administering the questionnaire should not take more than 60 minutes, for the slowest of readers.

Data from several organisations will be collated by Dr Nonkululeko Blesset Nkambule and will be used for academic purposes, including but not limited to this dissertation.

Anonymous data will also be used to contribute to the body of knowledge, through the publication of scholarly articles in scientific academic accredited journals.

Potential risks to the organisation or potential participants are minimal. The anonymity of the organisation and potential participants are guaranteed, and no company or individual identifiers will be made available. The content of the research material is also of such a nature that it is almost impossible to harm the organisation or potential participants. Ethical clearance for this project was granted by the UNISA SBL Research Ethics Committee.

Feedback procedure will entail that Dr Nonkululeko Blesset Nkambule will provide feedback on the findings to Dr Margaré Du Toit.

Yours sincerely

A handwritten signature in black ink, appearing to be 'NB', written in a cursive style.

Dr Nonkululeko Blesset Nkambule

Research Physician

MBChB (UP) LLB

+27(0) 84 807 6697

[Blesset.Nkambule@synexus.com](mailto:Blesset.Nkambule@synexus.com) / [Amahlekablesset@gmail.com](mailto:Amahlekablesset@gmail.com)

**EMAIL CORRESPONDENCE FROM ORGANISATION GRANTING PERMISSION  
TO CONDUCT RESEARCH**

**From:** Dr. Margaré du Toit <[Margare.duToit@synexus.com](mailto:Margare.duToit@synexus.com)>  
**Sent:** Monday, April 26, 2021 8:29:27 AM  
**To:** Blesset Nkambule <[Blesset.Nkambule@globalaes.com](mailto:Blesset.Nkambule@globalaes.com)>  
**Cc:** Cecilia Steyn <[Cecilia.Steyn@globalaes.com](mailto:Cecilia.Steyn@globalaes.com)>; Lauren DuToit <[Lauren.DuToit@globalaes.com](mailto:Lauren.DuToit@globalaes.com)>; Deirdre Traynor <[Deirdre.Traynor@synexus.com](mailto:Deirdre.Traynor@synexus.com)>  
**Subject:** RE: Permission to Conduct Research in fulfilment of MBA

Dear Blesset

As discussed during your 1-2-1, the request for permission to conduct research is approved.

Requesting for employees to do this after hours, and for us to receive the report when compiled. When sharing the report with us, please keep Cecilia in cc.

Regards

Margaré

## 7.4 Annexure D: Project Leader Declaration of Authenticity

Graduate School of Business Leadership, University of South Africa, PO Box 392, Unisa, 0003, South Africa  
Cnr Janadel and Alexandra Avenues, Midrand, 1685, Tel: +27 11 652 0000, Fax: +27 11 652 0299  
E-mail: [sbl@unisa.ac.za](mailto:sbl@unisa.ac.za) Website: [www.unisa.ac.za/sbl](http://www.unisa.ac.za/sbl)

Prof Anton Grobler  
Room 4-10  
SBL Campus  
Midrand  
20 October 2021

To: **All examiners**  
**MBA and MBL research reports**  
**Structured Leadership (MBL) and Human Resource (MBA) research projects**

**Dear examiner**

### **DECLARATION OF AUTHENTICITY OF MBL and MBA RESEARCH REPORTS (Structured Leadership and Human Resource research projects)**

1. I firstly want to thank you for your willingness to do the examination of this research report and your continuous support of the academic activities at the SBL.
2. As project leader of the structured Leadership and Human Resource research projects research projects, please allow me to give you some background and to specifically clear the perception that it is group research which is definitely not the case. Herewith some basic background:
  - Each student did work independently, which is in line with the learning objectives of this module.
  - There are various permutations of the topics, that are mainly centred around 3 – 4 independent variables (e.g. the respective leadership styles / ethical climate measurements) and 5 – 6 dependent variables (e.g. psychological capital / ethical attitudes). All three the projects had one additional independent variable that has been included consistently across the 3.
  - It is also important to mention that some of these variables had been included in previous years' projects to test its relationship with new variables in 2021 and to do the standardisation of instruments across studies.
  - Many of these variables are quite new or little previous research has been conducted on it (and the combinations of it), which limits the literature sources, resulting in students referencing the same work by the same authors.



