COMPLEXITY ADAPTABILITY BEHAVIOUR, PSYCHOLOGICAL CAPITAL AND WORK LIFE BALANCE IN UGANDA

BY

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A DISSERTATION SUBMITTED TO THE DIRECTORATE OF RESEARCH AND GRADUATE TRAINING IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION OF KYAMBOGO UNIVERSITY

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DECLARATION

I, **Kiconco December**, do hereby declare that this research is my own original work. To the best of my knowledge, it has never been presented to any institution of higher learning for an academic award. Any material that is not my original work, authors have been acknowledged.

Signature:……

Researcher: Kiconco December

Date:……

APPROVAL

This is to certify that this proposal, “Complexity adaptability behaviour, psychological capital and work life balance in Uganda”, has been done under our supervision as a University appointed supervisor and submitted to the School of Management and Entrepreneurship academic board for examination.

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DEDICATION

Dear Jesus, thank you for another one.

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LIST OF ACRONYMS

CAS	Complex Adaptive Systems Theory
CAB	Complexity Adaptability Behaviour
PSYCAP	Psychological Capital
SE	Standard Error
Std Dev	Standard Deviation
SPSS	Statistical Package for the Social Sciences
WLB	Work Life Balance

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ABSTRACT

This study focused on complexity adaptability behaviour, psychological capital and work life balance in Uganda. The objectives of the study included, to examine the relationship between complexity adaptability behaviour and work life balance, to examine the relationship between complexity adaptability and psychological capital, to examine the relationship between psychological capital and work life balance and to examine the mediating role of psychological capital on the relationship between complexity adaptability behaviour and work life balance. The study employed a case study research design and the quantitative research approach. The sample size was 303 participants which was determined following Krejcie, and Morgan (1970) statistical table. Data was collected using a questionnaire with closed-ended questions and it was analysed using Statistical Package for the Social Sciences (SPSS ver. 23) to produce means, standard deviation, relationships and regression. The study findings revealed that there was a positive and significant relationship between complexity adaptability behaviour and work life balance ($r = .621^{**}$, $p<.05$) and also there is a positive and significant relationship between psychological capital and work life balance ($r = .637^{**}$, $p<.05$). Regression analysis revealed (Adjusted R square = .595) and a good fit for the model ($F= 222.470$, $p < 0.05$). Complexity adaptability behaviour predicted work life balance by 31.5 percent while psychological capital predicted work life balance by 40.8 percent. The results therefore revealed that psychological capital is the main predictor of work life balance. The study recommends quantitative research method, enforcement of existing labour laws, and implementation of flexible work hours and promotion of physical and mental wellbeing.

CHAPTER ONE

1.0 Introduction

This chapter presents the introduction, background to the study, statement of the problem, general and specific objectives, the research questions, conceptual framework, scope of the study, justification of the study, significance of the study, conceptual framework and the operational definitions that were used in the study.

Employers have come to recognize the benefits of promoting increased employee satisfaction, productivity and retention (Greenhaus et al., 2019). This has led to the implementation of policies and programs such as flexible work arrangements, telecommuting, and wellness initiatives to support work-life balance.

Work-life balance is perception-centred approach that has become a topic of growing importance in modern society as people seek to balance their personal and professional lives. Work-life balance is therefore understood as the ability to balance the demands and responsibilities of work and personal life in a way that allows individuals to feel fulfilled and content in both areas (Clark, 2020).

Achieving work-life balance can be challenging, particularly in today's fast-paced and demanding work environment. There are a number of factors that can contribute to work-life conflict, including long working hours, high job demands, low levels of job control, and inadequate social support (Greenhaus et al., 2019). Effective strategies for managing work-life conflict may include time management techniques, boundary-setting strategies, and the development of effective coping mechanisms.

Overall, work-life balance is a critical issue that has important implications for individuals, organizations, and society as a whole. By promoting work-life balance, we can help individuals

lead more fulfilling and satisfying lives, while also improving productivity, job satisfaction, family enrichment, enhanced interpersonal relationships and mental health (Clark, 2020).

1.1 Background to the study

1.1.1 Historical Background

The concept of work-life balance has evolved over time as societal, economic, and cultural changes have influenced the way people approach their work and personal lives. These have increased the recognition of work-related stress and its impact on well-being, and the link between health and work-life integration (Shockley et al., 2015).

The industrial revolution of the 18th and 19th centuries brought about significant changes in the workplace, with the advent of factories and the shift from agrarian to industrial societies (Stack, 1974). This led to longer work hours, harsh working conditions, and little separation between work and personal life. Work took precedence over personal life, and employees often had little control over their work schedules or leisure time (Schor, 1992).

Prior to the arrival of European colonizers in the late 19th century, Uganda was predominantly an agricultural society. The people's livelihoods revolved around subsistence farming and traditional occupations (Schor, 1992). The work-life balance was often intertwined, with work and personal life being closely connected. During the colonial period, which lasted from the late 1800s until Uganda gained independence in 1962, the introduction of European systems influenced work patterns (Stack, 1974). British colonizers introduced a more structured approach to work, with the establishment of plantations, mines, and other industries. This led to a separation between work and personal life, as individuals were required to adhere to strict work schedules.

Following independence, Uganda faced various political and economic challenges that affected work-life balance. In the 1970s, the country experienced political instability under President Idi Amin's regime, leading to economic decline and disrupted work routines (Schor, 1992). This period had a significant impact on the work-life balance of Ugandans, as many faced difficulties in meeting their basic needs. In the 1980s and 1990s, Uganda implemented economic reforms and opened up to globalization, which brought changes to the work environment (Hochschild, 1997). The introduction of market-oriented policies led to the growth of formal employment, with increased emphasis on productivity and work efficiency. This resulted in longer working hours for some individuals, affecting their work-life balance (Hochschild, 1997).

Societal and cultural shifts, such as the changing roles of men and women, evolving family dynamics, and shifting social norms, have also influenced the research on work-life balance (Hochschild, 1997). The entry of women into the workforce in large numbers, starting from the mid-20th century, brought attention to the challenges of balancing work and family responsibilities, and sparked research on the topic (Schor, 1992). In recent years, technological advancements and increased access to the internet have transformed work patterns in Uganda. The growth of the digital economy and remote work opportunities have provided some individuals with more flexibility in managing their work-life balance (Pope & Rice, 2019).

Work-life balance in Uganda has evolved over time, the transition from a predominantly agricultural society to a more urbanized and globally connected nation has brought both challenges and opportunities in achieving a satisfactory balance between work and personal life.

1.1.2 Theoretical Background

The study was anchored on Complex Adaptive Systems Theory (CAS) which was advanced by Holland, 1996. CAS assumes that systems are composed of many interacting parts that can exhibit emergent properties, which are properties that cannot be reduced to the properties of individual parts but arise from their interactions. The behaviour of a system is influenced by the context in which it operates, including its environment, history, and cultural factors.

CAS has several strengths. The theory emphasizes the adaptability of systems, which is critical for understanding how systems respond to changes in their environment or internal conditions. The theory also takes a holistic perspective of systems and their behaviour, emphasizing the interdependence and interactions between parts of a system. The theory recognizes that systems can exhibit non-linear behaviour, where small changes in one part of the system can have large and unpredictable effects on the system as a whole.

By recognizing individuals as complex systems that are constantly adapting to changing environments, this theory highlights the importance of developing positive psychological resources, exhibiting adaptive behaviour, and intentionally managing competing demands in order to achieve work life balance.

By leveraging the principles of complexity adaptability, individuals can develop a work-life balance system that is flexible, resilient, and able to adapt to changing circumstances. This might involve drawing upon a variety of resources, such as time management skills, communication skills, support networks, and personal resilience, in order to achieve a balance that is sustainable and fulfilling over the long term. CAS suggests that work-life balance is a dynamic and complex system that requires ongoing adaptation and adjustment in response to

changing circumstances. This might involve making changes to work schedules, delegating responsibilities, prioritizing activities, and setting boundaries between work and personal life.

1.1.3 Conceptual background

The conceptual perspective of complexity adaptability behaviour, psychological capital, and work-life balance is a multidimensional framework that examines how individuals navigate and cope with the challenges and demands of the modern workplace.

Complexity adaptability behaviour illustrates the ability of individuals or systems to effectively navigate and respond to complex and dynamic environments (He & Wong, 2018). It encompasses adaptive capacity, flexibility, agility, learning, innovation, self-organization, emergent behaviour, and may be studied at multiple levels of analysis (He & Wong, 2018). From this perspective, complexity adaptability behaviour involves the ability of individuals or systems to sense and respond to changes in their environment, adjust their behaviours, and self-organize to cope with complexity (George et al., 2014).

Psychological capital elaborates that the positive psychological construct that represents an individual's positive psychological resources and capacities, can be developed and nurtured over time. It encompasses four key components: self-efficacy, hope, optimism, and resilience (Avey & Mhatre, 2011). These components collectively contribute to an individual's psychological well-being, motivation, and overall performance in various domains of life, including work, education, and personal relationships (Luthans et al., 2015). It emphasizes the need to focus on strengths and positive aspects of human functioning, rather than just addressing weaknesses or limitations, and provides a foundation for interventions aimed at enhancing psychological capital for personal and professional growth (Avey & Mhatre, 2011).

Work life balance encompasses the idea of effectively managing and integrating one's work responsibilities and personal life responsibilities in a way that allows for a fulfilling and well-rounded lifestyle (Kossek & Thompson 2016). Work-life balance is perspective that refers to the equilibrium or harmony between an individual's work-related activities and their personal life activities. From a conceptual perspective, work-life balance is based on the recognition that individuals have various roles and responsibilities in different aspects of their life, including their work, family, health, social, and personal domains (Clark, 2020).

1.1.4 Contextual Background

Mulago National Referral Hospital is a renowned healthcare facility located in Kampala, Uganda. It serves as the national referral hospital for the country and is the largest hospital in Uganda. The hospital provides a wide range of medical services and is affiliated with Makerere University College of Health Sciences.

Mulago National Referral Hospital has a rich history and has been an essential healthcare institution in Uganda since its establishment in 1913. Over the years, it has grown to accommodate numerous departments, specialties, and units, including internal medicine, surgery, paediatrics, obstetrics and gynaecology, radiology, pathology, and many more. The hospital also plays a vital role in medical education and training, providing clinical experience and teaching opportunities for medical students and healthcare professionals.

Despite the fact that Mulago National Referral Hospital offers essential healthcare services to a large population, it also faces significant challenges. The hospital often experiences overcrowding due to the high demand for services, limited resources, and infrastructure constraints. These challenges can put a strain on the staff and impact the work environment. Healthcare professionals, including doctors, nurses, and other staff members, often face long

working hours, high patient volumes, and stressful situations. Balancing personal life and work commitments can be challenging, considering the demanding nature of the job. Efforts are being made to address work-life balance in healthcare settings, including Mulago National Referral Hospital. These strategies may include flexible scheduling, opportunities for leave and time off, employee support programs, and initiatives to promote a positive work environment.

Mulago National Referral Hospital, like many healthcare institutions, may have its challenges in achieving a perfect work-life balance, efforts are being made to improve the situation and support the well-being of its staff. It's worth noting that work-life balance is a complex issue and can vary from person to person.

