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Work-Life Balance of Rotational Workers in the Nigerian Energy Sector

Israel Olalekan Jolaolu
Walden University

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Walden University

College of Management and Technology

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Israel Olalekan Jolaolu

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Walden University
2020

Abstract

Work-Life Balance of Rotational Workers in the Nigerian Energy Sector

by

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MA, Walden University, USA, 2019

M. Eng, Northwest University, South Africa, 2009

HND, Kaduna Polytechnic, Kaduna, Nigeria, 2002

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

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Management

Walden University

August 2020

Abstract

Rotational workers in the Nigerian oil and gas industry, otherwise referred to as the energy sector, are confronted with challenges and stresses of work-life balance (WLB). Using boundary theory, 15 oil and gas workers with more than 5 years of rotational work experience were recruited to examine the strategies they employed to deal with the stresses and work-life balance required for the social well-being of the workers, which translates to improved job performance in the oil and gas sector in Nigeria. The research question was designed to explore the lived experiences of rotational workers with more than 5 years in the oil and gas industry in Nigeria to maintaining WLB. This was a hermeneutic phenomenological design looking at the stresses and strategies on work life balance experienced by oil and gas workers. Data collection occurred through snowballing, telephone interview, field notes, personal reflections, and document review. Data analysis included thematic analysis member checking and hand-coding. The emerging themes were flexible schedule and agility, self-esteem and self-gratification, adaptation to personal spirituality, formulation of a personal developmental agenda and patience, personal discipline and self-determination, personal fitness and hygiene, promoting healthy family coexistence and workplace contentment, and family support and synergy. Recommendations included work-family time Flexi, employee physical and mental exercise alignment, and inclusion of study findings in the training manual. The implications of positive social change include employee job satisfaction, improving family and work balance among employees, family synergy and coexistence, and sustainability of the workplace.

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Dedication

This dissertation is dedicated to the Almighty God, the maker of heaven and earth, giver of life, lover of my soul, my enabler and sustainer who gave himself for me. To Him alone be all the glory and honor forever more for making this childhood dream of obtaining a doctoral degree come to pass. Amen.

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Chapter 1: Introduction to the Study

Annink, Dulk, and Amoros (2016) described work-life balance (WLB) as achieving the optimum balance between work and personal life. Ismail, Rahman, and Hezabr (2018) inferred WLB as the level of satisfaction a person receives through the proper functioning of personal life and work. Various researchers have described the term WLB in different ways, but for the study, I aligned with Annink et al., who posited that WLB could be evaluated as the satisfaction a person receives from the engagement levels of the individuals into various domains of life, such as work and home. Annink et al. appraised that WLB is the maintenance of the balance between the responsibilities of work and personal life. Ismail et al. identified factors such as work environment, feelings about work, and role conflict to be conflicting. This also affects the WLB of the employees in an organization. The purpose of this study was to explore how the oil and gas workers maintain a WLB in Nigeria. The study was needed because rotational oil and gas workers are often confronted with managing extremes, either paying too much attention to work or too much attention to the family to respond to demands from both areas. The implication for social change is that the study findings may help oil and gas workers to improve the standard of living, improve wellbeing, and lead to an increase in productivity and a reduction in the attrition rate.

In Chapter 1, I address the problem of the study, the purpose of the study, and the gap in the literature on how oil and gas rotational workers who have been employed for more than 5 years maintain a WLB for the social wellbeing as oil and gas rotational workers. I describe a framework that aligns the different methods to provide information

on how to maintain a WLB for the social wellbeing of oil and gas rotational workers. The study may have implications for social change; staff of oil and gas companies may gain knowledge on how to maintain the WLB for improved job performance in the oil and gas sector in Nigeria.

Background of the Study

In the oil and gas sector, there are two categories of employees. The first category is office-based employees and the second is the field employees. The office employees work in regular office settings, and they are usually located in the city. These employees start work in the morning and go home at the end of the business day, which is usually Monday through Friday, and they have Saturdays and Sundays off from work. This work arrangement, according to Wadsworth, and Facer (2016), is usually referred to as a regular 5/2 work schedule, meaning 5 workdays and 2 off days per week, or a 5/8 work schedule, indicating 8 work hours of 5 workdays per week.

The second category of employees is the field employees, otherwise known as rotational workers. Rotational work refers to a work arrangement that requires employees to work for a certain number of days at a given work-site away from home, after allowing them to return home at the end of their work schedule, referred to as time-on for a set number of days, typically called time-off (PetroLMI, 2015; Valk & Hannon, 2016). Field employees work mainly in the company's operational base, offshore platforms, rigs, flow-station, and the like, which are usually located in remote locations where it is not possible or practical for employees to go home daily. According to Storey and

Shrimpton, (1994), rotational work arrangements are neither known to the public, and relatively little is known of rotational work implications for work, health and safety.

WLB refers to achieving the optimum level of balance between work and personal life. Shanafelt et al. (2015) stated that WLB is the maintenance of the balance between responsibilities of work and personal life. Generally, the term WLB is influenced by various factors such as demographic variables and other independent factors that influence the WLB either positively or negatively. The demographic profile of the employees affects the WLB of the employees in both a positive as well as a negative manner (Shanafelt et al., 2015). There is a significant relationship between the WLB and the age of the employees. Pookaiyaudom (2015) highlighted that there was a high awareness of the importance of WLB to maintain well-being among workers who experienced limited WLB associated with an overload of work.

Problem Statement

Rotational workers in the Nigerian oil and gas industry, otherwise referred to as the energy sector, are confronted with challenges such as WLB (Kumar & Janakiran, 2017). Eighty percent of oil and gas rotational workers find it challenging to balance their work-life in the organization; this, in turn, affects their job performance (Kumar & Janakiran, 2017). The general problem was that rotational work poses inherent stress on the personal life of oil and gas rotational workers, which impacts the social well-being of the workers (Langdon, Biggs, & Rowland, 2016). High psychological well-being results in high productivity and high job performance (Wright, Cropanzano, & Bonett, 2007). This is critical for managers as they are responsible for delivering high-performance

results, particularly in a competitive market such as the energy sector (Deery & Jago, 2015). Although academic scholars firmly believe that organizations should be adopting better WLB practices, the inherent challenges of rotational work make it difficult. The specific problem was that some oil and gas rotational workers with less than 5 years of work experience have insufficient knowledge on how to maintain a WLB required for improved job performance in the oil and gas sector in Nigeria.

Purpose of the Study

The purpose of this hermeneutic phenomenological study was to explore the lived experiences of oil and gas workers with more than 5 years of rotational work experience and the strategies they employ for the WLB required for the social well-being of the workers, which translates to improved job performance in the oil and gas sector in Nigeria. I aimed to understand how oil and gas workers can maintain a WLB required for the social well-being of the worker. The participants for the study were senior oil and gas rotational workers with more than 5 years of experience in the Nigerian oil and gas sector. The results of the study may have implications for social change; staff of oil and gas companies may gain knowledge on how to maintain the WLB required for improved job performance in the oil and gas sector in Nigeria.

Research Questions

The overarching research question for the study was as follows:

Research question (RQ): What are the lived experiences of rotational workers with more than 5 years in the oil and gas industry in Nigeria to maintaining WLB?

Conceptual Framework

The conceptual framework for the study was built on the concepts of the boundary theory, as initially developed by Nippert-Eng in 1996, which includes the concept of boundaries, segmentation, integration, and interaction. Nippert-Eng (1996) evaluated the boundary concept to offer a means of understanding the ways individuals negotiate different domains. Boundary theory is used to examine how individuals manage the boundaries between work and personal life through segmenting and integrating the domains (Bulger, Matthews, & Hoffman, 2007). Bulger et al. (2007) suggested that the construction of a boundary (Figure 1) that allows for segmentation or integration depends upon various factors, including (a) occupation type, (b) coworkers, (c) family members, and (d) individual preference.

Bulger, Matthews, & Hoffman, (2007) inferred that strong boundaries are constructed to maintain work and family as separate domains. In contrast, weak boundaries are constructed to facilitate the ease of interaction between domains. A boundary is permeable if elements from one domain are readily found in the other domain (Kossek, Lautsch, & Eaton, 2006). Permeability might be thought of as actual interruptions or intrusions from one domain into the other, over which the employee may have little control. Boundary permeability relates to being physically located in one domain but behaviorally responding to another (Kossek et al., 2006). For instance, a work boundary is permeable if the employee is contacted by the family while at work. A boundary is flexible if hypothetically it could be relaxed to meet the other domain (Kossek et al., 2006). On the other hand, a work boundary is flexible if the employee

perceives that they could leave work to attend to a family matter. The concepts of the boundary theory are related to the study because I could use the concepts to analyze the conflicts that exist between work and life balance and suggest a way to balance such conflicts.

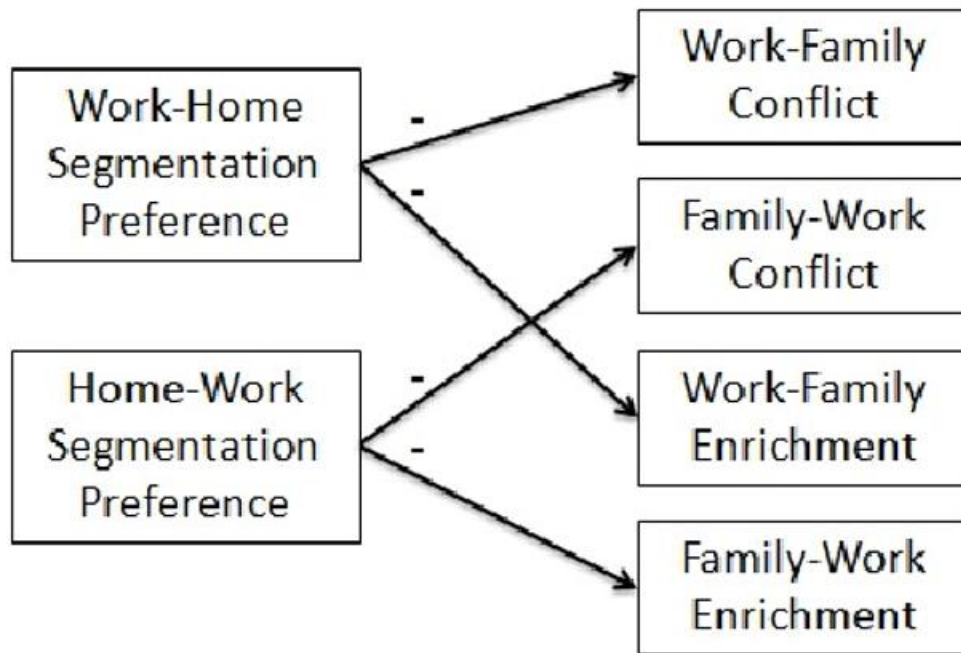


Figure 1 Theoretical model

Figure 1. Boundary concept of WLB.

Nature of the Study

In the study, I used the qualitative approach of the hermeneutic phenomenological design to study the lived experience of oil and gas rotational workers who had been employed for more than 5 years and the strategies they employed to maintain the WLB required for improved work performance and social wellbeing of the oil and gas rotational workers. The key concept of the study was boundary theory, and the

phenomenon under study was WLB. The qualitative method was suitable for the study as a qualitative research method allows the researcher to explore the concept of human understanding through an open-ended interview (see Marshall & Rossman, 2014). Yin (2017) claimed that a qualitative method is appropriate for an investigation into human behavior through responses of participants to open-ended interview questions. A quantitative method was not suitable for this study as it is used to study numerical relationships, statistical elements, and variables (Borrego, Douglas, & Amelink, 2009). Gill (2014) described qualitative research as an inquiry that addresses a social problem and is useful for describing trends in research. Neither quantitative nor mixed-methods approaches were appropriate for this research because quantitative research seeks to test hypotheses and identifies cause and effect relationships (see Borrego et al., 2009). Quantitative research uses numeric descriptions and uses experiential samples for description and clarification of events (Yin, 2017). I considered all qualitative designs before deciding that hermeneutic phenomenology was most appropriate.

Phenomenology which is a sober reflection on the lived experience of human existence (Manaen, 2016) has three distinct types of designs: intellectual, existential, and hermeneutic. Transcendental phenomenology is the most popular form of phenomenological research, envisaged by Husserl (1970) and popularized by Moustakas (1994). Transcendental phenomenologists, such as Moustakas, believed that researchers have to use reduction and bracketing to allow participant responses to guide a study's findings (Kafle, 2013; Moran, 2000). Existential phenomenology is the most recent form of phenomenological research, which rejects the Husserlian school of thought of

reduction, bases experiences on human existence, and is often confused with hermeneutic phenomenology (Kafle, 2013). De Vries and Berger (2017) stated that existential phenomenologists believe that the researcher, and more widely human beings, and the world have a reciprocal and circular relationship, which informs the understanding of the lived experiences. I did not use existential phenomenology mainly due to a lack of sufficient information on its use in leadership studies and the many parallels with hermeneutic phenomenology. Hermeneutic phenomenologists consider subjective individual and group experiences in context, and by using the hermeneutic circle, they comprehensively question and analyze the parts and the whole of the participants' world to interpret meaning (Gadamer, 1976; Heidegger, 1962; Kafle, 2013). A hermeneutic phenomenological approach enables the researcher to study the lived experiences of the participants (Moustakas, 1994). The hermeneutic phenomenological approach was most appropriate for this study because I aimed to explore the lived experiences of participants (Moustakas, 1994). Using hermeneutic phenomenology provided a framework of rational inquiry of the lived experiences of oil and gas rotational workers who had been employed for 5 years or more with sufficient knowledge on how to maintain WLB for their social wellbeing. The hermeneutic phenomenological approach was more appropriate for the study than other designs, including case study, narrative, ethnography, or grounded theory. Yin (2017) pointed out that the case study design provides an opportunity to acquire a perspective on an ongoing occurrence and represents a critical test of the occurrence.

Ethnography, as a design, is used when the focus of the study relates to cultural inquiries (White, Drew, & Hay, 2009). Grounded theory was also not adequate as I did not develop a theory from the data collected (see White et al., 2009). Narrative design was not adequate for the study as a narrative is used when the mode of data collection is by storytelling (see Borrego et al., 2009; White et al., 2009). The hermeneutic phenomenological approach with semistructured interviews allowed respondents to share thoughts and experiences of oil and gas rotational workers who had been employed for 5 years or more with sufficient knowledge on how to maintain the WLB required for the social wellbeing of the oil and gas rotational workers.

The nature of the qualitative research method is holistic; all aspects of the participants' lived experiences are collected, coded, and analyzed. The one-on-one approach of the qualitative method was an advantage, particularly interviewing participants in their real-life environments, which is relevant for achieving an understanding of the research problem. Purposeful sampling was appropriate for participant selection in the study. In purposeful sampling, a researcher's judgment is important for selecting participants who have a direct relationship to the population (White et al., 2009). Patton (2002) stated that the things the researcher wishes to know, which will lead to credibility and use of resources and time, are more important than the sample size in a phenomenological study. Fifteen senior staff who had been employed for 5 years or more with sufficient knowledge on how to maintain the WLB required for the social wellbeing of the oil and gas rotational workers were selected. The phenomenological approach with semistructured, in-depth interview protocol made it

easy for the participants to give meaning to the information on how to maintain the WLB required for social wellbeing. The participants' interviews were digitally recorded. Validation of responses occurred by member checking and probing questions if required. I used the Nvivo tool to organize and code the data, used a data cleansing tool to remove all irrelevant data that did not meet the original search criteria, and used a hermeneutic arc to analyze the data.

Definitions

External locus of control: The belief that one's life is about luck, chance, and fate (Agarwal, 2016).

Income size: The gross amount of money that comes into the home despite the family contribution to the family's income (Gupta, Bhattacharya, Sheorey, & Coelho, 2018).

Internal locus of control: The belief that one's life is about choice, personal beliefs, hard work, and dedication (Aydemir & Aren, 2017).

Interrole conflict: Trouble in one role as a result of a competing role that occurs simultaneously (Gupta et al., 2018).

Locus of control: The way in which a person generalizes the events of their lives as being internal and within their control or external and being out of their control (Timsal & Awais, 2016).

19 supportive factors: Buffers to shield from the stresses of day-to-day life, such as childcare, spousal support, family support, community support, and religious support (Kraak, Russo, & Jimenez, 2018).

