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A Delicate Balance?

A study of work-life conflicts, work-life enrichment, and work-life balance among management consultants in Norway

Tristán Nabong
and
Hannah Trønnes

Supervisor: Professor Knut Johannessen Ims

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NORWEGIAN SCHOOL OF ECONOMICS

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ABSTRACT

The purpose of this study is to identify the relationship among work-life balance, work-life enrichment, and work-life conflict by looking into the status, condition, and experiences of management consultants in Norway. The need to develop methods to achieve an optimal balance between employees' productivity, work habits and personal life has sparked numerous studies investigating work-life balance in recent years. Because very few previous studies have dealt with work-life balance in the management consulting sector, we decided to perform such an investigation for the sector where most holders of MSc-degrees in Economics and Business Administration are employed.

Through the use of a balanced methodology, i.e., a mixture of the quantitative and qualitative approach, we looked into the plight of management consultants in Norway to examine whether work-life balance is prevalent in this particular sector. Our findings reveal that Work-Life Enrichment and Work-Life Balance exhibit a positive linear relationship. However, this has been substantiated only in companies with strong presence of enrichment programmes, among female workers, line managers and among employees who have variability in work schedules. It can be inferred that clear demands at work, managers who take a direct approach, and well-defined processes and procedures are requisites to achieve work-life balance.

Work-Life Conflict and Work-Life Balance did validate a negative correlation. It may be conjectured that the introduction of such work-life conflicts lead to an individual adapting to the situation, driving him/her to find the right balance between work and personal affairs, hence cause a decrease in work-life balance. This negative correlation has also been proven to exist among the following groups: males, non-line managers, single employees, and no variability of work schedule.

SUMMARY

Title:	A Delicate Balance?
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Key words:	work-life balance, work-life conflict, work-life enrichment, management consultant, management consultancy
Purpose:	The purpose of this study is to delve into and examine the correlation and interplay that work-life conflict and work-life enrichment have in achieving work-life balance among management consultants in Norway. This is in view of the seemingly lack in research studies and academic platforms in which discourse about this topic is given attention to. Studies on work-life balance have already been conducted ever since it became a "buzz word" – with a lot of academicians and researchers realizing the need to achieve this for the continued success of businesses. However, interest in this topic did not extend to the management consultancy sector – the niche of most of Masters in Business Administration and Masters in Economics degree-holders. Thus, this study was conducted to address this gap in knowledge.
Methodology:	The researchers employed a balanced methodology – a mixture of the quantitative and qualitative approach. The quantitative approach, with the use of the survey instrument, was employed to seek trends that will describe the experience and perception of work-life (WL) conflict, WL-enrichment and WL-balance among management consultants (MCs). Meanwhile, the qualitative approach was utilised by using the semi-structured interview guide to gather insights on a personal level from the MCs. Moreover, the results from the interviews will enrich and further drive the discussion forward based on the survey results.
Theoretical perspectives:	In this study, the researchers employed various theories to establish a premise by which the study's propositions or hypotheses will be

	founded upon. The Positive Linear Theory is founded on the notion that individual performance is fuelled and enhanced with increasing stress. Stress is a necessary ingredient in improving performance. The individual sees stressors as challenges that motivate him/her to exert more effort and perform better. Without stress or lack of it, one's performance could suffer. As input to the study, the positive linear theory shall serve as part of the baseline assumption and the primary driver on establishing that the need for stress to gain work-life balance is of utmost importance. Directly opposing the Positive Linear Theory, the Negative Linear Theory is grounded on the belief that stress, at whatever level, produces detrimental effects on the individual experiencing it. The more exposure to stress, the worse the performance gets. Performance becomes impaired and restricted when stress starts to consume one's time, focus and energy (Jamal, 1985). In the case of the study, it is this theory that shall be taken as the guide on the effects of stress as it depicts – based on its definition, that any exposure to stress would be detrimental to the performance of the assigned task or job and ultimately affect the work-life balance of an individual. Based on this premise, the Operational Framework of this study as established. The operationalization of such a study will entail the identification of the sample size, determination of suitable scales and subsequently, a focused analysis of results that shall be aligned and be further discussed in succeeding chapters of this thesis.
Conclusions:	Findings reveal that work-life enrichment and work-life balance exhibit a positive linear relationship. However, this has been substantiated only in companies with strong presence of enrichment programmes, among female workers, line managers and among employees who have variability in work schedules. It can be inferred that demands at work that are more defined and have direct approaches, clearer processes and procedures are requisites to achieve work-life balance. Work-Life Conflict and Work-Life Balance did validate a negative correlation. It may be conjectured that the introduction of such work-life conflicts lead to an individual adapting to the situation, driving him/her to find the right balance between work and personal affairs, hence cause a decrease in work-life balance. This negative correlation has also been proven to exist among the following groups: males, non-line managers, single employees, and no variability of work schedule.

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TERMINOLOGY

The following table outlines common terminologies employed within this master thesis.

Acronyms	Terminology	Definition
MC/s	MC/s	Apply to all those who perform typical consulting functions in the field of management (Kubr, 2004).
MCC	Management consultancy companies	Apply to any type of organisational unit whose function is to provide consulting services and used interchangeably as consulting firm, consulting unit or consulting organisation (Kubr, 2004).
Client	Client	Apply to any manager, administrator or organisation using the services of MCs in private businesses, public enterprises, government agencies or elsewhere (Kubr, 2004).
Consulting process	Consulting process	The range of activities and the consultant-client interaction in solving client's problems (Kubr, 2004).
Consulting assignment	Consulting assignment	A particular project, case, engagement or job done by a consultant for a particular client (Kubr, 2004).
WL-balance	Work-life balance	A satisfactory level of involvement or 'fit' between the multiple roles in a person's life (Clarke et al., 2004; refer to the theoretical review section).
WL-conflict	Work-life conflict	Inter-role conflicts where the pressures from the work and family domains are mutually incompatible (various authors; refer to the theoretical review section).
WL-enrichment	Work-life enrichment	Degree to which one role improves the quality of life in the other role (Greenhaus &Powell, 2006; refer to the theoretical review section).

1. INTRODUCTION

1.1. Background of the study

Many members of the labour force feel overworked as they struggle to balance their lives and work (Villasoto, 2012). The aim of this research is to assess empirically whether the work and lives of management consultants are balanced. Management consultants, also known as "knowledge workers", are expected to work long hours (especially during peak project periods), travel at short notice, and to follow the consultancy firm's norms (Ibarra 1999; Werr, 1999; Meriläinen, 2004). Labour laws, as well as the Norwegian culture promoting a healthy working life, may help reduce work-life conflicts (Knudsen, 2009). In view of this, we specifically intend to investigate management consultants' experiences with WL-conflicts and WL-enrichment and whether WL-balance is prevalent we want to find out whether WL-balance exists in the management consulting sector because this is one of the main sectors that are considered to be the top employment and career path destinations for those who obtained master degrees in Business Administration and Economics. This is substantiated by the high percentage (49%) of Norwegian School of Economics graduates who are employed in consulting, auditing and accounting (Norges Handelshøyskole, 2016).

In recent years, WL-balance has received attention from scholars and leaders from different industries have become increasingly aware of the practices that promote balance between work and life (Wong & Kong, 2009). Research by Thompson & Prottas (2006) as cited in Cleveland, et al (2007), shows that minimizing voluntary turnover will reduce the costs of recruitment and training and cultivate a pool of managers with longer experience. Moreover, these authors suggested that there is a trickle-down effect on the employees when managerial stress and health-related problems are addressed, because the overall work climate may improve.

Although previous investigations of WL-conflicts, WL-enrichment and WL-balance have been performed for the IT and manufacturing sectors (Baral & Bhargava, 2010) and for public accountants (Greenhaus et al., 2003), telecommunication employees (Mellner et al., 2015), human resources consultants (Humle, 2014) and hoteliers (Wong & Kong, 2009; Lövhoiden et al., 2011; Nabong, 2012), such studies are lacking for the management consulting sector. General studies of WL-conflicts, WL-enrichment and WL-balance are also relatively uncommon in Norway (Lewis et al., 2007).

To address this gap in knowledge, the researchers carried out this study to gain insight on the plight of those who work in the management consultancy sector through the use of a balanced methodology. The quantitative approach, with the use of the survey instrument, was employed to seek trends that will describe the experience and perception of WL-conflict, WL-enrichment and WL-balance among MCs. Meanwhile, the qualitative approach was utilised by using the semi-structured interview guide to gather insights on a personal level from the MC. We hope that the results from these interviews will enrich and further drive the discussion forward based on the survey results.

In this master thesis, we will investigate the relationships between Work-Life Conflicts, Work-Life Enrichment, and Work-Life Balance by taking a closer look on the condition, experiences, and status of management consultants in Norway.

1.2. Statement of the research problem and objectives

In accordance with the significant impact of work-life balance not only to the overall well-being of an individual but the productivity of the said individual across any profession, sector or industry, this thesis aims to provide input and recommendation relative to the following questions, to wit:

- How do work-life conflicts (WL-conflicts) and work-life enrichment (WL-enrichment) affect the overall perception of work-life balance (WL-balance) among management consultants (MC) in Norway?

- How can biographic and demographic variables predict the perception of WL-balance among MCs in Norway? How significant are its moderating effects on the relationships between WL-conflicts and WL-balance, and WL-enrichment and WL-balance, respectively?

- Is there a variation in the magnitude and nature of the relationship between WL-conflicts and WL-enrichment by company-level characteristics (i.e. presence of enrichment programmes), and employee-level characteristics (i.e. years of related work experience, gender, marital status, and work schedule)?

- What are the policy reforms that can be implemented to maximise work-life balance relative to the findings?

The abovementioned research questions and objectives seek to contribute to further research regarding the nature of relationship between WL-enrichments and WL-conflicts, and WL-balance.

We will operationalize the concepts and variables in the frame of reference (study framework), model and methodology.

1.3. Significance of the study

According to a very recent European survey from EU-OSHA, Norwegians experience the most job stress in Europe, which causes long-term sick leave (NTB, 2015). This was one of the salient findings of. According to the Director of Norwegian Labour Inspection Authority (Arbeidstilsynet), Ingrid Finboe Svendsen, stress has been identified as the second most common reason for sick leave (NTB, 2015). This survey

indicates that Norwegians are not exempt from work-related stress, and our investigation will determine whether Norwegian MCs experience WL-balance. On a larger scale, this project is aimed at clarifying the concept of WL-balance among MCs. We will also suggest practical approaches to boost productivity among consultants through a comprehensive strategy on WL-balance.

This master thesis project is aimed at describing and promoting WL-balance among MCs. In terms of management consequences, this may provide suggestions for a comprehensive WL-balance strategy. Managers have the responsibility to ensure that their employees' WL-balance is improved, not only to comply with laws, but also lessen the pitfalls associated with high turnover rates and high healthcare costs. WL-conflicts may be financially disadvantageous, thus it is optimal to implement human resources recruitment strategies, which support WL-balance (Cleveland, et al., 2007). The expected recommendations to HR managers, arising from the proposed research may augment suggestions from previous studies about WL-balance strategies to reduce work stress and maximise efficiency and happiness among their employees.

1.4. Scope and limitations of the study

This study identifies factors affecting the relationships among WL-conflicts, WL-enrichments and WL-balance of management consultant. We investigate the correlations between (1) WL-conflict and WL-balance and (2) WL-enrichments and WL-balance. The results will lead to making recommendations.

The respondents in the study were selected from the top ten that management consultancy companies (MCC) located in major cities of Norway. Each selected organization satisfied certain company-level characteristics corresponding to enrichment programmes and MCs project schedule.

In this study, the researcher classified the group and defined strong and weak presence of enrichment programmes based on the number of elements present in each company.

To differentiate strong from weak presence of enrichment programmes, researcher identified two of the most important elements of enrichment programmes – 1) employee surveys, 2) town hall meetings. Having only one or neither of the two elements present in the company, it is considered to have a weak presence of voice mechanisms. This is a limitation in this study given that management consultancy companies (MCC) have other mediums and venues to share their sentiments in the public sector. On the other hand, MCs project schedule is based on the progress and/or status of completion of MCs current project.

PROGESS AND/OR STATUS OF COMPLETION	
Strong progress	With almost 75% of the project completed.
Weak progress	With less than 75% of the project completed.
PRESENCE OF ENRICHMENT PROGRAMME	
Strong enrichment	Companies conducting both employee surveys and town hall meetings.
Weak enrichment	Companies conducting only one or neither of the two elements (i.e. employee surveys, town hall meetings).

Table 1. Company-level characteristics definition

COMPANY	RANGE OF PROGESS AND/OR STATUS OF COMPLETION	PRESENCE OF ENRICHMENT PROGRAMME
1	50% - 75%	Surveys, Suggestion boxes, Financial Participation, Town hall meetings, Social Functions, Meeting with HR/Immediate Supervisor
2	25% - 50%	Social Functions, Meeting with HR/Immediate Supervisor
3	10% - 25%	Meeting with HR/Immediate Supervisor
4	50% - 75%	Surveys, Suggestion boxes, Social Functions, Meeting with HR/Immediate Supervisor
5	25% - 50%	Social Functions, Meeting with HR/Immediate Supervisor
6	25% - 50%	Surveys, Financial Participation, Town hall meetings, Meeting with HR/Immediate Supervisor
7	50% - 75%	Meeting with HR/Immediate Supervisor
8	50% - 75%	Surveys, Suggestion boxes, Financial Participation, Town hall meetings, Social Functions, Meeting with HR/Immediate Supervisor
9	10% - 25%	Social Functions, Meeting with HR/Immediate Supervisor
10	50% - 75%	Surveys, Suggestion boxes, Social Functions, Meeting with HR/Immediate Supervisor

Table 2. Existing elements of progress and/or status of completion and enrichment programmes per company

Meanwhile, in order to establish the results, the study derived its analysis and conclusions from two datasets: 1) responses from MC to carefully drafted questionnaires, i.e. demographic profile, stress scales; 2) feedbacks from interviews of the MCs. Work-life balance was measured according to individual perceptions of their work.

2. REVIEW OF RELATED LITERATURE (RRL)

2.1. Work-life balance brief history and origins

According to Innstrand et al. (2010), 'work and family' developed into a separate research area in the 1960s and 1970s. The majority of literature about work and family relations focuses on a nuclear family with two working parents (after the entrance of working mothers into the workforce) who have to manage both their family life and their careers (Perry-Jenkins et al., 2000).

2.2. Culture and environments of management consultants in Norway

Kubr (2002) described the following types of consultants: general consulting and strategic management, information technology, financial management, marketing and distribution management, e-business, operations management, human resources management, knowledge management, productivity and performance management, total quality management, company transformation, social role and responsibility, small-business management and development. The same author has provided two approaches toward defining management consulting. The first is a functional view by Fritz Steele, which defines it as any form of providing help on the content, process, or structure of a task or a series of tasks, where the consultant is not actually responsible for doing the task itself but is helping those who are (p. 3). The second approach treats management consulting as a special professional service as Greiner and Metzger state: "management consulting is an advisory service contracted for and provided to organisations by

specially trained and qualified persons who assist, in an objective and independent manner, the client organisation to identify management problems, analyse such problems, recommend solutions to these problems, and help, when requested, in the implementation of solutions (p. 3)". The International Council of Management Consulting Institutes (ICMCI) puts it succinctly as the "provision of independent advice and assistance about the process of management to clients with management responsibilities (p. 3)." Based on the various discussions and definitions of management consulting, the following definition is hereby adopted: "management consulting is an independent professional advisory service assisting managers and organisations to achieve organisational objectives by solving management and business problems, identifying and seizing new opportunities, enhancing learning and implementing changes" (Kubr, 2002; p. 10).

Management consultancy companies (MCC) are "sellers of professional services and clients are buyers" and for this reason a consulting assignment should be a "technically-justified, financially feasible and profitable commercial undertaking" from the standards set by the client and the management consultant (Kubr, 2002).

Management consulting is often an intense career, which requires putting in long hours at work and sacrificing a private life, particularly in the first years after graduating. Bain & Company's research of 1,500 young MBA students and graduates from the top business universities in the US shows that today males value flexibility and work-life balance nearly as much as the female graduates. This is relevant for businesses because MBA graduates go into the major consulting houses around the world. Research shows that in the new generation of business leaders "work at all costs" is no longer as appealing for women or men. The MBA students are aspiring for leadership positions that offer flexible work models. Other research shows that for a large percentage of graduates from the top MBA programmes, consulting is the No. 1 career choice of both women and men. However, the second and third options of occupation choices show a need for more work-life balance, both genders choosing technology and entrepreneurship. Management consulting firms need to take the desire for work-life

balance seriously in order to attract, and not loose talent. The greater desire for a shared family responsibility and a balanced life, means that businesses need to create leaders who can be successful at work as well as in their private lives.