1.2 Statement of the Problem

In today's rapidly changing work environment, work life balance has become a crucial skill for employees to thrive in their roles. Work life balance is believed to lead to desirable work outcomes like career progression, job satisfaction, community engagement (Kossek & Thompson 2016). Despite the growing awareness of the importance of work-life balance, many employees are still struggling to achieve it, leading to negative consequences for their well-being, productivity, and retention (Crooker et al., 2002).

Globally, one in four employees experience high levels of conflict between work and family, based on work-to-family interference and caregiver strain (Carole, 2021). On average, 11% of workers around the world claim to work over 50 hours per week and 39% found it difficult to disconnect from work when at home (First Psychology Scotland, 2015). Similarly, in America 76% of the workers reported experiencing burnout (Gallup, 2021) while 60% of Africans have poor work-life balance mostly due to a lack of boundary between work and home life (Harvard Business Review, 2019). Likewise, in South African 64% of employees reported exhaustion,

while 37% had taken time off work due to stress or burnout (Old Mutual, 2019). The average number of hours worked per week in Uganda is 48.6, which is higher than the standard 40-hour work week in many other countries which conflicts with social life. This is contributed by employees not focusing on output but rather the number of hours worked (Uganda Bureau of Statistics, 2019).

While work life balance remains unfeasible, complexity adaptability behaviour and psychological capital have proven very essential in attaining work life balance (Clark, 2020). However, there is still limited research in the context of Uganda. Therefore, this study intends to investigate the relationship between complexity adaptability behaviour, psychological capital, and work-life balance.

1.3 General Objective

To examine the relationships among complexity adaptability behaviour, psychological capital Work Life Balance at Mulago National Referral Hospital.

1.3.1 Objectives of the Study

(i) To examine the relationship between complexity adaptability behaviour and work life balance.

(ii) To examine the relationship between complexity adaptability behaviour and psychological capital.

(iii) To examine the relation between psychological capital and work life balance.

(iv) To examine the mediating role of psychological capital on the relationship between complexity adaptability behaviour and work life balance.

1.4 Research Questions

(i) What is the relationship between complexity adaptability behaviour and psychological capital?

(ii) What is the relationship between complexity adaptability behaviour and work life balance?

(iii) What is the relationship between psychological capital and work life balance?

(iv) What is the mediating role of psychological capital on the relationship between complexity adaptability behaviour and work life balance?

1.5 Hypotheses

H_1: There is a relationship between complexity adaptability behaviour and work life balance.

H_3: There is a relationship between complexity adaptability behaviour and psychological capital.

H_2: There is a relationship between psychological capital and work life balance.

H_4: Psychological capital mediates the relationship between complexity adaptability behaviour and work life balance.

1.6 Scope of the Study

1.6.1 Subject scope

The study investigated the relationship between complexity adaptability behaviour, psychological capital and work life balance. This study is relevant to employee wellbeing, organisational effectiveness, societal discussion, gender equality and diversity. The study therefore was aimed at determining the relationship that exists among the variables.

1.6.2 Geographical scope

This study was conducted in Kampala district, respondent samples will be drawn from Mulago National Referral Hospital. Mulago National Referral Hospital provides healthcare services, has numerous projects and operates in a fast-paced environment which will feed the study.

1.6.3. Time scope

The time scope was limited to information published between the periods of 2015- 2023. The researcher spent one year carrying out this study that is February 2023 up to February 2023. The researcher focused on publications from 2015-2023 in order to ascertain the progressive knowledge of past and present events as regards the topic.

1.7 Justification of the study

Despite the efforts of many organizations to invest and contribute to Work Life Balance, it has not been actualized and attained by many individuals and organizations. The study dissected all the details embedded in complexity adaptability behaviour, psychological capital and work life balance at Mulago National Referral Hospital. More so, the findings from this study form a new precedent for further research since little efforts have been done in going to the later details of these variables and that is what this study concentrated on and the findings will be a subject to further review to researchers that find these variables worth undertaking.

1.8 Significance of the study

The study provides policymakers with empirical evidence and insights to understand complex issues, assess the impact of existing policies, and develop effective solutions. The study will help policymakers make informed decisions by providing them with reliable data, analysis, and evaluations of various policy options.

The study is the backbone of academia, as it contributes to the advancement of knowledge by generating new theories, concepts, and discoveries. Engaging in the study enhances the intellectual growth of scholars, encouraging critical thinking, problem-solving skills, and creativity.

The study findings inform the development and revision of educational curricula, ensuring they align with current knowledge, best practices, and societal needs. The study helps identify effective teaching methods, learning strategies, and educational technologies, enhancing the quality of education.

The study hoped to help development partners identify the root causes of social, economic, and environmental issues, enabling them to design targeted interventions that address specific challenges. The study provides development partners with rigorous methodologies to monitor and evaluate the effectiveness and impact of their programs and policies.

1.9 Conceptual Framework

The Conceptual Framework below shows a diagrammatic illustration of the relationship complexity adaptability behaviour, psychological capital and work life balance.

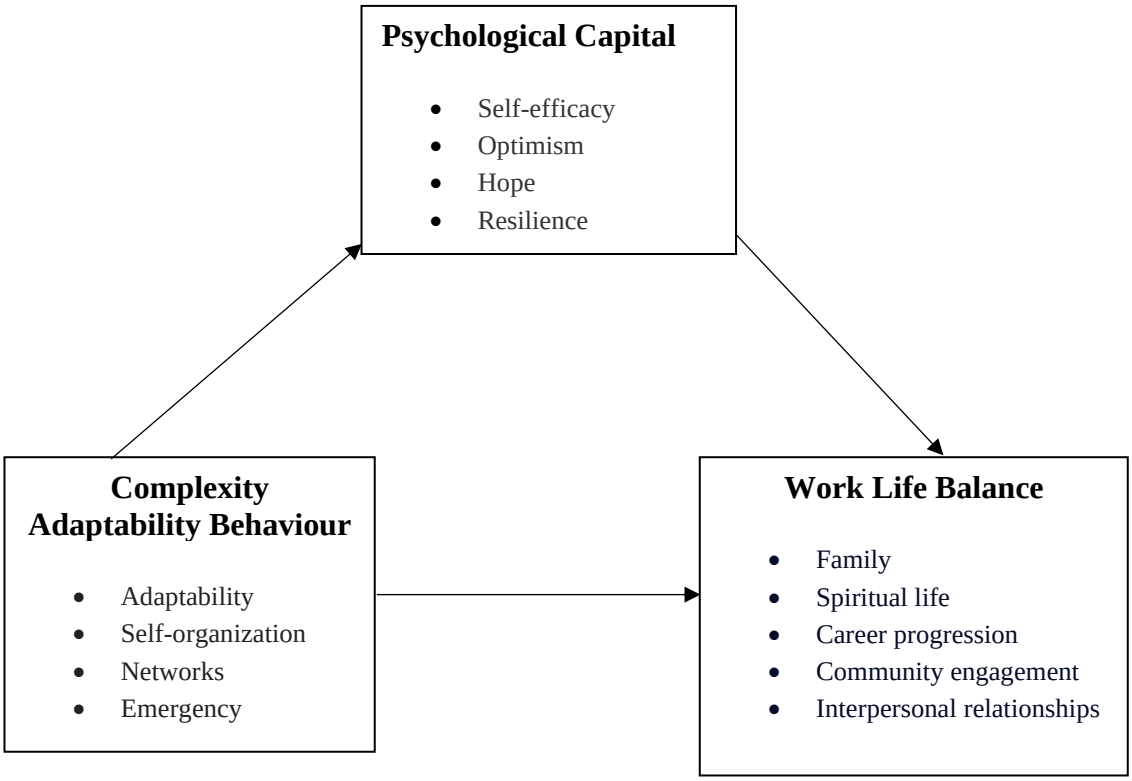

Figure 1.1: The Conceptual Model

Source: Buckley, (1968), Luthans & Avoilio, (2008), Kopelman & Greenhaus, (1983)

The independent variable, Complexity Adaptability Behaviour, is based on the complex adaptive systems model and was advanced by Buckley (1968). It was measured by adaptability, self-organisation, networks, emergency as inherent in various aspects of life, including work, social dynamics, and problem-solving. The mediator, Psychological Capital, based on the Hero model which was advanced by Luthans & Avoilio, (2008). Hero model is measured by hope, efficacy, resilience and optimism. While the dependent variable, Work life Balance, is based on the work-family conflict which was advanced by Kopelman & Greenhaus, (1983) to

measure family, spiritual life, career progression, psychological well-being, community engagement and interpersonal relationships.

1.10 Definition of Key Terms

Complexity adaptability behaviour represents the ability to effectively navigate and adapt to complex and dynamic environments (He & Wong, 2018).

Psychological capital refers to an individual's positive psychological state comprising self-efficacy, optimism, hope, and resilience (Luthans et al., 2015).

Work life balance entails achieving harmony and satisfaction between work-related responsibilities and personal life (Clark, 2020).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the literature review. This literature review examines the introduction, theoretical review and empirical review, study variables and summary of literature review.

2.1 Theoretical Review

The study is anchored on the Complex Adaptive Systems Theory (CAS) was advanced by Holland, 1996. CAS has a significant explanation for complexity adaptability behaviour. By providing a framework for understanding the factors that influence adaptability in complex systems. The theory suggests that adaptability behaviour is shaped by a variety of factors, including the structure and organization of the system, the nature of the interactions between its components, and the dynamics of its environment.

CAS suggests that complexity adaptability behaviour is the result of several key factors, including the diversity of subsystems within the system, the strength and flexibility of the connections between these subsystems, and the ability of the system to process and respond to feedback from the environment. By leveraging these factors, complex systems can develop a robust and adaptive architecture that allows them to respond effectively to changing conditions over time.

According to CAS, psychological capital is influenced by a range of factors, including the structure and organization of the individual's environment, the nature of the interactions between the individual and their environment, and the dynamics of the broader social and economic context in which the individual lives. However, if the situation changes, the

individual may need to adapt their approach and draw upon different resources in order to be successful.

According to CAS, work-life balance can be viewed as a complex system of interactions between different components, each of which can influence the overall balance achieved. Work-life balance is the concept of achieving a satisfactory balance between work-related activities and other aspects of life, such as family, leisure, and personal development.

Similarly, recognizing the complexity and unpredictability of psychological capital, and by considering the interactions between different factors and levels, individuals and organizations can better manage the demands of their environment, enhance their psychological resources, and improve their overall well-being and performance.

2.2 Conceptual review

A review on the study variables complexity adaptability behaviour, psychological capital, and work-life balance.

2.2.1 Study variables

Complexity adaptability behaviour

Complexity adaptability behaviour is the ability of individuals, groups, or organizations to respond and adapt to complex and rapidly changing environments. In today's dynamic and unpredictable world, organizations must possess the capability to navigate complexity, embrace uncertainty, and respond effectively to emergent challenges (George et al., 2014).

(i) Adaptability

Adaptability refers to the ability of these systems to adjust their behaviour and structure to cope with new challenges and opportunities. Individuals that exhibit complexity adaptability

behaviour are better positioned to achieve high performance and competitive advantage (He & Wong, 2018). Adaptive organizations can identify emerging opportunities, respond to threats, and innovate in complex environments (George et al., 2014).

(ii) Self-organization

Complexity adaptability behaviour possess the ability to self-organize, meaning that they can spontaneously reconfigure their structure and interactions without being directed by an external authority (He & Wong, 2018). This self-organization allows for flexibility and responsiveness in the face of changing conditions (George et al., 2014). Agents within the system interact and influence each other's behaviour, leading to emergent properties and collective behaviours.