Work-life balance: The ability to shift between work-life domains and home-life domains with a satisfying balance (Kraak et al., 2018).

Working parent: A working parent who is employed to work either inside of the home or outside of the home while having at least one or more children with ages varying under the age of 18.

Assumptions

My first assumption in the study was that the qualitative methodology was adequate for the study. The second assumption was that participants provided accurate and appropriate information to the interview questions that I could use to answer the research question. My third assumption was that the interview environment was comfortable, and the participants were available during the period of the interview. The fourth assumption was that the participants understood and answered the questions asked during the interview. Lastly, I assumed that the research participants had the confidence and trust in the safety of their identities that allowed them to respond cooperatively and consentingly to the interview questions, reflecting their experience in gaining knowledge on rotational work.

Denscombe (2013) posited that the assumptions of a study provide an alternative intended to materialize a solution. These assumptions can be used to examine multiple courses of action that outline the steps needed, after which the most appropriate choice can be made. Mertens (2016) described assumptions as models used by stakeholders in a given industry or subsector of an economy about the nature of the problems being addressed by the designs, implementation, and evaluation of an intervention to address

the issue under observation or study. Morrow and Nkwake (2016), using transformative mixed methods research, argued that assumptions could clarify the origins of differences in evaluation approaches where the program was designed to solve the problem and the approach was to evaluate the appropriate context.

Scope and Delimitations

The scope of the study provides for the boundaries of the study (Robinson, 2014). The participants for this study were senior oil and gas rotational workers who have had 5 years' experience of how oil and gas employees could obtain sufficient knowledge on the WLB for their social wellbeing. I asked each participant to answer open-ended questions in semistructured interviews. My explanation of the findings of the study and detailed descriptions may enable readers and future researchers to make informed decisions about the issues of transferability.

The delimitations of the study allow the researcher to narrow the scope of the study by establishing the parameters of the participants and the location of the study (Kirkwood & Price, 2013). Bloomberg and Volpe (2012) described delimitations as the conditions that a researcher intentionally imposes to limit the scope of a study. The participants for this study were senior oil and gas rotational workers who had 5 years' experience in how oil and gas employees could obtain sufficient knowledge of WLB for their social wellbeing. The exclusion criteria for the study included oil and gas rotational workers outside Delta State, Nigeria.

Limitations

The limitation of a study relates to the possible intent and procedural weaknesses of the study (Morse, 2015). The first limitation of the study was the nature of the study; in qualitative research, data are collected from the participants without empirical analysis (Morse, 2015). In a qualitative study, inherent issues exist related to validity, reliability, and generalization of the study (Katz, 2015). To minimize the bias associated with the collection of qualitative data, I used both transcription and member checking to ensure the dependability of the data collection process (Ravitch & Carl, 2016). The second limitation was that some participants were not available during the data collection period. To reduce this limitation, I planned on a time convenient for each participant to participate in the data collection process; the participant confirmed their availability before the data collection exercise.

NVivo 11 software provides the possibility of an audit trail and flexibility that might enhance the dependability and confirmability of the study (Houghton et al., 2013). I used NVivo 11 to provide an audit trail of the information obtained from the individual interviews that may be inaccurate and misleading if participants are not truthful in the answers they provided to some questions. The use of semistructured interviews does not allow for the generalization and comparability of the findings (Miles & Huberman, 2014). Still, the findings may serve and can be used for contextually understanding of the study.

Significance of the Study

My interest in this phenomenological research emanates from my philosophical orientation of constructivism that views knowledge as both rationalism and empiricism. Even though this orientation may suggest a quantitative study, the phenomenon can be explored using a qualitative study approach because the problem being studied reflects the lived experiences (see Vagle, 2018) of the individuals participating in the study.

The outcome of this research may result in at least four different outcomes in no particular order of importance. First, outcomes may result in social change for the WLB of oil and gas rotational workers. Second, outcomes may add to the body of knowledge in management on WLB. Third, outcomes may demystify established industry practice where little or no information exists on the work life of oil and gas rotational workers. Fourth, outcomes may provide an opportunity to develop managerial insights into the impact of rotational work life on employees' productivity.

Significance to Theory and Practice

The findings may be significant to future researchers who may want to extend the body of knowledge on the WLB among oil and gas employees. The concepts explored in the study emanated from WLB and boundary theory. Earlier researchers made it clear that work and family life influence each other (Baker & Ciuk, 2015). It is important not to ignore the relationship between work and family life.

In practice, an understanding of the challenges and gains of rotational work life may significantly impact the influence rotational work life exerted on the family and vice versa.

Significance to Social Change

Because little is publicly known about the rotational workforce in the energy industry globally, the impacts of work life are not completely understood by the wider public (Langdon et al., 2016). The study's findings may have implications for positive social change by reducing the staff attrition rate, reducing the depression rate of workers, and increasing job satisfaction for oil and gas rotational workers, which provides benefits to the organizations as well in terms of reducing turnover costs, increasing skills of long term employees, and building high functioning teams. The findings of the study may present opportunities for organizations to engage in corporate social responsibility. Zheng, Moleneux, Mirshekary, and Scarparo, (2015) evaluated WLB as a significant element of corporate social responsibility.

Summary and Transition

The purpose of this hermeneutic phenomenological study was to explore the lived experiences of oil and gas rotational workers with more than 5 years' rotational work experience on how they maintain the WLB for their social wellbeing, which translates to improved job performance in the oil and gas sector in Nigeria. In Chapter 1, I provided the background of the study, problem statement, purpose statement, nature of the study, conceptual framework, and nature of the study to further identify the participants for the study. Chapter 2 contains the literature review, my synthesis and evaluation of previous studies, and an analysis of gaps in the existing literature matched to the research topic. In the literature review section of Chapter 2, I discuss the conceptual framework of the boundary theory as it relates to information on how to maintain the WLB required for the

social wellbeing of the oil and gas rotational workers. I also discuss the relationship that exists among WLB, locus of influence, and job satisfaction.

Chapter 2: Literature Review

The specific problem of the study was that some oil and gas rotational workers with less than 5 years of work experience have insufficient knowledge on how to maintain a WLB required for improved job performance in the oil and gas sector in Nigeria. The purpose of this phenomenological study was to explore the lived experiences of oil and gas rotational workers who had been employed for 5 years or more with sufficient knowledge on how to maintain the WLB required for their social wellbeing. Eighty percent of rotational workers in the Nigerian oil and gas industry find it difficult to balance their work and life; this, in turn, affects their job performance (Kumar & Janakiran, 2017). Storey and Shrimpton (1994) surveyed the implications of rotational work pattern to work, health, and safety in the oil and gas industry using 25 rotational workers. They found that rotational work plays an essential role concerning workers' performance and wellbeing, and these implications are felt both at the workplace and at home (Storey & Shrimpton, 1994). In Chapter 2, the work is organized into the search strategies, followed by the conceptual framework that grounds the study, followed by literature on the phenomenon under the study of WLB.

Literature Search Strategy

A literature review provides a theoretical basis and framework for the research question and brings the study into focus (Pare, Trudel, Jaana, & Kitsiou, 2015). The literature review process is a vital first step and foundation for research, as it allows the researcher to understand the existing body of knowledge and identify useful gaps to explore (Pare et al., 2015). Reviewed literature offers a theoretical underpinning for a

planned empirical study, authenticates the presence of the research problem, and validates the planned study as one that is capable of contributing something new to the body of knowledge (Pare et al., 2015). The literature review supports the valid research methodologies, goals, and research questions for the planned study (Pare et al., 2015). Conducting an effective literature review is vital to move knowledge forward and for understanding the breadth of the research on the area of focus (Pare et al., 2015). Previous studies are used to combine empirical evidence, develop theories or offer a conceptual background for understanding WLB, and identify research topics that necessitate more exploration (Pare et al., 2015). The literature in the review for this study represents scholarly, peer-reviewed journal articles. I conducted searches of the following databases: Academic Source Premier, Business Source Premier, Sage, EBSCOhost, and ProQuest. I analyzed articles obtained from these databases to retrieve relevant information related to the topic on WLB.

The keywords that I used in the searches included *the paradigm of WLB, the benefits of WLB and a broader perspective, the domain of WLB, excessive working hours and well-being, occupational health and safety*. I also used a spreadsheet to keep track of authors, references, and themes that emerged from the keyword searches. The scholarly and peer-reviewed publications used in the study included journal articles from publications such as *International Journal of Business and Social Science, Journal of Business Diversity, International Journal of Research, Economic Insights Trends and Challenges, African Journal of Applied Research, and European Journal of Sustainable Development*. Other sources were *International Journal of Sustainable Agricultural*

Research, Public Policy and Administration Research, The Qualitative Report, and Qualitative Market Research: An International Journal.

Conceptual Framework

The conceptual framework for the study was based on concepts from the boundary concept, as originally developed by Nippert-Eng in 1996. Nippert-Eng (1996) evaluated the boundary concept as a medium of understanding how people manage to work around different domains between work and personal life. The boundary concept is used to examine how individuals navigate the boundaries that exist between work and personal life via segmenting and integrating the domains (Bulger et al., 2007). Bulger et al. suggested that the construction of a boundary that allows for segmentation or integration depends upon various factors, including (a) occupation type, (b) coworkers, (c) family members, and (d) individual preference.

Bulger et al. (2007) inferred that strong boundaries are constructed to maintain work and family as separate domains, whereas weak boundaries are constructed to facilitate ease of interaction between domains. A boundary is said to be permeable if elements from one domain are readily found in the other domain (Kossek et al., 2006). Permeability could be explained as actual interruptions or intrusions from one domain into the other, over which the employee may have little control. Boundary permeability expresses the state of being physically located in one domain, but in reality, actually responding to the demands of the other domain (Kossek et al., 2006). For instance, a work boundary is said to be permeable if the employee is contacted by family while at work. A boundary is flexible if hypothetically it could be relaxed to meet the demands of

the other domain even though situated in a different domain. (Kossek et al., 2006). For instance, a work boundary is flexible if the employee perceives that he or she could leave work to attend to a family matter. The concepts of the boundary theory are related to the study because I used them to analyze the conflicts that exist between work and life balance and suggest a way to balance such conflicts.

Boundary Between Work and Personal Life

Delanoeije, Verbrusggen, and Germeys (2016) described boundary theory as a role transition model that refers to psychological and behavioral switches that are made by employees between the work role and the home role and the ability to juggle their work and home responsibilities. In their work, Delanoeije et al. also posited that when these switches are flawlessly executed, it may facilitate fulfilling employees' home role, thereby lowering the work-to-home conflict but could also prevent employees from fulfilling their work role, hereby triggering home-to-work conflict.

Segmentation and Transition

Building on the concept of boundary theory, it is expected that employees' segmentation preferences played a crucial moderating role because these preferences affect how stressful role transitions are for employees and how much conflict these switches are likely to trigger (Delanoeije et al., 2016). In boundary theory, individuals both create and maintain psychological physical and behavioral functions around their different life role, such as their work and home role.

The boundaries are characterized by a degree of permeability, which is basically the ease with which psy\chological or behavioral aspects of other life roles cross these

boundaries (Rodrigues & Guest, 2010). How an individual engages in role transitions in regard to work-home conflict is person-specific, and this may depend on, among others, the extent to which employees prefer their roles to be permeable (Rodrigues & Guest, 2010). The role transition can either reduce or enhance work-home conflict, depending on the particular transitions in question (Rodrigues & Guest, 2010). Some role transitions may require combining work and home roles, such as transporting children to and from school (Rodrigues & Guest, 2010). The boundary theory may serve as a lens in the preparation of the interview questions that may help in providing responses to the research question: What are the lived experiences of rotational workers with more than 5 years in the oil and gas industry in Nigeria to maintaining WLB?

Literature Review

Work-Life Balance

WLB has been used to describe the time that a manager or employee requires to balance between work related activities and home-related activities. (Adisa, Gbadamosi, & Osabutey, 2016). Robertson, Lautsche, and Hannah (2019) evaluated WLB using a qualitative explorative approach. WLB could be achieved through role negotiation, negotiating between work and nonwork role expectations (Robertson et al., 2019). Adisa et al. (2016) conducted a study examining the management relationship and the role in which WLB plays within an organization performance. The findings revealed that demographics and social contexts may play a significant part when viewing overall satisfaction of employee and manager WLB. Markwei, Kubi, Quao, and Attiogbe (2019) conducted a study to investigate the position of management within an organization and

their perception of WLB to determine the adoption of social practices by management of an organization.

Markwei et al. (2019) found the organization of the implementation of a telework, or remote work provision, will take proper adaptation based on its top leaders' perceptions of remote work and work-family balance program. Visser, Mills, Heyse, Wittek, and Bollettino (2016) synthesized that understanding WLB is vital in maintaining a balance in an individual's family functioning, which revolves between work and life conflict that could lead to depression, alcoholism, emotional exhaustion, and lowered life satisfaction. Work-life conflict also affects organizations (Visser et al., 2016) due to its relations to higher turnover and absenteeism rates and lower performance and job dissatisfaction.

Less attention has been paid to the WLB satisfaction of workers in the oil and gas industry, employees in large multinationals, or military families, especially in the Nigerian context (Evans & Young, 2017; Visser et al., 2016). Zheng et al. (2015) evaluated WLB as a significant element of corporate social responsibility today. Organizational leaders have to embrace the responsibility to ensure that both managers and employees are not working so hard that it is interfering with their personal lives, which could increase the cost of medical issues for the organization. An increase in health-related issues has the potential to affect morale, reduce productivity, and increase attrition rate in organization (Zheng et al., 2015). The majority of researchers focusing on WLB have focused on overseas or specifically on women in the workforce, which does not provide a broad view of the benefits and limitations of a WLB in Nigeria.

Determinant of Work-Life Balance

Bharathi and Mata (2016) evaluated WLB as the ability to experience a sense of control and to stay productive and competitive at work while maintaining a happy, healthy home life with sufficient leisure. WLB is attaining focus and awareness, notwithstanding the countless tasks and activities competing for the time and attention of the employees (Bharathi & Mata, 2016). The major organizational stakeholders such as government, employers, and employees want to maximize participation in the workforce. However, our fast paced and everchanging societal demands are creating a pattern of struggle in many families. This makes it increasingly challenging to balance work and the responsibilities of caring for children, elderly parents, and family members with a disability, where this is present (Schonech, 2018). Indian families, for instance, are undergoing rapid changes due to the increased pace of urbanization and modernization, resulting to all classes of Indian women taking up paying occupations against the norm (Schoneck, 2018), hence offsetting the balance in the home front.

WLB of women employees has become an important subject in today's world, where both men and women equally share the responsibility of earning for the betterment of their family life (Tasdelen-Karckay & Bakalim, 2017). Organizations need to develop competitive benefit plans that would not only attract and retain their employees for a prolonged period of employment but also boost employees' morale and make them highly productive (Tasdelen-Karckay & Bakalim, 2017). Examples of such initiative and facilities that could boost employees' morale and increase productivity are: staff canteen, day care centers for nursing mothers, company provided transportation, saving and

pension plans, flexible working hours, part-time working, postal service - pouch mail, and special leave arrangement, such as annual leave and public holiday leave, career break leave for elective representative, leave to attend as witness at court in your organization, health care centers, reward system, recognition and awards, career growth, succession planning, insurance plans, job rotation, incentives, performance-related pays, rest rooms and other government incentive plans, such as maternity, marriage, sick leave benefit and medical benefits (Tasdelen-Karckay & Bakalim, 2017). Some of the determinants to WLB as identified by Bharathi & Mata, (2016) and Schoneck, (2018) are (a) familial influences on life choices; (b) multi-role responsibilities and attempts to negotiate them; (c) self and professional identity; (d) work–life challenges and coping strategies; (e) organizational policies and practices; (f) and social life.

Number of hours worked. Chung and Horst (2018) described flexible working strategy as a strategy used to combine paid work with family demands by allowing workers more control over when and where they work. This work arrangement is called flexitime. Flexitime is the strategy which allows flexibility in work schedules, in starting and ending times, while teleworking is the strategy that allows flexibility in the location of work, for instance, working from home. In 2009, in 27 European countries, 57% of all companies provided flexitime to the workers (Chung & Horst, 2018). This was 49% in 2004 (Chung & Horst, 2018). In the UK, the number of flexitime grew from 58% to 71% from 2004 to 2009 (Dawes & Simelane, 2017). The influence of flexible working on WLB and labor market outcomes will depend on the institutional settings of the country (Dawes & Simelane, 2017). Institutional setting influence who has access to flexible

work arrangements, the nature of the arrangements, and its work-family outcomes (Dawes & Simelane, 2017). No literature seems to have addressed the number of hours worked, or the flexible working strategy in the oil and gas sector in Nigeria.

