



**VILNIUS UNIVERSITY
BUSINESS SCHOOL**

INTERNATIONAL PROJECT MANAGEMENT PROGRAMME

Raman Dzikavitski

MASTER'S THESIS

*PASTOLIŲ PROJEKTŲ KOMANDOS
NARIŲ DARBO IR GYVENIMO
BALANSO YPATUMAI RENOVACIJOS
PROJEKTUOSE TARPTAUTINĖJE X
ĮMONĖJE*

*PECULIARITIES OF WORK-LIFE
BALANCE OF SCAFFOLDING
PROJECTS' TEAM MEMBERS IN
RENOVATION PROJECTS AT
INTERNATIONAL X COMPANY*

Supervisor Assoc. Prof. Dr. Dalia Bagdžiūnienė

Vilnius, 2023



SUMMARY

VILNIUS UNIVERSITY BUSINESS SCHOOL INTERNATIONAL
PROJECT MANAGEMENT PROGRAMME
RAMAN DZIKAVITSKI
PECULIARITIES OF WORK-LIFE BALANCE OF SCAFFOLDING
PROJECTS' TEAM MEMBERS IN RENOVATION PROJECTS AT
INTERNATIONAL X COMPANY

MA thesis supervisor – Assoc. Prof. Dr. Dalia Bagdžiūnienė

MA thesis prepared – 2023 in Vilnius

MA thesis scope – 87 pages

Number of tables in MA thesis – 5

Number of figures in MA thesis – 21

Number of literature sources – 77

Thesis Description. Work-life balance is studied quite widely, but not enough attention is paid to considering the characteristics of renovation projects and, in particular, scaffolding project teams. The impact on project team members and the consequences for them are not entirely clear. Although the day-to-day operational work of employees is monotonous and unchanging, projects are inherently unique with a unique set of goals. Getting the balance right or breaking it can lead to different consequences for project team members and project implementation progress. Also, immediately before reaching an important milestone, there is often an increase in activity that requires intense work. The uniqueness of projects is often accompanied by unexpected events that affect the workload of employees. In such situations, team members may be forced to work longer hours, which often results in overwork and an imbalance between work and life. In the face of strong competitive pressure, every organization tries to maximize profits while minimizing the use of resources. Among the various resources required for the sustainability of a company, human resources play a predominant and key role. Therefore, it is important that the scaffolding project team is in good mental and physical condition.

The *aim* of the thesis is to analyze peculiarities of work-life balance of scaffolding projects' team members in renovation projects at international X company.

Methodology and Results. The selection of qualitative research methodology was made to obtain empirical data. Data collection was conducted through 12 interviews with different scaffolding projects' team members in the renovation projects at international X company in

Lithuania, Estonia, and Ukraine. Through the analysis of the results, factors that can help to keep and disrupt work-life balance, activities to maintain work-life balance at a personal, team and organizational levels and possible outcomes of these activities were identified. The obtained results have been categorized into two sections: a comparative analysis between project managers and project team members, and a breakdown by country - Lithuania, Estonia, and Ukraine.

Conclusions. After the study, it is clear that work-life imbalance is often observed among project managers and team members of scaffolding projects in the renovation projects in all three countries. The results of the research provide factors that can help to keep and disrupt work-life balance, definition and importance of work-life balance, expressions of work-life imbalance, activities on a personal, team and organizational levels for maintaining of work-life balance and also possible outcomes for these activities for project team members and project implementation progress.

Practical *recommendations* as well as the *implications and limitations* are given at the end of the study.