(iii) Networks

Complexity adaptability behaviour often exhibit a network structure, where agents are connected to each other through various types of relationships or interactions (He & Wong, 2018). The network provides a communication and interaction medium, enabling information flow and coordination among the agents. The structure of the network can greatly influence the adaptability of the system, as it affects the speed and efficiency of information dissemination and the propagation of changes throughout the system (George et al., 2014).

(iv) Emergency

Complexity adaptability behaviour becomes particularly relevant in emergency situations. In times of crisis or unexpected events, complexity adaptability behaviour can leverage their adaptive capacity and self-organization to respond and recover (He & Wong, 2018). The network structure allows for information sharing and resource allocation, while the emergent behaviour can lead to coordinated actions and innovative solutions. The system can adapt its behaviour, reconfigure its structure, and mobilize its resources to address the challenges posed by the emergency (He & Wong, 2018).

Complexity adaptability behaviour is therefore measured by adaptability, self-organization, networks, and emergency. It encompasses the ability of complex adaptive systems to dynamically adjust their structure and behaviour.

Psychological capital

Psychological capital is a concept that has gained increasing attention in the field of positive psychology and organizational behaviour (Avey & Mhatre, 2011). It refers to an individual's positive psychological state and resources, including self-efficacy, hope, optimism, and resilience. Positive psychology emphasizes the importance of positive psychological states and resources in enhancing well-being, resilience, and performance (Luthans et al., 2015).

(i) Self-efficacy

Self-efficacy refers to an individual's belief in their ability to successfully perform specific tasks or behaviours. Individuals with high self-efficacy are more likely to set challenging goals, persist in the face of obstacles, and achieve desired outcomes (Avey & Mhatre, 2011). Self-efficacy is a key component of psychological capital and is positively associated with job satisfaction, performance, and well-being.

(ii) Hope

Hope involves having a positive outlook and expectation that goals can be achieved, even in the face of challenges and setbacks (Avey & Mhatre, 2011). Individuals with high levels of hope exhibit greater goal-directed motivation, problem-solving skills, and perseverance. Hope is linked to increased job satisfaction, engagement, and organizational commitment.

(iii) Optimism

Optimism reflects a positive explanatory style, wherein individuals tend to attribute positive events to internal and stable factors, while attributing negative events to external and temporary

factors (Avey & Mhatre, 2011). Optimistic individuals have a positive mind-set, which enables them to approach challenges with resilience, persistence, and adaptive coping strategies. Optimism is associated with higher levels of well-being, job satisfaction, and performance (Luthans et al., 2015.

(iv) Resilience

Resilience refers to an individual's ability to bounce back from adversity, adapt to change, and maintain positive functioning (Luthans et al., 2015. Resilient individuals are better equipped to cope with stress, setbacks, and uncertainties, demonstrating flexibility and emotional regulation (Avey & Mhatre, 2011). Resilience contributes to higher levels of job satisfaction, organizational commitment, and reduced burnout (Luthans et al., 2015).

Psychological capital has significant implications for individual well-being, performance, and organizational outcomes (Avey & Mhatre, 2011). Individuals with higher psychological capital experience greater job satisfaction, engagement, and overall well-being (Luthans et al., 2015). Psychological capital is therefore linked to higher levels of job performance, creativity, and job-related motivation.

Work-life balance

Work-life balance is a concept that has gained significant attention in the field of organizational behaviour and human resource management. It refers to the equilibrium between work-related responsibilities and personal life domains, including family, leisure, and personal well-being (Clark, 2020).

(i) Family

Work-life balance acknowledges the importance of maintaining quality time and nurturing relationships with family members (Greenhaus et al., 2019). It involves setting boundaries

between work and personal life to ensure sufficient time and attention is given to family responsibilities, such as spending time with children, supporting a partner, or caring for aging parents. Striking a balance in this area helps strengthen family bonds and promotes overall well-being.

(ii) Spiritual life

Nurturing one's spiritual life is an essential component of work-life balance. This involves engaging in practices that provide meaning, purpose, and connection to something greater than oneself (Kossek & Thompson 2016). It may include activities such as meditation, prayer, attending religious services, or engaging in introspective practices (Clark, 2020). Balancing work and spiritual life allows individuals to find inner peace, gain perspective, and maintain a sense of purpose beyond their professional endeavours (Greenhaus et al., 2019).

(iii) Career progression

While work-life balance emphasizes personal well-being, it doesn't necessarily mean neglecting one's career aspirations. It's about finding a harmonious integration between professional growth and personal life (Kossek & Thompson 2016). This may involve setting realistic career goals, managing time effectively, and establishing boundaries to prevent work from dominating every aspect of life. By prioritizing both career progression and personal needs, individuals can find fulfilment in their professional lives without sacrificing their overall well-being (Clark, 2020).

(iv) Community engagement

Work-life balance extends beyond individual spheres to include engagement with the broader community (Greenhaus et al., 2019). It involves participating in community activities, volunteering, or contributing to social causes. Balancing community engagement alongside

work and personal life can provide a sense of purpose, connection, and fulfilment outside of professional responsibilities (Greenhaus et al., 2019).

(v) Interpersonal relationships

Building and nurturing positive interpersonal relationships with friends, colleagues, and loved ones is crucial for work-life balance. It entails investing time and effort in maintaining healthy relationships, fostering open communication, and creating a support system (Greenhaus et al., 2019). Strong interpersonal connections contribute to overall happiness, reduce stress, and provide a sense of belonging.

2.3 Empirical Review

A review on the relationship between complexity adaptability behaviour, psychological capital, and work-life balance reveals that studies have consistently shown that complexity adaptability behaviour is positively associated with work-life balance.

Complexity Adaptability Behaviour and Work-Life Balance

Individuals who possess higher levels of complexity adaptability behaviour are more likely to effectively manage their work and personal life demands, resulting in better work-life balance (George et al., 2014). They tend to demonstrate flexibility, problem-solving skills, and the ability to prioritize tasks, which helps them maintain a harmonious integration of work and personal life. Complexity adaptability behaviour can influence work-life balance through its impact on job demands and resources (Greenhaus et al., 2019).

Individuals who exhibit higher levels of complexity adaptability behaviour are better equipped to cope with the challenges and demands of complex work environments (Bresman et al., 2020). They are more likely to engage in problem-solving strategies, seek social support, and apply adaptive work-life integration strategies (Clark, 2020).

Consequently, they experience reduced work-family conflict, greater satisfaction, and improved work-life balance. Complexity adaptability behaviour enables individuals to effectively manage and balance their work and personal responsibilities (George et al., 2014).

Individuals who exhibit complexity adaptability behaviour are more likely to perform well in dynamic and challenging work settings (He & Wong, 2018). They are better equipped to handle ambiguity, uncertainty, and rapid changes, which are common in today's fast-paced and complex business environments (Clark, 2020). These individuals demonstrate higher levels of problem-solving skills, flexibility, and resilience, leading to improved job performance and satisfaction.

Moreover, maintaining a healthy work-life balance has been linked to various positive outcomes. Employees who achieve a balance between their professional and personal lives tend to experience reduced stress levels, enhanced job satisfaction, and improved overall well-being. This, in turn, can result in increased productivity, higher job engagement, and lower turnover rates within organizations (George et al., 2014).

Organizations that prioritize complexity adaptability behaviour and work-life balance initiatives also reap several benefits. They can foster a more positive work environment, attracting and retaining talented employees (Kossek & Thompson 2016). Additionally, promoting adaptability and work-life balance can enhance organizational agility, allowing companies to respond effectively to market changes and innovate more efficiently (He & Wong, 2018).

However, the challenges associated with complexity adaptability behaviour and work-life balance are acknowledges. These include potential conflicts between work and personal

commitments, increased workloads, and the need for effective communication and support from both individuals and organizations (Bresman et al., 2020).

Developing adaptability skills and fostering a healthy work-life balance can lead to improved performance, job satisfaction, and overall well-being, benefiting both employees and organizations alike.

Complexity Adaptability Behaviour and Psychological Capital

There is a significance of psychological capital in facilitating adaptability behaviour, particularly in complex environments. For instance, Luthans et al. (2015) found that PsyCap positively predicted adaptive performance among employees facing organizational change, mitigating the negative impact of complexity on job performance. Similarly, Wang et al. (2014) found that psychological capital mediated the relationship between perceived complexity and adaptive coping strategies among Chinese managers, highlighting its role as a resilience resource in navigating complex challenges.

Moreover, recent research suggests that psychological capital not only enables individuals to adapt to complexity but also influences their perception and interpretation of complex situations. Zhang et al. (2020) found that optimism moderated the relationship between perceived complexity and stress, buffering the adverse effects of complexity on psychological well-being among Chinese workers. Similarly, Van Wingerden et al. (2017) demonstrated that hope and resilience moderated the relationship between environmental complexity and innovation, facilitating adaptive responses to turbulent market conditions.

Understanding the interplay between complexity, adaptability behaviour, and psychological capital has important implications for individuals and organizations seeking to thrive in today's dynamic world. Interventions aimed at enhancing psychological capital, such as resilience

training and positive psychology interventions, may equip individuals with the resources needed to navigate complexity and adapt effectively (Avey et al., 2010). Moreover, organizations can foster a culture that promotes psychological capital development through supportive leadership, meaningful work, and opportunities for skill development (Luthans & Youssef-Morgan, 2017).

Future research should continue to explore the mechanisms underlying the relationship between complexity, adaptability behaviour, and psychological capital, considering contextual factors such as culture, industry, and organizational climate. Longitudinal studies are needed to examine the dynamic nature of these constructs over time and their impact on individual and organizational outcomes. Additionally, research should investigate the efficacy of interventions aimed at enhancing psychological capital in diverse populations and settings, advancing our understanding of how to foster adaptability and resilience in an increasingly complex world.

The relationship between complexity, adaptability behaviour, and psychological capital is complex and multifaceted, with psychological capital playing a crucial role in enabling individuals to thrive amidst uncertainty. By enhancing psychological capital, individuals and organizations can build the resilience and adaptive capacity needed to navigate complex environments and achieve sustainable success.

Psychological Capital and Work-Life Balance

Individuals with higher PsyCap are more likely to have better work-life balance because they possess the psychological resources needed to effectively manage and navigate the demands of work and personal life (Luthans et al., 2015). These individuals exhibit greater self-efficacy, optimism, and resilience, allowing them to cope with work-related stressors and maintain boundaries between work and personal life domains (Avey & Mhatre2011). Moreover, the

interaction between PsyCap and work-life balance has been found to have a positive impact on both individual and organizational outcomes (Avey & Mhatre2011). Employees who have high PsyCap and a satisfactory work-life balance are more likely to experience improved well-being, job satisfaction, and performance (Luthans et al., 2015). They are better equipped to handle job demands, adapt to change, and maintain a healthy equilibrium between work and personal life.

Psychological capital serves as a foundation for individuals to exhibit complexity adaptability behaviour. Higher levels of self-efficacy, optimism, hope, and resilience are associated with enhanced problem-solving abilities, cognitive flexibility, and a positive mind-set (Avey & Mhatre2011).

Individuals with greater psychological capital are more likely to embrace change, seek opportunities for learning and growth, and exhibit proactive behaviours to navigate complex situations effectively (Wernsing et al., 2008). Psychological capital acts as a psychological resource that enables individuals to adapt and thrive amidst uncertainty and complexity.