Occupational accidents involving truck drivers are reported extensively in previous studies on occupational health and safety, and approaches to reducing the risk for such accidents have been proposed (Reiman, Forsman, Malquist, Parmasund, & Norberg, 2018). A common goal towards the work-life imbalance as a determinant to such accidents remains a gap in study (Al-Sada, Al-Esmail, & Faisal, 2017; Kissi, Asare, Agyekum, Agyemang, & Labaran, 2019). The purpose of the hermeneutic phenomenological study was to explore the lived experiences of rotational workers with more than 5 years in the oil and gas industry in Nigeria to maintain WLB. These rotational workers range from drivers and professional staff to managers in the oil and gas industry in Nigeria.

Irregular work starting time. Arne and Moreno (2014) found that irregular starting time at work could result in unbalanced work-life that affects employees' job performance. The result of multiple resumption times could cause lack of sleep, increased workload, and lack of annual leave could have a cumulative effect in increasing the risk for suicidal ideation among low income employees. Arne and Moreno (2014) investigated whether law enforcement personnel are at greater risk for suicide than those in the general population. Their study revealed that multinational job employees have been found to be highly stressful and characterized by unexpected events, exposed to

trauma, irregular sleep pattern due to unstable shift, an extended period of boredom, unregulated shift period, and tension associated with public relations, (Wallace, 2017).

Moilanen, May, Raikkonen, Sevon, and Laakso (2016) studied 1106 mothers from Finnish, Dutch, and British using multivariate regression who had a non-standard working hour of evening, night, and weekend work. The findings revealed that families struggle with childcare arrangements when the mother worked during non-standard hours (Benligiray & Sonmez, 2013). Their study relates to the imbalance in work-life of mothers in a non-standard work hour and to an organization with irregular work time culture. Using ergonomic work analysis, document analysis, observations, and semistructured interviews, Sousa and Ramos (2018) interviewed 16 truck drivers with irregular working hours, static postures, repetitive movements, heavy lifting of items, and psychologically demanding tasks. Findings revealed that drivers reported to have a good health with only some complaints related to back and knee pains (Sousa & Ramos, 2018). There appears to be no study on the factors resulting in an irregular starting time, leading to unbalanced work-life among oil and gas employees in Nigeria.

Frequency and uncontrollable overtime work. Levy (2015) found out that 11% percent of workers on regular work schedules reported experiencing work-family conflict in contrast with as many as 26% of irregular shift employees, and 19% of rotating shift workers in the UK. Similar differences exist for reporting that irregular staff never experience work-family interference (Levy, 2015). Overtime work that is required by the employer increases the likelihood of having an irregular schedule and particularly of working on rotating shifts which lead to work-family conflict (Sibeko, Milligan,

Temmingh, Lund, Stein, & Mall. 2016). Sibeko et al. (2016) investigated that overtime work that is mandatory is greatest among those who earn at least \$22,500 but below \$40,000 per year; who work longer weekly hours; who work inflexible daily schedules. Work-family conflict is worsened not only by longer weekly hours of work, but also by having irregular shift work (Sibeko et al., 2016). Levy, (2015) also corroborate the fact that the association between work-family conflict and irregular shift work is inferred to be particularly strong for salaried workers, even when controlling for their relatively longer work hours. Levy, (2015) also added that working on rotating shift times exacerbates work-family conflict, although slightly less than does working irregular/on-call shifts and split-shift arrangements.

Work and Life Balance in Oil and Gas Environment

The Paradigm of Work

The definition of WLB provided earlier in Chapter 1 is adequate to accurately define the concept. However, it may be argued that the term WLB developed as a fallout of concepts that shows a conflict between work and life exists (Williams, 2018). A WLB approach aims at creating awareness but does not stop there, it attempts to provide practical HR solutions (Williams, 2018). Research on the work-life interface has primarily focused on documenting the antecedents and consequences of work-family conflict, in which aspects of participating in the work role and the family role are incompatible in some way (Whyman, 2015). In a different approach to the issue, Reader, Mears, Lopes and Kuha (2017) argue that there is agreement between the researchers that the concept of WLB should entail the possibility for the individual employee to have

control over his personal life and time and such balance, gives equal importance to all life roles. Certain scholars like Reader et al., (2017) sustain that the notion of the *family sphere* should be broadened to include other important non-work aspects of life, such as community roles, and non-familial relationships, and is generally broadened to suggest that individuals might strive for all aspects of life to be in balance, such that personal resources are devoted across all important life domains.

Proponents of WLB suggest when an organization adopts the philosophy of attempting to provide the necessary working conditions to assist the employees find a balance between work and life, both the organization and employees may benefit considerably and should increase employees' commitment and engagement. On the other hand, Harding, James, and Robertson (2018) sustained that, literature has consistently revealed that employees who experience extensive work-family conflict suffer a wide variety of negative consequences including diminished satisfaction and performance in the work and family domains and deteriorated physical health and emotional wellbeing.

The Benefits and Work-Life Balance and a Broader Perspective

Kapasi and Galloway (2015) identified that organizations that sustained WLB between their employees' work and life domains are expected to benefit from lower turnover rate to improved competitiveness. The researcher adheres to the line of thought that WLB, is a much broader concept requiring attention not just of married couples with children or working mothers but also of working individuals at large, whether or not they are married, and whether or not they have family obligations (Saltmarsh & Randell-Moon, 2015). Saltmarsh and Randell-Moon (2015) analyzed that unfortunately most of

the research conducted on WLB was primarily focused on the nuclear family and largely ignored other household structures and organization in the oil and gas.

Ross, Intindola, and Boje (2016) criticized those organizations which introduce or implement work-life policies directed towards the nuclear families, creating a sense of frustration and injustice among single employees. Moreover, singles and employees without children may face other demands in their personal lives than couples with children, including volunteer work or an active involvement in leisure pursuits (Ross et al., 2016). Some of the benefits identified by Lewis et al, (2017), for the need for WLB are (a) increased productivity, (b) less instances of sickness and absenteeism, (c) a happier, less stressed workforce, (d) staff feeling valued and that their personal and family life is important, (e) improvements in employee mental health and well-being, (f) more engaged staff, (g) greater employee loyalty, commitment and motivation, and (h) staff less likely to leave.

Physically or Psychologically Demanding

Reho, Atkins, Talola, Viljamaa, Sumanen, and Uitti (2019) described work ability concept as the assumption based on the premise that work ability is determined by an individual's perception of the demands at work and the ability to cope with them. The work ability index (WAI) is a well-accepted instrument to conceptualize work ability (Reho et al., 2019). Several studies have shown that a low score on the index is highly predictive of work disability during follow-up (Broek, 2017; Reho et al., 2019). Previous research, predominantly in physically demanding jobs evaluated by Arbinaga, (2018), showed that the WAI is negatively influenced by older age, high physical work demands,

high psychosocial work demands such as the lack of possibilities to control one's own work, unhealthy lifestyle, lack of physical activity, and a poor physical fitness.

Few studies have addressed determinants of work ability in occupational populations with predominantly mental demands at work among office workers in multinational organizations (Nilsen, Agahi, & Kareholt, 2017). Nilsen et al. (2017) demonstrated that low stress at work and a better self-confidence are directly related to higher work ability. Seniority in the job and job satisfaction were also associated with a better work ability among office workers (Nilsen et al., 2017). They however pointed out that the knowledge of determinants of work ability in mentally demanding occupations is scarce and hence, it remains unclear whether in these jobs the relative importance of personal and work-related factors is similar to their well-known contribution in physically demanding jobs.

Excessive Working Hours and Well-Being

Alvesson and Einola (2018) inferred that the number of hours' people are required to work has a pervasive influence not only on physical health but also on mental health. Excessive weekly working time has negative effects on workers' health, including increasing the risk of hypertension, cardiovascular disease, chronic infection, diabetes, metabolic syndrome, sleep disturbance, anxiety and depression (Blagoeu, Muhr, Ortlie, & Schreyogg, 2018). Excessive working time has been implicated in several sudden deaths caused by cardiovascular diseases, such as stroke, acute cardiac failure, myocardial infarction and aortic aneurysm rupture in middle-aged workers (Kjellstrom & Mmeng, 2016). In Japan, such deaths are called *karoshi*, meaning *death from overwork*

(Kjellstrom & Mmeng, 2016). According to Kjellstrom and Mmeng, (2016), the number of workers in Japan suffering from cardiovascular disease, cerebrovascular disease and mental disorders due to work has increased 3-fold in the last decade.

Mental health problems in the workplace have serious consequences not only for the individual, but also for the productivity of the organization (Seitz, 2018). In organizations in western countries, mental ill-health is responsible for between one-third and half of all long-term sickness and disability in the working age population. Data show that many people with common mental health problems struggle at work (Seitz, 2018). For instance, 69% of people with moderate mental health problems report having difficulty with job performance, compared with 26% of those without mental health problems (Alvesson & Einola, 2018). Lack of work-life leading to sleep disturbance is associated with substantial impairment in an individual's quality of life (Blagoeu, Muhr, Ortlid, & Schreyogg, 2018). Some effects of lack of sleep by increased working hours include a) possibility of accidents, (b) higher rates of work absenteeism, (c) diminished job performance, (e) decreased quality of life, and increased health care use (Blagoeu, Muhr, Ortlid, & Schreyogg, 2018). There appear to be no previous studies on how oil and gas workers may have a WLB despite the overtime working hours required by the oil and gas organizations.

Human Resource Policies and Practice on Work and Life Balance

Chawla, Dokadia, and Rai (2017) described the work-family conflict as an inter-role conflict in which the role pressures from work and family spheres are mutually incompatible. The need for balance arises from the existence of a conflict between work

and family spheres, triggering the development of roles that might be mismatched and difficult to reconcile by human resources (Chawla et al., 2017). The employees find conflicts between low level of work satisfaction (Chawla et al., 2017) and personal satisfaction (Canibano, 2019) as well as stress hampering the quality of life (Cunningham, 2016). This work-family conflict is related to an employee's educational level. For instance, an employee with a bachelor's degree encounters a more significant conflict, professional category; senior managers experience greater work-family conflict (Cunningham, 2016) is equally perceived for both men and women. The WLB phenomenon emerges as a response to demographic, economic and cultural changes (Pradhan, Jena, & Kumari, 2016).

WLB is one of the main concerns of the so-called *Generation Y* (born between 1982 and 2000), who value flexibility in time and space at work (Pradhan et al., 2016) and constitute most organizations' entry-level employees. These social, economic, and political changes led companies to greater involvement in work, family, and personal life issues (Pradhan et al., 2016). The need for WLB arises as a response to work-family conflict, which occurs when the requirements of the personal role are mismatched with the ones of the productive role and vice versa (Pradhan et al., 2016). This conflict generates tension in individuals who bear exposure to increased stress, reducing their productivity level, and hurting organizational performance (Canibano, 2019). This effect of the conflict can be reduced to the barest minimum with a robust human resources program.

The human resource policy should make provision for the company to have a proactive approach to implement work-life practices (Cunningham, 2016), creating a flexible structure to undertake environmental changes and contribute to increasing individuals' life satisfaction (Cunningham, 2016). Hence, WLB as any other human resource policy can be seen as the main challenge for organizational leaders, while also as a source of competitive advantage (Cunningham, 2016). Companies expecting to attract and retain highly motivated and committed personnel WLB can help to keep skillful employees in the organization while achieving a higher return on investment.

Organizational Change Initiatives

Voet, Kuipers, and Groeneveld (2015) interviewed 23 participants on change management in an involved government department in a Dutch city. Findings revealed that leadership change activities such as defining the need for change, role modeling, and motivating employees to implement the change, are inadequate to enforce change in a complex environment (Will, 2015). To mitigate environmental inadequacies and enforce a positive change initiative, the organization's leadership must engage in more externally oriented leadership activities (Rosenbaum, More, & Steane, 2018). Rosenbaum et al. (2018) proposed that leaders should engage management and employee on leadership training, flexible work arrangement, and WLB training to achieve a balance in the work and life of both managers and employees. Managers trying to enforce change in achieving WLB can optimize inter-organizational competition or cooperation to generate a win-win situation using appropriate formal or informal activities such as team bonding among employees (Resenbaum et al., 2018; Will, 2015) in their organization. Leadership

Training for Managers Flexible Hasson, Schwarz, Holmstrom, Karanika-Murray, and Tafvehin (2016) used a pre- and post-intervention evaluation survey to evaluate whether managers' training at the workplace can improve organizational learning. Findings revealed that leadership training intervention has positive effects on managers' perceptions of individual level and on the employees' perceptions of organizational level aspects of organizational learning (Hasson et al., 2016). Megheirkouni (2016) described organizational learning as a well-documented determinant of desirable organizational outcomes such as financial performance, innovation capacity, and WLB (Hasson et al., 2016). Organizational learning is a process that involves continuous change in individuals' cognition and behavior (Milner, McCarthy, & Milner, 2018). It is not a destination.

Megheirkouni (2018) analyzed that managers could acquire training for effectiveness in areas such as (a) problem solving skills, (b) decision making skills, (c) developing results-oriented skills, (d) technical writing skills, and (e) negotiation skills. WLB is a soft skill acquired through leadership training for managers through experience to the work, or short program for the manager to learn priorities, job decisions, and people management skills (Kissi et al., 2019). By organizing continuous training at work, or through registered courses, managers can improve their WLB for effective leadership role as well as having a happy family. The role of leadership training for managers is a theme that need to be further explored with the selected participants for the study.

Work Arrangement

Hofacker and Konig (2013) researched work-life conflict using cross-national analysis of the European social survey (ESS) from 2010 to identify determinants of work-life conflict both on the micro and the macro level. Findings revealed that for both male and female, irregularity and unpredictability of working hours negatively impact on work-life conflict beyond the mere number of working hours (Formankova & Krizkova, 2015). While women tend to use their control over working hours to achieve a better WLB, men tend to use these arrangements to increase their work commitment, thereby enhancing their perceived work-family conflict (Giovanis, 2018). Flexible work arrangement (FWA) can be described as a set of benefits provided by employers that allow employees to control over when and where they work outside of the standard brick and mortar work arrangement (Formankova & Krizkova, 2013). Although the concept of FWA is quite widely used in the western countries such as United Kingdom and the United States, the use of FWA in Nigeria is still unpopular (Giovanis, 2018) notwithstanding its benefits to organizations.

Giovanis (2018) discussed two main motivations that companies offer flexible work arrangements to employee; life management motivation and work-related motivation. In life management motives, employees are allowed to take children to school, do shopping or involve in house chores. In a work-related motive, employee could work in the office after closing hour or employees work from home while playing music or attending to less important personal matters (Giovanis, 2018). The practices of life management motives and work-related motives are areas not popular in the Nigeria

context. Flexibility arrangement includes, absence autonomy, compressed work week, reduced schedule, telework, extra vacation days, limited schedule of meeting, and flexible holidays (Waiganjo & Kihoro, 2016). Waiganjo and Kihoro (2016) revealed that organization offering flexible work arrangement practices enjoy increased profit rates and that work life balance helps employee improve relationship with family and friends, physical and mental health by managing work-life properly .Martinez-Sanchez, Perez-Perez, Vela-Jimenez, & Abella-Garces, (2018)also revealed that the employee work-life balance is positively related with organizational pride and job satisfaction

Work-Life Balance Training

Wilson, Polzer-Debruyne, Clen, and Fernandes (2017) investigated work family conflict and family-work conflict using repeated survey on three small process manufacturing sites. The training conducted in the research of Wilson et al. (2017) involved three small process manufacturing sites for shift workers, with or without family involvement, and with or without training on managing relational aspects of shift work (Mushtiqur, Mordi, Oruh, Nwagbara, Mordi, & Turner, 2018). Findings revealed that employee focused training on physiological coping alone appears to increase family conflicts (Mushtiqur et al., 2018). de Sivatte, Gordon, Rojo, and Olmos (2015) suggested that training on WLB should commence with training the supervisors and introduce WLB into the organization culture for sustainability. To focus on these area of change management in WLB, the purpose of this hermeneutic phenomenological study was to explore the lived experiences of rotational workers with more than 5 years in the oil and gas industry in Nigeria to maintain WLB.