SANTRAUKA

VILNIAUS UNIVERSITETO VERSLO MOKYKLA
TARPTAUTINĖS PROJEKTŲ VADYBOS STUDIJŲ PROGRAMA
RAMAN DZIKAVITSKI
PASTOLIŲ PROJEKTŲ KOMANDOS NARIŲ DARBO IR
GYVENIMO BALANSO YPATUMAI RENOVACIJOS PROJEKTUOSE
TARPTAUTINĖJE X ĮMONĖJE

Darbo vadovas – Doc. Dr. Dalia Bagdžiūnienė

Darbas parengtas – 2023m. Vilniuje

Darbo apimtis – 87 puslapiai

Lentelių skaičius darbe – 5

Paveikslų skaičius darbe – 21

Literatūros ir šaltinių skaičius – 77

Darbo aprašymas. Darbo ir asmeninio gyvenimo pusiausvyrą tirama gana plačiai, taip pat ir statybų pramonėje, tačiau nepakankamai dėmesio šiam reiškiniiui skiriama renovacijos projektų komandų darbo tyrimuose, įskaitant pastolių projektų komandas. Aktualu nagrinėti projekto komandų narių darbo-gyvenimo balanso ypatumus, jų poveikį projekto įgyvendinimui, analizuoti organizacijos, komandos ir asmeninio lygmens priemones, kurios padeda stiprinti komandų narių darbo-gyvenimo balansą. Nors kasdienis komandų darbas yra pakankamai monotoniškas ir nekintantis, projektai yra iš prigimties unikalūs, turi unikalius tikslus. Darbo-gyvenimo balansas arba jo pažeidimai gali sukelti įvairias pasekmes projekto komandos nariams ir projekto įgyvendinimo pažangai. Ne visuomet komandos apkrova užduotimis yra tolygi, projektui baigiant padidėja veiklos, reikalaujančios intensyvaus darbo. Projektų įgyvendinimą dažnai lydi nenumatytos veiklos, kurios didina komandos narių darbo krūvius. Visos šios aplinkybės gali paskatinti pervargimą ir disbalansą tarp darbo ir gyvenimo. Esant stipriam konkurenciniam spaudimui, kiekviena organizacija stengiasi gauti kuo didesnę pelną ir kartu kuo mažiau naudoti išteklių. Tarp įvairių išteklių, reikalingų įmonės tvariai veiklai užtikrinti, žmogiškieji ištekliai atlieka dominuojantį ir pagrindinį vaidmenį. Todėl aktualu analizuoti pastolių projektų komandų darbo-gyvenimo balansą, jo prielaidas bei stiprinančias priemones.

Darbo tikslas - išanalizuoti pastolių projektų komandos narių darbo ir gyvenimo balanso ypatumus renovacijos projektuose tarptautinėje X įmonėje.

Metodologija ir rezultatai. Empiriniams duomenims gauti pasirinkta kokybinio tyrimo metodika. Duomenys buvo renkami atliekant 12 interviu su skirtingų pastolių projektų

renovacijos projektų komandos nariais tarptautinėje X įmonėje Lietuvoje, Estijoje ir Ukrainoje. Analizuojant gautus rezultatus buvo nustatyti veiksniai, galintys padėti išlaikyti ir sutrikdyti darbo ir asmeninio gyvenimo pusiausvyrą, veiklos, skirtos darbo ir asmeninio gyvenimo pusiausvyrai palaikyti asmeniniu, komandiniu ir organizaciniu lygmenimis, ir galimi šių veiklų rezultatai. Gauti rezultatai suskirstyti į dvi dalis: projektų vadovų ir projekto komandos narių lyginamoji analizė ir suskirstymas pagal šalis - Lietuvą, Estiją ir Ukrainą.

Išvados. Atlikus tyrimą paaiškėjo, kad visose trijose šalyse tarp projekto vadovų ir komandos narių dažnai pastebimas darbo ir asmeninio gyvenimo disbalansas renovacijos projekto metu. Tyrimo rezultatai pateikia veiksnius, galinčius padėti išlaikyti ir sutrikdyti darbo ir asmeninio gyvenimo pusiausvyrą, darbo ir asmeninio gyvenimo pusiausvyros apibrėžimą ir svarbą, darbo ir asmeninio gyvenimo pusiausvyros sutrikimo apraiškas, asmeninio, komandinio ir organizacinio lygmens veiklas, skirtas darbo ir asmeninio gyvenimo pusiausvyrai palaikyti, taip pat galimus šių veiklų rezultatus projekto komandos nariams ir projekto įgyvendinimo eigai.