Organizations that recognize and promote the development of PsyCap and work-life balance also benefit from these initiatives. They tend to have more engaged and committed employees, lower turnover rates, and higher productivity levels (Luthans et al., 2015). Moreover, organizations that provide support and resources for work-life balance contribute to a positive work environment and attract and retain top talent.

However, there are challenges in achieving and maintaining PsyCap and work-life balance (Avey & Mhatre2011). These challenges may include heavy workloads, organizational culture and practices, conflicting demands, and individual differences. Effective interventions and support systems, such as flexible work arrangements and employee assistance programs, can help address these challenges and promote positive outcomes (Avey & Mhatre2011).

Developing and nurturing psychological resources and achieving a satisfactory work-life balance are associated with improved well-being, job satisfaction, and organizational outcomes. Organizations that prioritize and support these factors can create a positive work environment and foster the well-being and engagement of their employees (Wernsing et al., 2008)

Complexity adaptability behaviour, psychological capital and work-life balance.

Complexity adaptability behaviour involves the capacity to handle multiple tasks, manage time efficiently, and deal with uncertainty and ambiguity (He & Wong, 2018). In relation to work-life balance, complexity adaptability behaviour can contribute to creating a more harmonious integration between work and personal life. By demonstrating complexity adaptability behaviour, individuals can better manage the demands and challenges of their work, reducing work-related stress and improving their overall well-being (Bresman et al., 2020).

Psychological capital encompasses positive psychological resources such as self-efficacy, optimism, hope, and resilience (Luthans et al., 2015). When individuals possess high levels of psychological capital, they tend to have a more positive mind-set, higher motivation, and greater belief in their ability to manage both work and personal responsibilities. This positive outlook helps individuals maintain a healthy work-life balance by enhancing their well-being, reducing work-related strain, and promoting positive relationships both at work and home (Bresman et al., 2020).

Complexity adaptability behaviour and psychological capital are vital factors in achieving work-life balance (He & Wong, 2018). Developing and nurturing these qualities can empower individuals to effectively manage the demands of their work while maintaining a fulfilling

personal life, leading to increased job satisfaction, improved overall well-being, and better outcomes in both domains (Bresman et al., 2020).

Complexity adaptability behaviour, psychological capital and work-life balance are therefore interconnected constructs that have significant implications for individuals and organizations. The findings emphasize the importance of achieving a harmonious integration between work and personal life to promote well-being and improve organizational outcomes.

2.4 Literature review summary

The literature reveals several interrelationships and influences among complexity adaptability behaviour, psychological capital, and work-life balance. Organizations can facilitate complexity adaptability behaviour and work-life balance by implementing supportive policies and practices (Bresman et al., 2020). These may include flexible work arrangements, training programs to enhance psychological capital, and promoting a culture that values work-life balance. Such interventions have been shown to improve employee well-being, job satisfaction, and organizational performance (He & Wong, 2018).

The literature review highlights the importance of complexity adaptability behaviour, psychological capital, and work-life balance in organizational contexts. It demonstrates the interdependencies among these factors and their influence on individual well-being and organizational outcomes.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the tools and methods used in the collection of data. It entails; the population, sample size determination, sampling desire and procedures, sources of data, data collection methods, data collection instruments, validity and reliability of research instruments, data collection procedure, data processing and analysis, measurement of variables, ethical consideration, and anticipated limitations of the study.

3.1 Research Approach

The research used quantitative approach (Mugenda, 2003). Quantitative approach was used to investigate the conventional relationships between the study variables.

3.2 Research Design

The study embraced a case study research design. A case study of Mulago National Referral Hospital was adopted, and data were collected from different individuals within the Hospital. The researcher documented characteristics, behaviours, and phenomena of interest, utilizing questionnaires.

3.3 Study Population

Table 3.1: Population and sampling in the study

Category of respondents	Population size	Sample size	Sampling method
Consultants	4o	36	Purposive
Medical Doctors	45	40	Purposive
Medical Officers	52	44	Purposive
Nurses	240	148	Purposive
Theatre Attendants	38	35	Purposive
Total	**438**	**303**	

Source: Krejcie et at., (1970)

3.3.1 Sample size determination

A total of 303 respondents were chosen for the study's sample size based on the statistical table supplied by Krejcie et al. (1970). As seen in the above table, the researcher created strata and proportionately chose the respondents.

3.3.2 Sampling Techniques

Purposive sampling was employed in the study. Purposive sampling technique was utilized to select consultants and doctors, targeting individuals and groups capable of providing valuable insights to the study.

3.4 Sources of data

The study utilized both primary and secondary data sources.

3.4.1 Primary data

Primary data, collected from the field, was attained through the use of closed questionnaires.

3.4.2 Secondary Data

Secondary data, consisting of documented materials from sources such as the internet, journals, textbooks, magazines, among others, was also utilized. Data was captured from the Mulago National Referral Hospital database and published reports.

3.5 Research Methods

3.5.1 Survey

In order to collect quantitative data for the study, questionnaires were used.

The questionnaire is always a favourite among researchers because of its adaptability, cost-effectiveness, and time efficiency. Both closed-ended and open-ended items were included in self-administered questionnaires.

3.6 Data Collection Instruments

3.6.1 Questionnaire

The primary data collecting tools were closed-ended questionnaires since they made it easy to get information from a large number of respondents. The self-administered nature of the questionnaires facilitated the respondents' experience and spared the researcher from having to stay with them until they had completed completing all of the questions. There were closed-ended questions used in the investigation. These questionnaires were made of structured questions that required respondents to choose the choice from a list that best expressed their feelings. The six alternatives that respondents had to choose from in order to complete certain sections of the questionnaire were: 1-strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree, and 5-strongly agree.

With this type of rating scale, the respondents were forced to select between the two scale crit eria, making it impossible for them to select the moderate value or midway point (Williams, 2019).

3.7 Validity and Reliability of research instruments

3.7.1 Validity

The validity of the instrument was ascertained using content and construct validity (Kothari, 2004). According to Sekaran (2000), a data collection instrument was valid if it was able to yield similar results at all times. Content validity was performed to establish the degree to which the measures accurately denoted what they were supposed to measure (Hair et al., 2010). Content validity was established with the help of the research supervisors who were regarded as very knowledgeable about study variables. Content validity was established by giving the instruments to ten respondents who were experts and practitioners in education operations. The research instrument was pretested among a section of the intended respondents (10 experts and practitioners) and in case inappropriate questions were detected, they were revised or removed.

The Content Validity Index (CVD) was used to test for the validity of the research instrument in order to guarantee that the scale items were meaningful to the sample and that the issues that were captured were measurable. As suggested by Nunnally (1978), the research instrument was valid if the coefficients for all the study variables exceeded 0.7, which was the minimum acceptance value. The formula for computing the CVI was given below; CVI = Number of items declared valid.

Table 3.2: Validity test of tools

Construct	Items tested	Content Validity Index
Complexity Adaptability Behaviour	16	0.94
Psychological Capital	16	0.90
Work Life Balance	20	0.92

3.7.2 Reliability

The researcher tested the internal consistency reliability of the research instrument to ascertain whether it consistently measured the study variables on the scales used (Nunnally, 1978). The Cronbach alpha coefficients (measures of internal consistency) of study variables (Field, 2009) were computed using SPSS version 23. The instrument was considered reliable if all the coefficients for the variables of the study were above 0.7 (Nunnally et al., 1994). The researcher used Cronbach's reliability test scores to measure the constructs and provided information with quality and consistency of the measurements (Mugenda & Mugenda 2003).

Table 3.3: Reliability test of tools

Construct	Items tested	Alpha values
Complexity Adaptability Behaviour	16	0.90
Psychological Capital	16	0.92
Work Life Balance	20	0.89

3.8 Measurements of Variables

1) Measurements of variables in the study were validated using a Likert scale. Complexity Adaptability Behaviour was measured using adaptability, self-organization, networks, and emergency, which were adopted by Buckley (1968), Waller & Gupta (2004).
2) Psychological Capital was assessed using hope, efficacy, resilience, and optimism that were adopted by Luthans & Avolio (2008), Avey, Wernsing & Luthan (2011).
3) Work-life balance was measured by family, spiritual life, career progression, community engagement, and interpersonal relationships, borrowed from Kopelman & Greenhaus (1983) and Beutell (2006).

3.9 Data Analysis

The research involved the use of quantitative method of data analysis

3.9.1 Quantitative Data Analysis

The analysis applied both descriptive and inferential statistics. Descriptive data analysis and interpretation were conducted using SPSS version 23. Data from the field were edited and coded according to themes which emanated from the research objectives and questions. Quantitative data were derived from closed-ended questions in the questionnaires. The demographic characteristics were analysed based on frequency and percentages in frequency tables. The first, second, and third objectives were analysed using Pearson correlation analysis, regression and ANOVA.

3.10 Procedure of Data Collection

The procedure of data collection involved administering questionnaires. These were distributed to the respondents for a period of one week to allow them to fill out the questionnaire. Follow-ups were made to ensure a high response rate was recorded. The researcher scheduled meetings with the respondents and carried out face-to-face interviews with the selected key informants.

The interviews were carried out with the help of an interview guide. The researcher ensured that interviews and delivery of questionnaires were done at times that did not interfere with the official work schedules of respondents, and where they conflicted, the researcher sought special permission from the ministry to collect the data.

3.11 Ethical Considerations

Ethical considerations were paramount in the study. The researcher treated the information provided by respondents as anonymous. Respondents remained confidential and were only identified by their social-demographic characteristics throughout the study. The researcher ensured that all respondents were adequately aware of the kind of information that they would be required to provide and why such information would be sought. To avoid plagiarism, the researcher acknowledged scholarly works done by previous scholars. Personal data relating to respondents were not obtained, and the identity and information provided by respondents were protected to avoid possible victimization for disclosure of sensitive information.

3.12 Limitations of the study

Respondents found it hard to complete the questionnaire. To mitigate this, the research prepared a structured questionnaire guide with a list of topics and questions to ensure consistency across the survey.

Informed consent was obtained from participants, explaining how their data would be used, ensuring confidentiality, and providing contact information for any concerns or questions, thereby addressing any limitations with confidentiality.

CHAPTER FOUR

PRESENTATION, ANALYSIS, AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter presents the findings the response rate, demographics characteristics, descriptive results of the variables, and inferential statistics.

4.1 Response Rate

A total of 303 questionnaires were issued out during data collection and all 303 questionnaires were filled and returned for consideration which represented a response rate of 100%.

4.2 Demographic Characteristics of Respondents

The demographic characteristics in this study constituted age, gender, marital status, education level. The findings are presented in Table 4.2.1

4.2. 1: Age of respondents

Table 4.1: Below presents the respondent's age.

Respondents Age	Frequency	Percentage
18-29	58	19.1
30-39	109	36.0
40-49	113	37.3
50 and above	23	7.6
Total	303	100.0

Source: Primary Data, 2023

The results in Table 4.1 indicate the age of respondents, the 37.7 percent were aged between 40 and 49 years, 36.0 were aged between 30 and 39 years, 19.1 were aged between 18 and 29 years and 7.6 percent were aged between 50 and above. This implies that employees above the

age of 40 are more mature and can handle the work, they experience and understand the concept of work life balance.