Gap in Literature

Previous studies had been on family work life balance (Kossek et al., 2006). Other studies were carried out on work transition model to investigate how employees could switch between family role and work role (Delanoetje et al., 2016). The number of hours an employee could work which could lead to imbalance between work and was considered by Chung and Horst (2018). Arne and Moreno (2014) research on the irregular working time that results in imbalance in work-life of the employee. Levy (2015) studied how frequency and uncontrollable overtime work could affect work-life of an employee. Despite these studies, none appear to have explored the lived experiences of oil and gas workers who primarily leave the boundaries of home for an extended period of time on rotational work assignment, with a focus on how workers with more than 5 years' rotational work experience maintain WLB required for the social well-being of the workers which translates to improved job performance in the oil and gas sector in Nigeria. Kumar & Janakiran, (2017), found that rotational workers are confronted with challenges such as work and life balance and Langdon et al., (2016) supported this and added that the impacts of work life of rotational workforce in the energy industry globally are not completely understood by the wider public (Langdon et al., 2016). The study seeks to redress this gap and demystify the seemingly established industry practice where little or no information exists on the work-life of oil and gas rotational workers. Using qualitative method and hermeneutic phenomenological approach may aid the understanding of the phenomenon of WLB as a lived experience of oil and gas rotational workers.

Summary and Conclusions

The purpose of the hermeneutic phenomenological study was to explore the lived experiences of oil and gas workers with more than 5 years' rotational work experience and the strategies they employ for WLB required for the social well-being of the workers which translates to improved job performance in the oil and gas sector in Nigeria. Using the conceptual framework of boundary theory, as originally developed by Nippert-Eng in 1996, it is inferred that individuals manage the boundaries between work and personal life through processes of segmenting and integrating the domains (Bulger, Matthews, & Hoffman, 2007). Bulger et al. (2007) suggested that the construction of a boundary that allows for segmentation or integration depends upon various factors including (a) occupation type, (b) coworkers, (c) family members, and (d) individual preference. Chapter 3 contained the research methodology for the study. Despite previous studies on WLB, none appear to have explored the lived experiences of oil and gas workers who primarily leave the boundaries of home for an extended period of time on rotational work assignment.

Chapter 3: Research Method

The purpose of this hermeneutic phenomenological study was to explore the lived experiences of oil and gas workers with more than 5 years' rotational work experience and the strategies they employ for the WLB required for the social well-being of the workers. In Chapter 3, I provide the research design, the rationale for conducting hermeneutic phenomenological approach, and the research questions that guided this inquiry. I explain the selection of participants; data collection strategies; and data analysis, processing, and interpretation practices. Finally, I conclude with presenting my role as the researcher, ethical considerations, and a chapter summary.

Research Design and Rationale

The nature of the study was a hermeneutic phenomenological approach to explore the lived experiences of oil and gas workers with more than 5 years' rotational work experience and the strategies they employ for WLB for their social well-being, which translates to improved job performance in the oil and gas sector in Nigeria. The phenomenon under study was to understand how oil and gas workers can maintain a WLB for the social well-being of the worker. The participants for the study were senior oil and gas rotational workers with more than 5 years' experience in the Nigerian oil and gas sector. I used semistructured interviews to collect the data from selected participants. The qualitative research method enabled me to conduct an in-depth exploration of the lived experiences of participants. The population for the study was 15 senior oil and gas rotational workers who had 5 or more years' experience of rotational work in the energy sector. They were selected to participate in semistructured interviews.

The overarching research question for the study was as follows:

RQ: What are the lived experiences of rotational workers with more than 5 years in the oil and gas industry in Nigeria to maintain WLB?

The research question is a reflection of the problem statement that was explored in the study. The research question also served as a framework for carrying out the study, serving to organize the study by ensuring study relevance, direction, and coherence toward the course of the study (see Yin, 2018). Moustakas (1994) appraised that using a phenomenology approach provides a framework of rational inquiry of lived experience of oil and gas rotational workers who had been employed for 5 years or more with sufficient knowledge on how to maintain WLB required for their social wellbeing.

Research Design

Researchers are advised to identify research designs that are methodologically congruent with the intent of their inquiry (Van Maanen, 2015). Marshall and Rossman, (2014) categorized qualitative research approaches into (a) the Delphi technique, (b) ethnography, (c) grounded theory, (d) narrative research, (e) phenomenology, and (f) case study. I chose the hermeneutic phenomenology approach because the purpose of the study was to explore the lived experiences of oil and gas workers with more than 5 years' rotational work experience on how they maintain WLB required for their social wellbeing, which translates to improved job performance in the oil and gas sector in Nigeria and what is the essence of their experiences. Other options considered for the research design and a comparison of them against my selected design are discussed below in greater detail. Hermeneutic phenomenologists consider subjective individual and group

experiences in context, and by using the hermeneutic circle, they comprehensively question and analyze the parts and the whole of the participants' world to interpret meaning (Gadamer, 1976; Heidegger, 1962; Kafle, 2013). Gadamer (1976) related hermeneutic phenomenology to a work of art as it incorporated both theory and practice to complete the circle of understanding.

The Delphi Technique

Fletcher and Marchildon (2014) inferred that the Delphi technique is suitable as a research design when organizational protocols need to be established using experts for data collection process. The technique is gaining acceptance as a research approach when researchers need to achieve consensus using a series of questionnaires and the provision of feedback to participants who have expertise in key areas (Green, 2014). The significant requirements for using the Delphi technique as a research design tool are the need for experts' judgment; group consensus to achieve results; anonymity in data collection that ensures zero influence on experts' answers; and a complex, multidimensional, and interdisciplinary problem (Fletcher & Marchildon, 2014; Green, 2014). Cassar, Marshall, and Cordina (2014) suggested that the Delphi approach becomes useful when a researcher needs to collect ideas from isolated experts on a specific topic and establish an agreement to discover the underlying assumptions or perspectives among the experts. In the study, I intended to interview the research participants in the field and not from isolated locations, exploring their lived experiences (see Lewis, 2015) of oil and gas rotational workers who had been employed for 5 years or more with sufficient knowledge on how to maintain WLB required for their social wellbeing.

Ethnography

Ethnography is useful when studying the culture of a people through face-to-face interviews with participants when the findings are related to cultural activities (Weis & Fine, 2012). The research design of ethnography addresses the learned behavior of a group (Weis & Fine, 2012). Ethnography involves a study of a cultural group and findings about cultural activities that focus on marginalized groups in societies (Van Maanen, 2015). I did not intend to study the culture of the participants but to explore the lived experiences of oil and gas rotational workers who had been employed for 5 years or more with sufficient knowledge on how to maintain WLB for their social wellbeing.

Grounded Theory

Grounded theory is used as a research design when the aim of a study is to birth a new theory or conduct research with little theoretical foundation (Gambetti, Graffigna, & Biraghi, 2012). Furthermore, researchers using the grounded theory approach have a goal of generating a theory; in the study, my intention was not to formulate a theory, making the use of the design inappropriate (see Kenny & Fourie, 2014). In the study, I explored the lived experiences of oil and gas rotational workers who had been employed for 5 years or more with sufficient knowledge on how to maintain WLB for their social wellbeing.

Narrative Research

A narrative research design focuses on data collection from a storytelling perspective. This design is appropriate when data are collected from stories told by participants (Manning & Kunkel, 2014). The narrative design is used by researchers to

focus on the life experiences and stories of participants presented in a story form (Bocuzzo & Gianecchini, 2015). The use of a narrative design in data collection is not suitable when the focus is on identifying broader strategic issues (Morse, 2015; Thomson, 2015); therefore, this design did not meet the needs of the study and was not used. In the study, I explored the lived experiences of oil and gas rotational workers who had been employed for 5 years or more with sufficient knowledge on how to maintain WLB for their social wellbeing.

Case Study

The case study research design is not suitable when an insufficient knowledge on theories exist, and when the likelihood or chance that a new theory might be developed through the outcome or result of the research being undertaken exists (Yilmaz, 2013). The qualitative exploratory case study design was not suitable for the study.

Phenomenology

The phenomenology approach is suitable when people describe their lived experiences in relation to *what* and *why* questions pertaining to embarking on a decision or process (Tight, 2016). The phenomenological approach derives its strength from when the researcher tries to understand the principles of the lived experience of an individual or a related group of persons by collecting required information relating to subjective interpretations, beliefs, perceptions, and specific human experiences (Denzin & Lincoln, 2014). These experiences create various descriptions of the essence of the experience.

Phenomenology has three distinct types of designs: transcendental, existential, and hermeneutic. Transcendental phenomenology is the most popular form of

phenomenological research, envisaged by Husserl (1970) and popularized by Moustakas. Transcendental phenomenologists, such as Moustakas, believed that researchers have to use reduction and bracketing to allow participant responses to guide a study's findings (Kafle, 2013). In transcendental phenomenology, the researcher describes the experiences of the participants free from judgment or interpretation due to bracketing of the researcher's biases and opinions (Lavery, 2003). In this study, there was a need to examine multiple realities to answer the research question by interpreting data, which inherently means that reduction was not possible. Gadamer (1976) and Ricoeur (1981) stated that it is impossible to apply the concept of reduction in a research process chosen by the researcher and hence the decision to eliminate the use of transcendental phenomenology. Existential phenomenology is the most recent form of phenomenological research, which rejects the Husserlian school of thought of reduction, bases experiences on human existence, and is often confused with hermeneutic phenomenology (Kafle, 2013). De Vries and Berger (2017) evaluated that existential phenomenologists believe that the researcher, and more widely human beings and the world, have a reciprocal and circular relationship, which informs the understanding of the lived experiences. I did not use existential phenomenology mainly due to a lack of sufficient information on its use in leadership studies and the many parallels with hermeneutic phenomenology.

Heidegger (1962), who similarly rejected Husserl's concept of reduction, popularized hermeneutic phenomenology. Heidegger observed that to understand a phenomenon, a researcher should interpret, not merely describe, the data and argued the

impossibility to bracket previous learning as appraised by Husserl. Hermeneutic phenomenologists believe that an individual's history forms part of the interpretive process whereby prior experiences and knowledge influences the interpretation of experience or phenomenon (Lavery, 2003; van Manen, 2016). Gadamer (1976) discussed the fusion of horizons in hermeneutic phenomenological studies, where the researcher aims to reach new understanding through the fusion of their knowledge with that of the study participants. The importance of this fusion is in the collaborative nature of the research, which introduces rigor to the study and new knowledge to enhance the understanding of a phenomenon. The individual participant's experience, the collective experience of other participants, together with the researcher's theoretical knowledge makes using hermeneutic phenomenology meaningful (van Manen, 2016) and helps form dense textual descriptions of a phenomenon to enhance meaning.

Hermeneutic phenomenologists consider subjective individual and group experiences in context and by using the hermeneutic circle they comprehensively question and analyze the parts and the whole of the participants' world to interpret meaning (Gadamer, 1976; Heidegger, 1962; Kafle, 2013). Gadamer (1976) related hermeneutic phenomenology to a work of art as it incorporated both theory and practice to complete the circle of understanding. To grasp fully the work-life experience of the participants as they live it, there is a need to analyze text and language to unveil both concrete and trivial experiences, reveal preconceptions and pre-understanding based on reality, and then interpret the experiences circularly and in context (Gadamer, 1976; Heidegger, 1962; van Manen, 2016). Therefore, an interpretive paradigm formed the

foundation for the study and aligns the study's methodology to that of hermeneutic phenomenology.

Comparisons

The narrative method of inquiry is suitable for storytelling and biographical research and involves an assumption that people organize their lived experiences into stories (Finlay, 2012). Both phenomenology and narrative research allow participants to share stories and assign meaning to their experiences through shared stories (Sather, 2012). Because of the robust, in-depth approach, the focus of narrative research is in the narratives of only one or two participants (Gill, 2014). Although the narrative and phenomenological approach are similar, for exploring the lived experience of individuals, the phenomenology approach is preferable because I intend to explore the lived experiences of oil and gas rotational workers.

Using the grounded theory method involves adopting a naturalistic and interpretive perspective on the world of lived experience (Staller, 2012). Unique in its approach, the aim of grounded theory research is to generate a theory from raw data. Comparing grounded theory design with quantitative research, the grounded theory investigator begins the process of data collection with a large number of participants and ends with an empirically grounded hypothesis that can undergo further tests using either quantitative or qualitative methods (Cunliffe, 2011). Grounded theory is not appropriate for the study.

Ethnographic design starts from the fields of anthropology and sociology and is the systematic, scientific study of human societies in their natural settings (Ellis, Adams,

& Bochner, 2011). Using ethnographic research, researchers gather data by becoming immersed in the day-to-day activities of a culture-sharing group (Van Maanen, 2015). Given that I intend to explore the lived experiences of oil and gas rotational workers the phenomenology approach is suitable for two reasons: (a) using other qualitative designs would have failed to answer the primary research question concerning the experiences of oil and gas rotational workers, and (b) using other qualitative designs would have required extensive time in the field. The final qualitative method for the study is phenomenology approach.

In summary, the use of hermeneutic phenomenology aptly fits the purpose and intent of the study as participants lived experiences interpreted in context would yield richer data for analysis. Using hermeneutic phenomenology may help the researcher to appreciate unique participants and the meaning they attribute to a specified phenomenon and further understand the interaction of these individuals and their environment (Lopez & Willis, 2004). WLB in a rotational environments challenge leader and using hermeneutic phenomenology may help the researcher gain deeper understanding of both leader experiences and the contextual contribution to those experiences.

Role of the Researcher

The role of the researcher in the study is very prominent as the major and sole instrument through which the research data are collected, organized, and analyzed (Patton, 2002). I have no conflict of interest or coercive opportunities with the intended participants of the study, as I neither work in the same company where any of the participant work nor have direct personal access or business relationship with them. The

choice of WLB as the phenomenon of interest in the study is due to curiosity on the impact of employees' dissatisfaction, high rate of turnover, and depression experienced in the oil and gas sector; a sector earmarked for the country's GDP growth. By using purposive and snowball sampling, no conflict or coercion to participate is envisaged or possible from the researcher as participants may voluntarily participate directly or through recommendation by their peers. Additionally, no ethical issues related to peer should arise, as I do not know the participants or work with them, and do not intend to offer financial or other rewards for participation. The intended participants are not minors and are not intentionally belonging to vulnerable groups.

In qualitative studies, there is a connection between the researcher's role and the research process as the researcher is involved in the choice of study, recruitment of participants, the collection of data, and in the data analysis process as both an observer and instrument of the research (Patton, 2002; van Manen, 2016). To bracket fully or remove the researcher's personal prejudice from the research process is impossible in hermeneutic phenomenology, as postulated by Heidegger (1962). Ginev (2017) posited that the role of the researcher in hermeneutic phenomenological studies is dialogical in that, there is a comingling of the researcher's interpersonal subjectivity within his or her existential facts, which affects his or her understanding and interpretation. Gadamer, (1976) also point out that self-awareness is a critical concept in the interpretation and understanding of hermeneutic phenomenological studies as it helps reduce researcher bias, through the process of questioning and reflexivity.

Methodology

In this section, I discuss the sequential steps as they pertain to the participant selection logic, participant recruitment, the data collection instrument, and the data analysis plan for the study follows. Qualitative research involves human encounters regarding the quality and expectations of what the outcomes of the inquiries could represent to the research stakeholder (Draper, 2004). The qualitative research questions answer the *what*, *why*, and *how* types of research questions (Yin, 2018). In contrast to the qualitative research method, the quantitative research method is not appropriate for the study since quantitative research deals directly with data operations, data management of observed variables, data forecasting, data collaboration, and data testing and reporting (Frankfort-Nachmias & Nachmias, 2007). I do not intend to use statistical measures to analyze the collected data; rather, I conducted face-to-face, semistructured interviews and pose questions to collect the primary data. Data are collected in qualitative research through semistructured interviews. The process of data collection and analysis in quantitative research enables a researcher to generalize or make inferences of the outcome (Frankfort-Nachmias & Nachmias, 2007). The research methodologies give meanings to the data collection for the research findings.