Tyrimo pabaigoje pateikiamos praktinės *rekomendacijos, pasekmės ir apribojimai.*

TABLE OF CONTENTS

LIST OF TABLES	7
LIST OF FIGURES	8
INTRODUCTION	9
1. LITERATURE REVIEW	12
1.1. Renovation projects and scaffolding.....	12
1.2. Definition of work-life balance and approaches.....	13
1.3. Importance of work-life balance of team members for project implementation – positive and possible negative outcomes.....	15
1.4. Work-life balance and project success	16
1.5. Individual, team and organizational activities supporting work-life balance of team members.....	17
1.5.1. Individual activities	17
1.5.2. Team activities.....	18
1.5.3. Organizational activities	18
2. RESEARCH METHODOLOGY.....	22
2.1. Pilot Research	22
2.2. Main Research	24
2.2.1. Research Framework	24
2.2.2. Research Sample	25
2.2.3. Research Method	27
2.2.4. Research Questionnaire	27
2.2.5. Ethical Consideration and Data Collection	28
3. RESEARCH RESULTS	29
3.1. Work-life Balance Definition	29
3.2. Importance of Work-life Balance	30
3.3. Expression of Work-life Imbalance	31
3.4. Personal level activities of managing work-life balance and outcomes for project team members and project implementation.....	32
3.5. Team level activities of managing work-life balance and outcomes for project team members and project implementation.....	35
3.6. Organizational level activities of managing work-life balance and outcomes for project team members and project implementation.....	38
3.7. Summary of Research Results	43
CONCLUSIONS AND RECOMMENDATIONS	53
REFERENCES	61
ANNEXES	67

LIST OF TABLES

<i>Table 1.</i> Respondents in the main study	26
<i>Table 2.</i> Pilot study results. Could help to keep work-life balance.....	68
<i>Table 3.</i> Pilot study results. Could disrupt work-life balance	70
<i>Table 4.</i> Project Managers and Project Team Members comparison. Main study results. Summary	79
<i>Table 5.</i> Lithuania, Estonia, and Ukraine comparison. Main study results. Summary	83

LIST OF FIGURES

<i>Figure 1.</i> Reverse engineering in renovation projects.	13
<i>Figure 2.</i> Results of pilot study. Factors that could influence work-life balance.	23
<i>Figure 3.</i> Research framework.....	25
<i>Figure 4.</i> Personal level results. Project managers.	43
<i>Figure 5.</i> Team level results. Project managers.	44
<i>Figure 6.</i> Organizational level results. Project managers.	44
<i>Figure 7.</i> Personal level results. Team members.	45
<i>Figure 8.</i> Team level results. Team members.	45
<i>Figure 9.</i> Organizational level results. Team members.	46
<i>Figure 10.</i> Personal level results. Lithuania.	46
<i>Figure 11.</i> Team level results. Lithuania.....	47
<i>Figure 12.</i> Organizational level results. Lithuania.....	47
<i>Figure 13.</i> Personal level results. Estonia.....	48
<i>Figure 14.</i> Team level results. Estonia.....	48
<i>Figure 15.</i> Organizational level results. Estonia.....	49
<i>Figure 16.</i> Personal level results. Ukraine.....	49
<i>Figure 17.</i> Team level results. Ukraine.....	50
<i>Figure 18.</i> Organizational level results. Ukraine.....	50
<i>Figure 19.</i> Personal level results. Summary.	51
<i>Figure 20.</i> Team level results. Summary.	51
<i>Figure 21.</i> Organizational level results. Summary.....	52

INTRODUCTION

The concept of work-life balance can be described as maintaining a harmonious relationship between person's professional pursuits, including career and ambition, and various aspects of personal life, which include family, leisure, and spiritual growth (Singh and Khanna, 2011).