4.2.2: Sex of the respondents

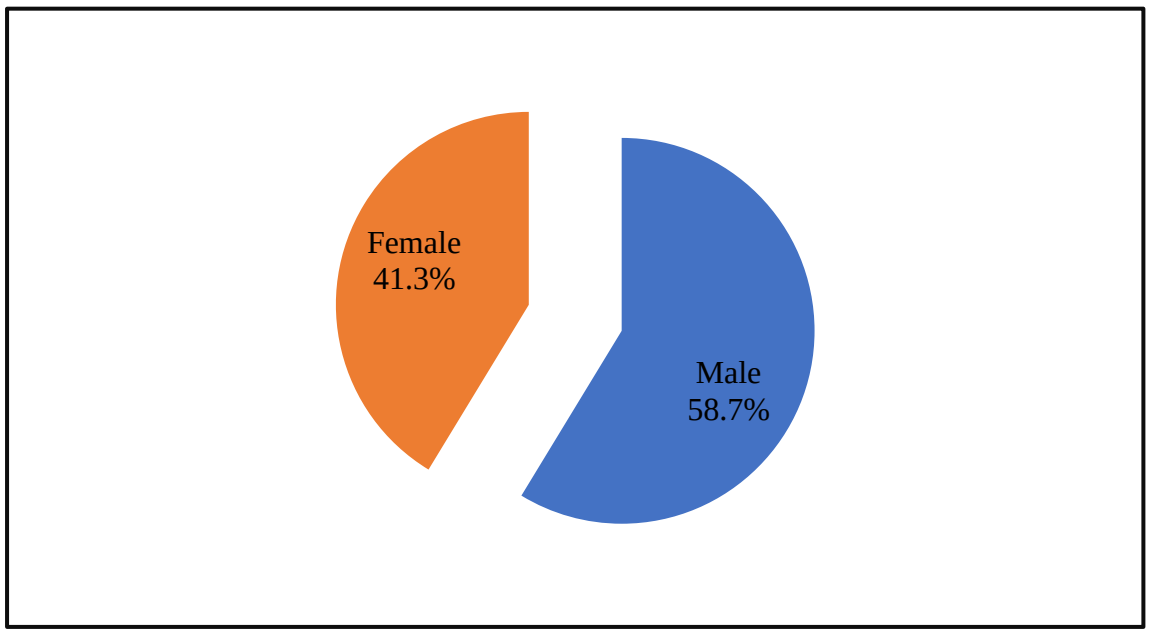

Figure 4.1: Sex of respondents

Source: Primary Data, 2023

The results in Figure 4.1 above indicate the distribution of respondent's sex. The findings from the study show that most of the respondents by 58.7 percent were males while 41.3 percent were females. This implies that there are more males' medical professionals than females at Mulago National Referral Hospital.

4.2.3: Marital status of the respondents

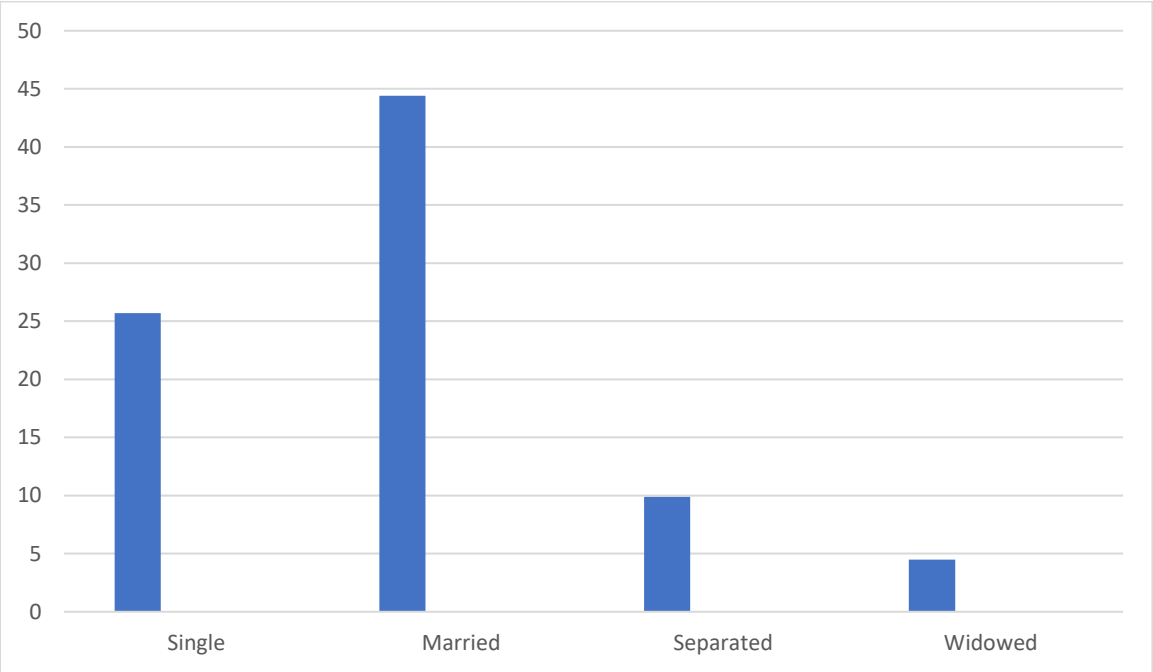

Figure 4.2: Marital status of the respondents

Source: Primary Data, 2023

The results in Figure 4.2 above established that 44.2 percent of the respondents were married while 25.7 percent were single. 9.9 percent were separated and 20.1 percent were widowed. Considering the fact that both the widowed and separated have been married, the study therefore involved more participants that have been married which informed the study in regards to work life balance.

4.2.4: Level of education of the respondents.

Table 4.2: Below presents the respondent's level of education.

Respondent's Level of Education	Frequency	Percentage
Masters	131	43.2
Bachelors	148	48.8
Diploma	24	7.9
Total	303	100.0

Source: Primary Data, 2023

The results in Table 4.2 above indicate the respondent's education level, 48.8 percent the respondents had bachelor's degrees, 43.3 percent of the respondents had master's degrees and 7.9% percent had diplomas. This implies that certain skills, qualification and expertise are necessary in medical practice, a certain education and training, experience, stability and specialisation which is essential in understanding work life balance.

4.3. Descriptive Analysis of the Study Variables

Descriptive analysis provide a comparisons between different items by score analysis.

4.3.1Descriptive Statistics of Complexity Adaptability Behaviour

Table 4.3: Descriptive Statistics of Complexity Adaptability Behaviour

Complexity Adaptability Behaviour	Min	Max	Mean	Std. Deviation
Adaptability				
I am can easily adapt to new circumstances.	1	5	4.26	0.605
I quickly adjust my strategies when faced with unexpected challenges.	1	5	3.62	0.557
I actively seek feedback from others to enhance my adaptability.	1	5	4.14	0.522
I am comfortable experimenting with new approaches.	1	5	4.03	0.303
Grand Mean			4.02	0.504
Self-organisation				
I can work independently to achieve goals.	1	5	3.82	0.597
I am able to prioritize tasks effectively.	1	5	4.14	0.346
I proactively seek out information needed to accomplish complex tasks.	1	5	4.01	0.114
I can adapt my processes to optimize productivity in dynamic situations.	1	5	4.12	0.359
Grand Mean			4.02	0.354
Networks				
I actively engage with a diverse range of individuals and teams.	1	5	4.06	0.54
I share knowledge with others to foster a collaborative environment.	1	5	4.05	0.21
I actively seek out opportunities to build relationships with others in my field.	1	5	4.04	0.323
I leverage social connections to access information.	1	5	3.96	0.203
Grand Mean			4.03	0.32

Emergency				
I remain calm and composed when faced with unexpected crises.	1	5	3.91	0.422
I can quickly assess critical situations to determine the best course of action.	1	5	3.65	0.659
I effectively coordinate with others during emergency situations.	1	5	3.9	0.485
I learn from past emergency experiences to improve my response in future situations.	1	5	3.96	0.279
Grand Mean			3.75	0.461

Source: Primary data, 2023

Table 4.3 presents the descriptive statistics of the respondents' views on the complexity adaptability behaviour. The findings revealed that the majority of the respondents agreed that the adaptability is essential as shown with a mean score of 4.04 and a standard deviation of 0.504. It also indicated that self-organisation is essential as shown with a mean score of 4.02 and standard deviation of 0.32, networks proved a mean score of 4.03 and a standard deviation of 0.32 and Emergency showed a mean score of 3.75 and a standard deviation of 0.461. This implies that the complexity adaptability behaviour is perceived as an essential quality for one to possess mostly because the mean score is above 3.1 and the highest is 5. The study revealed that participants consistently demonstrated high adaptability scores across various complex scenarios. This suggests that individuals are capable of adjusting their behaviours effectively when faced with complex and rapidly changing situations.

4.3.2Descriptive Statistics of Psychological Capital

Table 4.4: Below presents descriptive statistics of psychological capital

Psychological Capital	Min	Max	Mean	Std. Deviation
Self-efficacy				
I believe I can effectively deal with difficult tasks.	1	5	4.13	0.426
I am confident in my ability to perform well in various situations.	1	5	4.07	0.249
I feel capable of learning acquiring knowledge.	1	5	4.06	0.394
Grand Mean			4.0	0.38
Optimism				
I generally expect things to turn out well.	1	5	4.06	0.292
I believe that I can find solutions to problems, even in challenging situations.	1	5	4.11	0.388
I tend to focus on the positive aspects of a situation.	1	5	3.9	0.403
Grand Mean			4.02	0.31
Hope				
I have clear goals that motivate me.	1	5	3.68	0.5
I can think of multiple pathways to reach my goals	1	5	3.55	0.505
I am determined to achieve my goals, regardless of obstacles.	1	5	4.08	0.305
Grand Mean			3.7	0.65
Resilience				
I can bounce back quickly from setbacks.	1	5	3.32	0.719
I can bounce back quickly from failures.	1	5	3.27	0.754
I view failures as opportunities for growth and learning.	1	5	3.55	0.505
Grand Mean			4.05	0.66

Source: Primary data, 2023

Table 4.4 presents the descriptive statistics of the respondents' views on the psychological capital. The findings revealed that the majority of the respondents agreed that self-efficacy was essential as shown with a mean score of 4.01 and a standard deviation of 0.38, hope relevant as shown with a mean score of 4.02 and standard deviation of 0.31, optimism is important with essential as shown with a mean score of 3.7 and a standard deviation of 0.65 and resilience is essential as shown with a mean score of 4.04 and a standard deviation of 0.66. The average psychological capital score among our participants was notably positive, because the mean score is above 3.1 indicating that a significant proportion of the participants possess strong psychological capital traits such as optimism, self-efficacy, hope, and resilience. This suggests that many individuals in our study population exhibit positive psychological attributes that have propensity to enhance their overall mental health and productivity.

4.3.3 Descriptive Statistics of Work Life Balance

Table 4.5: below presents descriptive Statistics of Work Life Balance.