When graduates are searching for work-life balance in their jobs, management companies need take actions to increase employee flexibility. They must also prove that they have a work culture and managers who support having a balanced life outside work, and at the same time encourage employees to reach top management positions. This flexibility must be more than the traditional parental- and sick leave benefits. It may include part-time employment, leaves of absence, telecommuting and job sharing. In addition, companies need to communicate that they value women and men as caregivers and that they encourage employees to succeed by sticking to their priorities in terms of family and spare time activities in addition to their work priorities. For this to happen, consulting companies need to change their company culture.

Many consulting cultures reward aggressive efforts among young professionals, leading employees to feel that they are underperforming and de-prioritizing when they attend to other commitments. Further, several promotion practices reward hours worked above other measures of success. In order to make flexible work models effective, consulting houses must change the manner in which they think of career development and their current promotion procedures. Research shows that employees begin their careers with a confidence in being able to reach their goal of entering top management positions. After having worked for some time, many women lose this confidence and aspiration. The reason for this is partly because they are not willing to sacrifice their private life for extremely long hours and constant work. Another reason cited is limited opportunities for promotion to a higher level. This shows how important it is to implement concrete actions to support and reward their employees both personally and professionally. The statistics indicate that consulting companies should not look at the desire for work-life balance as a pure woman's issue (Hay Group, 2015). Both men and women choose careers that let them prosper in work and life. In order to keep talent in the long term, consulting houses must take concrete actions to increase work-life balance.

According to the Norwegian Government website (Work culture, n.d.), the organisational structure of Norwegian companies can be described as flat and empowering because consensus decision-making is often the norm. Employees enjoy high degree of autonomy and trust and are expected to work and contribute for the common good. This lessens the tendency to strive for personal fame and financial rewards but may motivate for personal development and collaboration, improving the work environment. According to the same source, Norwegian organisations and companies emphasise WL-balance, such that parents with young children can leave work early in order to fetch their children from the kindergarten. Additionally, the Norwegian culture encourages outdoor life and sports, and many Norwegians own or rent mountain or coastal cabins where they may spend extended weekends and other vacations.

Rusten et al. (2005) point out that the literature on business services, including activities in finance, law, management, personnel services, public relations, advertising and marketing, is biased towards studies of large transnational corporations located in major cities in the UK and the US. It might therefore be a mistake to generalise results from such studies to smaller countries such as Norway (Rusten et al., 2005; Sjøholt, 2002).

2.3. Work-life balance (WL-balance)

Redmond, Valiulis, & Drew, 2006 describe WL-balance as a balance of obligations at work and at home. In the study of Chang, et al. (2010), WL-balance has been broadly defined as an "array of different constructs that encompass the nexus between, or the day-to-day management of, paid work and other non-work activities (p. 2382)."

The OECD-reports (OECD, 2002-2005) stated that the overall satisfaction with the balance between work and life. In the WL-balance literature, there are two main constructs two main constructs on the academic enquiry of work-life balance which are "balance" which according to both Clarke, et al. (2004) and Comer and Stites-Doe

(2006) is the harmony or equilibrium between the domains of work and life. The other construct is WL-conflicts. Clarke et al. (2004) defined WL-balance as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life. The researches further explained WL-balance in terms of maintaining an overall sense of harmony in life. Moreover, WL-balance is the capability of the employees to manage simultaneously the multi-faceted demands of life (Hill et al., 2001; Marks et al., 2001; Tausig & Fenwick, 2001).

Additionally, WL-balance has been defined by Gurvis and Patterson (2005) as having sufficient time for career, family, friends and leisure pursuits (various experiences) and was further defined as the stability characterised by the balancing of an individual's life complexity and dynamics with environmental and personal resources such as personality and values, family, personal economy, community relations, employer, profession, geographic location, information and economics (Crooker et al., 2002: 389). Pillinger (as cited in Redmond et al., 2006) described WL- balance as adjusting work patterns so that everyone, regardless of age, race or gender can find a rhythm that enables them to combine work and their other responsibilities and aspirations. Another definition put forth by Villasoto (2012) on WL-balance is that it is the meaningful daily *achievement* and *enjoymen*t in each of the four quadrants of life, namely work, family, friends and self. In this master thesis, the WL-balance definition of Clarke et al. (2004) will be used.

The parameters of focus regarding work and life balance is about balancing paid work and non-work domains but despite the different proposals to expand the WL-balance from the concepts of linking work and family into other components such as experiences (see Gurvis and Patterson, 2015), quadrants of life (see Villasoto, 2012) and resources (Crooker et al., 2002), much of the extant literature is largely theorized in the work and family nexus (Chang, et al., 2010).

Lowe (2005) found that employees especially valued WL-balance policies allowing family caregivers more control over their work time through provisions of leave and

flexibility over work schedules or locations. Further, the author described the following benefits of WL-balance for managers: improved employee morale, increased productivity, staff retention, employee flexibility, loyal and motivated employees in a less stressful environment, and a reduction of absenteeism, sickness and stress. For employees, WL-balance gave the following benefits: improvements in self-esteem, health, concentration, and confidence, relationships with colleagues and management, and life outside work. Higher work-to-family enrichment and family-to-work enrichment were positively correlated with better mental health; work-to-family enrichment was positively associated with self-reported physical health; and family-to-work enrichment was negatively correlated with chronic health problems, and positively associated with well-being. (Grzywacz, as cited in Washington, 2006).

2.4. Work-life enrichments (WL-enrichment)

Another construct that has transpired to be important within WL-balance is work-family enrichment or WL-enrichment. This construct has put another lens upon the examination of WL-balance away from the conflict-centred area as in the WL-conflicts into the positive outcomes of fulfilment of work and family domains (Pitt-Catsouphes & Christensen, 2004; Chang, et al. 2010). Greenhaus and Powell (2006) defined WL-enrichment as the degree to which one role improves the quality of life in the other role. The same authors identified five types of factors that can promote WL-enrichment. These are skills and perspectives, psychological and physical resources, social capital, flexibility and material resources. When individuals increase their resources through participation in one role, their emotional state in that role increases. This can contribute positively to their performance in other roles. This master thesis will use the WL-enrichment definition by Greenhaus and Powell (2006).

Carlson et al. (2006) and Crouter (1984) found that employees believe their family involvement has prepared them for the resources necessary to handle co-workers or that these resources have increased their ability to perform on the job. Moreover, WL-enrichment efforts may attract and retain employees on a long-term basis (Redmond et al., 2006). Such efforts and policies, including flexible work hours, telecommuting,

supportive managers and an organisational culture focusing on completed tasks rather than number of hours in the office, will contribute to WL-balance. An organisational culture, which supports WL-balance, is crucial for successful WL-enrichment (Lowe, 2005). For instance, if a company encourages excessive overtime, this may say something about whether the organisational culture prioritizes WL-balance. Carlson et al. (2006) describe two types of WL-enrichment. The first is *instrumental*, when one role directly improves the function of the other role. The second is *affective* when WL-enrichment arises indirectly through positive emotional state or behaviour, resulting from work participation, which can make the individual a better family member.

Evidence indicates that many firms have misread what types of WL-enrichment their employees need to attain WL-balance. Costly benefits and services, e.g. on-site gym and health care, may not valued by a majority of their employees (Villasoto, 2012). In contrast, it seems that employees will often benefit more from a *gift of time*, which may include flexibility of work schedule and possibility for telecommuting.

The results of another study suggest that organisations have to offer other things apart from work-life enriching environments, adequate resources, and flexible work schedules and telecommuting programmes to help employees to manage their work and personal responsibilities. Leaders who effectively manage the workplace dynamics and allow employees to make decisions on how to complete the most important tasks in an efficient manner will promote employee satisfaction, even with overtime work and strict project deadlines (Hay Group 2013). This is confirmed by the observations of Villasoto (2012) that high employee productivity is not necessarily linked to the actual use of WL-enrichment programmes but rather to the assured access to such programmes, i.e. such that the employees feel that they have a choice.

2.5. Work-life conflicts (WL-conflict)

A WL-conflict involves opposing pressures from the work and family domains (Greenhaus and Beautell, 1985 p. 77; Frone, Russell & Barnes, 1996; Frone, Yardley &

Markel, 1997; Frone & Carlson, 1999). This implies that the demands in one role create difficulty in meeting demands in the other role and the conflict between the paid work and non-work activities may yield a negative and unbalanced result (Chang et al., 2010; Shumaila et al., 2011). Staines and O'Connor (1980), Frone et al., (1997) and Michel et al. (2011) ascribed WL-conflicts mainly to time scarcity and stress. Greenhaus and Powell (2006) have further categorized WL-conflicts into work conflicts interfering with the family domain and family conflicts interfering with work domain.

Kossek and Ozeki, (1998) found that WL-conflicts negatively affect the employee's marital-, family- and life satisfaction. Such conflicts may therefore negatively affect the general health and wellbeing of employees due to stress, burnout, and depression (Adams, 1996; Boles & Babin, 1996; Boles, Howard & Donofrio, 2001; Frye & Breaugh, 2004; Netemeyer et al, 1996). Duxbury and Higgins (2001) describe how WL-conflicts influence behaviour through increased tardiness, absenteeism, excessive use of the telephone, absence from meetings and concentration difficulties. To save costs, MCC should minimize WL-Conflicts in order avoid high turnover rates and decreased productivity (Lucas et al., 1987; Soon et al., 2005). Long working days are expected to give high incidence of WL-conflicts. Studies were also done regarding the factors that generate synergy and balance between work and personal life (Greenhaus, 1988; Kline & Cowan, 1988; Chen et al., 2009; Shockley & Allen, 2007; Peters et al., 2009). In addition, Hill et al. (2008) identified "life stage" as an important factor. The age of the respondent and the presence and ages of children is the strongest dependent variable (predictor) for family-to-work conflicts.

Hotel managers who were interviewed have identified time constraints, job demands from both colleagues and clients and the nature of the hotel industry as the components of WL-conflicts Lövhoiden, et. al (2011). In the management consulting sector, the situation is no different in terms of long working hours peak and busy periods that coincide with project milestones. This is termed by Perlow and Porter (2009) as *time constraints* that are being institutionalised within the working culture of professional services firms such as management consultancy companies, as a performance measure

(service standard) because by working 24/7 and more than 60 hours per week would mean than an employee is responsive and responsible toward the client, colleagues, and partners. However, it was proven that is still possible to be able to provide excellent services according to industry or company standards even though there are "planned, predictable and uninterrupted time off" according to the study made by Perlow and Porter (2009) among consultants of the Boston Consultancy Group (BCG) in is various offices in North America. The lessons learned about the BCG experiment that communication and encouraging each other, discipline, and leadership play a crucial role in implementing the "planned, predictable and uninterrupted time off."

According to research published in a white paper by the Hay Group in 2013, the underlying trend is that companies are not truly addressing WL-balance concerns, including long working hours and increasingly irregular work schedules. In this connection, many management consultants in Norway who in principle should work within traditional or normal office hours, tend to work extended hours because the management consultancy business is international by nature. The 21st century workforce in the current high-technology environment is clearly affected by more time pressure. Another trend mentioned in this report is the prevalence of career families where both parents are labour force participants.

The successful avoidance of WL-conflicts is made possible by an organisational culture that implements WL-enrichment policies, supervisor support, and family-oriented benefits (Aslam et al., 2011; Frye & Breaugh, 2004). Based on these empirical studies, there appears to be a strong negative correlation between WL-conflicts and WL-balance.

2.6. Self – Determination Theory (SDT)

The Self-Determination theory (SDT) explains how people are motivated internally, without external influence (Deci & Ryan, 2002). Intrinsic motivation is about

performing an activity because the activity in itself is stimulating, rather than achieving external goals (Deci & Ryan, 2002; Lepper et al, 1973).

Humans are born with psychological needs that need to be fulfilled for people to be motivated. These needs may differ based on time, culture and gender (Chirkov et al., 2003). According to SDT, the three needs are competence (Baumeister & Leary, 1995), relatedness (Baumeister & Leary, 1995) and autonomy (Deci, 1975). Competence is about the need to learn and to achieve desired outcomes (White, 1959). Relatedness covers the need to interact with and care for other people (Baumeister & Leary, 1995). Autonomy is the desire to manage one's own life and for the individual to follow their own 'internal compass' (Deci & Vansteenkiste, 2004).
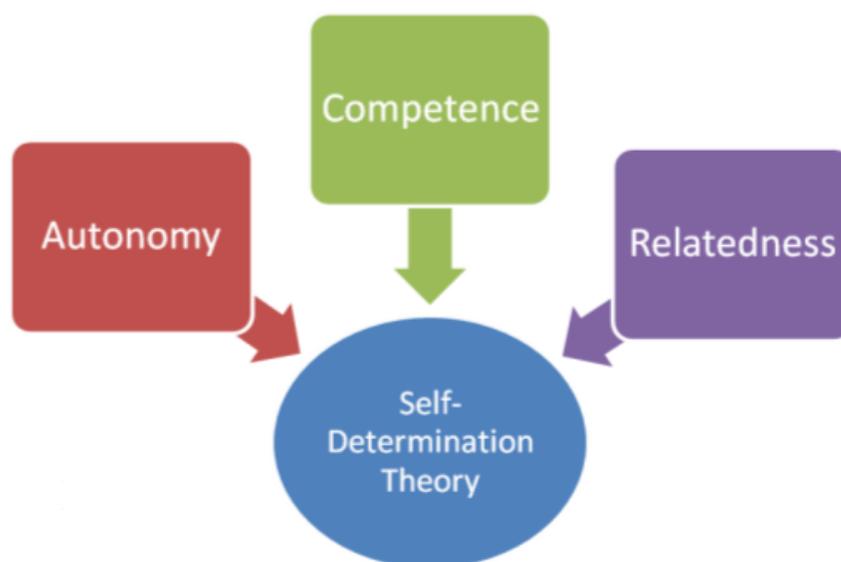
Figure 1. Self-Determination Theory (SDT)

The SDT theory consists of six theories (Self-Determination Theory (SDT), n.d.). *The Basic Psychological Needs Theory* explains how needs are met through autonomy, competence, and relatedness. If one of the needs is missing, there will be negative effects on motivation and well being (Ryan, & Deci, 2000). *Cognitive Evaluation Theory* is about how social environments affect intrinsic motivation. Research shows that competence and autonomy are important factors for intrinsic motivation (deCharms, 1968; Deci & Ryan, 1985).

The researcher Deci found that giving employees unforeseen praise on their work increased the employees' intrinsic motivation to do the task. The positive feedback was fulfilling people's need for competence (Deci, 1971). White and deCharms found that the need for competence and autonomy lay the foundation for intrinsic motivation (White, 1959). *Organismic Integration Theory discusses* extrinsic motivation, for example an employee's goal to perform well in order to receive a promotion or a bonus. Extrinsic rewards for intrinsically motivated behavior decreased intrinsic motivation (Self-Determination Theory (SDT), n.d.). Extrinsic rewards also decreases autonomy. To make goals more intrinsic, autonomy and relatedness are important. *Causality Orientations Theory* describes how people change their behavior to adapt to their social environment. *Goal Contents Theory* explains intrinsic and extrinsic goals and how they affect motivation (Deci & Ryan, 2000). An example of an extrinsic goal is financial success; intrinsic motivation can be personal growth. Amabile, DeJong and Lepper found that externalities such as work deadlines could decrease intrinsic motivation (Amabile et al., 1976). *Relationships Motivation Theory* describes the human need for close relations with other people. In high quality relationships, the need for autonomy and competence are also satisfied (Self-Determination Theory (SDT), n.d.).