One of the latest systematic research reviews of 99 papers of work-life balance showed that most research was carried out in the following sectors of activity: 41.6% of research work was carried out in service sectors, 40.2% research in the general public. One paper was found in the manufacturing sector and the remaining nine papers focused on managers, women, the defense sector, police and the public sector (Thilagavathy & Geetha, 2021). Work-life balance has been studied in various areas of the construction industry (Kotera, Green, & Sheffield, 2020), but not enough attention to the phenomenon of work-life balance has been paid to considering the particularities of renovation projects and specifically to scaffolding projects' teams.

The impact of work-life balance on the project team members and consequences for them are not entirely clear. While the day-to-day operational work of employees is monotonous and unchanging, projects are essentially unique with a unique set of goals. (Project Management Institute, 2004). Scaffolding project usually is a part of a larger renovation project. Scaffold itself performs a supportive, but fundamental function for the end goal.

Work-life balance and positive outcomes and imbalance with the possible subsequent outcomes leads to the fact that scaffolding projects will be completed on time or will be finished too late. This ultimately negatively affects the success of the main renovation projects. Therefore, it is important that the scaffolding project team should be in good mental and physical condition.

Right before reaching an important milestone there is often an increase in activity that requires intensive work. The uniqueness of projects is often accompanied by unexpected events that affect the workload of employees. In such situations, team members may be forced to exceed normal working hours, which negatively impacts work-life balance. (Turner, Lingard, Francis, 2008).

In the face of intense competitive pressures, every organization tries to maximize profits while minimizing resource utilization. Among the various resources essential for the company's sustainability, human resources play a predominant and key role (Hasibuan 2015).

Problem

Research problem: peculiarities of work-life balance of scaffolding projects' team members in renovation projects at international X company and its impact on teamwork and project implementation.

Research questions:

1. What factors cause disruption of the work-life balance of the scaffolding projects' team members?
2. What factors and methods help to keep the work-life balance of the scaffolding projects' team members?
3. What is the definition of work-life balance of the scaffolding projects' team members?
4. What is the importance of work-life balance of the scaffolding projects' team members?
5. What is the expression of work-life imbalance of the scaffolding projects' team members?
6. What is the relationship between work-life balance and possible outcomes for project team members and project implementation when implementing scaffolding projects in renovation projects at international X company?

Aim of the thesis is to analyze peculiarities of work-life balance of scaffolding projects' team members in renovation projects at international X company.

Objectives of the study include:

1. To review scientific literature about the phenomenon of work-life balance and to develop theoretical background for the empirical study.
2. To reveal definition of work-life balance, its importance, and expression of work-life imbalance.
3. To analyze how work-life balance can be maintained at a personal level and what outcomes have the activities on this level for project team members and scaffolding project implementation within a renovation project.
4. To analyze how work-life balance can be maintained at a team level and what outcomes have the activities on this level for project team members and scaffolding project implementation within a renovation project.
5. To analyze how work-life balance can be maintained at an organizational level and what outcomes have the activities on this level for project team members and scaffolding project implementation within a renovation project.
6. Based on the results of the study to prepare recommendations for maintaining team members' work-life balance in renovation projects at international X company and future researchers on this topic.

Methodology.

Data gathering was done for comprehending the contextual landscape of the topic involves the utilization of both primary and secondary resources. The initial step in the information acquisition process centers around an extensive examination of existing literature. Furthermore, the empirical investigation is grounded in a qualitative research methodology, encompassing numerous interviews conducted with the scaffolding projects' team members in renovation projects at international X company. Through this method, an examination of factors influencing the work-life balance, definition and importance of work-life balance as well as expression of work-life imbalance, activities on a personal, team and organizational level as well as possible outcomes of these activities for project team members and project implementation progress will be conducted.