Work Life Balance	Min	Max	Mean	Std. Deviation
Family				
I often spend quality time with my family	1	5	2.58	0.686
I am satisfied with the amount of time I currently spend with my family.	1	5	2.51	0.655
I do not face challenges in balancing your work and family life.	1	5	3.19	0.818
My work schedule does not affect my ability to quality time with my family.	1	5	2.49	0.635
Grand Mean			2.84	0.76
Spiritual life				
I often engage in activities that nurture your spiritual well-being (e.g., prayer, attending religious services).	1	5	2.93	0.966
I am satisfied with the amount of time I currently dedicate to my spiritual life.	1	5	2.64	0.833
I face challenges in balancing your work and spiritual life?	1	5	2.53	0.808
My spiritual life contributes to work life balance.	1	5	2.56	0.769
Grand Mean			2.61	0.86
Career Progression				
I feel that my work demands interfere with your ability to achieve your career goals.	1	5	2.8	0.855
I do not bring work-related stress at home.	1	5	2.38	0.761
I face challenges in balancing your work and career progression.	1	5	2.29	0.491
Work life balance does not influence my career progression.	1	5	2.17	0.507
Grand Mean			2.43	0.61

Community Engagement				
I actively participate in activities outside of work.	1	5	2.61	0.817
I find opportunities to build relationships outside of work.	1	5	2.77	0.888
I have a strong social support system outside of work.	1	5	2.8	0.892
I contribute to the well-being of my community through volunteering or other forms of service.	1	5	2.63	0.827
Grand Mean			2.69	0.878
Interpersonal Relationships				
I have meaningful relationships with my family members.	1	5	2.52	0.727
I have satisfying relationships with my friends and peers.	1	5	2.45	0.739
I am able to maintain a healthy work-life balance without negatively impacting my relationships.	1	5	3.21	0.88
I am able to effectively communicate my concerns to others.	1	5	2.4	0.716
Grand Mean			2.47	0.79

Source: Primary data, 2023

Table 4.5 presents the descriptive statistics of the respondents' views on the work life balance. The findings revealed that the majority of the respondents disagreed that the work life balance has been attained for them. This is evident as shown with average mean score of 2.58 which is below 3.1, this suggests that the respondents generally do not support or agree with the idea that work life balance has been achieved in their lives. The data strongly indicates that excessive working hours, high stress levels, personal life neglect, low job satisfaction, and inadequate employer support are prevalent issues. It is crucial for organizations to address these

concerns to ensure the well-being and productivity of their employees. Failure to do so may lead to burnout, reduced job satisfaction, and a less productive workforce in the long run.

4.4 Factor Analysis Results for Study variables

Factor Analysis was presented so as to explore the structure of the variables

4.4.1 Factor Analysis Results of Complexity Adaptability Behaviour

Table 4.6: presents factor analysis results of complexity adaptability behaviour

Complexity Adaptability Behaviour	Adaptability	Self-organisation	Networks	Emergency
I am can easily adapt to new circumstances.	.78			
I quickly adjust my strategies when faced with unexpected challenges.	.70			
I actively seek feedback from others to enhance my adaptability.	.70			
I can work independently to achieve goals.		.80		
I am able to prioritize tasks effectively.		.72		
I proactively seek out information needed to accomplish complex tasks.		.74		
I actively engage with a diverse range of individuals and teams.			.82	
I share knowledge with others to foster a collaborative environment.			.70	
I actively seek out opportunities to build relationships with others in my field.			.68	
I remain calm and composed when faced with unexpected crises.				.79

I can quickly assess critical situations to determine the best course of action.				.75
I effectively coordinate with others during emergency situations.				.73
I learn from past emergency experiences to improve my response in future situations.				.72
Eigen values	3.4	2.8	3.2	3.1
Variance%	67.7	58.7	68.3	64.4

The factor analysis results of complexity adaptability behaviour as presented in Table 4.6 above was evaluated based on the dimensions of adaptability, self-organisation, networks and emergency whose dominant values had variance and Eigenvalues of 67.7 percent and 3.4, 58.7 percent and 2.8, 64.4 percent and 3.1 respectively.

4.4.2 Factor Analysis Results of Psychological Capital

Table 4.7: presents factor analysis results of psychological capital

Psychological Capital	Self-efficacy	Optimism	Hope	Resilience
I believe I can effectively deal with difficult tasks.	.80			
I am confident in my ability to perform well in various situations.	.93			
I feel capable of learning acquiring knowledge.	.84			
I can overcome obstacles to achieve my goals.	.72			
I generally expect things to turn out well.		.76		
I believe that I can find solutions to problems, even in challenging situations.		.82		
I am optimistic about achieving my goals.		.78		
I have clear goals that motivate me.			.81	
I can think of multiple pathways to reach my goals			.78	
I am determined to achieve my goals, regardless of obstacles.			.78	
I can bounce back quickly from setbacks.				.80
I can bounce back quickly from failures.				.78

I view failures as opportunities for growth and learning.				.78
Eigen values	3.1	3.4	2.9	2.4
Variance%	65.0	68.9	61.1	59.0

The factor analysis results of psychological capital as presented in Table 4.7 above was evaluated based on the dimensions of hope, efficacy, resilience, optimism whose dominant items had variance and Eigenvalues of 65.0 percent and 3.1, 68.9 percent and 3.4, 29.0percent and 2.4 respectively.

4.4.3 Factor Analysis Results of Work Life Balance

Table 4.8:below presents factor analysis results of work life balance.

Work Life Balance	Family	Spiritual life	Career Progression	Interpersonal Relationships
I often spend quality time with my family (e.g., engaging in activities and conversations)	.88			
I am satisfied with the amount of time I currently spend with my family.	.78			
I do not face challenges in balancing your work and family life.	.70			
My work schedule does not affect my ability to quality time with my family.		.88		
I often engage in activities that nurture your spiritual well-being (e.g., prayer, attending religious services).		.78		
I am satisfied with the amount of time I currently dedicate to my spiritual life.	.	.73		
I do not bring work-related stress at home.			.78	
I face challenges in balancing your work and career progression.			.75	
Work life balance does not influence my career progression.			.71	
I have meaningful relationships with my family members.				**.70**

I have satisfying relationships with my friends and peers.				**.70**
Eigen Values	3.2	2.8	3.1	3.7
Variance %	66.4	57.4	61.1	69.9

The factor analysis results of complexity adaptability behaviour as presented in Table 4.8 above was evaluated based on the dimensions of family, spiritual life, career progression, community engagement, interpersonal relations whose dominant items had variance and Eigenvalues of 66.4 and 3.2, 57.4 and 2.8, 61.1 and 3.1, 69.9 percent and 37 respectively.

4.6 Relationship between variables.

Table 4.9: Pearson Correlation of complexity adaptability behaviour, psychological capital and work life balance.

Items	Mean	SD	CAB	PSYCAP	WLB
Complexity adaptability behaviour (CAB)	4.067	.380	1.000		
Psychological capital (PSYCAP)	4.123	.372	.682**	1.000	
Work life balance (WLB)	4.081	.339	.621**	.637**	1.000

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

Source: Primary data, 2023

The findings in Table 4.9 reveal that there was a positive, strong and significant association between complexity adaptability behaviour and work life balance ($r=0.621$, $P < 0.01$) level of significance. The results are consistent with the hypothesis predicted by the researcher. The findings in Table 4.9 also reveal that psychological capital has a positive and significant association with work life balance ($r=0.637$, $P < 0.01$) level of significance. The strong positive association implies that psychological capital contributes to the attainment of work life balance. The results are consistent with the hypothesis predicted by the researcher.

4.7 Regression analysis of complexity adaptability behaviour and work life balance.

Table 4.10: represents linear regression analysis results of complexity adaptability behaviour and work life balance.

	Unstandardized Coefficients		**Standardized Coefficients**	**T**	**Sig.**
	B	**Std. Error**	**Beta**		
(Constant)	.565	.134		4.221	.000
Complexity Adaptability Behaviour	.850	.047	.721	18.046	.000
Model Summary					
R Square	.520				
Adjusted R Square	.518				
ANOVA (F-Statistics)	374.647, P=.000 < 0.05				
Dependent Variable: Work Life Balance					

Table 4.10 revealed that complexity adaptability behaviour positively predicted work life balance by 85percent, Adjusted R square =0.528 and a goodness of fit (F= 374.198, p< 0.05). The model also indicated B-value =.565, p < 0.05 which implies that a unit increase or decrease in in complexity adaptability behaviour would lead to an increase or decrease in work life balance of 0.85.

4.8 Regression analysis of complexity adaptability behaviour and psychological capital.

Table 4.11:represents linear regression analysis results of complexity adaptability behaviour and psychological capital.

	Unstandardized Coefficients		**Standardized Coefficients**	**T**	**Sig.**
	B	**Std. Error**	**Beta**		
(Constant)	.268	.125		2.149	.032
Complexity Adaptability Behaviour	.842	.039	.782	21.746	.000
Model Summary					
R Square	.611				
Adjusted R Square	610				
ANOVA (F-Statistics)	472.886, P=.000 < 0.05				
Dependent Variable: Psychological Capital					

Table 4.11 revealed that complexity adaptability behaviour positively predicted psychological capital by 84.2 percent, Adjusted R square =0.611 and a goodness of fit (F=472.886, p< 0.05). The model also indicated B-value =.286, p < 0.05 which implies that a unit increase or decrease in complexity adaptability behaviour would lead to an increase or decrease in psychological capital of 0.842.

4.9 Regression Model analysis of psychological capital and work life balance

Table 4.12: represents linear regression analysis results of psychological capital and work life balance.

	Unstandardized Coefficients		**Standardized Coefficients**	**T**	**Sig.**
	B	**Std. Error**	**Beta**		
(Constant)	.906	.121		7.493	.000
Psychological Capital	.807	.403	.737	18.933	.000
Model Summary					
R Square	.544				
Adjusted R Square	.542				
ANOVA (F-Statistics)	358.440, P=.000 < 0.05				
Dependent Variable: Work Life Balance					

Table 4.12 revealed that psychological capital positively predicted work life balance by 80.7 percent, Adjusted R square =0.542 and a goodness of fit (F= 358.440, p< 0.05). The model also indicated B-value =.906, p < 0.05 which implies that a unit increase or decrease in in psychological capital would lead to an increase or decrease in work life balance of 0.807.

4.10 Multiple Regression Analysis

Table 4.13: Multiple Regression Model Analysis of complexity adaptability behaviour, psychological capital and work life balance.

	Unstandardized Coefficients		*Standardized Coefficients*	**t**	**Sig.**
	B	**Std. Error**	**β**		
(Constant)	.556	.109		5.114	.000
Complexity Adaptability Behaviour	.315	.050	.372	6.327	.000
Psychological Capital	.408	.054	.447	7.604	.000
Dependent Variable: *Work Life Balance*					
R	.773				
R Square	.597				
Adjusted R Square	.595				
Std. Error	.472				
F Statistic	222.470				
Sig.	.000				

Results in Table 4.15 above indicated that psychological capital significantly and positively predicted work life balance by 40 .8 percent (Adjusted R square = .595). Additionally, the analysis reveals a good fit for the model (F= 222.470, $p < 0.05$) above revealed that psychological capital was the major predictor of work life balance by 40.8 percent. The results imply that the major predictor of work life balance meaning that if an individual possesses psychological capital, they should be able to attain work life balance.

4.7 Multiple regression analysis of demographic characteristics of respondents.

Table 4.14: below presents the multiple regression analysis results of demographic characteristics of respondents.