2.7. Gross National Happiness (GNH)

The Gross National Happiness Index (GNH) in Bhutan describes different factors that need to be fulfilled in order to achieve a state of well being (Ura, 2012). These nine areas are: psychological well being, health, education, time use, cultural diversity and resilience, good governance, community vitality, ecological diversity and resilience, and living standards (Ura et al., 2011). The criteria from the GNH Index are relevant to all kinds of people, not only the Bhutanese. The factor 'time use' was especially interesting for our thesis topic. Time use describes **the balance** between unpaid work, paid work and leisure. Unpaid work includes work in the home and unpaid overtime. To analyse the factor 'time use' from the Gross National Happiness Survey, people were told to write down all their activities in a day, and how many hours they spent on each activity from the time they woke up to the time they went to bed. The activities were grouped into 60 categories, the main categories being 1) work, 2) leisure and 3) sleep (GROSS

NATIONAL HAPPINESS COMMISSION - Royal Government of Bhutan. (n.d.)). Clearly the distribution of time spent on each activity would have to align with the needs and expectations of individuals in order for them to rate themselves as happy. An equitable distribution of time spent by a worker, according to his or her needs - in the long term - is arguably another way of measuring WL-balance and therefore a key to defining happiness for employees.

Other indexes, such as The Human Development Index (HDI) cover some of the same factors as the GNH, but their relative importance is clearly weighted differently (International Human Development Indicators, 2015, December 04). The HDI looks at basic human developments in 188 countries, and is released by the UN every year in a Human Development Report. Norway gets a consistently top rating. Norwegians enjoy excellent health care, schools, good government, ecological diversity, a resilient culture, and the best of living standards (International Human Development Indicators, 2015, December 04). The busy lifestyle of management consultants in Norway might suggest that psychological well being and time use are more threatened than in a developing country like Bhutan. WL-balance is arguably a measurement of time use and perhaps psychological well being. Whether from a desire to have happy employees or from an ethical perspective, it may be relevant for managers and employees to ask them 'what is needed for management consultants in Norway to have sufficient WL-balance?' This is something we have delved into in the qualitative interviews that will be presented in the final parts of this thesis.

3. STUDY FRAMEWORK

In this section, the aim is to provide adequate information on the basic premises considered as well as to build the foundation for the study.

3.1. Quantitative theoretical framework

3.1.1. Positive Linear Theories

The Positive Linear Theory is based on the notion that individual performance is fuelled and enhanced by stress. Stress is a necessary ingredient in improving performance. Individuals see stress factors as challenges that may motivate them to exert more effort and perform better. Without stress, the performance can suffer. Our study adopts a baseline assumption about stress as the primary driver to promote productivity (Positive Linear Theory).

3.1.2. Negative Linear Theories

Directly opposing the Positive Linear Theory is a theory grounded on the belief that stress, at any level, produces detrimental effects on the individual experiencing it. The more exposure to stress, the worse the performance gets. Performance becomes impaired and restricted when stress starts to consume one's time, focus and energy (Jamal, 1985). According to this theory, any exposure to stress will be detrimental to the performance of the assigned task or job and ultimately affect an individual's WL-balance.

3.2. Operational framework

The operationalization of such a study will entail the identification of the sample size, determination of suitable scales and subsequently, a focused analysis of results that shall be aligned and be further discussed in succeeding chapters of this thesis. Nonetheless, to

serve as a preamble to the succeeding sections, the framework shall be guided by the following assumptions:
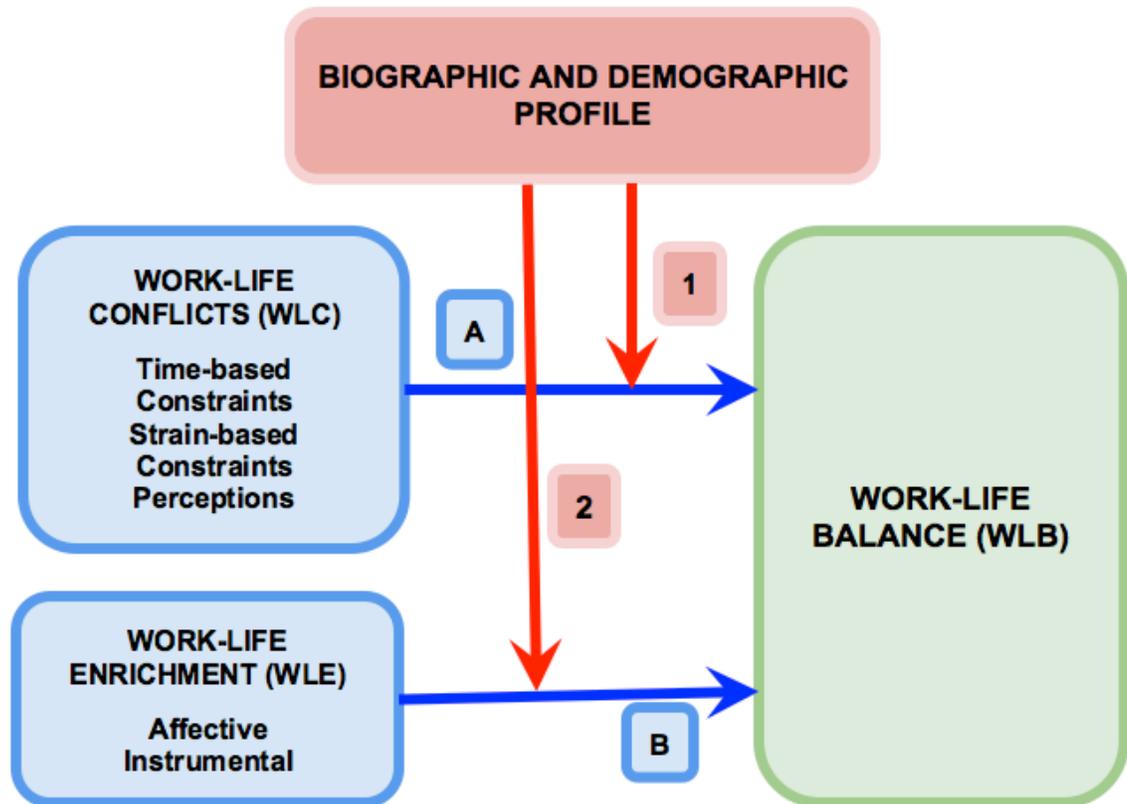
Figure 2. Theoretical model

In this study, the measurable characteristic that may change from group to group, person to person, or even within one person over time are the following variables below:

- The dependent variable (or the change this study wishes to explain) is WL-balance;
- Main independent variables (variables that help explain the change in the dependent variable) are WL-conflicts and WL-enrichment;
- Moderating variables (strong contingent effect on the independent variable-dependent variable relationship) are years of related work experience, position in the company, gender, marital status, parental responsibility and variability of work schedule.

The identified components are further explained below:

- **Dependent variable**
  - WL-balance – pertains to the overall balance of obligations at work and at home;

- **Main independent variables**
  - WL-conflicts – is any kind of conflict where the pressures from the work and family domains are mutually unsuited and it affects the individual's ability to carry-out job- and personal-related tasks;
  - WL-enrichment – is a degree to which one's role improves the quality of life in the other role;

- **Moderating variables:**
  - Work duration – expressed in terms of number of years of related work experience;
  - Position in the company - classified between line managers or not;
  - Gender – classified between males and females;
  - Marital Status–classified between married and unmarried employees;
  - Parental responsibility– classified to having dependent or child or not;
  - Variability of working hours– describes the extended work hours (more than 37,5 hours/week) the management consultant (MC) has to work.

In order to test for the true relationship of negative correlation of WL-conflicts with WL-balance and positive correlation of WL-enrichment with WL-balance, the demographics of the individual employee including other surrounding factors must be controlled for.

3.3. Statement of hypotheses

In this study, the researcher has established assumptions on key findings:

Hypothesis 1: There is a negative correlation of WL-conflicts with WL-balance.

Hypothesis 2: There is a positive correlation of WL-enrichment with WL-balance.

Hypothesis 3: There is a stronger relationship between WL-conflict and WL-balance among employees with the following characteristics: (a) female workers; (b) line managers; (c) married employees; (d) workers who have dependents; and (e) workers who have variability in work schedules.

4.METHODOLOGY

The rationale behind the methodology for this thesis is based on the hypothesis that there exist different correlations of WL-conflicts and WL-enrichments with WL-balance. To be able to determine such correlation, the researchers were able to employ a single sampling method. This chapter discussed the sampling design in the first section, followed by a discussion of the measures used in the study. Regression analysis shall be tackled as a concluding section of this chapter.

In order to complement and enrich the findings of the quantitative methodology, this master thesis has also employed quantitative methodology which will be discussed in this chapter.

4.1. Quantitative methodology

4.1.1. Descriptive research approach

This master project will be a survey-based research study, involving a descriptive introduction defining the survey goals, followed by questionnaire development, survey execution and finally, a quantitative analysis and interpretation of the results. It is important to optimise the survey design in such a way that the information collected from a population of MCs can be treated statistically and used to assess the essential questions regarding the WL- balance. The survey approach will be descriptive in the sense that it will contain a set of predefined categories that the respondents will choose from (Neuman, 2009; Sanders, 2012; Kumar, 2014).

4.1.2. Deductive approach

The deductive reasoning approach will be utilised to the theories about WL-conflicts, WL- enrichment and WL-balance, testing the specific hypotheses described in the previous paragraphs using the collected survey data. The study

will therefore be a deductive investigation, starting with a theory and testing this based on observations (Neumann, 2009).

4.1.3. Study sample

RESPONDENTS (actual response results)	Companies with strong presence of enrichment programmes	Companies with weak presence of enrichment programmes
Management consultants	89	38

Table 3. Study sample   **TOTAL: 127**

The respondents in the study were selected from the top ten MCC (Kaspersen, 2015; Karrierebarometeret, 2015) located in the major cities of Norway. Each selected organisation satisfied certain company-level characteristics corresponding to the research needs. A total of 127 respondents returned the survey.

To make the sample representative of the actual population of the consultancy firms, the researcher used the established simple random sampling technique. The assumption of this technique is that every individual has the same probability of being chosen at any stage during the sampling process. Individual survey forms were deployed via the web with the help of the team manager/operations manager.

4.1.4. Measures

There were 250 questionnaires that the researcher distributed to the companies within the period of February – April 2016. Two weeks preceding the first batch of actual survey, a pre-test was conducted among 10 management consultants (MCs) outside the chosen ten companies to check the lucidity of the questions from a MC's standpoint and measure the average speed of completing of the surveys. The same version of the questionnaire was subsequently distributed via

web among the respondents within the period of April 2016. Out of the 250 questionnaires, only 127 were returned to the researcher sometime between May 2016 and June 2016.

A 5-point Likert scale, will be a good measuring tool as it allows for responses that can range from one (under-stressed) to five (over-stressed) and scoring that includes zero to represent the under-stressed condition. All answers per employee were encoded in a statistical programme, SPSS, for correlation and regression analyses. An alternative statistical programme, PSPP, was used to countercheck some of the runs.

Throughout the course of this study, the proponent ensured that no part of the questionnaire, verbal instruction or conversation with the chosen respondents explicitly reflected or used the term stress. The aim was to neutralize whatever perceptions that the respondents have been used to associating with the term stress. Each MCC employee answered the questionnaire in which two established stress scales have been merged: 1) Objective stress scale (Gmelch, 1982, as cited in Leung et. al, 2008); and 2) Cohen et al.'s (1984) Perceived Stress Scale (PSS). While the questionnaire merges two established scales to measure stress levels, analyses of WL-Enrichment from WL-Balance and WL-Conflict from WL-Balance have been conducted separately for each scale.

The Objective Stress Scale (Gmelch, 1982, as cited in Leung, et. al, 2008)

This scale attempts to measure stress of employees caused exclusively by job-related tasks. Discrepancy between the individual's expected and actual abilities to manage putative stressors at work was assessed (Gmelch, 1982 as cited in Leung et al, 2008). The participants were requested to individually rate their perceptions about their expected ability or work demand as well as their actual ability in various dimensions of their work, selecting ratings from 1 (none) to 7 (a great deal) (Leung et al 2005a,b, 2006 as cited in Leung et al. 2008). The values

inputted for actual ability were subtracted from expected ability or demand and per question, possible results can show whether the employee is under-stressed (negative (-) difference), overstressed (positive (+) difference), or experiencing moderate stress (0 difference). The individual's overall stress level for that communicated duration was calculated by summing up the differences between ratings of expected ability and actual ability.

Perceived Stress Scale-14 (PSS-14; Cohen, 1984)

This scale aims to measure overall psychological stress and the degree to which life situations are deemed stressful. The PSS-14 consists of 7 positive and 7 negative questions. Out of the 7 negative, there is one where the term "stress" was used (i.e. In the last month, how often have you felt nervous and "stressed"?). The proponent replaced this original term with the word "challenged" as research showed that the term "stress" elicits a negative response from individuals, thus, promoting bias in measuring stress (McGrath, 1976; Muse et. al., 2003). To address this, PSS, a 5-point Likert scale, will be a good measuring tool as it allows for responses that can range from one (under-stressed) to five (over-stressed) and scoring that includes zero to represent the under-stressed condition. PSS-14 scores are obtained by reversing the scores on the seven positive items, e.g., 0=4, 1=3, 2=2, etc., and then summing across all 14 items. Items 4, 5, 6, 7, 9, 10, and 13 are the positively stated items. All answers per employee were encoded in a statistical programme, SPSS, for correlation and regression analyses. An alternative statistical programme, PSPP, was used to countercheck some of the runs.

The same questionnaire that each employee accomplished also contained questions that captured their demographics. As an element of enrichment programme or representation, employee survey is one of the company's initiatives used to gather feedback and encourage a participative approach in dealing with employees. MCCs have been asked to rate their participation in the periodic

employee survey from a scale of 1-10 (10 being highly participative). The proponent further classifies this and interprets the results as having low (5 and below), moderate (6-7), and high (8-10) levels of participation per individual.

4.1.5. Validity and reliability

As stipulated in the previous sections of this study, the researchers employed a balanced methodology, i.e., an amalgamation of the quantitative and qualitative approaches, to ascertain the correlation among the main concepts that serve as the foundation of this study, which are Work-Life Conflicts, Work-Life Enrichments, and Work-Life Balance.

For the quantitative approach, the researchers conducted an investigation primarily using a more numerical method in order to determine the correlation of the abovementioned concepts, and that is the survey instrument. In order to demarcate and guarantee the validity, reliability, and appropriateness of the use of the survey instrument, the researchers have undergone equally important steps that heavily relied the rigour of research methodologies as outlined by Saunders et al. (2012) and Kumar (2014).

According to Punch (1998), as cited in Roberts et al. (2006), validity "describes the extent to which a measure accurately represents the concept it claims to measure." Guided by this principle, the researchers made sure that the instrument they used to gather data, which is the survey method, realistically captures or represents the perceptions of the whole.

The rationale behind the employment of this methodology is based on the hypothesis that different correlations of WL-Conflicts and WL-Enrichments with WL-Balance exist. To be able to determine such correlation, the researchers opted to employ a single sampling method.

The respondents in the study were selected from the top ten Management Consultancy companies (Kaspersen, 2015; Karrierebarometeret, 2015) located in the major cities in Norway. Each selected organization satisfied certain company-level characteristics corresponding to the research needs. A total of 127 respondents returned the survey.

To make the sample representative of the actual population of the consultancy firms, the researcher used the established simple random sampling technique. The assumption of this technique is that every individual has the same probability of being chosen at any stage during the sampling process. Individual survey forms were deployed via the web with the help of the team manager/operations manager.

The conjectural and practical uses of the two wide-ranging categories of evaluation research methodologies – the quantitative and the qualitative approaches – assisted the researchers in coming up with evaluation techniques for the study. The researchers, through intensive exploration and upon knowledge on the importance of research methods, have assumed the trade-off between breadth and depth of these methods taking into consideration the generalizability component of the study. Targeting highly specialized, markedly sensible and distinctly specific respondents and interviewees was the paramount consideration. As for the qualitative approach, the researchers stages interviews and dialogues among MCs. The conduct of interview was likened to Key-Informant Interviews (KIIs). Taking into consideration that respondents' vast experience and expertise are significant, i.e., these meaningfully affect the outcome of the study, the researchers used KII as a method of collecting data that complements and/or supplements the assumptions and perspectives that were made explicit or implicit in the study. The respondent's unique skills sets, industry background, knowledge on the subject matter and mental fitness to undergo the KIIs were identified and validated.

As mentioned earlier, quantitative techniques are likely to be a pivotal process in most research methods. And it is for that reason that the quantitative tools used in the study were carefully crafted and thought out, to ensure their reliability.

For the survey questionnaire and interview guide, "close-ended" and "open-ended" approaches were used. For the former, respondents were asked to choose from a range of predetermined options and answers. While in the latter, respondents were subjected to "open-ended" questions that allowed them to freely discuss narrative intuitions, insights and ideas.