Participant Selection Logic

The population for the study is 15 senior oil and gas rotational workers who have had 5 or more years' experience of rotational work in the energy sector. They were selected to participate in semistructured interviews. The exact number of participants depended on when saturation occurs from the interview responses. Saturation usually

occurs when no new data emerges from any additional participant from the data collection method (Fusch & Ness, 2015). The qualitative research method is appropriate for the study. Yin (2018) evaluated that a qualitative method is appropriate for an investigation into human behavior through responses of participants to open-ended interview questions.

Snowball sampling was adopted to achieve a sufficient sample size of 15 participants or until the point of data saturation. Data saturation is the point during data collection when the researcher starts hearing the same responses from interviewees, thus no new ideas become forthcoming (Guest, Bunce, & Johnson, 2006). To achieve the point of data saturation, Guest et al., (2006), observed that 6-12 interviews are sufficient if purposive sampling guides the selection process, as the choice of participants is explicit to meet the research purpose. For the study, purposive sampling was used to select three to five primary participants with snowball sampling helping to garner additional 10 to 12 secondary participants to achieve the set sample size of 15 participants as discussed by Guest et al., (2006). Snowball sampling is a type of purposive sampling (Patton, 2002), where the researcher requests each of the primary participants within a targeted population to propose other participants with the experience on the phenomenon under study (Waters, 2015; Wheeler, Shanine, Leon, & Whitman, 2014). It adds a layer of impartiality to a study as it ensures the researcher, through a snowball effect, has access to participants he or she may not have had access and/or influence. The three to five primary participants, who were appraised with the purpose of the research, were individually, without the knowledge of the other snowball additional five individuals with

lived experienced of rotational work for minimum of 5 years. (Waters, 2015). The secondary participants with multiple nominations were chosen ahead of those with single nomination as this lend credence to them possessing the lived experience under study.

The sample size of 15 is informed by reviewing current hermeneutic phenomenological studies, such as Alharbi, McKenna, and Whittall (2019) who used 8 participants, Clur et al. (2017) who used 8 participants, Coates (2017) who used 5 participants, Mjorud, Engedal, Rosvik, and Kirkevold (2017) who used 12 participants, and Sibanda and Ramrathan (2017) who used 12 participants. The number of the participants was also consistent with hermeneutic phenomenological philosophers; for example, Laverly (2003) noted that the point of saturation should guide the number of participants in a hermeneutic phenomenological study. Dukes (1984) posited that a sample of one was theoretically sufficient while Polkinghorne (1989) observed that the number of participants in hermeneutic phenomenological studies varied with studies using 3-325 participants. I used 15 participants in the study in exploring the lived experiences of oil and gas workers with more than 5 years' rotational work experience on how they maintain WLB required for the social well-being of the workers which translates to improved job performance in the oil and gas sector in Nigeria so as to try as much as possible to avoid over saturation of information.

After identifying the 15 participants, I sent email to them separately with further information on the study, the length of the face-to-face interview, in a soliciting email contained details of informed consent procedure and expression of interest form (Appendix A) confirming the study's ethics process. As stated in the consent, the

participants have the right to terminate participation and provide them confidentiality and ensure anonymity throughout the research process. I got a letter of cooperation (Cooperating partnership agreement) from the company to gain access to staff's nominal role.

Instrumentation

I was the primary instrument for the data collection process. I collected primary data, so reflexivity is vital for qualitative research. Being self-aware of the study, I was careful of any biases that my involvement in the study may cause (Kozlov et al., 2015). Rather than strive to eliminate such bias, it is important that the researcher manages and mitigates them (Kendall & Halliday, 2014). In the study, I utilized the semistructured interview, document review, and field notes where I also developed self-awareness of my own thinking about what I was hearing in collecting data from the participants.

Semistructured individual interview. The individual semistructured interviews with open-ended questions were used for discussion with the participants. Face to face interviews may provide an opportunity to obtain extensive insight into the persons acting as a participant; how they feel, what they think, and the effects of certain events (Hazzan & Nutov, 2014). The interviews consisted of a guide to specific questions or a protocol to delineate the process. The discussion is centered on well-chosen questions aligned with the central research question of what are the lived experiences of rotational workers with more than 5 years in the oil and gas industry in Nigeria to maintain a WLB? The private setting was conducive to individual forthrightness and deep introspection.

The interviews are highly structured to allow me to exercise control over the direction of the data collection processes. The participants were asked about their availability for meetings via letters of introduction that informed participants of the research's basic nature and purpose. The interview questions that were asked are to be related to the research question of the study, and responses obtained may become part of the database built to manage the enormous amounts of data to be generated. The interviews were audio-recorded, and participants had the opportunity to review the transcribed interviews to confirm that the produced transcripts represent what transpired during the interview process and was a reflection that the interview interpretation and meanings of participants' interview responses are aligned.

A strategy to reduce bias in the study is to use the interview protocol as a basis for all participants' questions despite the possibility of follow-up questions (Stahl, Doherty, Shaw, & Janicke, 2014). A second strategy was to circumvent the risk of bias by analyzing all the 15 sets of responses I received from the participants. To obtain the thematic expression from the transcripts, I did coding of the transcripts to extrapolate patterns or description of labels; these labels may generate from each line of thought, sentences or phrase of the participants (Rubin & Rubin, 2012). The codes helped in providing providers standing from the participants' perspective in a way that is distinct from each of them. The codes' categorization may serve as a gathering point for codes or clusters of codes (Ravitch & Carl, 2016). The classification may lead to the theme; themes may explain what had happened, its meaning or how the participants felt about

the subject matter that helped draw conclusions (Braunack-Mayer et al., 2015) that reflected the intent from the participants.

An interview question protocol (see Appendix C) is pre-established to include (a) opening and welcome note, (b) interview questions and, (c) a closing summary thanking the participants. The interview protocol is used to ensure the direction of questions and uniformity in the interview process (Fakis, Hilliam, Stoneley, & Townend, 2014). The consents of the participants were obtained before commencing with the interviews. All the interview data and document review were screened to remove personal information to prevent the identification of the participants. To maintain ethics in the interview process, it is important to know that the interest of the study was to understand the case being explored (Seidman, 2013) and the meaning the participants may make from the case being studied.

Field notes. The field notes generate insight into the roles to be observed and reflective engagement into the data collection activities. The field notes also included my thoughts about aspects I might have taken for granted about the stresses these workers experienced. An observation and field note in a qualitative study is a data-collecting tool which allows the researcher to acquire data from participants in the context of the activities or the environment (Leedy & Ormrod, 2015; Ravitch & Carl, 2016). Groenewald (2004) explained that the field note are used by qualitative researchers to collect observational details that includes: (a) notes that record occurrences and events as they happen in the course of the interview (b) notes were taken which reflected the preliminary understandings and connotation that were given to the meanings (c)

procedural notes and protocols were written to serve as a reminder to the researcher on certain steps to be taken at the designated time and (d) memos were taken to close out each interview session, that served as a brief abstract of summaries. While conducting the interviews, I took field notes where I considered my view on the topic as well as general notes from the response or feedback is received from the participant. Conducting an interview aligns with Yilmaz's (2013) position that field notes generate insight into the roles being observed and reflective engagement into the processes or activities.

Document review. The third instrument that was used is document review. Yin (2018) explained that documentations are a significant source of relevant information for case studies; it includes letters, e-mails, and companies' formal reports available through search engine platforms. Document review is stable, specific, and broad; it covered an extended period and many settings. I searched across a broad range of databases, such as papers, articles, government websites, and public libraries in examining records. Dworkin (2012) noted that the document review process is an adequate method for collecting data needed to answer the research question and demonstrate methodological triangulation.

The reviewed documents provided support for the clarification of the research question and its significance both in practical and theoretical terms that detail the methods used to answer the research question. The document review serves as a point of convergence and alignment of the researcher's goal, values, and ideas about the research and the strategy needed to propel and move the research process forward (Parker, 2014). I searched across a broad range of databases, such as papers, articles, and reports, to create a database of articles relating to WLB.

Field Test

Anseel, Beatty, Shen, Lievens, and Sackett (2015) explained that a field test is a method of obtaining feedback from experts in research design. In the study, the procedures for expert validation involves sending invitational e-mails to qualitative research, hermeneutic phenomenology approach subject matter experts listed in the Walden University faculty expert directory (FED). The expert validation method, in which feedback is obtained from experts in qualitative, phenomenology approach, was used to check for alignment of research questions to interview questions and to obtain qualitative research subject matter experts' feedback (Anseel et al., 2015). Using the FED, I sent invitational emails to three to five experts on hermeneutic phenomenology approach asking them to give feedback on the interview questions, which included the title page, problem statement, purpose statement, research question, and initial interview questions (see Appendix C).

Semistructured interviews. Semistructured interviews are in-depth interviews that allow the participants to answer interview questions (Onwuegbuzie & Byers, 2014). An interview is the most common form of data collection in qualitative research, a crucial moment in the research process, but yet, entails several challenging aspects (Peredaryenko & Krauss, 2013). It is a form of a framework that requires its practices and standards to be recorded, archived, challenged, and reinforced, it also requires that knowledge is gained, but most importantly, gives the interviewer a lot of extra information that can be added to verbal answer given by the participant (Jamshed, 2014; Peredaryenko & Krauss, 2013). Some scholars suggested that researchers use

unstructured interviews when conducting field work that is long term, because it allows participants to express their views in their way and pace (Jamshed, 2014; Mikecz, 2012; Peredaryenko & Krauss, 2013). It also allows them to share their views with minimal structure on participants' response or when more useful information can be obtained from focused yet conventional two-way communication with the interviewee.

Semistructured in-depth interviews are mostly used when interviewing one person or a group of persons and lasts about 40 minutes to an hour; it also seems to provide a more useful data when the sample size is relatively small (Jamshed, 2014; Pathak & Intratat, 2012). An advantage associated with face to face semistructured interviews is the provision of social cues such as voice, intonation, and body language (Nguyen, 2015). This form of interview is largely based on semistructured interview protocol, a representation of topics or questions that need to be explored by the researcher (Jamshed, 2014; Nguyen, 2015). The use of an interview guide serves the purpose of ensuring that the interview time is wisely spent, all participants experience the same interview from introduction to conclusion, and that the interview focuses on the topic of discussion (Jamshed, 2014). To effectively capture the interview data, researchers record the interview once proper permission has been granted, because recording the interview enables the researcher to focus on the content of the interview (Jamshed, 2014; Redlich-Amirav & Higginbottom, 2014) and avoid distraction that may arise from asking the participants to repeat what was said.

A disadvantage of a semistructured interview could arise from a novice researcher's inability to recognize where to ask prompt questions or probe responses

during the interview. Once the interview is completed, the researcher needs to transcribe the interview and analyze the data (Onwuegbuzie & Byers, 2014). Interviews are also liable to be biased, as the participant may want to please the researcher by saying what he or she believes the researcher may want them to say. Additionally, the researcher's views could create bias by expressing surprise or disapproval about a comment made by a participant (Smith & Noble, 2014; Tanggaard, 2014). Novice researchers may need to rehearse the process long before the interview to avoid creating bias.

In addition to serving as a tool for interview questions, the interview protocol includes scripts of what the researcher said, before, during, and after the interview (Dima & Bucuță, 2016). It can serve as a tool to remind the researcher when informed consent can be collected, as well as when to ask about information that the researcher is interested in (Cheraghi, Ghiyasvandian, & Aarabi, 2015; Foti, Eleazar, & Furphy, 2014). As a result, the interview protocol becomes a practical guide for leading qualitative researchers through the interview process, in addition to containing a set of research questions (Cheraghi et al., 2015). Interview questions was designed to gather information on subjective and objective measures of lived experiences of oil and gas workers with more than 5 years' rotational work experience on how they maintain WLB required for the social well-being of the workers which translates to improved job performance in the oil and gas sector in Nigeria. Eight interview questions were derived from the research study's overarching question:

What are the lived experiences of rotational workers with more than 5 years in the oil and gas industry in Nigeria to maintain WLB?

Questions would be framed using the conceptual framework as a lens. Bulger et al. (2007) suggested that the construction of a boundary that allows for segmentation or integration depends upon various factors including (a) occupation type, (b) coworkers, (c) family members, and (d) individual preference. (see Appendix C).

Procedures for Recruitment, Participation, and Data Collection

The steps involved in preparation for data collection in advance of data analysis are as follows.

1. Obtained approval from the Walden University Institutional Review Board on the suitability of the letter of cooperation.
2. Obtained permission from Walden University Institutional Review Board to conduct research for the study.
3. Obtained consent from the individual participants, who have been identified through purposive sampling and snowballing sampling.
4. Scheduled and conduct interviews with participants to collect data; audio-recorded the interviews.
5. Debrief cautiously at the end of interview, leaving room for possibility of future meeting.
6. Transcribed audio-recorded interviews.
7. Performed member checking by allowing participants review the summary of the interview responses to ensure accuracy in my interpretation and meanings of participants' interview responses.

8. Imported textual transcript into Microsoft Word for commencement of data analysis.

Data Analysis Plan

Qualitative hermeneutic phenomenological study researchers can triangulate data from multiple sources and interviewing participants until saturation is reached (Gill, 2014). In the study, I used a semistructured interview among 15 participants to triangulate data. Methodological triangulation allows a qualitative researcher to collect information from multiple sources to corroborate the same finding (Yin, 2018). To explore the strategies of some 15 senior oil and gas rotational workers who have had 5 or more years' experience of rotational work in the energy sector. I used the interview questions to explore the lived experience of how the selected participants maintain the WLB required for improved job performance. I also used field notes and reviewed the managers' documents on information on the number of hours of work per day and in the week. Qualitative interviews allow researchers to capture the participants' voices to obtain insights into the phenomenon (Onwuegbuzie & Byers, 2014). Methodological triangulation provides the researcher with more comprehensive and quality evidence than relying on a single source of information (Yin, 2018). Hence the use of triangulation in the study.

I reviewed the transcript to ensure the accuracy and validity of the data. I transcribed the interview data and shared the summary of the findings with the participants through email to allow them to make any corrections to enhance the findings' reliability and validity. In addition to the transcript review, I conducted a member

checking to insure the summarization of responses of the interview recordings. Member checking ensures that the researcher has captured the accurate meanings and voice of interviews (Houghton, Casey, Shaw, & Murphy, 2013). I continued interviewing until there are no new themes emerging. After the participants have confirmed the accuracy of the data, I used the NVivo tool to organize and code data. I used a data cleansing technique to remove all the irrelevant data that did not conform to the search criteria. The data cleansing process allows the researcher to detect the errors and inconsistencies in data to enhance the quality of information (Sarpong & Arthur, 2013).

I created unique alpha-numerical codes for the participants such as Participant 1, Participant 2, Participant 3, Participant 4, Participant 5 and so on to help distinguish between participants and maintain their confidentiality. Member checking is a strategy that helps qualitative researchers to enhance the credibility of their studies as the study's participants review the summary of the interview and the interpretation of the findings to confirm accuracy in data analysis (Lincoln & Guba, 1985). Thematic analysis was conducted of the responses from the participants may help with the decision to either include corrections or exclude the discrepancy.

Coding allows the researcher to index the texts containing raw data into codes to signify the occurrence of specific information assigned to segments of the text (Glaser & Laudel, 2013). Using codes helped in the retrieval of the text and group them on a thematic basis to address the research question. In the research study, I used boundary theory, as originally developed by Nippert-Eng in 1996. Nippert-Eng (1996) evaluated boundary theory to offer a means of understanding the ways individuals negotiate

different domains. Bulger et al. (2007) suggested that the construction of a boundary that allows for segmentation or integration depends upon various factors including (a) occupation type, (b) coworkers, (c) family members, and (d) individual preference.

Issues of Trustworthiness

Credibility

Credibility is described as the process whereby a researcher engages in a study to ensure that findings are accurate (Houghton, Casey, Shaw, & Murphy (2013). Credibility is evaluated as the value and acceptability of the research outcomes that involves conducting the research in a convincing manner and the ability to demonstrate that the processes are trustworthy (Houghton et al., 2013). I maintained credibility within the context of the study by participants in a series of one-on-one interviews with the selected 15 participants. I ensured that no new theme or concept emerges before concluding each interview. I transcribed the 15 individually recorded interviews verbatim and ensure participants received a manuscript of the transcribed interview for comment and correction.