Variables	**Model 1**			**Model 2**		
	B	**Std. Err**	**β**	**B**	**Std. Err**	**β**
Gender Distribution	.31	.037	.430	.047	1.142	.254
Age Group Distribution	.21	.031	.310	-.062	-1.134	.182
Marital Status	.14	2	.184	.082	1.674	.092
Level of Education	.09	.028	.138	-.049	1.152	.235
Complexity Adaptability Behaviour				.365**	.029	.625**
Psychological Capital				.121**	.042	.141**
R^2	.134			.594		
▲R^2	.123			.585		
F-Statistics	F=9.243, P<0.05			F=49.763, P<0.05		
Note: ***a) ** P<.01*** ***b) Std. Err – Standard Error***						

Results in Model 1 involved regressing demographic characteristics of the respondents which included, gender distribution, age group distribution, marital status, highest level of education. The Model 1 results revealed that respondent's demographic were significant predictors of work life balance. The demographic characteristics influenced work life balance by 22.3 percent (Adjusted R square = 0.223). Model 2 positively predicated work life balance by 58.5percent (Adjusted R Squared = .585) and showed a goodness fit (F=49.763). Both complexity adaptability behaviour and psychological capital were significant at (P< 0.01). This implies that the demographic characteristics had no effect on work life balance.

4.8 Mediation Analysis.

Mediation analysis is an indispensable tool in research, as it helps us delve into the causal mechanisms, enhances predictive accuracy, guides interventions, and safeguards against misinterpretation of relationships. By considering mediating factors, researchers can advance our understanding of complex phenomena and make informed decisions based on evidence (Hayes, A. F. 2013).

4.8.1: Steps and Principles of mediation

Baron and Kenny (1986) proposed a widely cited four-step process to assess and establish mediation in statistical analysis. These steps help researchers investigate the indirect effect of an independent variable on a dependent variable through a proposed mediator. Here are the four steps:

1. To establish a significant relationship between the independent variable (IV) and the dependent variable (DV): This demonstrates a statistically significant relationship between the independent variable (IV) and the dependent variable (DV).
2. Show a significant relationship between the independent variable and the mediator. Establishes a significant relationship between the independent variable (IV) and the proposed mediator.
3. Demonstrate a significant relationship between the mediator and the dependent variable, controlling for the independent variable which involves showing a significant relationship between the mediator and the dependent variable (DV) while controlling for the independent variable (IV).
4. Establish mediation by demonstrating a reduction or elimination of the direct effect which assesses whether the inclusion of the mediator in the model reduces or eliminates the direct effect of the independent variable on the dependent variable.

One crucial aspect is the integration of a mediating objective, which serves as a bridge between research goals and outcomes. As highlighted by Baron and Kenny (1986), mediation analysis is essential in uncovering the intricate relationships between variables. The inclusion of a mediating objective contributes to the enhancement of causal inference in research. According to MacKinnon (2008), mediation analysis helps researchers determine the extent to which the effect of an independent variable on a dependent variable is mediated by an intermediary process.

4.8.3: Mediation Results

Table 4.15:Results for mediation effect from Sobel, Aroian and Goodman Tests

	Input	Test Statistics		Std. Error	*p*-Value
a	0.611	Sobel Test	6.96499221	0.03579157	0.000
b	0.408	Aroian Test	6.95584648	0.03583863	0.000
$\mathbf{S_a}$	0.034	Goodman Test	6.97417411	0.03574445	0.000
$\mathbf{S_b}$	0.034				

Source: Primary Data (2023)

The results in Table 4.15 above, indicates that Sobel Test showed Z-value =6.96499221 with Std Error = 0.03579157 and significant value at (p-value = 0.000 < 0.05). Secondly, Aroian Test revealed Z-value = 6.95584648 with Std Error = 0.03583863 and was significant value at (p-value = 0.000 < 0.05). Then Goodman Test showed Z-value = 6.97417411 with Std Error = 0.03574445 and was significant value at (p-value = 0.000 < 0.05).The tests revealed a positive and significant Z-value, all three tests revealed that psychological capital mediates the relationship between complexity adaptability behaviour and work life balance in Uganda. This implied that psychological capital partially mediates the relationship between complexity adaptability behaviour and work life balance. Therefore, the study hypothesis is accepted as predicted by the researcher.

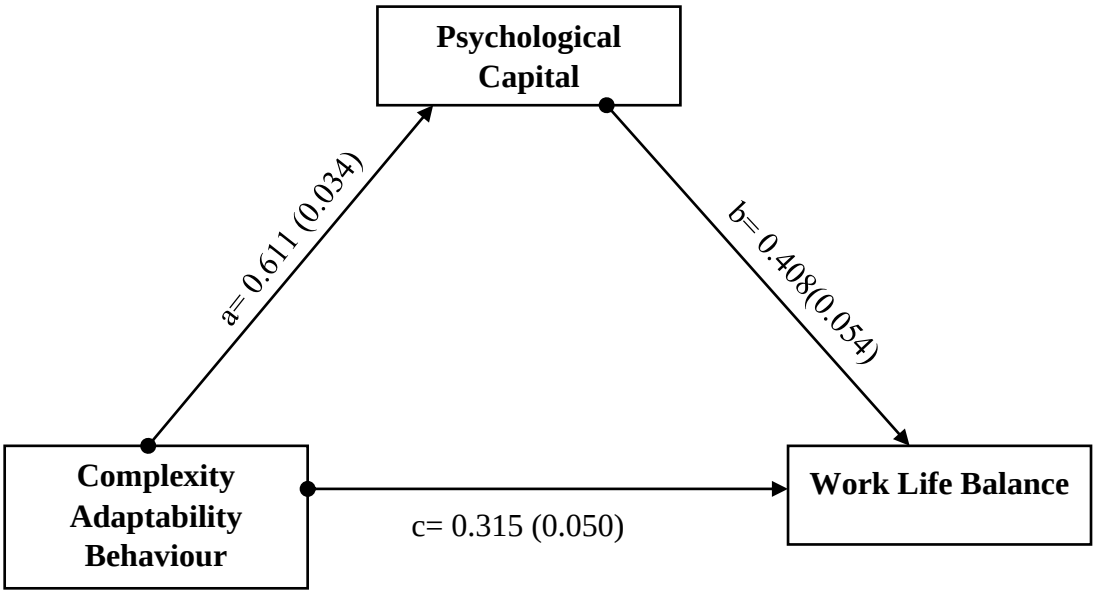

Figure 4.3: The mediating effect of psychological capital between complexity adaptability behaviour and work life balance in Uganda

Source: Primary 2023

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the discussion of findings, conclusions, and recommendations as highlighted in chapter four.

5.1 Discussion

The findings are presented and discussed following the specific objectives of the study.

5.1.2 Complexity adaptability behaviour and work life balance

There is a positive and significant relationship between complexity adaptability behaviour and work life balance. This correlation becomes apparent when individuals adapt to new circumstances and adjust their strategies to unexpected circumstances. Those who readily adjust to unforeseen challenges by soliciting feedback and experimenting with new approaches find it easier to maintain equilibrium between their professional and personal lives.

In addition, individuals endowed with self-organizational abilities can independently achieve goals, attain objectives and efficiently prioritize tasks, actively seeking the necessary information to accomplish complex tasks and adapt to dynamic circumstances. They therefore excel in both managing their professional responsibilities and personal lives.

Individuals who cultivate extensive networks, actively engage with diverse groups and teams, actively seeking opportunities to establish connections within their field. They share knowledge to foster collaboration and leverage social connections to access information, thereby cultivating satisfying relationships with friends, family, and peers.

Individuals with the emergent trait, remain composed during unexpected crises, swiftly assessing critical situations to determine the best course of action, and learning from past

experiences to coordinate others during emergency situations thus, contributing to the attainment of a work-life balance and advancing their careers.

The findings and discussions align with George et al. (2014), which underscores the positive impact of effectively managing stress on work-life balance, preventing the spill over of work-related stress into personal life and vice versa. Adaptability in dealing with complexity empowers individuals to navigate stress amidst uncertainty and change (George et al., 2014). Adaptable individuals are better equipped to make decisions in ambiguous and complex scenarios, reducing decisional conflicts and time pressures, thereby enhancing work efficiency. In conclusion, adaptability in dealing with complexity fosters collaboration and the formation of robust social networks within the workplace. Social support is associated with numerous positive outcomes, including reduced stress and increased job satisfaction.

5.1.2 The relationship between complexity adaptability behaviour and psychological capital.

There is a positive and significant relationship between complexity adaptability behaviour and psychological capital. Individuals that are able to engage in diverse activities, coordinate with others during emergencies and remain calm, composed when faced with unexpected crisis, tend to exhibit more ability to perform well, acquisition of new knowledge and a quick bounce back from setbacks.

Individuals that achieve goals independently, think of multiple pathways to reach their goals. They are better able to navigate complexity, adjust their behaviour accordingly, and maintain a positive outlook even in challenging circumstances. In essence, psychological capital serves as a valuable resource that supports adaptability and effective behaviour in complex situations.

Individuals with higher levels of psychological capital are more likely to perceive complexity as a challenge rather than a threat, leading to adaptive responses (Avey et al., 2010). Moreover,

psychological capital acts as a psychological resource that facilitates the development of adaptability behaviour such as learning orientation, flexibility, and problem-solving skills (Luthans & Youssef-Morgan, 2017). Understanding the interrelationships between complexity, adaptability behaviour, and psychological capital has significant implications for organizational practice. Organizations can foster psychological capital through interventions such as coaching, training, and leadership development programs (Avey et al., 2008). Moreover, creating a supportive organizational climate that encourages experimentation, learning, and risk-taking can enhance adaptability behaviour among employees.

5.1.3 The relationship between psychological capital and work life balance.

There is a positive and significant relationship between complexity adaptability behaviour and work life balance. Individuals who possess self-efficacy effectively deal with difficult and challenging tasks and confidently perform in various situations. They are capable of learning and acquiring knowledge that aids them in overcoming obstacles to achieve their goals, thereby finding satisfaction in the time they spend with family and at work.

By the same token, optimistic individuals typically anticipate favourable outcomes and harbour optimism regarding achieving their goals. They believe in their ability to find solutions to problems, even in challenging situations, which makes them optimistic about achieving goals and enables them to concentrate on the positive aspects of a situation. This confidence empowers them to confront their challenges with determination.

Hopeful individuals possess clear goals that serve as motivation for them to pursue various pathways towards goals and achievement. They are determined and capable of overcoming obstacles, ultimately leading to positive outcomes. Their aspiration to accomplish set goals and tasks drives them to prioritize what is essential and attain a balance between work and life.

Resilient individuals have the capacity to swiftly recover from setbacks and failures, viewing them as opportunities for growth and learning. They can navigate through challenging situations with ease, fostering a determination to persist even when faced with adversity. This resilience empowers them to strive for work-life balance with unwavering dedication.

The findings and discussions align with Luthans and colleagues (2007) which indicates that higher self-efficacy is associated with improved work performance and satisfaction, leading to a more balanced approach to work and personal life. Individuals with greater self-efficacy may feel more capable of managing their time effectively, thereby fostering a healthier work-life balance. Luthans and colleagues (2007) argue that hope is linked to greater goal attainment and persistence. Individuals with a sense of hope may be more adept at setting realistic work and personal goals, facilitating a balanced and purposeful approach to both aspects of their lives. Resilience, an essential component of psychological capital, is the ability to bounce back from setbacks. In conclusion, the cultivation of psychological capital plays a pivotal role in positively affecting work-life balance. The enhanced self-efficacy, optimism, hope, and resilience associated with psychological capital contribute to more effective coping mechanisms, goal attainment, and stress management.