In the development of the questionnaire for the survey and interview tool for the qualitative portion of this study, the following sections are the major areas given attention to ensure the validity and reliability of the instruments used in this master thesis by following and utilising scholarly approaches (Saunders et al.., 2012; Kumar, 2014).

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4.1.5.1. Questionnaire construction

The questionnaire construction stage was aimed at capturing the paradigms revolving the proposed research in terms of the purpose, the hypotheses, the would-be subjects (respondents), the literature and the theoretical framework, among others. All these were considered linked and transformed into statements and questions. Major variables such as the independent, dependent and moderator variables were properly laid down and well defined in this stage.

4.1.5.2. Format and data analysis

Appropriate scales of measurement, layout of the questionnaire, order and sequence of the statements and questions including the software to be used and its functionality were in properly considered. The level of measurement and the level of appropriateness of the data analysis were also examined.

4.1.5.3. Establishment of the questionnaire's validity and reliability

To ensure that all intended respondents, as sampled, understands the contents of the questionnaire, it underwent triangulated, three-fold validation and field tests.

a. The questionnaire was submitted to an English language expert for linguistic review and language suitability.

b. The questionnaire was forwarded to a number of organisational development experts and human resource practitioners for validate the comprehensiveness of the questions contained in the questionnaire and to identify whether these questions were enough to collect all needed information to achieve the objectives of the research.

c. The questionnaire was administered to 10 MCs who acted as test subjects (who were independent from the study and not included in the sample) for readability and ease of completing all the questions in a given questionnaire.

d. The researchers received a number of feedbacks. Questions, which were repeatedly identified as confusing and vague, were then rephrased and reconsidered. Some question items were re-arranged and questions were properly clustered and sequenced to strengthen logical presentation.

e. As the questionnaire achieved acceptable levels of reliability, validity and integrity, it was then set for survey and interview administration.

4.1.6. Research ethics

The researchers made sure that the highest ethical considerations were addressed in carrying out the interviews that constituted the qualitative part of this master thesis. Informed consent was utilised in carrying the survey, as particularly stated in the questionnaire.

The highest level of confidentiality and anonymity was observed in carrying out the survey and interpreting its results. We, the researchers, also practiced careful data handling after gathering the information that they needed for the research in compliance with the regulations set forth by Norwegian Social Science Data Service (NSD).

4.1.7. Weaknesses and limitations

Limitations connected to the employment of the quantitative methodology will be considered in the following paragraphs:

Casper et al. (2007) have called for the use of multi-source data because the extant WL-balance research has relied on self-reports, which is considered to be of the major limitations. On this instance, perceptions of the employees' spouses and close friends were examined by Shaffer et al. (2001) in considering the theme of international assignments and colleagues' perspectives (supervisors and peers) and the level of manager commitment to work and non-work activities to examine the theme of career advancement (Casper et al., 2007). The latter study has treated supervisors as a function of organisational decision making and the feedbacks from peers will eventually influence how supervisor's perception according to Acker (1990) and Judiesch and Lyness (1999). Attentive to and realising the limitations involved in self-reports and based from the foregoing examples of the benefits of the use of multi-source data, the researchers decided to complement the quantitative method with the qualitative one.

4.1.7.1. Research design and causality

One limitation of the research design of this master thesis will be its cross-sectional field survey design, which may conceal some causal relationships. Longitudinal researches are usually preferred over cross-sectional designs and the former are necessary to evaluate causal links and relationships (Molino et al., 2013). Moreover, correlations do not imply causality. It should be noted that the timing of this master thesis coincides with the poor growth of the Norwegian economy due to the global drop in oil prices (Cappelen et al., 2015; Jacobsen & Fouche, 2015). This has affected the Norwegian and international jobs market in terms of job security and wages, which may affect the respondent's' perception considering that there are MCs who are working directly or indirectly with oil companies and interrelated firms.

4.1.7.2. Sampling and general validity

Given the scope and time constraints of this master thesis, the samples may not represent the whole population correctly. An insufficient sample size may affect the quality of the sample, in terms of heterogeneity, which may then impact the general validity of the findings. Moreover, sampling is not targeted to any specific subset or tier of MCs demographic-, biographic-, functional-wise owing to the exploratory cum descriptive nature of this master thesis.

4.1.7.3. Variables

Other variables not considered in this study are the size and nature of WL-balance cultures, programmes and practices of consultancy firms and the country-specific cultures the consultancy firms are situated, among others. Comparability across countries and firm-sizes firms is not also covered in this study. Emerging constructs within the nexus of "work and life" and "work-life" as well as "work-life cultures" to explain effectiveness of WL-balance programmers were also not included in this study.

4.1.7.4. Generalisability

We focus specially on management consultants (MC) as a sample group. Generalising the results to apply to the population outside the MCs should be done with caution. Part-time MCs are also excluded from this master thesis. Consultants in Norway have a variety of governmental family policies they are eligible to such as 10 days off in case of sick children per year. Clearly, that makes it easier to combine family and work. Additionally, Norway has employment laws that restrict paid overtime and this is an important law. In Norway, only 3-5 percent of the total workforce works more than 50 hours per week (Arbeidstilsynet, 2015). Thus, the findings may be less generalizable to other countries.

4.1.7.5. Self-report measures

A certain amount of the responses may be biased by social and management expectations, social desirability and random responses (Neuman, 2009; Saunders et al., 2012; Kumar, 2014). During the evaluation of the results, it is therefore appropriate to consider background information about the respondents, such as type of job contract, job description and responsibility, as well as possible appraisals by managers, in order to validate the self- appraisals (Molino et al., 2013). The independent variables can also be divided further into different sub-categories (Rau, 2006).

Another limitation of the study that needs to be disclosed is the possible ethical limitations with respect to the processing (inclusion, access, treatment and storage) of personal data that were collected during the survey as stipulated in the Norwegian Social Science Data Service (NSD) notification procedures.

4.1.8. Regression model

To determine the effect of WL-conflict and WL-enrichment on WL-balance, regression has been used, controlling for the presence of socioeconomic characteristics of the employee. The study estimates the following regression equation:

WLBALANCE = α + b1 (WORKEX) + b2 (malerec) + b3 (linemanrec) + b4 (married) + b5 (wdepen) + b6 (worksched) +b7 (WLENRICHMENT) + b8 (WLCONFLICT)

Where:
- WLBALANCE is the dependent variable and is the work-life balance of the employee.
- α is a constant
- b1,…,b8 are coefficients of independent variables

Independent variables:
- WORKEX is the total years of working experience of the employee related to his/her current job.
- Malerec is a dummy variable that equals to 1 if the employee is male and 0 if the employee is female.
- Linemanrec is a dummy variable that equals to 1 if the employee is a line manager and 0 if otherwise.
- Married is the marital status of the employee. This is a dummy variable that equals to 1 if the employee is married and 0 if otherwise.
- WDepen is a dummy variable that equals to 1 if employee's has a dependent below 18 years old; it equals to 0 if otherwise.

- worksched is a dummy variable that equals to 1 if the employee's shift changes every specific period of time and 0 if employee's shift schedule is fixed.
- WLENRICHMENT and WLCONFLICT are the perceptions of work-life of the employee during the month being evaluated in the survey (i.e. May 2016). The coefficients of the independent variables WLENRICHMENT and WLCONFLICT will determine the direction of the line (i.e. positive linear and negative linear)

The aim of the study is to test linear relationship exists between WL-conflict and WL-balance and between WL-enrichment and WL-balance. The coefficient of the variable WLENRICHMENT and WLCONFLICT indicates the direction of the overall linear relationship (e.g. positive when WLBALANCE increases as the level of WLENRICHMENT increases and negative when WLBALANCE decreases as the level of WLCONFLICT increases). The results can then be interpreted as follows:

Coefficient of WORKLIFE in the Regression on WL-BALANCE	Interpretation of the relation between stress and worker performance	Shape of the relationship
+	**Positive linear** (Increasing levels of WLENRICHMENT increases WLBALANCE)	

-	**Negative linear** (Increasing levels of WLCONFLICT decreases WLBALANCE)	

Table 4. Nature of relationship of work-life balance, conflicts and enrichments based on the regression results

To determine the variation in the effect of WL-enrichment and WL-conflict on work-life balance, regressions are also estimated by the presence of gender, marital status, position in the company, number of dependents, and variability of shift schedule.

4.2. Qualitative methodology

The following paragraphs will look at the qualitative methodology of this study. The qualitative method is intended to enrich the examination of WL-balance from the surveys, and provide another layer and lens of analyses. The data generated by the method will add insight into the research topic, and a better understanding of the conclusions of the study. Finally, the result of the method may inspire future studies, and ensure that the research is worthy of being replicable by other researchers.

4.2.1. Qualitative research design

Because of the descriptive nature of the thesis and the fact that much of the body of literature about WL-balance is based on both qualitative and quantitative data, it was deemed appropriate to have a semi-structured interview method to bring the thesis project to its qualitative level. By combining both methodologies, we intend to have a balanced approach considering that the call to have more quantitative studies is hinged upon the fact that majority of the existing literature on WL-balance are qualitative in nature (Chang et al., 2010). It is important to note that the researchers structurally interpreted the interview responses. In any research

project, the researchers' frames of reference may have an impact on the research, not least what we perceive and how we interpret the data.

4.2.2. Descriptive research design

The nature of this research is mainly descriptive, as the goal is to gain a deeper insight into management consultants and their respective WL-balance patterns. According to Saunders et al. (2012) descriptive design is used to portray participants as they are. The three main ways to collect descriptive information are: through observation, case studies or surveys. This research project uses surveys, which can be defined as a brief interview with individuals on a particular topic.

4.2.3. Deductive research approach

There are two classical ways of carrying out research: deduction and induction. The difference between the two is mainly how the theory and conclusions are developed. Deduction begins with theory that is tested through research (Saunders et. al, 2012). In the deductive approach, conclusions are developed from a set of presumptions, which are valid when these presumptions are true (Saunder et. al, 2012). The inductive approach begins with gathering data for analysis, and then creating a theory from the findings (Ketokivi & Mantere, 2010).

This research project is primarily deductive because the model and hypotheses are based on the findings from the literature review. The model is not purely deductive because we regard the model and hypothesis as guidelines meant to enrich the quantitative findings, and not solely be a testable framework. The use of theory we use on WL-balance is tested on a sample of Norwegian management consultants. Methodology is about finding tools that are most suitable for the research project (Arbnor & Bjerke, 2009). According to Saunders et al. (2012) the research approach should fit the project at hand. To a large extent the

literature about work-life balance is based on quantitative data. To develop and include qualitative data a research using semi-structured interviews may contribute to new insight. The initial step of the data gathering process was through online surveys. As the data from these online surveys were statistically analysed, interview questions were further developed and modified. After conducting the first batch interviews, a number of alterations were made to strengthen the reliability, usability and integrity interview questions.

4.2.4. Data gathering

A literature review was important as the context for developing the interview questions. The research structure for gathering data in this thesis was pre-structured interviews (deductive qualitative surveys), which are based on the validated survey questions. The interviewees were given open-ended questions, which afforded them flexibility in answering through free-flowing discussions.

4.2.5. Qualitative survey

This part of the master thesis is designed to investigate the variations in the population in the population, in order to determine the "diversity" of the phenomena of WL-balance, WL-enrichment and WL-conflict to complement, enrich and delve deeper into the variations described in the quantitative section of this master thesis. The qualitative survey - with the use of interviews - is intended to build relevant dimensions and values within the population being studied (Kumar, 2014). That being said, the overarching purpose of this study is to gather empirical evidence. The qualitative surveys will add another layer of analysis, because the researches are interested in defining the empirical diversity amongst the participants. This is particularly useful for the interpretation and categorization of the different perceptions and experiences of WL-balance, WL-enrichment and WL-conflict

4.2.6. Sampling

Sampling size and sampling strategy do not play a key role in sample selection, since the primary aim of a qualitative research is to show diversity (Kumar, 2014). On this note, if the sample is selected in an accurate manner, the information gathered from one interviewee might reflect the diversity of the sample. As mentioned in the introduction of the thesis, consultants from the top 10 firms in Norway were recruited for the sample. We contacted HR managers, as well as using our contacts in the business world to refer us to management consultants with children and who were married. However, we were mindful of not interviewing MCs that we know as part of the high ethical consideration we accord throughout the execution of this master thesis. The respondents were from a variety of ages, genders, marital statuses, with and without children, and had worked in their companies for different lengths of time. In addition, the sampling was partly a convenient sample, because not all the management consultants we contacted responded. For the qualitative surveys, we reached the saturation point after having interviewed the 20th individual.

4.2.7. Interview setting

Considering the sensitive nature of the topic of this master thesis, the explicit questions were not given to the participants in advance. Instead, an invitation was sent to the participants containing the purpose of the study, ethical considerations, informed consent, and asking them the most convenient time to hold the interviews.

Subjects were given the choice of being interviewed in either English or Norwegian. Using the interviewee's' preferred language helped ensure that the information obtained hopefully became authentic. Moreover, the interviews were done face-to-face and through Skype, and were recorded. At the beginning of each interview session, the researchers presented the rationale of the study, re-

explained the purpose of the study, and detailed the steps that would be taken to protect both the anonymity of the respondents and their responses. The transcripts of the interviews were sent to the interviewees to give them the opportunity to review, as well as revise the responses to root out any misunderstandings. This was done to ensure that ethical standards were followed and maintained throughout the process, and that the accurate and complete information would be analysed.

The interview situations were also designed with several considerations (Saunders et al., 2012). Firstly, that the interview locations were convenient and that they provided a sense of security. For the face-to-face approach, the locations were meeting rooms and offices in the interviewee's' workplace where the doors were locked to provide an environment free from unnecessary noise and interruptions. The Skype interviews took place in the interviewees' workplaces, while the interviewer used NHH meeting rooms.

4.2.8. Data analysis

In analysing the data, the responses were processed by grouping the diverse answers and perceptions on WL-balance, WL-enrichment and WL-conflicts. Further, differences and similarities were analysed based on seniority, age, gender, marital status and dependent children. This particular approach was chosen considering time and resource constraints. The following steps were carried out with the descriptive and deductive data: 1) organizing the data, 2) identifying the framework which were formed by the research questions, 3) sorting and coding the data, 4) doing a descriptive analysis by grouping the responses into categories, and 5) identifying recurring themes.

4.2.9. Research ethics

Trust from both parts is crucial from the interviewees in order for them to open up and be honest (Kumar, 2014). The interviewees are revealing themselves to unknown interviewers through personal topics such as family, mental unhappiness, stress and their work place. In addition, the interviewees have extremely busy schedules, and have offered some of their precious time to contribute to this research, something we are very grateful for. The following segment describes how we have worked to uphold high integrity and ethics in our research.

4.2.9.1. Informed consent

Informed consent is about providing the interviewees with sufficient knowledge about the consequences of participation, and for participants to be given the choice to reach their own decision of whether or not to participate in the research, without pressure (Kumar, 2014). Hence we respected the interviewee's decision, and ensured that their names, companies and answers would remain private and truthful. Concerning confidentiality, we used encrypted data, and we changed the real name of the participants. We prepared the interviewees by giving them a written document about the interview, its purpose, while informing the participants how long the interview would take. Open-ended interview questions give deep discussions, and the participants may have said more than they anticipated or felt comfortable sharing after the interview. On one level, this over-sharing may have breached the interviewees' voluntary consent. We believe that an important ethical action by us was to give all the participants a real opportunity to review and correct the final text with the information we had interpreted from the interviews.

4.2.9.2. Confidentiality and data handling

Ensuring anonymity applies to the whole research period (Kumar, 2014). When conducting interviews, we recorded the data in order to get as objective and correct data as possible. We were also mindful of asking *open questions* that were *not leading* in any way. By taking notes, asking follow-up questions when an answer was unclear, behaving objectively and professionally, and recording the interviews, we did our best to present correct data.

Our interviews and notes on technological devices, as well as on paper, will be kept to ourselves to ensure anonymity of the respondents. We have, and do not intend to share any of the data with anyone. Further, we have not stored or written the real names and company names in our data. In addition, we have deleted the interview recordings, and intend to delete other sensitive information after the project completion.

4.2.10.   Validity

4.2.10.1.   Internal validity

Internal validity is achieved when the research displays a causal relationship between the variables. In order to achieve a high level of validity in our semi-structured, in-depth interviews, the questions need to be clarified, to give meaning, and responses and themes need to be explored from different angles (Saunders et. al, 2012). While we conducted the interviews, we asked the respondents follow-up questions in order to ensure that we had understood the replies correctly. In addition, we asked specific questions when investigating the relationship between variables, to make sure that we comprehended the relationships accurately. Experiments are the only research method that can isolate variables to

verify unambiguous causal relationships between variables (Saunders et. al, 2012). The flexibility of semi-structured interviews is considered a strong method so long as the relationship between the variables are thoroughly explored.