- In order to give students the opportunity to research a topic of their choice (based on the identification of a researchable problem within their context), the sector was used as multiplier. In other words, 2 students might have the exact same topic, but one doing it in the public sector and one in the private sector.
  - The reporting is done on the pooled data.
3. Taking all of this into consideration, it is clear that this structured approach would have a serious impact on the similarity index, as determined by Turnitin. The baseline of around 35% was set in the module overview, but experience has taught us that for an approach like this, it might be ranging between 45% and 60%, which is acceptable, as long as the research has been done independently, that the results reported are authentic and that the literature sources used are appropriately acknowledged.
  4. When examining these reports, please focus on the unique contribution which is specifically in terms of the problem statement, as well as the information provided in Chapter 5 (the findings, conclusion and recommendations).
  5. Due to the fact that I was involved in the conceptualisation of these projects, the facilitation of 3 compulsory contact sessions with all the students, as well as statistical analysis of each of these studies, I am able to declare that all these reports are based on individual and independent research, and that it is authentic.

Yours sincerely



**Professor Anton Grobler**

## 7.5 Annexure E: Turn-it-in Similarity Index

Draft submission chapter 1-5.pdf

### ORIGINALITY REPORT

<b>31%</b> SIMILARITY INDEX	<b>17%</b> INTERNET SOURCES	<b>12%</b> PUBLICATIONS	<b>23%</b> STUDENT PAPERS
--------------------------------	--------------------------------	----------------------------	------------------------------

### PRIMARY SOURCES

<b>1</b>	<b>Submitted to University of South Africa</b> Student Paper	<b>16%</b>
<b>2</b>	<b>hdl.handle.net</b> Internet Source	<b>1%</b>
<b>3</b>	<b>repository.up.ac.za</b> Internet Source	<b>1%</b>
<b>4</b>	<b>journals.sagepub.com</b> Internet Source	<b>1%</b>
<b>5</b>	<b>Submitted to The University of Manchester</b> Student Paper	<b>1%</b>
<b>6</b>	<b>link.springer.com</b> Internet Source	<b>&lt;1%</b>
<b>7</b>	<b>Raminderpreet Kaur, Gurpreet Randhawa.</b> <b>"Employee engagement and its predictors:</b> <b>literature review and a proposed model",</b> <b>International Journal of Business and</b> <b>Globalisation, 2020</b> Publication	<b>&lt;1%</b>
<b>8</b>	<b>www.ros.hw.ac.uk</b> Internet Source	

## 7.6 Annexure F: Language Editor Certification

**Kudzai Marandu**

2 Adam Lane Queenswood | +2782 474 9749 |  
[raymarandu@gmail.com](mailto:raymarandu@gmail.com)

05/12/2021

To whom it may concern

This is to certify that the research report entitled **THE RELATIONSHIP BETWEEN TASK LEADERSHIP BEHAVIOUR, ORGANISATIONAL LEADERSHIP AND WORK-LIFE BALANCE IN THE PRIVATE-SECTOR DURING COVID-19** by **DR NONKULULEKO BLESSET NKAMBULE (54792614)** has been copy-edited and proof read by a professional language editor in accordance with the requirements of the partial of the degree **MASTER OF BUSINESS ADMINISTRATION** at the **SCHOOL OF BUSINESS LEADERSHIP** at the **UNIVERSITY OF SOUTH AFRICA**.

Sincerely,



**Kudzai Marandu**

**MCom Financial Management Sciences-UP | BCom Hons Business management | BCom  
Financial Management | Cert Investment analysis and Portfolio Management**

## 7.7 Annexure G: Supervisor Signed Letter of Consent

The Programme Administrator: MBL 3  
Graduate School of Business Leadership  
P O Box 392  
UNISA  
0003

### CONSENT TO SUBMIT RESEARCH REPORT 2021


Consent is hereby given to:

Student name **Dr Nonkululeko Blesset Nkambule**


Student number **54792614** to submit his/her research report in its final form.

Study Leader: Kerryn Powell

Date: 10/12/2021

Supervisor signature: 

The student acknowledges that sufficient feedback was provided by the study leader and that s/he took the responsibility to attend to the feedback in a way that satisfies the requirements for a research dissertation on the MBL level.

Student signature:  Date: **10 Dec 2021**

Students must obtain consent from their Study Leaders before submission of a final report.  
Research reports should be submitted on the EDS as required.

**Mr John Mouton.**  
**Unisa SBL**  
**ROOM 02-18, MIDRAND, 1685.**  
[tmoutoj@unisa.ac.za](mailto:tmoutoj@unisa.ac.za)  
**011 652 0206**