Structure of the thesis.

The thesis is structured into distinct sections, namely: literature review, research methodology, research analysis, conclusions, and recommendations. Within the literature review, the fundamental principles of renovation projects and work-life balance among project team members are described. In the research methodology section, the chosen research methods and techniques are outlined. In the concluding phase, the research findings are scrutinized and assessed, leading to the formulation of pertinent conclusions. Subsequently, the study's recommendations are presented.

Keywords: scaffolding project, renovation project, work-life balance, project team members, project implementation, project success.

1. LITERATURE REVIEW

1.1. Renovation projects and scaffolding.

Renovation primarily pertains to the enhancement or modernization of a building, often focusing on the building envelope, to bring it back to a good condition. Retrofitting, on the other hand, is closely linked to the addition of components or features that were not originally included during the manufacturing process (Eames et al., 2014).

Renovation faces obstacles at various stages of the value chain, spanning from the initial decision to embark on the renovation project to its ultimate completion. These challenges contribute to its high cost, organizational complexity, and lengthy execution (European Commission, 2020).

Renovation projects often encounter factors that deviate from typical construction practices. Unexpected and fluctuating circumstances, as well as the incomplete and inaccurate documentation of existing building conditions, can significantly influence construction activities within renovation projects (Singh, et al., 2014). Widely spread problem with most old buildings is the lack of original design drawings. There may also be differences due to poor quality construction, deviations of the structure from vertical and horizontal levels, undocumented changes, and additions over time (Raja and Fernandes 2007).

Occupants' presence can disrupt standard construction practices, often necessitating the integration of occupant schedules into project planning. This might involve altering egress routes within the construction site, adjusting material storage and waste management plans, and implementing safety measures to ensure occupant well-being and reduce environmental pollution, including noise, dust, and debris. In the case of renovation of enclosing structures, residents will be forced to take increased security measures for a long time, because scaffolding is required on the external façade. (Salvalai, Sesana, and Iannaccone, 2017).

Scaffolding is a constructed framework designed structure to enable individuals to work at elevated locations, particularly in areas with limited accessibility. Furthermore, it offers safety features to protect workers during their tasks (Kim and Teizer, 2014).

Scaffolding serves as valuable instruments in the field of construction, particularly for tasks associated with the exterior of high-rise buildings. Examples of such tasks include plastering, lighting installation, painting, and various decorative façade construction work (Dogan et al., 2021).

The installation and correct utilization of scaffolds hold immense significance. However, the potential for errors exists and can be influenced by factors like workers' awareness of Health and Safety Environment importance, as well as inspections and oversight conducted by the

contracting company. Some renovation companies employ specialized engineers with expertise in scaffolding. (Gao et al., 2016).

Obtaining source information for reverse engineering and scaffolding design will be time consuming and costly if the original drawings are not available. At the same time, if relying on incorrect drawings that are different from the real building, this will entail rework and unnecessary waste of project resources. Using advanced 3D scanning technology, it is possible to accurately reconstruct a model of an existing building for renovation in a three-dimensional coordinate system. This digital model can be further modified to accommodate any changes to suit the project's objectives. The obtained data will be used during the renovation, operation, and maintenance stages (Ding, Liu, Liao, Zhang 2019). **Figure 1** illustrates the application of reverse engineering techniques in renovation projects.

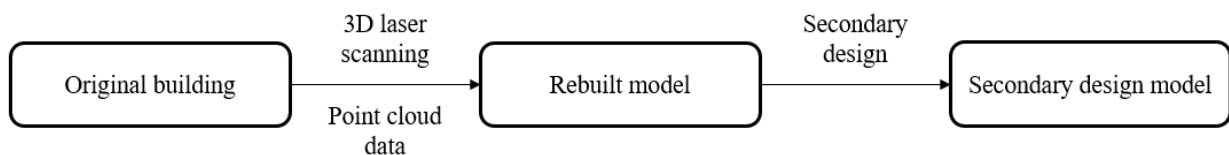


Figure 1. Reverse engineering in renovation projects.