Transcribing interviews verbatim was carried out to ensure that participants' subjective statements and interpretations did not form the basis of the findings and conclusion. I used transcript review by providing each participant a copy of the transcription to close any likely gaps or imprecise statements and return to the participants with any interpretation of what was said to ensure that I have captured the meaning for member checking. I adhered to the rule of triangulation as the strategy for ensuring credibility; I interviewed 15 participants through semistructured interviews to

maximize the potential for an in-depth understanding and insight into the phenomena.

Using individual interviews, I ensured data saturation. The use of multiple data sources enhances credibility.

Transferability

Transferability relates to the researcher's database's provisioning to enable other researchers to transfer the findings to other settings (Marton, 2013). Qualitative researchers should provide in-depth information about the participants and research context to allow the reader to access the findings (Cope, 2014). However, the transferability of the findings depends on the intent of the future research. In a hermeneutic phenomenological study, the researcher's goal is to study the lived experience of the participants and not extrapolate statistical generalizations (Yin, 2018). Qualitative researchers need to confirm their data to ensure the accuracy of the findings. The confirmation process facilitates data comparison from multiple sources to verify the findings (Houghton et al., 2013). In the study, I utilized methodological triangulation, transcript reviews, and member checking to achieve data saturation and enhance the study results' credibility. The areas to include in the research description are the research methods, research design, data presentation, and research so that readers and future researchers can make their interpretations (Marshall & Rossman, 2014). The readers decide whether a study is transferable or not.

Dependability

Dependability relates to the extent to which the researchers replicate the study findings with similar participants in similar conditions (Cope, 2014). Hermeneutic

phenomenological study researchers can use member checking and transcript review strategies to ensure consistency and reliability of their findings. After the interviews, I conducted member checking to confirm the responses of the interview recordings. Member checking ensures that the researcher has captured the accurate meanings and voice of the interviews (Houghton et al., 2013). I also synthesized the raw data and called each participant to ask them if the synthesis represented the answer to the interview question. Member checking was used to confirm the participants' responses before honing the study's findings. I continued interviewing until no new themes emerged. Afterward, I transcribed the interview data and shared the findings with the participants through email or telephone calls to allow them to make any corrections to enhance the reliability and validity of the findings.

Confirmability

Confirmability refers to the objectivity and correctness of data (Houghton et al., 2013). To ensure confirmability in the study, I maintained qualitative objectivity within the study through entries in a reflexive journal and a reflective journal (for an audit trail). These journals were to examine my personal assumptions and goals to clarify my individual belief systems and subjectivities (Russell and Kelly, 2002). The confirmation process facilitates the comparison of data from multiple sources to ensure verification of the findings (Houghton et al., 2013). I confirmed the data by running the frequencies of words and themes within NVivo software. In the study, I utilized methodological triangulation; semistructured interview, field notes and reflections, and document review of staff, transcript reviews, and member checking to achieve data saturation and enhance

the credibility of the study results. Borrego, Douglas, and Amelink (2009) implied that individuals, and a country.

Ethical Procedures

Seidman (2013) appraised that interview process to include conceptualization of the interview plan, creating access and communicating with the sampled population, interviewing the sampled population, transcribing the data, and presenting the findings for all stakeholders who might find the study relevant. Protecting participants' rights is paramount. I informed the participants of their right to accept or reject the offer to participate in the study. The participants have the right to withdraw any time from the interview process without penalty as stated on the expression of interest form and the informed consent form. I kept the data collected for a period of 5 years in a safe locked cabinet before destroying the flash drive and the backup files. I sought and got approval from the Walden University Institutional Review Board (IRB approval #03-11-20-0558433), before commencement of data collection process. I observed the local regulation to guide against exploiting participants. I considered ethical provision of oil and gas industry in Nigeria to ensure validity of the study. I observed the confidentiality of personal information to protect the identity of the participants in the study.

Summary

Chapter 3 contains the description of the what type of hermeneutic phenomenological approach. I included a description of the qualitative method that served as a guide for the study. I collected data using semistructured interview, from 15 senior oil and gas rotational workers who have had 5 or more years' experience of

rotational work in the energy sector. The research design served as guide for the interview questions that are designed to obtain information to answer the research question. The semistructured interviews was used to collect data that allows for exploring the phenomenon of workplace balance. Chapter 4 contained the presentation of data collected and analysis for the study, while in Chapter 5 I addressed the research findings, recommendations, and conclusion.

Chapter 4: Results

The purpose of this hermeneutic phenomenological study was to explore the lived experiences of oil and gas workers with more than 5 years' rotational work experience and the strategies they employed for WLB for their social well-being. The central research question that guided this study was as follows: What are the lived experiences of rotational workers with more than 5 years in the oil and gas industry in Nigeria to maintain WLB? Presented in Chapter 4 are the research settings, participant demographics, data collection, data analysis, evidence of trustworthiness, results, and summary. The sections lead to conclusion, as described in Chapter 5.

Research Setting

There were 15 semistructured interviews conducted by way of telephone to reach the participants at their convenient time due the social distancing rules as a result of the Coronavirus (COVID-19) pandemic. This telephone format of data collection corresponded with the data collection method as advised by Walden University. Participant time was respected as they confirmed their privacy and comfortable environment. All of the participants worked as rotational staff in the oil and gas sector for more than 5 years. These selection criteria aligned with the statement in Chapter 1 and Chapter 3 respectively that participants should have at least 5 years rotational work experience and be knowledgeable in the strategies employed for WLB for their social well-being.

Demographics

All 15 participants were male, as the job is in a male-dominated field. There was no deliberate attempt to exclude the female gender from the study. All participants had more than 5 years' experience as rotational staff in the oil and gas industry and had received a promotion as a result of effective management of WLB. All participants had a minimum academic qualification of a Bachelor's Degree. The ranks of the participants ranged from operator to assistant manager to senior managers. See Table 1 for a summary of the participant's demographics.

Table 1

Demographics of Participants

Participant name	Gender	Years of experience	Rank	Nature of work
PP1	Male	7	Operator	Rotational
PP2	Male	10	Manager	Rotational
PP3	Male	11	Manager	Rotational
PP4	Male	12	Senior Manager	Rotational
PP5	Male	11	Manager	Rotational
PP6	Male	7	Assistant Manager	Rotational
PP7	Male	7	Assistant Manager	Rotational
PP8	Male	7	Operator	Rotational
PP9	Male	10	Manager	Rotational
PP10	Male	10	Manager	Rotational
PP11	Male	10	Manager	Rotational
PP12	Male	10	Manager	Rotational
PP13	Male	10	Manager	Rotational
PP14	Male	11	Manager	Rotational
PP15	Male	11	Manager	Rotational

Age and extra professional qualifications were not in the inclusion criteria for the participation, as all participants were above 18 years of age. The acronyms PP1 to PP15 represented Participant 1 to Participant 15. All participants were knowledgeable regarding this topic based on WLB.

Data Collection

Fifteen participants were interviewed using semistructured interviews. In addition, field notes and document reviews consisted of the data collection tools. The telephone was used for data collection, and each interview lasted for 40 to 60 minutes. An audio recorder was used to record the telephone interview. There was no other variation from the data collection plan except that all participants were contacted at arm's length to comply with the social distancing rule as a result of the COVID-19 pandemic. Interviews were collected from March 13, 2020 to April 15, 2020. Other steps that applied to the data collection were as follows:

1. Approval was obtained from the Walden University Institutional Review Board on the suitability of the letter of cooperation.
2. Permission was obtained from the Walden University Institutional Review Board to conduct research for the study.
3. Consent was obtained from the individual participants, who were identified through purposive sampling and snowballing sampling.
4. Interviews were scheduled and conducted with participants to collect data; the interviews were audio-recorded.
5. The audio-recorded interviews were transcribed.

6. I performed member checking by allowing participants to review the summary of the interview responses to ensure accuracy in my interpretation and meanings of participants' interview responses.
7. I imported the textual transcript into Microsoft Word for the commencement of data analysis.

Table 2

Summary of the Data Collection Elements Using Hermeneutic Phenomenology

Research question	Interview questions	Type of data collection tools	Analysis
What are the lived experiences of rotational workers with more than 5 years in the oil and gas industry in Nigeria to maintaining WLB?	Rapport building question: Can you share with me a time when you felt you had a good balance between work and your daily life?	<ul style="list-style-type: none"> • Semistructured interview • Field Notes • Personal Reflections • Document review 	Transcription, coding, and thematic analysis of participants.
	How would you define work life balance?		

What do you feel
are benefits of
WLB?

Can you kindly
share your general
experiences on a
typical workday?

What are your
opinions on
setting goals,
timelines, and
achieving
success?

How would you
define work life
balance?

How does your

occupation type

positively

influence your

WLB?

What other factors

influence WLB

that you have

achieved all your

life?

How do you

respond when you

feel your work life

balance is tipping

one way or the

other?

What are the

signals that the

balance is tipping

one way or

another?

How do your co-
workers influence
your WLB?

How do your
family members
influence your
WLB?

How does your
individual
discipline
influence your
WLB?

Could you share
with me some
words you might
associate to WLB?

On this note, we
have come to the
end of the
interview session
and I sincerely
like to say “Thank
You” for your
time. Do you have
any question(s) or
comments or
observations for
me? Or if there is
anything else you
might like to share
with me feel free
to discuss

Data Analysis

Data collection and analysis commenced after I received the IRB approval (#03-11-20-0558433). Qualitative hermeneutic phenomenological study researchers can triangulate data from multiple sources and interviewing participants until saturation is reached (Gill, 2014). In the study, I conducted semistructured interviews, reviewed field

notes, reflections and completed a document review from 15 participants to triangulate data. Methodological triangulation allows a qualitative researcher to collect information from multiple sources to corroborate the same finding (Yin, 2018). Qualitative interviews allow researchers to capture the voices of the participants to obtain insights into the phenomenon (Onwuegbuzie & Byers, 2014). Methodological triangulation provides the researcher with more comprehensive and quality evidence than relying on a single source of information (Yin, 2018). Hence, I used triangulation in this study I interviewed 15 senior oil and gas rotational workers who had 5 or more years' experience of rotational work in the energy sector to explore their strategies. I used the interview questions to explore the lived experiences of how the selected participants maintain WLB required for improved job performance. I used field notes to capture observations, personal reflection details and event reoccurrence. I also reviewed the documents of managers detailing the number of hours worked per day and in a week, company policies, and training manuals. Eight emerging themes (see Table 3) included (a) flexible schedule and agility, (b) self-esteem and self-gratification, (c) adaptation to personal spirituality, (d) formation of personal developmental agenda, (e) personal discipline and self-determination (f) personal fitness and hygiene, (g) promoting healthy family coexistence and workplace contentment, and (h) family support and synergy.

Table 3

Thematic Analysis: Codes and Emerging Themes From Interview Process

Codes	Emerging themes	Number of occurrences	Percentage of occurrences
The work The job schedule can be flexible when family or work demand require my attention.	Flexible schedule and agility	15	100%
So love what you do? And I have passion and self- gratification. That I was able to achieve this whether at home or at work	Self-esteem and self- gratification	15	100%
For them to get to work before 6:00am I do like an and a half so by 4:30 a.m. I'm up from bed and do my spiritual	Adaptation to personal spirituality	14	93.33%

activities as you				
may see it and				
within one to one				
and a half hour				
Growth, Personal	Formulation	15	100%	
Development,	of personal			
Socializing,	developmental			
Planning & Time	agenda and patience			
Management				
So there is a lot of	Personal	13	83.67%	
self-regulation and	discipline and self-			
self-discipline that	determination			
comes with being				
able to stick to that				
regimented lifestyle				
Healthy-living,	Personal	12	80%	
planning, personal	fitness and hygiene			
effectiveness				
But One thing is	Promoting	14	93.33%	
you just have to	healthy family			
learn to adapt. For	coexistence and			
instance, my wife	workplace			

had to get used to	contentment		
doing some things			
which she will			
ordinarily not do			
when I am at home			
The family spend	Family	15	100%
time together to	support and synergy		
achieve things that			
could take weeks to			
achieve in terms of			
our children's			
development in the			
home and in their			
schoolwork.			

Evidence of Trustworthiness

Credibility

Credibility is described as the process whereby a researcher engages in a study to ensure that findings are accurate (Houghton, Casey, Shaw, & Murphy (2013). Credibility is evaluated as the value and acceptability of the research outcomes that involves conducting the research in a convincing manner and the ability to demonstrate that the

processes are trustworthy (Houghton et al., 2013). I maintained credibility within the context of the study by participants in a series of one-on-one interviews with the selected 15 participants. I transcribed the 15 individually recorded interviews verbatim and ensured participants received a manuscript of the transcribed interview for comment and correction.

Transcribing interviews verbatim was carried out to ensure that participants' subjective statements and interpretations did not form the basis of the findings and conclusion. Transcript was validated by providing each participant a copy of the transcription to close any likely gaps or imprecise statements and return to the participants with any interpretation of what was said to ensure that I have captured the meaning for member checking. I adhered to the rule of triangulation as the strategy for ensuring credibility; I interviewed 15 participants through semistructured interviews to maximize the potential for an in-depth understanding and insight into the phenomena. Using individual interviews, field notes and document review, the themes that emerged became repetitive over time as the process continues. The use of multiple data sources enhances credibility.

Transferability

Transferability relates to the provisioning of the researcher's database to enable other researchers to transfer the findings to other settings (Marton, 2013). Qualitative researchers should provide in-depth information about the participants and research context to allow the reader to access the transferability of the findings (Cope, 2014). However, the transferability of the findings depends on the intent of the future research.

In a hermeneutic phenomenological study, the goal of the researcher is to study the lived experience of the participants, and not extrapolate statistical generalizations (Yin, 2018). Qualitative researchers need to confirm their data to ensure the accuracy of the findings. The confirmation process facilitates the comparison of data from multiple sources to ensure verification of the findings (Houghton et al., 2013). I confirmed the data by running the frequencies of words and themes within NVivo software. In the study, I utilized methodological triangulation, transcript reviews, and member checking to achieve data saturation and enhance the credibility of the study results. The areas to include in the research description are the research methods, research design, data presentation, and research so that readers and future researchers can make their own interpretations (Marshall & Rossman, 2014). The readers make the decision whether a study is transferable or not.

Dependability

Dependability relates to the extent to which the researchers replicate the study findings with similar participants in similar conditions (Cope, 2014). Hermeneutic phenomenological study researchers can use member checking and transcript review strategies to ensure consistency and reliability of their findings. After the interviews, I conducted member checking to confirm the responses of the interview recordings. Member checking ensures that the researcher has captured the accurate meanings and voice of the interviews (Houghton et al., 2013). I also synthesized the raw data and call each participant to ask them if the synthesis represented the answer to the interview question. Member checking was used to confirm the participants' responses before

honing the findings of the study. I continued interviewing until no new themes emerged. Afterward, I transcribed the interview data and shared the findings with the participants through email or telephone calls to allow them to make any corrections to enhance the reliability and validity of the findings.

Confirmability

Confirmability refers to the objectivity and correctness of data (Houghton et al., 2013). To ensure confirmability in the study, I maintained a qualitative objectivity within the study through entries in a reflexive journal (for personal presupposition) and a reflective journal (for an audit trail). These journals were for the purpose of examining my personal assumptions and goals in order to clarify my individual belief systems and subjectivities (Russell and Kelly, 2002). The confirmation process facilitates the comparison of data from multiple sources to ensure verification of the findings (Houghton et al., 2013). I confirmed the data by running the frequencies of words and themes within NVivo software. In the study, I utilized methodological triangulation; semistructured interview, field notes, and document review of staff, transcript reviews, and member checking to achieve data saturation and enhance the credibility of the study results. Borrego, Douglas, and Amelink (2009) implied that transferability is how research findings and outcomes are useful to the environment, individuals, and a country.

Study Results

The purpose of the hermeneutic phenomenological study was to explore the lived experiences of oil and gas workers with more than 5 years' rotational work experience and the strategies they employed for WLB required for the social well-being of the

workers. The central research question that guided this study was: What are the lived experiences of rotational workers with more than 5 years in the oil and gas industry in Nigeria to maintain WLB? In this section, the eight emergent themes are presented for further explanation of how using interview questions and responses, field notes, and document review were used to achieve the emergent themes. The emerging themes resulted from the thematic analysis and interpretation of the data collection from the semistructured telephone interview, field notes, and document review.