4.2.10.2. Construct and communicative validity

Construct validity concerns whether the research measures what one actually intended to measure (Saunders et. al, 2012). This was more related to our quantitative research where we made sure that at least five survey questions covered the three terms work-life conflict, work-life enrichment and work-life balance. The survey respondents answered each question tied to the three constructs based on a *Likert scale*. This is why we feel that the constructs were measured quite well among the 127 survey respondents. Further, the interview questions for our semi-structured interviews were developed in mind with answering the relationship between these three constructs. For qualitative research, a more applicable measure of validity is *communicative validity*, which is to what extent the researcher *interprets the communication correctly* and the way it was intended by the interviewees (Saunders et. al, 2012). To safeguard communicative validity, we let the respondents look at the way we transcribed the interviews, and let them make add-ons or changes.

4.2.10.3. External validity

External validity concerns whether the findings from the research can be *generalizable* to other settings or groups. Semi-structured interviews have inherited value but cannot be generalized to other groups due to the small sample and unrepresentative *sample size* (Saunders et. al, 2012). Therefore, it is not possible to achieve sufficient external validity,

however, the outcomes can be used to discover patterns for the population. These patterns can be used for future qualitative research with the objective of generalizing findings.

Further, the sample is *heterogeneous* regarding gender, age, company, and years working in the company. This may create some generalizable findings for the group of management consultants in Norway as a whole. Reversely, the differences between management consultants may be caused by factors that are demanding to isolate.

4.2.11. Reliability

Reliability is whether the data collection and analytical procedures would give consistent findings if the research were to be repeated at another time or by another researcher (Kumar, 2014). Often, semi-structured interviews lack standardization, and are often hard to repeat in a different time and situation because respondents may change. On the other hand, the strength of this type of qualitative research is the *flexibility to investigate* the complexity of the problem (Saunders et. al, 2012). Thus, semi-structured interviews are often more about *offering transparency*, than being replicable. Transparency will assist future researchers in comprehending the methods being used, and enable them to re-analyse the gathered data (Saunders et. al, 2012).

There are different biases that threaten the reliability of studies with semi-structured interviews. The first threat is the *interviewer bias*, when the tone, non-verbal communication, and comments of the interviewer create a bias for the responses of the interviewee (Saunders et. al, 2012). To avoid this bias, we have tried to behave in an open, objective, accepting and professional manner when meeting interviewees. Secondly, the *interviewee* bias is when interviewees do not answer questions honestly and openly, or

refrain from answering questions (Saunders et. al, 2012). The interviewee bias can occur due to shyness, mistrust towards the interviewer, fear of anonymity or sensitive information. In general, we think some of the interviewees were afraid of speaking negatively about their workplace. However, we tried to avoid this bias by giving the interviewees information about the anonymity and the purpose of the study.

In addition, we have tried to build a relationship of trust and respect with our interviewees to make them comfortable with talking about delicate subjects. We described how the purpose of the study was not to criticize certain companies, but rather to create ideas for improvements for the sector as a whole. The respondents trusted us, and opened up more upon knowing this. The final threat is the *participation bias*, which describes how individuals who participate in the study are not a random sample, and may have certain characteristics that do not represent the population correctly (Saunders et. al, 2012). This is not the real issue for the qualitative part of our study, because the sample size is too small to be generalizable across the whole populations. Further, the sample is diverse, and the interview subjects agreed to participate straight away.

4.2.12.   Weaknesses and limitations

The main weaknesses associated with qualitative methodologies have something to with the generalizability of the results and its inability to address over-generalizations that exist in the current literature of WL-balance, WL-enrichment and WL-conflict, which mostly comprised of qualitative studies (Chang et al., 2010).

Considering that the paramount purpose of qualitative methodology is diversity, non-probability sampling may influence how a particular research may be viewed in terms of integrity of the results unless researchers provide

the rationale for the choice of organisation or group list utilised for targeting respondents (Chang et al., 2010). On this regard, selecting target respondents may also be affected given the time and resource constraints, which are the main limitations in the qualitative section of this master thesis.

The main limitation of this thesis is time and resource constraints. With more time and resources, we could have enlarged the sample size, covered more areas within work-life balance, and gone *even* deeper into the *reasons* for the findings. We chose a complex methodological approach, using both quantitative and qualitative methods. This was especially challenging considering the time constraints. Firstly, it was difficult to gather many respondents for the quantitative survey. We sent emails to many HR directors, and a large portion turned the project down because the companies had little time. Initially, we were concerned about not getting enough respondents, and that our findings were not in-depth enough. This is why we conducted in-depth interviews in addition to the surveys. Had there been more time, we would have interviewed more management consultants, and perhaps had several, and longer lasting, interviews with each interviewee.

Another weakness of this study is that the respondents may have held back or given *false information* to protect their company, own careers, and outer image. This may have happened both consciously and unconsciously. The only solution to avoiding this is interviewing another person who knows this individual, however, this might require too much resources, as well as breaching the consent from the original interview subject. It is important for the interviewees to create a relationship of trust with the interviewees, and for interviewers to ensure that interviewees have are in a comfortable setting, where they are willing to open up. Humans also have a tendency to forget the past and therefor not recall their own stories correctly. This is referred to as the *post evaluation bias*, and may be another weakness. A final weakness may be through the use of technology-mediated meetings like Skype. The interviewees may not have felt safe and comfortable in such a setting. Respondents may have felt more trust, and thus opened up more, through in-person interviews.

5.RESULTS AND DISCUSSIONS

This chapter is divided into two sections. The first section contains the results and discussions from quantitative data collected while the second section are that of the qualitative data.

5.1. Quantitative results and discussions

The first section presents a descriptive profile of the study sample sorted by company in relation to wellness programmes and the last section shows the linear regression results involving WL-enrichments and WL-conflicts and all other moderating variables, which shall test the correlation amongst WL-balance and other identified variables in the study. Data shall be analysed based on the encoded responses and measured against established hypotheses.

5.1.1. Profile of management consultants respondents

- Work experience
  These MCs are relatively tenured and experienced, with most of them (74.32%) having a total of 3 or more years of related working experience.

- Position in the company
  In companies with stronger presence of enrichment programmes, there is a higher percentage of employees who are not line managers (41.43%) while only less than 8% are line managers in companies with weak enrichment programmes. Total ratio of line managers to non-line managers is 3:2.

- Gender
  Females are the dominant group, comprising more than 50% of the total sample.

- Marital status
  These ten companies have more single employees than non-single employees (i.e. married, separated, widowed), totalling almost 80% of the sample.

● Work schedule

With respect to work schedule, 48.15% work at extended working schedule. The rest
are assigned to work with regular working hours.

	Companies with strong presence of enrichment programmes (N= 89)	Companies with weak presence of enrichment programmes (N= 38)	TOTAL = 127
Years of Related work Experience			
Less than 1 year	8.72	7.14	8.39
1-2 years	15.88	22.61	17.29
3-5 years	38.63	44.05	39.75
More than 5 years	36.77	26.20	34.57
Total	100	100	100
Position in the Company			
Line Managers	41.43	8.33	34.57
Non-Line Managers	58.57	91.67	65.43
Total	100	100	100
Gender			
Male	37.19	39.28	37.62
Female	62.81	60.72	62.38
Total	100	100	100
Civil Status			
Single	76.64	66.00	77.04
Married	16.51	22.06	16.79
Separated/Annulled/Divorced	6.54	12.50	5.93
Widowed	0.31	0.00	0.25
Total	100	100	100
Work Schedule			

Regular schedule	47.35	69.05	51.85
Extended schedule	52.65	30.95	48.15
Total	100	100	100

Table 5. Profile of employee respondents relative to presence of enrichment programmes and employees' demographics

5.1.2. Linear Regression Analysis

This part investigates the predicting powers of the identified constructs on the dependent variable using linear regression and inspects if the hypotheses can be confirmed or refuted. Apart from looking at the relationship of WL-balance, WL-conflicts and WL-enrichments within the entire sample, other regressions will also be done to test variation of the impact of the stated variables on WL-balance. The findings from the separate regression analyses led to a rejection and modification the established hypotheses.

Hypothesis 1: There is a negative linear correlation of WL-conflicts with WL-balance.

Hypothesis 2: There is a positive linear correlation of WL-enrichment with WL-balance.

Multiple regressions were estimated to test the presence of a negative correlation between WL-conflicts and WL-balance by including in the regression equation for both the work-life variable and the square of the work-life variable to capture the possibility of a curvilinear relationship. Table 6 presents the regression coefficients for both WL-Conflicts and WL-Enrichments, and controlling for the moderating variables. WL-Enrichment has been found to have a positive linear relationship with WL-Balance. For every unit increase in WL-Enrichment, there is a corresponding 0.01 percentage point increase in WL-Balance, holding all other variables constant. With respect to the relationship between WL-Conflict and WL-Balance, a negative linear relationship is indicated, meaning that higher levels of WL-Conflict produce a negative effect on WL-Balance.

Apart from the WL-Enrichment and WL-Conflicts, a line manager and an MC who is in a regular working schedule also produce a positive effect on WL-Balance. Line Managers have WL-Balance rating higher by .07 percentage points compared to their counterparts, while work performance of workers in the regular working schedule is higher by 0.13 percentage points compared with the employees having varying work schedule.

Variable	WLENRICHMENT		WLCONFLICT	
	Coefficient	t-stat	Coefficient	t-stat
Constant	0.66*	21.08	0.84**	9.65
WLENRICHMENT index	0.01**	4.74	-	-
WLCONFLICTS index	-	-	-0.01*	-2.17
work experience in years	0.00	0.28	0.00	0.54
Line managers	0.07**	4.23	0.07**	3.96
Male	-0.03	-1.52	-0.03	-1.55
Married	0.01	0.41	0.01	0.30
Regular work Schedule	0.13**	5.24	0.13**	4.96
Extended work Schedule	0.03	1.46	0.04	1.76

** significant at .01 level; * significant at .05 level

Table 6. Regression Estimates of WL-enrichments and WL-conflicts on WL-balance controlling for the moderating variables

Hypothesis 3: There is a stronger relationship between WL-conflict and WL-balance among employees with the following characteristics: (a) female workers; (b) line managers; (c) married employees; (d) workers who have dependents; and (e) workers who have variability in work schedules.

Tables 7 and 8 present the coefficients of the work-life and the square of work-life variables of regression estimates on WL-balance for various sub-samples.

- Position in the company

  The regression estimates yield a positive linear relationship between WL-Enrichment and WL-Balance among line manager while no significant relationship has been seen among those who are not line managers (Table 6). However, for non-line managers, a negative linear relationship between WL-Conflict and WL-Balance is indicated while no significant relationship is observed for those who are line managers (Table 8).

- Gender

  Female workers exhibit a negative linear relationship between WL-Enrichment and WL-Balance but among males, a positive linear relationship has been observed. With respect to the relationship between WL-Conflicts and WL-Balance, a significant positive linear relationship is observed for the male workers, while that for the female counterparts yield no significant relationship.

- Marital Status

  For married employees, no significant relationship of WL-Enrichment, WL-Conflicts and WL-Balance has been indicated while that for not currently married workers, a positive linear relationship between WL-Enrichment and WL-Balance and a negative linear relationship between WL-Conflicts and WL-Balance are both observed.

- Work Schedule

Relative to work schedule, it has displayed a positive linear effect of WL-Enrichment on WL-Balance. Finally, an negative linear relationship between WL-Enrichment and WL-Balance is found among workers with more frequent variability in work schedule.

Variable	WLENRICHMENT	
	Coefficient	t-stat
Companies with strong presence of enrichment programmes	0.01**	4.57
Companies with weak presence of enrichment programmes	0.00	0.82
Line Managers	0.01**	4.02
Non-Line Managers	0.00	0.89
Female workers	0.01**	3.57
Male workers	0.01**	4.38
Single/ non-married employees	0.01*	4.54
Married employees	0.00	0.48
Regular work Schedule	0.00	1.48
Extended work Schedule	0.01**	5.37

** significant at .01 level; * significant at .05 level

Table 7. Summary of the regression coefficients of the WLENRICHMENT variables for different subsamples

Variables	WLCONFLICT	
	Coefficient	t-stat
Companies with strong presence of enrichment programmes	-0.01	-1.70
Companies with weak presence of enrichment programmes	0.00	0.51
Line Managers	-0.01	-1.53
Non-Line Managers	-0.03*	-2.63
Female workers	-0.04**	-3.39
Male workers	-0.00	-0.09
Single/ non-married employees	-0.02*	-2.28
Married employees	-0.00	-0.49
Regular work Schedule	-0.00	-0.03
Extended work Schedule	-0.01	-1.39

** significant at .01 level; * significant at .05 level

Table 8. Summary of the regression coefficients of the WLCONFLICT variables

for different sub-samples

5.1.3. WL-enrichments vs. WL-conflicts

WL-Enrichment (WORKLIFE1) aims to describe the kind of perceived fulfilment by the individual pertaining exclusively to his/her work. It is believed that getting the differences between expected and actual abilities per aspect of work will adequately represent the often neglected left half of the curve, the under-stressed conditions where

a negative difference can show that actual ability exceeds perceived demand or expected ability. On the other hand, the manner in which WLCONFLICT seeks to measure the under-stressed conditions is through assigning a value of zero to responses that would indicate conflict being totally absent from a recalled situation. The difference in score results roots from the fact that WLENRICHMENT allows for below zero values while WLCONFLICT has only zero as the lowest possible value. While both WLENRICMENT and WLCONFLICT measure the discrepancy between perceived demands and perceived work-life balance, there is a stark difference in the results, and this can be enough reason to believe that work-life balance being measured indeed vary.

Quite remarkably, WL-Enrichment measures yielded only positive linear which corroborates with most of the past studies while results using the WL-Conflict measures revealed only negative linear relationships. Explaining the differential effects between WL-Enrichment and WL-Conflict on WL-Balance based on what they measure, it can be inferred that demands at work are more defined which have a direct approach, clearer processes and procedures to achieve work-life balance. Since employees are briefed and more or less conditioned at the start of work, they understand that increasing WL-Enrichment necessarily increases WL-Balance. Thus, introducing WL-Conflict would result to a decrease in work performance given that employees may still be in the process of adapting to the situation where employees are still trying to find the right balance between work and personal affairs.

5.1.4. Positive linear vs. negative linear correlation

There was not a significant negative linear relationship found to exist in any of the groups in this study. This is quite a finding knowing that the dominant claim is that WL-conflict is always detrimental to WL-balance. WL-enrichment has been seen to positively correlate with WL-balance. This goes to show that Norwegian MCs may have a good grasp of work-specific stress and are able to use it well to improve performance in the workplace. They see WL-enrichment as constructive in terms of helping them keep to their company standards and exceed set targets, be it in the form of achieving

more sales, handling projects with accuracy and timeliness, etc. It is inconclusive if the same can be said about the two at higher levels of stress since results did not reach the required significance level. Based on the data, this kind of relationship (positive at low levels of WL-conflict) also holds true for males, non-married, non-line managers and extended work schedule. Employers can motivate them by introducing WL-conflict and increasing it but only up to a certain degree as there is little that is known about its effect on WL-balance at higher levels.

5.1.5. Gender and its impact on the work-life balance

Numerous studies have found men and women to behave differently under certain conditions and this backs up the finding that the relationship of WL-enrichment, WL-conflict and WL-balance varies significantly according to gender. Males are reported to perform better with increased WL-conflict. Females' performance is at its best with moderate WL-conflict. Increasing it further will only result in a decline in productivity. Since WL-conflict focuses more on job-specific stress, which can be viewed as less personal in nature, men are likely to find more ways in wielding stress as something that can increase their work performance. Interestingly, a U-shaped was found between WL-enrichment and WL-balance among males which mean high and low stress cause high performance among male MCs.

A probable reason for the disparity of results between WL-enrichment and WL-conflict is due to men's varying views and approach to stress. According to BBC News (2013), men are less organized and switch slower between tasks compared to women who are much better in multitasking. Thus, men are likely to perform if they focus only on a few tasks and have a few responsibilities in mind. On the flip side, if men are faced with extreme demands coming from different aspects (i.e. financial worries, relationship issues, health issues), they may treat work (a supposedly less personal domain) as an outlet for their anxiety and use WL-conflicts to achieve performance in the workplace.