5.1.4 The mediating role of psychological capital on the relationship between complexity adaptability behaviour and work life balance

Psychological capital mediates the relationship between complexity adaptability behaviour and work life balance. The more complex one's job or life is, the more important adaptability becomes. When things are constantly changing or there are many different factors to consider, being adaptable helps navigate through those complexities more smoothly. Instead of getting stressed or overwhelmed by changes, adaptable people tend to adjust their behaviour to handle them effectively. They might prioritize tasks differently or seek out new solutions. Constantly working late and never taking time for oneself or family, can lead to an imbalance where work

takes over your personal life. On the other hand, setting boundaries and managing time effectively, is more likely to help achieve a healthy balance between work and personal life. Therefore, being adaptable helps manage complexity, which in turn can affect behaviour and ultimately the ability to maintain a healthy work-life balance.

Psychological capital therefore plays a significant role in mediating complexity adaptability behaviour and work-life balance. Individuals with higher levels of psychological capital are better equipped to navigate complex and unpredictable environments, as they possess the confidence, optimism, and resilience needed to effectively manage challenges and setbacks. This, in turn, can enhance their ability to adapt to changing circumstances and maintain a healthy balance between their work and personal lives. By leveraging their psychological capital, individuals can cope with stressors, prioritize tasks, and engage in proactive behaviours that support both professional success and personal well-being.

Individuals who anticipate favourable outcomes tend to readily adapt to new circumstances, adjusting their strategies when confronted with unexpected challenges. Consequently, they effectively prioritize tasks, proactively seek the necessary information to tackle complex tasks, driven by clear goals that motivate them. Similarly, individuals who actively interact with diverse individuals and teams possess the capability to acquire knowledge, actively seek opportunities to forge relationships, and maintain composure in the face of unexpected crises.

Optimistic individuals, aspire to achieve their goals tend to envision multiple pathways to attain them, swiftly recover from setbacks, and adapt their strategies when confronted with unforeseen challenges to effectively prioritize tasks. Moreover, they readily engage with a diverse array of individuals and teams, allocate quality time to their families, and adeptly navigate the challenges of balancing work and family life to sustain a healthy work-life equilibrium without adversely affecting other relationships.

The findings align with Greenhaus & Allen, (2011) and Avey, Luthans, & Youssef, (2010). A balanced work-life situation enhances an individual's psychological capital, which, in turn, influences their ability to adapt to complex work demands. When individuals experience a sense of balance and well-being in their lives, they are more likely to leverage their psychological resources to navigate and embrace the challenges posed by complex work environments. Maintaining a healthy work-life balance is associated with enhanced psychological well-being. Individuals who can effectively balance their professional and personal responsibilities are likely to experience higher levels of hope, efficacy, resilience, and optimism (Greenhaus & Allen, 2011). In conclusion, the mediating role of psychological capital in the relationship between work-life balance and complexity adaptability behaviour highlights the interconnectedness of these constructs in the modern workplace.

5.2 Conclusions

In this study, the researcher concludes that psychological capital is the major indicator of work life balance. Individuals that swiftly overcome obstacles to achieve their goals, focus on positive aspects of each situation which facilitates to the ability to maintain a healthy work-life balance not only benefits their well-being but also enhances their job satisfaction, professional performance and family life. Individuals with higher levels of hope, optimism, resilience and self-efficacy exhibit great skills, knowledge and attitude which contribute to work life balance.

5.3 Recommendations

The following recommendations were suggested and these include;

5.3.1 Methodological Recommendations

Methodologically, the study recommends the quantitative research method but also the incorporation mixed-method approaches. Quantitative surveys with qualitative research,

interviews or focus groups to gain a comprehensive understanding of the cultural, social, and organizational factors influencing work-life balance in Uganda. This integrated approach can provide richer insights into individuals' experiences and preferences.

5.3.2 Policy recommendations

The Ministry of Gender, Labour, and Social Development should take concrete steps to advocate for and implement flexible work arrangements, such as telecommuting, flexible hours, and compressed workweeks, to accommodate employees' diverse needs and responsibilities outside of work. The Ministry should actively engage with organizations to promote the adoption of family-friendly policies, including parental leave, childcare support, and eldercare assistance.

Additionally, the Ministry must prioritize gender equality by promoting equal opportunities for men and women in the workplace, and by advocating for policies that support caregiving responsibilities, such as paternity leave and affordable childcare services. Efforts should be made to combat gender stereotypes and discrimination to foster a more inclusive work environment.

Furthermore, the Ministry should strengthen and enforce labour regulations related to working hours, overtime compensation, and rest periods, ensuring employees are not exploited and have sufficient time for personal and family activities. Labour policies should also be revised to align with evolving societal norms and technological advancements that impact work-life balance.

5.3.3 Managerial recommendations

Organisations should promote supportive organizational culture that encourage managers to prioritize work-life balance and lead by example by promoting healthy boundaries between

work and personal life. Provide training and resources to help supervisors effectively manage workloads, delegate tasks, and recognize signs of burnout among employees.

Implementation of employee wellness programs that establish initiatives focused on promoting physical and mental well-being, such as stress management workshops, mindfulness sessions, and health screenings. Encourage employees to prioritize self-care and offer resources for managing work-related stressors.

Promotion of training programs, mentorship, and support systems that promote adaptability, hope, emergency, self-organisation, efficacy, resilience, and optimism that can help individuals thrive in a demanding and ever-changing landscape.

5.4 Areas of further study

The following areas were recommended by the researcher for future research studies;

Comparative studies across different organisations or countries. Compare work-life balance practices and outcomes across different organisations or countries. Investigate how cultural norms, organizational structures, and economic factors influence work-life balance initiatives and outcomes.

Longitudinal studies. Follow a group of employees over time to observe changes in their work-life balance and factors influencing those changes. Longitudinal studies can provide valuable insights into the long-term effects of work-life balance policies and interventions.

Impact of technology on work-life balance. Explore the role of technology in shaping work-life balance. Investigate how technologies such as smartphones, remote collaboration tools, and automation affect work-related stress, boundaries between work and personal life, and overall work-life balance.

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APPENDIX I

QUESTIONNAIRE

Dear Respondent,

My name is December Kiconco, a Master of Business Administration student undertaking research under Kyambogo University. My study is about work life balance. The study specifically examines the relationship between Complexity Adaptability Behaviour, Psychological Capital and Work Life Balance. You have been selected to participate in this survey questionnaire because of your knowledge in the area. I hereby request for your consent to participate in this study. The data collected is only for academic purposes and will be handled with utmost confidentiality. Thank you for your participation.

SECTION A

BIO-DATA

Please tick (✓) in the row below the specified variable.

Age	18-29	30-39	40-49	50-59	60+
Gender	Male	Female			
Marital Status	Single	Married	Divorced	Widowed	
Level of Education	Masters	Bachelors	Diploma	Others specify	

SECTION TWO

COMPLEXITY ADAPTABILITY BEHAVIOUR

Please use the scale provided to rate the following statements based on your level of agreement.

Scale	1	2	3	4	5
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Disagree

	ITEMS	**SCORE**				
		1	**2**	**3**	**4**	**5**
A	**Adaptability**					
AD1	I am can easily adapt to new circumstances.					
AD2	I quickly adjust my strategies when faced with unexpected challenges.					
AD3	I actively seek feedback from others to enhance my adaptability.					
AD4	I am comfortable experimenting with new approaches.					
B	**Self-organisation**					
SOR1	I can work independently to achieve goals.					
SOR2	I am able to prioritize tasks effectively.					
SOR3	I proactively seek out information needed to accomplish complex tasks.					
SOR4	I can adapt my processes to optimize productivity in dynamic situations.					
C	**Networks**					

NET1	I actively engage with a diverse range of individuals and teams.					
NET2	I share knowledge with others to foster a collaborative environment.					
NET3	I actively seek out opportunities to build relationships with others in my field.					
NET4	I leverage social connections to access information.					
D	**Emergency**					
ER1	I remain calm and composed when faced with unexpected crises.					
ER2	I can quickly assess critical situations to determine the best course of action.					
ER3	I effectively coordinate with others during emergency situations.					
ER4	I learn from past emergency experiences to improve my response in future situations.					

PSYCHOLOGICAL CAPITAL

Please use the scale provided to rate the following statements based on your level of agreement.

Scale	1	2	3	4	5
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Disagree

	ITEMS	**SCORE**				
		1	**2**	**3**	**4**	**5**
A	**Self-efficacy**					
SE1	I believe I can effectively deal with difficult tasks.					
SE2	I am confident in my ability to perform well in various situations.					
SE3	I feel capable of learning acquiring knowledge.					
SE4	I can overcome obstacles to achieve my goals.					
B	**Optimism**					
OPT1	I generally expect things to turn out well.					
OPT2	I believe that I can find solutions to problems, even in challenging situations.					
OPT3	I am optimistic about achieving my goals.					
OPT4	I tend to focus on the positive aspects of a situation.					
C	**Hope**					
HP1	I have clear goals that motivate me.					
HP2	I can think of multiple pathways to reach my goals					
HP3	I am determined to achieve my goals, regardless of obstacles.					
HP4	I believe that my efforts will lead to positive outcomes.					
D	**Resilience**					

RES1	I can bounce back quickly from setbacks.					
RES2	I can bounce back quickly from failures.					
RES3	I view failures as opportunities for growth and learning.					
RES4	I have the ability to recover from difficult situations.					

WORK LIFE BALANCE

Please use the scale provided to rate the following statements based on your level of agreement.

Scale	1	2	3	4	5
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Disagree

	ITEMS	**SCORE**				
		1	**2**	**3**	**4**	**5**
A	**Family**					
FAM 1	I often spend quality time with my family (e.g., engaging in activities and conversations)					
FAM 2	I am satisfied with the amount of time I currently spend with my family.					
FAM 3	I do not face challenges in balancing your work and family life.					
FAM 4	My work schedule does not affect my ability to quality time with my family.					
B	**Spiritual life**					
SPL1	I often engage in activities that nurture your spiritual well-being (e.g., prayer, attending religious services).					
SPL2	I am satisfied with the amount of time I currently dedicate to my spiritual life.					
SPL3	I face challenges in balancing your work and spiritual life?					

SPL4	My spiritual life contributes to work life balance.					
C	**Career Progression**					
CPI	I feel that my work demands interfere with your ability to achieve your career goals.					
CP2	I do not bring work-related stress at home.					
CP3	I face challenges in balancing your work and career progression.					
CP4	Work life balance does not influence my career progression.					
D	**Community Engagement**					
CE1	I actively participate in activities outside of work.					
CE2	I find opportunities to build relationships outside of work.					
CE3	I have a strong social support system outside of work.					
CE4	I contribute to the well-being of my community through volunteering or other forms of service.					
E	**Interpersonal Relationships**					
IR1	I have meaningful relationships with my family members.					
IR2	I have satisfying relationships with my friends and peers.					
IR3	I am able to maintain a healthy work-life balance without negatively impacting my relationships.					
IR4	I am able to effectively communicate my concerns to others.					

Thank you for completing the questionnaire! Your responses are greatly appreciated

Appendix II: Table for determining sample size from a given population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*

- Krejcie, R, V. and Morgan D. W. (1970). Determining sample size for Research Activities: Educational and Psychological Measurement