Source: Adopted from Ding, Liu, Liao and Zhang (2019)

1.2. Definition of work-life balance and approaches.

There isn't a universally accepted single definition for this concept, and some individuals prefer not to employ the term at all. However, in general, they concur that work-life balance refers to an overall sense of contentment in both one's professional and personal life, and it can be achieved even when working extended hours. (Meenakshi, 2013).

Work-life balance entails that employees have the flexibility to manage their work hours effectively, allowing them to harmonize their professional responsibilities with other personal commitments, which may include family, hobbies, artistic pursuits, and education, rather than being solely focused on their job (Frame and Hartog, 2003).

Turner et al. (2008) describe work-life balance as a situation when person is satisfied with the results of his activities both at work and outside of work. And Irfan et al. (2021) added that equal distribution of time between work and personal life is not the same as achieving balance between them.

If a person is engaged in his work and is equally satisfied with it, then this is work-life balance (Greenhaus, Collins and Shaw 2003). Noon and Blyton (2007) link work-life balance to the lack of pressure between work and home that one interferes with the other.

When there is mutual interference between work and family life, then conflict occurs

between these areas work-life conflict. According to Greenhaus and Beutell (1985), work-life conflict is a type of role conflict in which the demands of work and family are in some cases incompatible. This theory works both ways, as it suggests that the impact of family on work is interrelated with the impact of work on family, but also has its own characteristics (Kelloway, Gottlieb and Barham 1999). In this regard, Gutek, Searle and Klepa (1991) split work-life conflict into two directions: when work interference with family and family interference with work.

Work interference with family describes a type of inter-role conflict in which responsibilities and work involvement interfere with family responsibilities due to time and work-related pressures. On the other hand, work interference with family is a form of inter-role conflict in which responsibilities and involvement in family life may interfere with professional responsibilities due to family demands, time, and strain (Netemeyer, Boles and McMurrian, 1996).

There are also three types of work-family conflict, which differ depending on the trigger that caused this conflict: behavior, pressure, and time-based conflicts. If behavior in the work environment influences the effectiveness of behavior in family life, then behavioral conflict arises (Greenhaus and Beutell, 1985). If workload and pressures experienced in the workplace interfere with family life, then pressure conflict arises (Frone, Russell and Cooper, 1992). Pressure may arise due to the threat of financial penalties due to delays or failure to complete the project on time according to schedule (Sherratt 2018). If time spent at work interferes with family functions at home, then time conflict arises (Carlson, Kacmar and Williams, 2000).

The activity time of all employees who work in projects around the world is divided into two types: time in the office and time outside the office (Machuca et al., 2016).

Imbalance is defined as a lack of energy and time for activities outside of work, which is caused by occupational stress after a long working day (Fisher, 2001).

Maintaining a healthy work-life balance can foster an enhanced work ethic. When individuals achieve a high level of satisfaction in balancing their work and personal life, it can lead to a more refined work ethic, enabling them to make valuable contributions and provide top-notch service (Darmawan et al., 2016).

In conclusion, this research relies on the definition of work-life balance, which states that work-life balance is based on the maintaining a harmonious relationship between person's professional pursuits, including career and ambition, and various aspects of personal life, which include family, leisure, and spiritual growth (Singh and Khanna, 2011).

1.3. Importance of work-life balance of team members for project implementation – positive and possible negative outcomes.

A low level of work life balance in the construction industry is usually the result of a complex of factors such as: complexity and vagueness of tasks, long working hours and overtime (Lingard and Francis 2008; Zheng and Wu 2018). Construction workers often exceed labor standards for the time specified in the contract (Holden and Sunindijo, 2018).