Meanwhile, the impact of WL-conflict on work performance among women remains inconclusive although non-impact of WL-conflict on WL-balance can be a good sign for

their resilience in handling stress even outside work. Insofar as WL-enrichment is concerned, women have a more defined WL-enrichment and WL-balance than men in that findings tell us that increasing WL-conflict is good (similar to men) but multiplying WL-conflict negatively affects women's performance at work (such point is no longer conclusive among men).

5.2. Qualitative results and discussions

This section presents a descriptive profile of the qualitative study sample sorted according to the demographics and biographic while the last section contains the analysis based upon grouping the data into categories (seniority, age, gender, marital status and dependent children) discussing patterns, similarities and differences.

5.2.1. Demographic profile of the interviewees

The following is that table that contains the demographics of the interviewees (n=20).

Gender	Male		Female	
	10 (50%)		10 (50%)	
Marital Status	Married		Unmarried	
	8 (40%)		12 (60%)	
	With Children		Without Children	
Family Life	8 (40%)		12 (60%)	
	25-30 years old	31-35 years old	35-40 years old	41-45 years old
Age	10 (50%)	4 (20%)	5 (25%)	1 (5%)
Position in the Company	Top		Middle	Junior
	1 (5%)		9 (45%)	10 (50%)

Number of Years of Working Experience	Less Than 1 Year	1-2 Years	3-5 Years	More than 5 years
	1 (5%)	5 (25%)	8 (40%)	6 (30%)

Table 9. Demographic profile of the interviewees

5.2.2. Categories

Based on the results, we group the data according to the following categories.

5.2.2.1. Seniority

Five per cent of the interviewees had less than a year of related work experience. 25 per cent had one to two years of work experience, 40 per cent had three to five years' work experience, and 30 per cent have more than 5 years. Fifty per cent of the interviewees were junior management consultants, while 45 per cent were in mid-level positions, and 5 per cent were in top-level positions.

The more senior and experienced the respondents, the more they were able to deal with stress, especially the men. As described by The Growth National Happiness Index, being able to deal with stress is important in order to achieve psychological well being and happiness. Mads, age 39, who has been at his company for more than five years, has a lot of experience with work stress, and has found ways to live with it, and to harness it in order to increase efficiency and concentration.

Mari, age 26, explained that in her first month she sat long hours to show enthusiasm, so-called 'face-time'. However, Mari thinks it was because she was new to working life and her company work culture. After a month, she got to know the culture and the people, and stopped her habit of 'face-time'. Mari said:

> *"As a consultant one often works in waves; sometimes there is a lot of work, and you have to work very long hours, other times you can leave after eight*

> *hours. After having worked in the company for some years, you are more confident to leave early from work when there is little to do. However, this probably varies from company to company in Norway, at least between the different consulting sectors."*

All the respondents answered that they sit long hours in the office *only* when they have work to do and never otherwise. Mari, age 41, is a top management consultant who has been working in her company for five years. Mari explained how inexperienced consultants might put in more hours when they first begin in the firm. However, she also said that 'face-time' is not typical in Norway. Mari said it might occur in some of the consulting firms in Norway that have a more aggressive work culture.

Bjørn, age 25, is unmarried and without children and has been working in his company for less than a year. Bjørn explained how he felt a bit incompetent at his job in the beginning, and how he had a steep learning curve when he started working at his company. This is the reason he sits between 11-15 hours per day. In addition, he reads up on topics he is unsure about for at least five hours in the weekends. Looking at the self-determination theory, Bjørn is an example of a competence-seeking employee:

> *"Sure I work long hours, but I also have loads of work. We do not have bosses who monitor how long we sit [at work]. In addition to having loads of assigned work, we are also working with things we are genuinely interested in because it improves the analysis, and we are super nerds."*

According to Bjørn, the only reasons to be a consultant - economically speaking - are the salary bonuses, at least at the junior-level. Most of respondents receive overtime salary or performance-based bonuses. Many young graduates may be incentivized to work long hours due to overtime pay.

Looking at the factor 'time use' from the GNH Index, Mari, said that in order for her to achieve a *sufficiently* balanced life she needed to *exercise* one hour per day, *sleep* seven to eight hours per day, and *relax* a minimum of one hour per day. She also prefers to have *weekends* off, and is allowed to leave at 6 pm on Fridays. In Bhutan, an eight-hour work day is the norm, and seven to eight hours of sleep per night is a good night's sleep. Research shows that adults need on average seven to eight hours of sleep to function optimally (Kleitman 1963; Doran et al., 2001; Smith et al., 2011).

A suggestion for companies could be to measure the amount of time management consultants spent on different activities, in particular on work and on sleep, in a day. Such time data can be used to provide insight into the hours spent working, and the WL-balance of the employees in these businesses. This study could help determine the extent to which Norwegian management consultants work too much (more than eight hours), and get too little sleep. A simple stock taking of employees' sleep hygiene could give management consulting companies an indication of areas for further improvements of WL-balance. Along the same lines, Lars, age 36, suggested that the best way to create a better WL-balance in his organisation would be to *measure overtime* every day. Further, Helene, age 29, said:

> *"There should be a deeper understanding of how long hours affect a) each employee's physical and mental health and efficiency, and b) talent retention, and that it [long hours] only make sense in the short term."*

Similarities between junior-, senior- and top management consultants are many. Respondents at all levels of seniority were happy to have their own *mentor*, with whom they could discuss career developments and other work related issues. Several respondents also had evaluations and discussions with managers to ensure WL-balance.

Maria, age 26, stressed that she would have had trouble changing fields of work, had it not been for having a supportive mentor who helped her. Regarding *autonomy* in the self-determination theory, all consultants were trusted to register their hours manually. Bjørn, age 25, registers all his hours manually, divided between external hours (towards customers) and internal hours. Mari registers her hours by herself in an online app.

In conclusion, young graduates may be incentivized to work long hours due to bonuses and overtime pay. Senior, male respondents had more experience with managing stress, and thus a higher *psychological well being*. According to the GNH Index Psychological well being is a factor, which increases happiness. Further, 'face-time' is not common in Norwegian management consulting houses with the exception of companies with more aggressive work cultures. If 'face-time' occurs, it is usually employees who are new to the company and nervous to make a bad impression of their own work ethic. It is recommended to monitor overtime, and for workplaces to measure how many hours their employees use on different activities in a day. This way they can make sure their employees are getting sufficient sleep, rest and time to exercise. Managers are also encouraged to ask their employees what they need in order to feel sufficiently balanced at work and at home.

5.2.2.2. Age

The youngest respondents tend to be more eager to work long hours and are not as bothered by a heavy workload. This might be because the younger respondents had work as their biggest priority in life, whereas older, married respondents also prioritized their families. In addition, the older respondents seemed to be more in control of their working hours because they had thought through it more.

Work hours differed substantially because of project based workloads. Normal working hours are in theory 8 am – 4 pm, with the exception of intensive projects

that required more hours. When asked about this Kari, age 27, says: *"I'd say eight hours in the office during a normal week. And yes a few hours during the weekend. In total approximately 10 - 11 hours per day."* Other respondents answered working 8-10 hours, 10 or 11 hours, 9-11 hours, 9-12 hours and 10-12 hours. Many respondents work about five hours during the weekend. In busy periods, working hours could be from 9 am to 2 am. One respondent even worked from 9 am to 4 am during a particularly demanding project.

Maria, age 26, prioritizes work at the moment because she wants to. *"I am not good at limiting the time I spend working, so I'm probably not in control."* Jonas, age 26, explained that he was in control of his working hours from day to day. However, over time, he had to deliver on promises and agreements with the client. Haakon, age 27, said: *"Yes and no - no during project peaks."* Jonas was happy because after he finished a very big project, his managers tried to staff him on a less intense project next time. Jonas explained how he also received 'time on the neck' (not staffed) to recover energy and for instance work out.

The cognitive dissonance theory describes how humans find ways to justify their actions, which may be looked upon as a negative norm from society (Festinger, 1962; Harmon-Jones & Harmon-Jones, 2012). Using the cognitive dissonance theory, working extreme long hours may be seen as a negative thing by society (http://www.employment-studies.co.uk/report-summaries/report-summary-working-long-hours-review-evidence-volume-1-–-main-report). Some of the management consultants we interviewed know that they spend most of their time working, and that their families and friends want to spend more time with them. The consultants may also be aware that working long hours may affect their health negatively. Even so, they may rationalize their action to work a lot because it is their own choice to do so.

Over 50 % of the male consultants interviewed worked 11-14 hours per day, and still found their lives to be balanced or somewhat balanced. Several of the male

respondents justified their long working hours as being of their own choosing, and as being an investment in their career growth. Bjørn, 25, said the following: *"I choose to work a lot, and so far it is ok."* At the same time, Karl said that he had experienced several conflicts at work, including tough customers and projects with tight timelines that had affected his personal life. Markus, a 28-year-old unmarried junior consultant, said that it was his own *choice* to work long hours. Markus found that the WL-balance in his company was fairly good. He said that during very busy times it was hard to have a balance, but that it was not that often.

Haakon is a 27-year-old junior consultant and married with children. Haakon currently works long hours, and would like to work less in order to have time to achieve more of his personal goals. However, working long hours is an investment in the sense that it develops competence and skills faster, and has a higher possibility of being picked for desired projects. On the other hand, Jonas, 26, a company junior, explains that his motivation to work long hours is an investment in his job to show that he is dedicated, and some internal motivation as he wants to learn as much as possible. Jonas receives no bonuses or overtime pay, but may have the possibility of receiving a *promotion* in a year's time if he performs well in his projects. Jonas explained that if he did not perform well, it would be *expected* of him to leave the company.

Some of the consultants we spoke to might feel differently about what 'normal' working hours are if they compared themselves to somebody working nine to five in a public sector job. Helene, aged 29 is unmarried without children, and has been working in her company for two years. Helene said: *"all my friends work 10-14 hours per day, especially in the fiscal year. It is normal."* To summarize, the young respondents seem to rationalize their behaviour to work long hours because it is their own choice to do so.

When asked how the workplace or managers could improve his WL-balance. Mathias, aged 29, suggested managers should force employees to respect office

hours and [encourage them to] avoid working more hours than necessary. For young consultants who are eager to prove themselves, this may be a way to ensure that employees, especially junior consultants, avoid over-working.

Many of the young respondents felt that there was little room for improvement of WL-balance in their company, or that 'work is work', and that WL-balance does not exist. They explained that this is due to the nature of management consulting, which consists of long hours; short project deadlines, and teamwork where all parts are expected to contribute equally. Ane, 26, proposed to have a more formalized organisation: *"I am currently under supervision from several managers, making it more difficult to manage my workload."* She said the following:

> **"We generally do projects that are fairly small and only lasts 3-6 months. It's easy to take on too many commitments when you don't know your exact work amount two weeks from now, and your work amount affects your bonus big-time."**

The older respondents seemed to be more aware of concrete actions their workplace could take in order to improve the company WL-balance. Some of the suggestions from the more experienced respondents included reducing the amount of *travel* time per month by having local projects. Other ideas were enforcing less overtime, more overtime monitoring, and *paying* employees for overtime (only valid for those not receiving overtime). However, this has its issues, as overtime pay may increase each employee's incentive to work more hours.

Vilde, 35, explained that her company had a culture of letting team members know that they needed to exercise in order to be happy, and within the scope of the project, the managers would try and make room for this. In addition, employees in Vilde's company are encouraged to set boundaries, and let people know when something is unmanageable. In addition, Fridays were calmer and

weekends were time-off, which Vilde found important in order to achieve a balanced life. Vilde suggested that managers give employees clear expectations so they could plan how long, and when they needed to work. She also suggested having a more efficient resource allocation planning during the beginning of each week. Additionally, Vilde suggested selling longer projects, and staffing teams with extra resources.

Most of the respondents we spoke with felt they needed to have weekends off in order to achieve a WL-balance. Even so, many of our respondents said they worked around five hours many weekends. Several used Sundays to prepare for important meetings by reading over documents and writing notes. Even though there is often a company culture of not working during weekends, important projects may require the whole team to work during the weekends. Maria got feedback from her mentor that she *"spent too much time exercising and did not work enough during the weekends."* When one person takes the weekend off, it may put a pressure on the rest of the team members, and create resentment towards the colleague who does not work the same amount of hours. The requirement to have weekends off in order to achieve WL-balance is therefore often not met. This may result in many consultants losing their WL-balance.

Finally, Vilde, suggested increasing *team building* activities to improve the *work environment*, as well as having a *culture of innovation*. Innovative solutions, mission statements and structures could reduce turnover, she thinks. Some of the respondents spoke about yearly team bonding trips with their company. Many respondents appreciated the efforts their workplace had made to create a more satisfying work environment. Several of these mentioned *intramural activities* such as yoga, soccer and basketball.

To importance of near *relationships* as described in the Self-determination theory was a recurring theme from our respondents. As the consultants we spoke with work long hours, it was important for them to have a good working environment

and close *relationships* with their colleagues. Mari said that the best way for her to resolve work conflicts and personal conflicts was to talk to near *friends* who were good at listening. It seems like friends and work *mentors* both play an important role in making employees feel seen and heard. This corresponds to the human need for close relations. Haakon, age 27, explained it like this:

> *"Given the amount of hours I work each week, work in some sense becomes life. Thus, it is important for me to work in a social environment with a good internal culture, and co-workers that I like. I spend a lot of my free time with colleagues, and they are my friends as well. When we have fun working together, so it is not so bad to work late, but I need flexibility to travel and meet friends in addition to this. My free time is very important to me as well."*

Consulting houses in Norway offer different social and sports teams, including a club for the women from the company on maternity leave. Helene, age 29, explained how: *"these outings and teams tie us closer together."* However team building, so this is something for businesses to invest in.

Helene suggested *allocating* the hours and the *workload* better. This could be done by measuring hours explicitly and encouraging stretch targets for when to leave work. Further, the respondents said that a good balance would be easier to maintain if: 1) the workload were more *evenly distributed* over the calendar year, 2) by simply working less hours, 3) by *scoping* of the project, 4) through *dialog* with team members, and by 5) *weekly planning* of the project work. Other suggestions were to sell *longer projects*, and to staff teams with *extra resources*. Weekly planning and scoping of the project would help to create more *predictability* among employees. Predictability was a recurring theme that was lacking for several of the respondents, and crucial for the management consultants to achieve WLB.

Further, managers should make sure their employees have a *manageable workload*, listen to how much their employees want to work, and have follow up conversations to ensure that they work more than their capacity allows them to. Mari, age 41, described how having a role divide between work and private life helped her balance her work and life. One of her ways to achieve this was to not answer business calls or check emails after working hours. She suggested managers could employees help this role divide by not calling after office hours. Her workplace also contributed by letting her leave early, at 5 pm, on Fridays. In addition, the employees are allowed to wear casual attire on Fridays.

The firm should also have a strongly stated company WL-balance policy. Respondents stressed that they wanted a company culture that recognizes that they have a life outside work, and that would makes an effort not to keep them in the office until midnight. Many Norwegian consultants were satisfied because they had managers who actively encourage a WL-balance.

Flexible working hours, and being able to work from home or abroad, was the most important point to achieving balance for everyone we interviewed. Some respondents wished for a greater flexibility in vacation time, especially during the 'low consulting season'.

Nearly all the respondents had *flexitime*, a core time where they had to be at the office, usually between 9 am and 3 pm. Not everyone felt comfortable with working from home, even though they were allowed to, because they did not want to be perceived as slacking in their teams or by their bosses, or felt that they were more productive at work. Even so, the allowance to work from different places was appreciated highly. Guro, age 34, explained it like this:

> **"I think for me balance is flexibility. It's about being allowed to be human at work. To be able to go home earlier one day or that my job lets me work from**

> *Paris, even if it's just for a few days each year and being allowed to have fun with co-workers without getting an evil eye.*
> *The flexibility that I have in my current position gives me the opportunity to strike the right balance between work and my private life. I want a manager who is accommodating and understanding when I have personal errands."*

Further suggestions from the respondents included a change of the leadership style, and to have friendly managers. Lars, 36, proposed that managers should give consultants enough time to make *deadlines*. Further, they should let consultants know about a project as, and not inform consultants of a project that was due on too short notice. Managers should avoid assigning consultants work on the weekend if it does not need to be completed until Tuesday. Karl, 36, suggested reducing *perfectionism*:

> *"Delivering less on projects is not a good option, however, some degree of perfectionism can be reduced by not always trying to deliver much more than the client is really asking for. Most of the time i do not feel that the client is pushing, it is rather our team who is pushing to deliver better."*

Relations, as described in the self-determination theory, is the human need to feel seen and heard and to interact with other humans. Mari, 41, explained the importance of a fair reward system and to *praise* employees when they performed well: *"pat your employees on the back, talk to them, and make sure you try to help when they seem stressed."* In addition, Mari said that open and clear *communication* was crucial to ensure the wellbeing of employees. She advocated having internal communication in the project groups and more *feedback*. Mari also thought being fair, empathetic and non-discriminatory were important traits when leading her employees.