Theme 1: Flexible Schedule and Agility

The first emergent theme is flexible schedule and agility. Fifteen participants representing 100% responded flexible schedule and agility as strategies rotational workers with more than 5 years in the oil and gas industry in Nigeria use to maintain WLB. Participant 3 stated,

So when the alarm goes off, I wake up, prepare and I typically dress for work. Get to work, greet my guys open schedule, my calendar and check the meetings I have for the day. Discuss the safety topic for the day and piggy-back on couple of tasks from the previous day if there is any and thereafter move on to the tasks for today and focus on getting them done. Develop schedule and make it flexible to adapt to changes at work and family. This make me agile to respond quickly timely.

The majority of the participants mentioned having flexible rotational schedule in the past and staying agile has been a strategy to WLB. Participants 11,12, 14, and 15 summed it up by responding that their work schedule allows for goals setting considering

the period they have at work and that of family when on time-off. The job schedule can be flexible when family or work demand require my attention. Participant 8 stated, “My work schedule is such that I work 2 weeks at work and 2 weeks off. When I am at work I focus on the job and when on time off, I focus on family affairs.”

Field notes from the review of managers document on company policy on rotational schedule requires continuous work coverage while making room for flexible schedule in as much as there is equal time in and time off for individual employees.

Theme 2: Self-Esteem and Self Gratification

The second emergent theme is self-esteem and self-gratification. Fifteen participants representing 100% responded self-esteem and self-gratification as strategies rotational workers with more than 5 years in the oil and gas industry in Nigeria use to maintain WLB. Participant 8 stated “I ensure healthy living, increased productivity, happy family, personal & professional growth, self-care, self-love, and time for Personal Activities.” Participant 4 stated “So love what you do? And I have passion and self-gratification. That I was able to achieve this whether at home or at work.” Majority of the participants discussed how self-love and self-gratification has been the strategy they used to maintain WLB as rotational staff in the oil and gas industry. Participant 2 stated,

I love rotational job. I returned home for two weeks. It's like the love between my wife and I is rekindled. By the time I return home for another two weeks, our love is reenergized. I mean, it really has positive impacts. When you re off duty, stuffs that you've not really been able to do when you are away, you can get them done. I have learnt to love myself, spend

quality time with family, and take myself out as gratification for hard work.

Participant 5 stated, “If you love what you do, it feels like you've never worked any day of your life. So love what you do and I have passion and self-gratification.”

This correlates with field notes from managers document review on workers orientation training which emphasize the need for workers to pay themselves by getting adequate rest during their time off the job

Theme 3: Adaptation to Personal Spirituality

The third emergent theme is adaptation to personal spirituality. Fourteen participants representing 93.33% responded adaptation to personal spirituality as strategies rotational workers with more than 5 years in the oil and gas industry in Nigeria use to maintain WLB. Participant 2 stated, “I do resume by 6am on daily basis. So by 4:30 a.m. I'm up from bed and do my spiritual activities which is usually one hour.”

Majority of the participants except one mentioned that adapting to personal spirituality is why they love rotational work as they focus on spiritual growth during the two weeks at home. Participants 10, 11, and 15 summed it up that having two weeks off work can help in achieving spiritual growth on personal and family basis. Field notes during the interviews also reveal that there is freedom of worship after work hours in the field location. So being away from home does not necessarily mean being shut off spirituality.

Theme 4: Formulation of Personal Developmental Agenda and Patience

The fourth emergent theme is formulation of personal developmental agenda and patience. Fifteen participants representing 100% responded formulation of personal

developmental agenda as strategies rotational workers with more than 5 years in the oil and gas industry in Nigeria use to maintain WLB. Participant 9 stated “I do improve myself on growth, personal development, socializing, planning & time management” Majority of the participants mentioned that having a personal developmental agenda has been a strategy to cope with two weeks work and two weeks at home. Participant 1 stated,

Another thing is developing the virtue of patience. Being offshore is not the easiest thing to do but you know in 28 days you’ll be done so you just want to go through it. So that requires a lot of patience, staying focused on what you want to do despite the challenges of your immediate environment, you’re far away from home but you still stay focused on what you want to do so that builds a kind of resilience you.

Participant 7 stated,

It sometimes affords me opportunity to spend longer family time at home. This we spend together to achieve things that could take weeks to achieve in terms of our children’s development in the home and in their school-work. This has helped in setting developmental goal for the family.

Field notes from managers document review also reveals that the organization places high premium on training and personnel development.

Theme 5: Personal Discipline and Self-Determination

The fifth emergent theme is personal discipline and self-determination. Thirteen participants representing 83.67% responded personal discipline and self-determination as

strategies rotational workers with more than 5 years in the oil and gas industry in Nigeria use to maintain WLB. Participant 1 stated, “So there is a lot of self-regulation and self-discipline that comes with being able to stick to that regimented lifestyle” Participant 10 stated, “Personal discipline is very key in maintain WLB.” Participant 7 stated,

Aside our self-discipline, family members have most influence on my WLB. My good day at work can be dictated by my family members. Once family members are safe at home or school or place of work, it gives rest of mind to achieve success at work. This is very important because maintaining a WLB can only be achieved with discipline and strong commitment. Absence from home or work can be a pitfall for many people to derail from original goal of a good WLB.

Field notes and mmajority of the participant mentioned self-discipline and personal determination as mandatory requirement for maintaining WLB. Participants 10, 11, and 15 refer self-discipline as the single tool for making progress in WLB.

Theme 6: Personal Fitness and Hygiene

The sixth emergent theme is personal fitness and hygiene. Twelve participants representing 80% responded personal fitness and hygiene as strategies rotational workers with more than 5 years in the oil and gas industry in Nigeria use to maintain WLB. Participant 8 stated “healthy-living, planning, personal effectiveness and personal hygiene is important when maintaining WLB.” Majority of the participants mentioned personal fitness and hygiene as strategy to stay focus and motivated in sustaining a sanity between work and life. Participant 1 stated,

Yeah to a great extent my individual discipline, sometimes is the cause of problems for me because I try to identify what is important and when I'm not careful I prioritize work as well as, for example personal fitness, health, working out, I prioritize those and make sure I do my best to achieve the goals that I have set in all those areas. And so because I put my all into it anything that hasn't been prioritized falls away by the side. So yes I am highly discipline in the things that I have and achieve those things that are important to me are very important. And over time my work has been very important to me and the other side of life, which is social interaction I tend not to get the best from it. Personal fitness and hygiene is a priority to me in achieving a WLB.

Field notes and the majority of the participant recognized personal fitness and hygiene as strategies for achieving WLB for a rotational worker. Participant 4, 5, and 6 mentioned personal fitness and hygiene as important in maintaining WLB.

Theme 7: Promoting Healthy Family Coexistence and Workplace Contentment

The seventh emergent theme is promoting healthy family coexistence and workplace contentment. Fourteen participants representing 93.33% responded promote healthy family coexistence and workplace contentment as strategies rotational workers with more than 5 years in the oil and gas industry in Nigeria use to maintain WLB. Participant 1 stated, “but one thing is you just have to learn to adapt. For instance, my wife had to get used to doing some things which she will ordinarily not do when I am at home.” Participant 10 stated,

I work in a remote location on a 14/14-day time-on/time-off basis. My typical day starts at 6AM and ends by 6PM. I tried as much as possible to engage in sporting activities, specifically Lawn Tennis, at least twice in a week. I chat and gist with colleagues as a daily routine after dinner as our own form of socializing, which really helps unwind for the day. Listen to the news and go through the social media before retiring to bed.

While on time-off, I dedicate spending quality time with family and friends, I also do some other minimal personal practices.

Participants 8 stated, “the work schedule allows for goals setting considering the period I have at work and that I have for family when on time-off. What I need to achieve for my family, I do when on time-off and that I need to achieve for work I do plan it for the period at work.” Participants 7 stated, “Being able to achieve my family goals and objectives, usually in tandem, with my work or professional goals.” Field notes and majority of participants mentioned promoting healthy family coexistence and workplace contentment as strategy to WLB as rotational staff of oil and gas.

Theme 8: Family Support and Synergy

The eighth emergent theme resulted is family support synergy. Fifteen participants representing 100% responded family-support and synergy as strategies rotational workers with more than 5 years in the oil and gas industry in Nigeria use to maintain WLB. Participant 1 stated “this we spend together to achieve things that could take weeks to achieve in terms of our children’s development in the home and in their schoolwork.”. Participant 5 stated,

I think I touched on it earlier. Like I said, I have three children and a wonderful wife. And time is valuable because you'll never get it back no matter what. I recall a time before coming to this job and I used to work seven days a week. Some days 12 hours some days 16 hours. And it was a Saturday over the weekend and my son came to tell me. Dad, I know you are busy at work, but please can you take some time out to play with me? I really felt bad, I mean really bad because I had deadlines to meet. I went back to the office and kept working even away from home and to satisfy the client and this little boy walked up to me to tell me I really need time to play with you but now the case is different because now when I'm at home I even feel they have more than enough time to play with me. They are happy and I'm happy they understand now that when Dad goes to work, he has to go to work when he returns he is definitely back.

The field notes taken during the interview indicates that all the participants mentioned family support and synergy as major factor in maintaining WLB for rotational workers. Participant 10 stated, “My family support me striking a balance between the work and personal life.” Participant 8 stated, “It keeps you focus on both work and family and leisure activities without failing in any of them.”

Summary

In Chapter 4, I addressed the research setting, demographics, data collection, thematic analysis, evidence of trustworthiness, and the description of the main themes and categories. The data resulted from the field notes, document review, and

semistructured interview responses from 15 participants with more than 5 years' rotational work experience and the strategies they employed for WLB required for the social well-being of the workers. Eight themes emerged which included, flexible schedule and agility, self-esteem and self-gratification, adaptation to personal spirituality, formulation of personal developmental agenda and patience, personal discipline and self-determination personal fitness and hygiene, promote healthy family coexistence & workplace contentment, and family support and synergy. Chapter 5 includes the interpretation and analysis of the findings, the limitations, the recommendations, and the social change implications of the study.

Chapter 5: Discussion, Conclusions, and Recommendations

The purpose of this study was to explore the lived experience of oil and gas workers with more than 5 years of rotational work experience and the strategies they employ for WLB for their social well-being. Using a hermeneutic phenomenological approach, the study findings revealed the strategies rotational workers in the oil and gas industries employed for WLB for their social well-being. Eight themes emerged, including flexible schedule and agility, self-esteem and self-gratification, adaptation to personal spirituality, formulation of personal developmental agenda and patience, personal discipline and self-determination, personal fitness and hygiene, promoting healthy family coexistence and workplace contentment, and family support and synergy. In Chapter 5, I present an interpretation of these findings, limitations of the study, recommendations, and implications for social change.

Interpretation of Findings

In Chapter 4, I described the data collection and analysis process as well as issues relating to trustworthiness. The research question was as follows: What are the lived experiences of rotational workers with more than 5 years in the oil and gas industry in Nigeria to maintaining WLB? The emerging themes address the research question on the lived experiences and strategies rotational workers with more than 5 years in the oil and gas industry maintain work-life require for the well-being of the workers. The themes also contributed to the extension on the body of knowledge of the subject matter. Below are the interpretations of the themes.

Flexible Schedule and Agility

The first theme resulted from analysis and the interpretation of the data collected from semistructured interview questions and field notes. I found that having a flexible schedule and agility was a strategy rotational workers with more than 5 years in the oil and gas industry in Nigeria used to maintain WLB. The theme of flexible schedule and agility is supported Vaishnavi, Suresh, and Dutta (2019). Vaishnavi et al. identified and analyzed the interaction of different readiness factors to implementing agility in an organization. The findings from this literature and this study revealed that for workers to stay agile in maintaining work-balance, factors to be considered are environmental scanning, resource availability, innovativeness, cost effectiveness, organizational leadership, and training and development.

Agility is a holistic thought, which means adaptability in reconfiguring competence (Vaishnavi et al., 2019). Agility is an essential competitive potential, as it modifies the individual ability to make speedy decisions in an organization (Um, 2017). Many organizations pay attention to agility in the business environment due to the increase in the emergence of uncertainty and competitiveness (Um, 2017; Vaishnavi et al., 2019). Hyatt and Coslor (2018) asserted that the potential work-life benefits of a flexible work schedule may not apply equally to employer-imposed and employee-chosen compressed work schedules.

Self-Esteem and Self-Gratification

The second theme resulting from analysis and interpretation of the data was collected from semistructured interview questions and field notes. I found that self-

esteem and self-gratification were strategies rotational workers with more than 5 years in the oil and gas industry in Nigeria used to maintain WLB. The theme on self-esteem and self-gratification is supported by Islam, Mäntymäki, and Kefi (2019). Islam et al. described gratification to stem from the satisfaction of psychological needs but varies across individuals depending on their context, competences, and objectives. Islam et al. viewed needs as the combined products of psychological dispositions, sociological factors, and environmental conditions. Gratifications are the perceived fulfilment of a need through an activity, such as media use (Islam et al., 2019). Process gratification stems from performing activities such as enjoyment and pleasure experienced when using the media (Islam et al., 2019). Content gratification relates to cognitive benefits gained from the media in the form of information acquisition and a strengthened understanding of the environment (Islam et al., 2019).

Akgunduz (2015) explored the influence of self-esteem and the role of stress on job performance in an organization and the study outcome revealed that role ambiguity and role conflict are negatively associated with job performance, while role overload and self-esteem are positively associated with job performance. Self-esteem is described as an overall evaluation of employee worth or value (Akgunduz, 2015). Self-esteem is developed through emotional interaction, the ability to prove oneself, efficient competency skill, and anger management (Akgunduz, 2015). Employees' demonstrations of self-esteem and self-gratification have contributed to how rotational workers respond positively to WLB, as revealed in this study.

Adaptation to Personal Spirituality

The third theme resulted from analysis and interpretation of the data collected from semistructured interview questions and field notes. I found that adaptation to personal spirituality was a strategy rotational workers with more than 5 years in the oil and gas industry in Nigeria used to maintain WLB. The theme on adaptation to personal spirituality is confirmed in past literature. Joelle and Coelho (2019) explored and presented the process of management as viewed through the lens of spirituality at work and identified the influence of a spiritual environment on individual performance, mediated by job resourcefulness. The study's outcome revealed that the implementation of a spirituality culture increases the presence of spirituality at work and the individual performance, mediated by the job (Joelle & Coelho, 2019).

Belwalkar, Vohra, and Pandey (2018) discovered that workplace spirituality results in job satisfaction and encourages employee to demonstrate extrarole, prosocial behavior reported as well as encourages the role of workplace spirituality in building unity within organizations, which leads to greater teamwork and collaboration and reduces occurrences of absenteeism and employee turnover. Belwalkar et al. viewed spirituality as a framework of organizational values evidenced in the culture that promotes employees' experiences of transcendence through the work process, facilitating their sense of being connected to others in a way that provides feelings of completeness and joy. Adaptation of personal spirituality was the theme I was not expecting, but the participants expressed passion over how personal spirituality is strategy in achieving WLB.

Formulation of Personal Developmental Agenda and Patience

The fourth theme resulted from analysis and an interpretation of the data collected from semistructured interview questions and field notes. I found that the formulation of a personal developmental agenda and patience was a strategy rotational workers with more than 5 years in the oil and gas industry in Nigeria used to maintain WLB. The theme of forming a personal developmental agenda is supported in previous literature. Dealtry (2002) evaluated the learning agenda derived from the working cluster model, resulting in a curriculum that emphasizes different learning strategies. The agenda should include acquiring deep knowledge of the business sector and external networking with complementary or interrelated businesses, knowledge of what makes the business tick, knowing how and where to acquire new relevant knowledge, and knowing how to achieve developmental change through tactical and strategic executive action (Dealtry, 2002).

Carrales-Herrero and Rodriguez-Prado (2018) suggested that developmental agendas are in the form of lifelong learning, which help employees gain promotion at work or receive an income raise in wages. Lifelong learning can also be an on-the-job and work-based training, which is generally but not always provided by the firm (Carrales-Herrero & Rodriguez-Prado, 2018). Thayaparan, Siriwardena, Lill, and Kaklauskas (2015) realized that due to the complexities involved in disasters and due to the peculiar nature of some industries such as oil and gas and construction industries, professionals require continued updating of their skills and knowledge to contribute effectively to disaster resilience. The study outcome revealed that lifelong learning is

required for the adoption, diffusion, and exploitation of the latest learning and teaching technologies in the workplace.