Ingrid, 32, suggested more *vacation* time, and that businesses should impose the rule that no one should take work home in order to create a better role division between work and home. Karen, age 30, proposed that the workplace should offer options for good work *ergonomics* in the form of desks and chairs. She also recommended *quiet rooms* for resting because they could increase efficiency considerably, and having a *gym* in the building. Karen proposed having a time-allowance to exercise during office hours. Finally, Karen suggested giving access to a *kitchen* or a place to make a meal or a snack during the office hours. Karen would also prefer a more *predictable* work week, and knowing when she had to work late.

Most of the respondents have good canteens with a variety of hot lunches and dinner. A few find these options too expensive to use. Others pay 500 Norwegian crowns per month for unlimited access to the workplace´s own (subsidized) cafeteria. Some can buy hot lunch and dinner for 30 Norwegian Kroners (NOK) per meal, as well as being offered free fruit in the mornings, and free coffee throughout the day.

Some respondents receive money to spend on WL-balance. Maria could register the time she spent at the physiotherapist, doctor and massage therapy as working hours. In addition, Maria received a twenty one per cent discount on a gym membership, and some discounts on sports wear. Her work also sponsored different sports activities, paid half the cost of competitions, and arranged different outings, such as climbing trips. Ingrid, age 32, from another large firm in Norway received a refund of 3.000,- Norwegian Kroners (NOK) for exercise fees. Sponsoring activities that promote WL-balance for employees could be a solution to creating more WL-balance.

In conclusion, younger respondents were more willing to work long hours. Looking at the cognitive dissonance theory, young respondents may rationalize their choice to work a lot. Age affected control over working hours in a positive

way because elder respondents were more aware of their life priorities and confident in their jobs. Elder respondents also had more constructive ideas for improvements of WL-balance in their respective companies. Respondents offer plenty of options that firms might consider in order to focus on their employees' needs. Besides fair salary practices, flexible and predictable hours, time or subsidies to encourage them to exercise, eat well, and look after themselves are often mentioned.

5.2.2.3. Gender

Fifty per cent of the respondents were male, and fifty per cent were female. The findings show that female respondents tend to *bring work home* more than the male respondents by thinking about work at home. Haakon, age 27, said that he was generally able to separate work and time off. Even so, Markus, age 28 said he brought work home by thinking about it, and sometimes by dreaming about it. Mathias, age 29, said thinking about work was a good thing for him. He found his work so exciting that he often thought about how to solve a problem at home.

The women who were interviewed seem to experience more stress related to meeting demands at work as well as family duties. They also showed more instances of personal life affecting work negatively. Kristin, age 29, has worked at her company for more than 5 years. Kristin said:

> *"Yes, I bring work home by worrying about work, worrying about not working more, and by doing some work at home. Nothing compared to other places in Europe, but I might add an extra hour or 2 most days and around three to five hours on weekends. Or feel guilty about not doing that."*

What is apparent from the interviews is the feeling of being pulled between demands at work and home tends to be subjective because people experience and handle stress differently (Lazarus and Folkman, 1984). As Jonas, a 26-year-old

junior in his company said: *"I just decide to let stress leave."* Svein, age 33, in a middle position also chooses actively not to stress, and does not get stressed by work very often. However, the female respondents almost always mentioned feeling stress related to their job, and nearly all of the women 'brought work home.'

Guro, age 34, mentioned feeling that work affects her personal life when planning event and trips with friends and family. Guro works on both small and large projects throughout the year, and every week is different. During important projects with short deadlines, Guro feels anxious about not being able to deliver the desired quality on time. Guro also sometimes feels that she does not have a normal social life because work drains her energy.

For Lazarus, "Stress is a special relationship between a person and the environment that are considered by the person as so threatening that it exceeds his or her resources, and that threatens his or her well-being (Lazarus and Folkman, 1984)." This definition emphasizes that stress is a subjective experience where demands exceed resources, and that this has certain consequences for the individual. Professionals use the word stress to describe (1) stresses and strains, (2) reaction methods and coping strategies and (3) results and consequences of the stress. Results of prolonged stress can be for employees to move to another company or quit (Wright and Cropanzano, 1998).

The men and women who responded to our survey had similar strategies for coping with stress. Exercising and getting enough sleep, followed by spending time with one's partner, family and friend are the most usual strategies. Other stress relievers included sleeping a lot on the weekends, cooking meals from scratch, reading, baking, flying small airplanes and attending parties.

On the other hand, what *motivated* women and men to work long hours on intensive projects was somewhat different. Overall, respondents of both genders

were driven to some extent by 1) increased pay (in instances with overtime), and 2) project deadlines. All the male respondents mentioned being driven by the possibility of pursuing their *passions*, and several mentioned the need to be *successful* at work. The GNH Index describes how being in a 'flow' at work gives positive cognitive health aspects such as happiness (Ura et al., 2011). When asked what gave them WL-balance, Svein, age 33, answered: *"When I have the energy to carry out important tasks, which can come from working on rewarding and engaging projects."* Gustav, age 37 said: *"When my work has a positive impact on the company, and the business runs well."*

Maria, age 26, said the following: *"It is because of the financial reward, because the business requires it, and because a sense of fulfilment that I work the long hours I do."* This calls to mind the Self-Determination Theory, which describes the importance of autonomy and competence for motivating employees. Mathias, age 29, said he was motivated by the *competence* he required through his job, and *autonomy* he received to do his job:

> **"I will stay in the company as long as I enjoy the work and have exciting tasks, and am provided with a steep learning curve. I am learning new things every week, so it is hard to predict whether I will be changing jobs. Today I want to stay because I enjoy the tasks, and because I am given the freedom to solve problems in my own way."**

When discussing whether respondents wished to stay or leave their jobs within the next five to ten years, the findings showed that the responses differed slightly based on gender. Haakon, 27 and a junior-level consultant, explained that his reason for leaving the company within the next five to ten years would be not an unmanageable workload, but rather the lack of personal development and work challenges. Work autonomy and freedom were important determinants for male respondents such as Haakon and Mathias to stay in their jobs. The male

respondents often worked longer than the female respondents, and were more accepting of working longer hours.

The female respondents reported having more *housework* such as cleaning and cooking. This may be a reason the female respondents were more dissatisfied with long working hours. Another reason may be that female respondents seemed to experience more *stress* related to high workloads compared to the male respondents. All the female respondents mentioned their need to spend time with family and friends as their number one priority. In addition, several talked about future plans to have a family, or current family obligations. Kristin, 29, said that she would stay in the same company in the next five to ten years, but in a different job more amenable to having a family with children. For Ane, age 26, to stay in the company in the next five to ten years the *workload* would have to be less. In addition she needed the following factors in order to be motivated to stay in the company:

> *"Critical factors for me to continue in the company are that 1) the company continues to provide me with exciting challenges the day I'm back from parental leave (hypothetically if we have children), 2) the employer provides room to work less in the toddler phase and 3) that I experience gender equality in the company."*

In contrast, Vilde, age 35, said that the workload in itself would not make her want to leave. Vilde liked having a *routine* with her work schedule, which was hard to achieve due to the uncertainty related to projects and workloads in the consultancy sector. This *unpredictability* of the workload made Vilde want to leave her job in the next five to ten years. Respondents stressed that clear expectations from managers were important. Vilde said:

> *"It's ok the way it is, because I know what is expected of me. Clear*

> ***expectations are important, unclear expectations about work make people concerned. If expectations at work are not clearly stated, the mind is filled with work related stuff all day long, giving a feeling of unbalance and stress at home. Should I work more on that presentation or does the Excel sheet need more work?"***

Ingrid, 32, a middle-level consultant, feels that her workplace did a good job of making sure that the workload can be adapted according to her wishes and needs. Jonas, aged 26, says that he might leave the company, but not the field. Svein, 33, might leave consulting in the next five years as he finds it difficult to maintain a romantic relationship while working in consulting. He also finds the long hours and travel stressful and tiring: *"It is difficult to start a family and have time for a partner."*

Haakon, 27, says that as it is today, he would probably leave the company within the next five to ten years. He would not be able to work as much in five to ten years' time. However, by then, if he were still in the same company, he would probably have a different position that would be more suitable for family time at home. Sixty per cent of the respondents said they would not be able to work as much in five to ten years. The remaining forty per cent wish to stay because of 1) growth and opportunities, 2) because they feel the company is taking care of them, and 3) because the workload is manageable.

A study conducted on Growth National Happiness in Sweden found that taking out paternal leave for fathers reduced the occurrences of suicide by 16 per cent (Månsdotter et al., 2007). The Swedish fathers felt a stronger satisfaction when they bonded with their infants. Norway has a similar paternal leave to Sweden, and also similarly a high rate of male suicide compared to other countries (Suicide data, n.d.).

This seems strange when Norway has received the highest score on the Human Development Index by the UN (Table 1: Human Development Index and its components, n.d..). Cleary, wealth and a high living standard is not sufficient for a human's wellbeing. Looking at the story of paternal leave in Sweden, Work-life balance or the ability to take time to spend with family and other loved ones, may in fact save lives. As seen in the Self-Determination Theory and GNH Index, relatedness in the form of close relationships is a deeply rooted human need. Based on the responses from the qualitative survey, we see that men often work longer hours, and that women may be more mindful of prioritizing their relationships with family and friends over work. The lack of close relations may be a main reason why men score higher on suicide in Norway. put somewhat extremely, it is arguable that work-life enrichment policies contributing to employees' work-life balance may contribute to saving lives by ensuring time for employees to satisfy a need for relations.

To sum up, male respondents worry less about their work, and think less about it at home than the female respondents. Motivations to work long hours among men and women also differed substantially, but male and female respondents express similar needs for flexibility in working hours, as well as enough time to exercise and sleep. On another note, female respondents may be better at *prioritizing* and being mindful of their own need for relations both inside and outside of the workplace. A female respondent, Mari, was good at communicating her conflicts and worries in work and in life, and resolving them by talking to her friends and family. The responses show that men are often working longer hours. This implies that some *male management consultants may be lacking 'relatedness'* in their jobs. A study in Sweden demonstrated a positive effect of paternity leave on male workers. Men taking paternity leave in Sweden lowered the suicide rate substantially. This was because the male workers felt a close *relation* to their infant.

5.2.2.4. Marital status and dependent children

Sixty per cent of the respondents are unmarried, while 40 per cent are married. Sixty per cent of the interviews had no children, while 40 per cent had children. Based on the interviews, management consultants with young children found it harder to achieve WL-Balance. Mari, aged 41, works as a manager at a top level. In order to manage her personal responsibilities, Mari writes 'to-do' lists, and *delegates* as much work as possible to other people. Finally, Mari de-prioritizes a lot of things. Mari found that having small children was a challenge, and had to work less as a new mother. She also hired an au pair to help her take care of her two children.

All the respondents stressed the importance of having weekends off in order to achieve WL-Balance. This was the most crucial for the consultants with children. Bjørn lives near his work and often works a little bit on the weekends. In addition, he always needs to check his e-mail in case something important comes up. It is part of the job description to be available for to customers. Ingrid and Lars mentioned needing to spend quality time with the kids during the weekends.

In general, the married respondents and respondents with children, had more WL-Conflicts affecting work than singletons. Markus, age 28, said he managed personal responsibilities in his current work well: *"So far I have never missed a deadline nor failed to deliver quality-wise on my projects."* Management consultants with children and families had additional responsibilities and priorities outside work. An exception was Jonas, age 26 and married, who said that work made him forget obstacles in personal life.

Gustav, age 37, is married and without children. Gustav explains that he gets a *'hard time'* his wife in periods when he works extremely long hours. Gustav also says that his consultancy work requires a lot of travel:

> *"When traveling so much, you lose contact with friends. That is stressful because you lose your social network and your new friends are work colleagues. If you have an argument with your significant other and don't resolve the argument before you travel, you have to wait a week to resolve the argument in person."*

Conversely, the single men and women we spoke with did not seem to have the same degree of personal stresses affecting work-life. However, Bjørn, 25 years old, who is single, had an episode where his personal life affected his work negatively: *"I dated someone from work. It went south, and really affected my work, performance and mood for some time."* Similarly, Mads, 39 years old, also unmarried, has noticed how big changes in his personal life affected his concentration and performance at work.

In conclusion, both single and married respondents answered that they often have too much work, and must neglect their social life. Although married respondents and respondents with children speak more frequently about issues at home affecting concentration at work negatively, both groups have experienced it. Even so, single respondents often have fewer conflicts at home. Further, as with stress, the way respondents handled work stress seemed to be subjective and based on personality and life experience. As mentioned earlier in the sections *Age*, older, male respondents seemed to have better techniques to manage stress than other groups.

5.2.3. Similarities across categories

The-Self Determination Theory has three factors that need to be fulfilled for people to feel wellbeing at work, namely *autonomy*, *competence* and *relatedness*. It was interesting to see that all the respondents, regardless of the categories *seniority, age, gender, marital status and dependent children* said they achieved

a *sufficient work-life balance* only when these three factors or needs were satisfied.

Factors from The Gross National Happiness Index that were crucial for the work-life balance of the respondents were the factors *time use* and *psychological wellbeing*. The factor *time use* was important for the respondents because they had a requirement for how many hours of sleep they needed per night, how many hours they needed to exercise, and how many hours per day they needed to relax, spend time with family and friends or pursue other hobbies. Many of the respondents did not have a requirement for leisure time during the weekdays, however, most employees were very aware that they needed their *weekends off* to catch up with family, friends and to pursue hobbies. Even so, many respondents worked on average five hours per weekends, essentially breaking their own need for balance.

Respondents, especially male respondents, are at peace with having periods with a lot to do at work, as long as there are periods with less work pressure, when they can have *time for a personal life*. All the respondents want to complete their assigned tasks while still *having time for loved ones*, and to enjoy working *without being stressed in daily life*. These requirements go under *time use* and *psychological wellbeing*. The feeling of contributing enough at work and at home is important for all the subjects. They require some degree of *autonomy* to decide where to work and when, in the understanding that projects are delivered on time. Generally, people wish to avoid *weekend work*, get *enough sleep*, have *enough time to exercise*, and have *time to eat some meals at home* during the workweek.

Respondents wish to work something close to *'normal' work hours*. As discussed under the category *Age*, 'normal' may be biased based on the object of comparison, which in this case may be friends working in similar companies that also require their employees to work extreme long hours. However, respondents often refer to 'normal' as the Bhutanese do in their GNH Index - a eight hour

work day. Respondents said that in theory the workday was eight hours, however, with most respondents working on intense periods with short deadlines through most of the year, the reality was that they often worked between 10-14 hours per day.

Further, the respondents wish to have fun at work, which they get from interesting work. The need for *competence* was often met by the different respondents. The need for *relatedness* or enjoying working with *colleagues* was mentioned frequently, as well as having the time to maintain *friendships* and *hobbies*. It is important for interviewees to *meet personal life goals* while still *performing well at work*. Further, respondents value having *control over deadlines (time use)*, a *predictable schedule (time use)*, and *flexibility to plan the week*. The last requirement can be seen as a need for *autonomy* to plan and live life the way one wishes. Respondents wish to fulfil major commitments such as weddings and birthdays *(time use)*, and minor personal commitments such as dinner with a partner or friends on a regular basis.

6.CONCLUSIONS

6.1. Quantitative study conclusions

This thesis has investigated whether correlations between work-life enrichment, work-life conflicts and work-life balance exists in the Norwegian management consultants. This was tested on ten companies in major cities of Norway that had various characteristics based on the presence of enrichment programmes. The established hypotheses were either rejected or modified based on several regression tests. Findings reveal that work-life enrichment and work-life balance exhibit a positive linear relationship between the two has been validated only in companies with strong presence of enrichment programmes, among female workers, line managers and among employees who have extended work schedules. Work-life conflict and work-life balance did validate a negative linear

relationship. This negative linear relationship has also been proven to exist among the following groups: males, non-line managers, single employees, and no variability of work schedule.

Notably, the results did not show any real negative linear relationship between work-life enrichment, work-life conflict and work-life balance in either of the two measures, and with the three stress-performance relationships proven to exist in this study (i.e. positive linear, inverted-U, and U-shaped), much can now be said about work-life conflict having a positive effect on work-life balance. In this regard, companies can launch enrichment programmes with the objective to increase work-life balance among its employees. However, the differential effects of work-life conflict on work-life balance among identified groups in the workplace should prompt management to employ a more targeted approach in cascading information and tailoring its mechanics to sub-groups in the enrichment programme plans.

Since work-life enrichment has been found to positively correlate with work-life balance at least at lower stress levels, management has to create incentive programmes that will ensure realistic targets that address work-specific stress (i.e. number of deadlines, number of projects, etc.) and that rewards (i.e. cash, gift certificates, additional leave credits, etc.) are motivating enough to sustain the energy of the participating employees throughout the period. Based on this study, the incentive programmes will be applicable to males, single or non-married employees and non-extended work schedule.

For the inverted-U relationship seen in companies with stronger enrichment programmes, female workers, line managers, and employees with variability in work schedules – incentive programmes as earlier suggested can be implemented combined with stress reduction or stress management initiatives to ensure only a moderate amount of stress is experienced among these groups in the workplace. Further, those companies with existing enrichment programmes need to evaluate and re-evaluate the programmes' effectiveness, as more enrichment initiatives would mean stronger impact of work-life enrichment on WL-balance.

In conclusion, there is no one-size-fits-all principle for companies planning for their initiatives addressing WL-balance, hence the need for the management to constantly investigate the demographic profile and identify the needs of the employees. We hope our qualitative findings below will help management on their way to identifying those needs.

6.2. Qualitative study conclusions

Respondents in the four categories 1) seniority, 2) age, 3) gender and 4) marital status and dependable children have different needs regarding work-life balance. Work-life balance and stress are also perceived differently between the respondents in each category. There were many similarities across the categories. The similarities are found in the factors 'time use' and 'psychological wellbeing' from the Gross National Happiness Index. Respondents need enough sleep, and time with loved ones in order to achieve work-life balance. Regarding psychological wellbeing, the respondents need to avoid feeling constant work stress.

The other similarities can be found in the Self-Determination Theory through the three factors 'autonomy', 'competence' and 'relatedness'. All respondents required trust from their managers to get work done on time, while still having flexibility in working hours and locations. Further, *autonomy* and trust from their managers to complete the projects in their own way is important. These needs for autonomy are met for most of the respondents. *Competence* is important for respondents in the sense of having a steep learning curve, and finding intrinsic joy in learning new things at work. Due to the exciting nature of consultancy work, 'competence' is a met need for most of the respondents. Finally, *relationships* with friends and family are important for the interviewees. This need is often not met because consultants feel that they neglect their social life. The importance of relationships is exemplified in the study where the suicide rate for men in Sweden decreased after companies provided paternal leave. This is

because the men received their need for close relations through spending time with their newborns.

In addition, each of the four respondent categories has their own within-group characteristics. Management consultants who are older, with higher seniority level and work experience face less stress, fewer instances of work-life conflicts, and a higher experience of work-life balance. This is especially true for elderly and more experienced *male* respondents over the age of 30. The seniority and higher age usually mean that the consultants have had more experience with managing stress, and to sometimes use stress in a positive way, such as to increase work efficiency.

Gender affects the management consultants' perceptions of work-life balance. Neither gender is as concerned with having work-life balance in the beginning of their careers because they expect to work a lot, and they are to gain competence. Young male respondents seem to have a lower requirement for work-life balance than their female counterparts because the men are more driven by success in their jobs, and by a steep learning curve. This means that the males are willing to sacrifice their social life to work extremely long hours. The male respondents often rationalize their behaviour by maintaining that it is their own *choice* to work long hours, as well as by comparing themselves to friends who were putting in similarly long hours in other companies. Thus, working 11-14 hour days, as well as some weekends, became 'normal'.

The female respondents, especially those married and with children, are to a larger degree driven by spending time with their partners, friends and family than the men, and are thus more concerned with achieving work-life balance. Even so, the female respondents of all levels of seniority and age often experience equal or less work-life balance, and more work-life conflicts because they worry more about work and family responsibilities. This is natural considering that the female respondents who are married with children often have more responsibilities for housework and a large parental responsibility. All the female respondents also experience more stress because they have a larger tendency to 'bring work home' by thinking about work outside of working

hours, and by stressing more about fulfilling both work, private and family duties. Therefore, female respondents with children, and married female respondents, experienced more work-life conflicts and less work-life balance due to an increased level of personal responsibilities in the home than the male respondents.

6.3. General conclusions

The quantitative findings show that work-life conflicts decrease work-life balance. The results show that there is no one-size-fits-all principle for companies planning to address work-life balance. It is recommended for managers to create tailor made work-life enrichment programs that fit the needs of the particular employee. This calls for more flexibility for each individual worker. This fits well with the respondents needs for flexible work arrangements.

The qualitative findings show that women who are married and with children experience the most instances of work-life conflicts. It is important to have a mentor and managers that help plan the project week in advance so the females with extra family responsibilities, as well as other employees, are able to plan their lives better to make their busy schedules go around better. As defined in the literature review research often talks about work-life balance as consisting of four main pillars: 1) friends, 2) family, 3) self and 3) work. It was evident from the qualitative responses that employees need to spend time with friends and family, have time to exercise, pursue hobbies, as well as performing well in order to achieve their necessary work-life balance.

When creating work-life enrichment programs, managers should focus on meeting employees' needs for autonomy, competence and relatedness. They need to keep in mind that team bonding activities work well, but that it is crucial for employees to have time for their families and friends as the need relatedness lacking the most for management consultants in Norway.

Firstly, managers should consider which of the four categories of employees they are making suitable arrangements for. Secondly, mentors should encourage an open dialog with employees. Thirdly, managers could consider to staff teams with more resources, plan schedules and workloads better in advance of projects, sell longer projects, encouraging employees to reduce perfectionism in the project teams, and be clearer about expectations. If some of the suggestions from the management consultants we spoke to are incorporated, we believe Norwegian management consulting firms can increase the work-life balance of their employees and reduce work-life conflicts further.

6.4. Self-critique and lessons learned

This master thesis can improve the generalizability of the results by increasing the sample size for the surveys (quantitative part) considering the growing number of management consultants in Norway which is between 2 000 to 7 500 according to the estimates by the Norwegian Ministry of Finance in 2014 (Slik ser revisjonsbransjen ut., n.d.). This can only be done through provision of resources to conduct a larger survey such as national or regional in scope to find out work-life balance of the management consultants and those who are in the professional services sector or knowledge-based workers. In doing so, the questionnaire that has been developed for this study can be used on a larger scale that will not only benefit the research sector but will provide national and regional insights to business leaders and human resources practitioners.

Another difficulty we stumbled upon is the difficulty to gain access to management consultancy companies considering the limited research frame related to time and resource constraints. As such, we recommend that future researchers to approach the linkages, partnerships, and consortia of educational institutions partnering with the business and government sectors as well as workers' unions to facilitate smoother research procedures, especially the data collection process. This will allow research results to be communicated properly and effectively to benefit the business sector and the society in general. Researches on work-life balance will not only benefit the

research institutions and management consultancy companies and but government and policy makers. We would have wanted to present our findings to these different publics.

In retrospect, we also realise that focusing on one methodology would be more manageable given the time and resource constraints of a master thesis. Hence, a case study can be a logical alternative to the quantitative and qualitative methods because it will enable researchers to examine data in a micro level and therefore will provide a rather practical approach to bringing up ideas, solutions, implications and insights, when big sample population is hard to get hold of such as that of our experience (Zainal, 2007).

Due to time and resource constraints, 'work-life culture' was not included in this thesis because this will entail "assessing the shared assumptions, beliefs, and values regarding the extent to which an organisation supports and values the integration of employees' work and family lives (Thompson et al., 1999, p. 394)." In our company classifications, we only considered project schedule, presence of enrichment programmes, employee surveys and town hall meetings; by utilising the work-life culture construct, we might have been able to expand our sampling criteria beyond those previously mentioned.

Moreover, thesis master thesis focused on 'work-life' balance, but it nevertheless has considered the 'work-family' interplay. If we would have been given more time and resources, we would like to differentiate and break down the components and create a theoretical model that would entail finding out the antecedents and consequences of work-life balance. Nevertheless, as we focused on 'work-life' balance instead of 'work-family' balance, we should have also examined the extended definition of work-life balance (see RRL in chapter 2), which apart from family and work includes oneself, and friends (Villasoto, 2012). If we were able to this, such would have presented an opportunity to triangulate these findings by the examining the respective resources applied to achieve work-life balance and experiences of work-life balance (Crooker et al., 2002).

We hope to have contributed to the call for more quantitative studies in work-life balance with out adoption of a mixed and balance methodology. Based on our review of literature, most work-life balance literature are qualitative in nature until quantitative studies produced by Greenhaus et a. (2003) and Greenhaus and Powell (2006) (Chang et al., 2010).

We foresee that this master thesis contribute in the work-life balance research among management consultants in Norway because this has never previously done and enliven the discourse so that managers can address find solutions and policies to address long hours, especially during busy project periods; this is not impossible given previously cited examples in the preceding section (see BCG experience Perlow & Porter, 2007).

6.5. Future research implications

What we did not cover in this master thesis will certainly have future research implications. These include (1) investigating work and life issues of management consultants who are single, single parents or same-sex parent in contrast with married, dual parents and opposite-sex parents; (2) comparing the cross-cultural experiences of management consultants from different countries or region to look for models and typologies; (3) looking into the different types of consultants aside from management consultants as well as comparing management consultants with other populations within the professional service sector or knowledge workers.

Another interesting research would be a longitudinal study (versus cross-sectional studies) to investigate shifts in perceptions and experiences through time periods so that the right combination of work-life balance strategies can be formulated to respond to changes that comes with the passing of years. To elaborate, certain types of work-life enrichment may prove to be ineffective after quite some time and may no longer be relevant or have become obsolete.

In terms of other emerging constructs within work-life and work-family research, future researches may focus on the role of work-life culture to explain the presence and success of work-life enrichment and work-life balance programmes of companies (see previous discussion on section 6.4). Moreover, positive frameworks and work-life enrichment may further studied quantitatively as most of the extant literature has arisen from qualitative studies (Chang et al., 2010). Thirdly, causal studies are also needed to clearly establish the causal relationships among the variables and constructs; our study is of correlational in nature and our literature review indicate that there have been few causal studies and fewer well-designed experimental or quasi-experimental researches (Chang et al., 2010) .

Lastly, future studies also need to depart from the dominant 'conflict' perspective into employing the 'balance' perspective to provide grater attention to establishing consistency between conceptualization of constructs and the operationalization of the measures (Chang et al., 2010).

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8. APPENDICES

Appendix 1. Regression of WL-Enrichment on WL-Balance, Controlling for worker and Company Characteristics

Variable	Total Sample		Companies with strong presence of enrichment programs		Companies with weak presence of enrichment programs		Line Managers		Non-Line Managers		Male workers		Female workers		Single/non-married		Married		Regular work Schedule		Extended work Schedule	
	Coeff	t-stat	Coeff	t-stat	Coeff	t-stat	Coeff	t-stat	Coeff	t-stat	Coeff	t-stat	Coeff	t-stat	Coeff	t-stat	Coeff	t-stat	Coeff	t-stat	Coeff	t-stat
Constant	0.66**	21.08	0.64**	10.16	0.71**	15.92	0.72**	21.66	0.76**	18.01	0.65**	13.44	0.64**	14.56	0.68**	19.46	0.57**	8.57	0.70**	15.62	0.73**	18.89
WORKLIFE1sq	0.01**	4.74	0.01**	4.57	0	0.82	0.01**	4.02	0	0.89	0.01**	4.38	0.01**	3.57	0.01**	4.54	0	0.48	0	1.48	0.01**	5.37
WORKLIFE1sq	0	-1.92	-0.00*	-2.11	0	0.31	-0.00*	-2.05	0	-0.05	0	1.27	-0.00*	-2.09	0	1.64	0	-1.76	0	0.3	0	-2.81
Male	-0.03	-1.52	-0.03	-1.72	0	0.06	-0.02	-0.96	-0.03	-1.66					-0.02	-1.2	-0.03	-0.77	0.03	0.99	-0.04	-1.91
Married	0.01	0.41	0	0.17	-0.03	-1	0.01	0.43	0.01	0.59	0.02	0.65	0.01	0.46					0	-0.01	0.01	0.35
35	0.07**	4.23	0.07**	3.6	-0.03	-0.84					0.06*	2.25	0.09**	3.26	0.07**	3.69	0.10*	2.64	-0.02	-0.47	0.08**	4.01
work experience	0	0.28	0	-0.01	0.01	1.65	0	0.49	0	-0.8	-0.01	-1.18	0	0.76	0	-0.33	0.01	1.45	0	-0.04	0	0.36
Regular work Schedule	0	0.17	-0.06	-1.52	0.03	1.1	0	-0.05	0.01	0.26	0.09*	2.07	-0.04	-1.09	0.01	0.27	0.03	0.73	0.05	1.51	-0.03	-0.91
Extended work Schedule	0.03	1.46	0.12*	2.21	-0.01	-0.26	0.05	1.66	-0.05	-1.09	-0.04	-1.04	0.07*	2.15	0.04	1.42	0.03	0.77				

R-Squared	0.24	0.26	0.46	0.22	0.13	0.29	0.26	0.21	0.53	0.31	0.27

*Significance at .05 level; ** Significance at .01 level.

Appendix 2. Regression of WL-Conflict on WL-Balance, Controlling for worker and Company Characteristics

Variable	Total Sample		Companies with strong presence of enrichment programmes		Companies with weak presence of enrichment programmes		Line Managers		Non-Line Managers		Male workers		Female workers		Single/non-married		Married		Regular work Schedule		Extended work Schedule	
	Coeff	t-stat	Coeff	t-stat	Coeff	t-stat	Coeff	t-stat	Coeff	t-stat	Coeff	t-stat	Coeff	t-stat	Coeff	t-stat	Coeff	t-stat	Coeff	t-stat	Coeff	t-stat
Constant	0.66*	21.08	0.64**	10.16	0.71**	15.92	0.87**	8.47	1.19**	7.81	1.10*	7.14	0.67**	5.85	0.93	8.29	0.68*	5.3	0.67**	3.84	0.88**	8.31
WORKLIFE2	0.01**	4.74	0.01**	4.57	0	0.82	-0.01	-1.53	-0.03*	-2.63	-0.04**	-3.39	0	-0.09	-0.02	-2.28	0	-0.49	0	-0.03	-0.01	-1.39
WORKLIFE2sq	0	-1.92	-0.00*	-2.11	0	0.31	0	1.37	0.00*	2.36	0	3.44	0	-0.14	0	2.14	0	0.18	0	0.22	0	0.98
Male	-0.03	-1.52	-0.03	-1.72	0	0.06	-0.03	-1	-0.03	-1.96					-0.02	-1.19	-0.03	-0.94	0.02	0.79	-0.04	-1.97
Married	0.01	0.41	0	0.17	-0.03	-1	0.01	0.33	0.01	0.28	0.01	0.16	0.01	0.39					-0.01	-0.21	0.01	0.55
Line Manager	0.07**	4.23	0.07**	3.6	-0.03	-0.84					0.07*	2.31	0.08**	2.98	0.07**	3.4	0.09*	2.26	-0.01	-0.23	0.08**	3.9
work experience	0	0.28	0	-0.01	0.01	1.65	0	0.71	0	-0.67	0	0	0	1.04	0	-0.03	0	-0.49	0	-0.09	0	0.54
Regular work Schedule	0	0.17	-0.06	-1.52	0.03	1.1	0	-0.1	0.01	0.22	0.06	1.26	-0.03	-0.97	-0.01	-0.26	-0.03	-0.62	0.04	1.23	-0.01	-0.19

Extended work Schedule	0.03	1.46	0.12*	2.21	-0.01	-0.26	0.05	1.78	-0.04	-0.9	0.01	0.15	0.06	1.88	0.04	1.6	0.04	0.92				
R-Squared	0.24		0.26		0.46		0.18		0.17		0.25		0.22		0.18		0.52		0.3		0.21	

*Significance at .05 level; ** Significance at .01 level.