Personal Discipline and Self Determination

The fifth theme resulted from analysis and an interpretation of the data collected from semistructured interview questions and field notes. I found that personal discipline and self-determination was a strategy rotational workers with more than 5 years in the oil and gas industry in Nigeria used to maintain WLB. The theme of personal discipline and self-determination aligned with Lee (2020). Lee described self-determination as the human motivation and personality that address the quality of motivation in addition to the quality of motivation of the employee at the workplace. Self-determination could serve as a predictor of favorable outcomes beyond a merely quantitative approach of employee performance and job satisfaction (Lee, 2020).

Gatling, Kim, and Milliman (2016) proposed that individuals seek self-determination to internalize their environment into their interest. Having self-determination and self-development helps employees have a meaningful life where they experience unity and harmony with others as well as within a larger social structure (Gatling et al., 2016). Self-discipline at work is the act of allowing individuals give their full attention to the task at hand (Lee, 2020). Gallup studies in the United States revealed that 33% of employees are engaged, 16% are actively disengaged, and 51% are not engaged (Mannely, 2009). With self-discipline and self-determination, the percentage of engaged employee in oil and gas in Nigeria may be above 50%.

Personal Fitness and Hygiene

The sixth theme resulted from analysis and an interpretation of the data collected from semistructured interview questions and field notes. I found that personal fitness and hygiene was a strategy rotational workers with more than 5 years in the oil and gas industry in Nigeria used to maintain WLB. The theme of personal fitness and hygiene is supported by the previous findings of Fujisaki and Akamatsu (2020). Fujisaki and Akamatsu described food safety and hygiene as the aggregation of the learned, shared attitude, and value and belief contributions to the hygiene behavior used within a particular food handling environment to be expanded to include employees' perceptions of leadership, communication, commitment, resources, and risk awareness concerning food safety culture and hygiene within the current work organization.

Schwarz and Lindfors, (2015) discovered that regular physical activities and exercise improve health. The workplace has been suggested as a particularly promising arena for physical exercise interventions (Schwarz & Lindfors, 2015). Older, less healthy and less fit persons in workplace are less likely to work at organizations offering physical exercise program (Park, Kang, & Kim, 2018). I will recommend that future study extend the study to how older, and less healthy people can cope with WLB. Hunter, Gordon, Bird, and Benson (2018) discovered that regular exercise, planned, structured and repetitive physical activity improves cardiorespiratory and muscular fitness, reducing all-cause and cardiovascular mortality risk. Globally, physical inactivity is estimated to cause 10% of the breast and colon cancer burden, 7% of type 2 diabetes, 6% of ischaemic

heart disease and 9% of overall premature mortality using conservative population attributable fractions (Hunter et al., 2018).

Promoting Healthy Family Coexistence and Workplace Contentment

The seventh theme resulted from analysis and interpretation of the data collected from semistructured interview questions and field notes. I found that promoting healthy family coexistence and workplace contentment was strategy rotational worker with more than 5 years in the oil and gas industry in Nigeria used to maintain WLB. The theme on promoting healthy family coexistence and workplace contentment aligns with Penco, Torre, and Scarsi (2019). Penco et al. (2019) found out that in organizational success, the family is the source of balance between innovative and traditional business models, which is a key factor to success. Family involvement is high and impacts on strategy and leading to a distinct and specific behavior regarding firm strategy, vision and culture (Penco et al., 2019).

Workplace contentment is the amount or level which employees sense constructively or undesirably concerning their job circumstances (Penco et al., 2019). Work contentment and organizational commitment are considered as inversely connected to sense withdrawal behavior as lateness, nonattendance and turnover (Penco et al., 2019). The role of family and external management is considered as factors that can influence the interactions between strategic orientation, strategic decision-making and organizational design (Penco et al., 2019). Rathi and Lee (2017) investigated the association of supervisor support with organizational commitment, turnover intention, and life satisfaction, while examining the mediating role of quality of work-life. The study

outcome reveal that a supportive supervisor enhances employees' emotional attachment to the organization and life satisfaction by augmenting their quality of life (Rathi & Lee, 2017).

Family Support and Synergy

The eighth theme resulted from analysis and interpretation of the data collected from semistructured interview questions and field notes. I found that family support and synergy was strategy rotational worker with more than 5 years in the oil and gas industry in Nigeria used to maintain WLB. The theme on family support and synergy align with Beutell (2010) findings. Beutell examined the effect of work schedules on work-family conflict and synergy using the job demands resources. Findings reveal (a) work schedules were significantly related to work interfering with family and work-family synergy, but not for family interfering with work, (b) perceived supervisory support was significantly related to employee work schedule control and work schedule satisfaction, and (c) perceived control of work schedule and work schedule satisfaction were significantly related to work-family conflict and synergy.

Mansour and Tremblay (2018) analyzed the effect of a bundle of work-family policies in employees' job satisfaction and organizational commitment, by using work-family enrichment and conflict as explanatory. The result reveal that the higher the use of work-family policies, the more positive effects on work-family enrichment and conflict, and that job satisfaction is positively related to organizational commitment (Mansour & Tremblay, 2018). Work-family policies are separate human resource policies, such as flexi-time, which may or may not have been implemented with the objective of

facilitating work-family balance, but which is a positive influence to employee and workplace sustainability (Campbell & Jerzemowska, 2017).

Limitations of the Study

One of the limitations of the study could be the method of recruiting the participants. When the participants were referred, I could not determine if two participants discussed the questions prior to the actual interview process. Another limitation was that some of the participants may have omitted or ignored some details in their response as a result of the telephone interviews as well as email responses. The participants' comfortability could not be determined in most case as I used telephone interview process due to social distancing in the COVID-19 pandemic period. I used member checking to establish the reliability and validity of the responses to validate the participants' responses. Another limitation was time for the interview; several interviews were reschedule and cancelled for future time and in some instances future date for reasons peculiar to participants. I used Microsoft word and Excel for the data organization and audit trail to ensure reflexivity of the study. The use of hand coding helped in creating credibility and confirmation for data collection process. Checking consistently for reliability of the data ensured that the study did skip and data consistency.

Recommendations

The recommendations for the study include recommendations for practice and those for future research. The recommendations for practice are borne of the study's findings to provide leaders and practitioners with proven strategies used by workers in

the oil and gas industry in managing WLB. The recommendations for future research allow to expand the body of knowledge on WLB as related in the oil and gas industry and other industries.

Recommendations for Practice

Work-family time flexi. The recommendation on work-family time flexi is grounded on theme 1. All participants mentioned that having flexible time and becoming agile could enhance employee effective management of WLB. The employers should work out a pattern where the employees could contribute towards the work plan when scheduling the rotational work. An employee whose wife has given birth or whose family member demand much attention may prefer a flexible rotational work at some working time to balance home demand as well as having the duties at work met. Organizational work-family policies have been developed to moderate the greater care commitments of employees with family responsibilities, thereby assisting employees to simultaneously fulfill their responsibilities both at work and at home (Guthrie, Bradley, & Shakespeare-Finch, 2005).

Employee physical and mental exercise alignment. Employers of labor emphasize mental exercise in form of training and development. Little investment and attention is giving to physical exercise and this could make employees become lazy and fatigue at work due to lack of exercise. The recommendation is that employers should make physical exercise mandatory through the use of insurance companies to take the responsibility of employees' enrolment at a gym for regular exercise to promote workers wellbeing. Khatri and Gupta (2019) categorized employees' development into (a)

purpose in life (PIL), (b) work–life balance (WLB), (c) job wellness (JW) and (d) physical wellness (PW). Khatri and Gupta (2019) viewed employee wellbeing as a valuable organizational asset, which can be construed as primary intellectual capital. Organizations have realized the need to prioritize employee wellbeing for high productivity and simultaneously strive to work on the quality of life of every employee.

Work-balance findings inclusion into training manual. The recommendation is that the findings from this study should be included in the training manual of rotational workers in the oil and gas industry. This enlightening may provide the desired strategy for oil and gas staff in Nigeria to have more job satisfaction, reduction in turnover, and increase participation in work and family activities. The training manual will be robust in tackling the different areas as reveal in this study. This recommendation is grounded on themes one to eight as these themes need to be communicated to the clusters that require such knowledge which address the problem in the problem statement of this study.

Recommendations for Further Research

A recommendation for further study is to focus on female rotational employees in the oil and gas industry in Nigeria. This recommendation is based on the ground that out of the 15 participants interviewed in this study, all were male, without any deliberate attempt to exclude females. The rotational workforce in the oil and gas industry in Nigeria is generally dominated by males. As such I recommend a further research on WLB of the few female rotational workers in the oil and gas industry in Nigeria so as to have an in-depth understanding of their experiences. I also would recommend for future studies on senior executives in the oil and gas industry on WLB as their experience may

differ from those of junior rotational staff or middle management of oil and gas industry. The lived experience of oil and gas workers who work 5/2 schedule in the office could also be researched in comparison to the lived experience of rotational workers working in the field. Another recommendation would be to replicate the study in other sectors such as health, security, banking, and orphanage homes so as to compare the results for transferability. Another recommendation for further study would be to carry out a study on WLB using quantitative methodology. Patton (2002) stated that the use of quantitative methodology enables generalization of study findings.

Implications

Positive Social Change

The possible impact for positive social change is the information provided for rotational staff of oil and gas industry on WLB, thereby reducing employee frustration and improve work performance. Employee having imbalance on work and life have negative effect for other employees, family, firm, and the society due to the reduced economic contribution from the imbalance employee to the firm. Organization can use this study's finding to enhance positive social change by applying the emerging themes of flexible schedule and agility, self-esteem and self-gratification, adaptation to personal spirituality, formulation of personal developmental agenda and patience, personal discipline and self-determination, personal fitness and hygiene, promote healthy family coexistence & workplace contentment, and family support and synergy to improve employee job satisfaction and improve employee wellbeing. The implication of positive

social change includes employee job satisfaction, improve family and work balance among employees, family synergy and coexistence, and sustainability of workplace.

Theoretical Implications

The theoretical implication is grounded in the work of Padhi and Pattnaik (2017). The theoretical implication is that the themes that emerged has further contributed to the body of knowledge on boundary theory in resolving the WLB. Padhi and Pattnaik (2017) studied the individual boundary management style on work-family experience and the role of integration-segmentation on work-family conflict and work-family enrichment. Families with integrated boundary strategy are bound to report greater levels of family support and synergy as well as promote family coexistence and workplace contentment as we found out from the emerging themes (Roche & Haar, 2020). The emerging themes have further contributed to the existing themes and body of knowledge of WLB and further researcher may find the themes useful in addressing the challenges of WLB.

Methodological Implications

The methodological implication is grounded on the fact that three different methods were used to triangulate the data collected: semistructured interview, field notes, and document reviews. Methodological triangulation for correlating data from multiple data collection methods such as semistructured interview, field notes, and document review increases the chances of data saturation (Fusch & Ness, 2015). The methodological triangulation is used to achieve richness in depth (Fusch & Ness, 2015). The study methodological implication includes, achieving the qualitative hermeneutic phenomenological method of data collection and study.

Implications to Management

A key deliverable of organization management is to safeguard the rate of investment of the organizations shareholders. To do this, managers are saddled with the responsibility of delivering high-performance result, particularly in a competitive market such as the energy sector (Deery & Jago, 2015). According to Wright, Cropanzano, & Bonett (2007), high productivity and high job performance are the results of high psychological well-being. The implication of this study to management is grounded on the fact that the study findings will guide management decision on eight areas – the themes - of life of the rotational workers that are not so obvious but have great potentials to improve their psychological wellbeing. Consequently, this translates to an increase in productivity and reduction in workers attrition rate.

Conclusions

The study addressed the lived experiences of oil and gas workers with more than 5 years of rotational work experience and the strategies they employ for WLB required for the social well-being of the workers which translates to improved job performance in the oil and gas sector in Nigeria. The experiences helped formulate eight strategies that the rotational employees used for WLB in oil and gas industry in Nigeria. The strategies inform the specific management problem identified in the problem statement section of the study. The recommendations are (a) that employers introduce a flexible work schedule to address the work-life imbalance, (b) that employers should include physical exercise along mental development of employees, and (c) include the study findings in training manual for training and development in the future.

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Appendix A: Interview Protocol Prior Field Test

Preambles:

Good day Mr/Mrs/Engr. /Dr _____. I am Israel Jolaolu, a Walden University scholar. I am carrying out a research on how rotational workers maintain WLB in the Nigerian oil and gas sector and I will be asking you a few questions today based on your experience on rotation work life. But before we begin, I would like us to review a few protocols for this interview if that is okay by you.

I have a digital audio recorder here with me (show it to the participant) to record the interview session solely for the research purpose

I will be asking for your personal experience of rotational work life, and I need you to understand that the identity of the participants of this research is treated with high level of confidentiality. Your responses will be collated and share with you for concurrence/validity afterwards.

RQ1: What are the lived experiences of rotational workers with more than 5 years in the oil and gas industry in Nigeria to maintain WLB?

Interview Questions

Rapport building question: Can you share with me a time when you felt you had a good balance between work and your daily life?

How would you define work life balance?

What do you feel are benefits of WLB?

Can you kindly share your general experiences on a typical workday?

What are your opinions on setting goals, timelines, and success?

How does your occupation type positively influence your WLB?

How does your occupation type negatively influence your WLB?

What other factors influence your positive balance on WLB that you have achieved on the job and within most of your life?

What is it you do if you feel your work life balance is tipping one way or the other?

What are the signals that the balance is tipping one way or another?

Could you share with me some words you might associate to WLB?

Closing Statement and Peer debrief paragraph

On this note, we have come to the end of the interview session and I sincerely like to say “Thank You” to you for your time. Do you have any question(s) for me? If not, thank you once again.

I will leave my contact information with you in case you have additional information to give me afterwards, and if you don’t mind I may also need to contact you if there is any need to clarify any information or ask additional questions later. Do have a wonderful day.

Appendix B: Interview Protocol Post Field Test

Preambles:

Good day Mr/Mrs/Engr. /Dr _____. I am Israel Jolaolu, a Walden University scholar. I am carrying out a research on how rotational workers maintain WLB in the Nigerian oil and gas sector and I will be asking you a few questions today based on your experience on rotation work life. But before we begin, I would like us to review a few protocols for this interview if that is okay by you.

I have a digital audio recorder here with me (show it to the participant) to record the interview session solely for the research purpose

I will be asking for your personal experience of rotational work life, and I need you to understand that the identity of the participants of this research is treated with high level of confidentiality. Your responses will be collated and share with you for concurrence/validity afterwards.

RQ1: What are the lived experiences of rotational workers with more than 5 years in the oil and gas industry in Nigeria to maintain WLB?

Interview Questions:

Rapport building question: Can you share with me a time when you felt you had a good balance between work and your daily life?

How would you define work life balance?

What do you feel are benefits of WLB?

Can you kindly share your general experiences on a typical workday?

What are your opinions on setting goals, timelines, and success?

How does your occupation type positively influence your WLB?

How does your occupation type negatively influence your WLB?

What other factors influence your balance on WLB that you have achieved all your life?

What is it you do if you feel your work life balance is tipping one way or the other?

What are the signals that the balance is tipping one way or another?

How do your co-workers influence your WLB?

How do your family members influence your WLB?

How does your individual discipline influence your WLB?

Could you share with me some words you might associate to WLB?

Closing Statement and Peer debrief paragraph

On this note, we have come to the end of the interview session and I sincerely like to say “Thank You” to you for your time. Do you have any question(s) for me? If not, thank you once again.

I will leave my contact information with you in case you have additional information to give me afterwards, and if you don't mind I may also need to contact you if there is any need to clarify any information or ask additional questions later. Do have a wonderful day.

Appendix C: CITI Certificate

		Completion Date 05-Nov-2019 Expiration Date N/A Record ID 34066151
This is to certify that:		
Israel Jolaolu		
Has completed the following CITI Program course:		
Student Researchers (Curriculum Group) Student Researchers (Course Learner Group) 1 - Basic Course (Stage)		
Under requirements set by:		
Walden University		
		
Verify at www.citiprogram.org/verify/?w48a6982c-48d1-4462-850e-c28782047ce3-34066151		