Violation of work life balance leads to significant social and economic consequences. (Tijani, Osei-Kyei and Feng, 2022).

Recently, projects have been strictly limited in time. Project teams can work 24/7, which in most cases is a benefit for project implementation. However, this can lead to fatal consequences if not operated correctly in this mode. Organizations are forced to implement a variety of tools and tactics to solve this problem in order to support employees in professional and social spheres (Chinomona, 2012).

Labor productivity, effectiveness of project team members, **organizational responsibilities**, as well as **personal health** and the **microclimate** in the families of employees are closely related to work-life balance (Zheng and Wu, 2018).

The relationship between work-life balance and **job satisfaction** exhibits a noteworthy and positive impact. Additionally, although work-life balance does show a negative effect on job satisfaction, it is worth noting that this negative impact lacks statistical significance (Pangemanan and Tumbel, 2017).

Work-life balance contributes to increased **efficiency, motivation** of employees and their **commitment to the company** and a particular project (Irfan et al., 2021).

According to Francis, family problems and poor performance at work negatively affect project implementation and can be corrected through proactive measures that aim to mitigate or eliminate the causes of problems through work-life balance intervention (Francis et al., 2013).

Stress in the workplace directly affects the health of the employee, which can manifest itself as a tendency to illness, heart failure, and weakened immunity. Stress comes in various forms, such as physical fatigue, insomnia, and emotional states such as sadness, anger, or irritability. Under the influence of stress, a person is prone to drinking alcohol and drugs (Siu et al., 2005).

Another consequence of work-life imbalance is the phenomenon known as **burnout**. Burnout represents a state of physical, emotional, and mental exhaustion resulting from prolonged exposure to emotionally demanding work environments. Organizations should prioritize employee well-being by enhancing work-life balance and minimizing fatigue

(Pangemanan and Tumbel, 2017). **Burnout** represents an extreme psychological state characterized by profound emotional exhaustion and a significant decline in work motivation. It often arises as a consequence of prolonged exposure to chronic workplace stress (King, 2010). When burnout mediates employee activities, maintaining a healthy work-life balance has a significant and beneficial impact on employee job satisfaction. Burnout can be quickly reduced by effectively managing an employee's work-life balance, preventing any disruption to their work (Latiep, 2022).

Another factor that can disrupt the work-life balance of employees is offering **workplace assignments** that are **distant from their families** (Latiep, 2022).

Work time distribution, work environment, as well as age, gender, and marital status have a significant influence on **work-family conflict** (Liu, van Nederveen, Hertogh, 2017). Overloading and high risk in the workplace increase the incidence of **work-family conflict** (Wu et al., 2016).

Kotera, Green and Sheffield (2020) link **alcohol and substance abuse, marital dissatisfaction, and mental disorders** with work life imbalance. In the global construction sector, there has been a notable **surge in mental health** issues and **suicide** rates in recent times, and according to Bryson and Duncan (2018), a primary contributing factor is the conflict between work and personal life. The imbalance causes **health consequences** related to high blood pressure, depression and mental disorders due to alcohol use, as well as burnout and lack of appetite (Hammig and Bauer, 2009).

Efficiency decreases when project team members experience **fatigue, irritability, and mood swings** while working long hours.

1.4. **Work-life balance and project success.**

Pinto and Mantel (1990) provided a three-dimensional definition of project success, encompassing:

Efficiency of Implementation: This dimension pertains to internal project performance, focusing on criteria such as adherence to schedules, budgets, technical objectives, and the maintenance of harmonious working relationships within the project team and the parent organization.

Teamwork is key to project success. The importance of providing employees with work-life balance is becoming a priority for organizations. To minimize stress and maximize productivity from project team members, a company must balance the basic needs of employees (Ullah and Durrani, 2011).

Utilizing stringent criteria for evaluating project success, including factors such as meeting project timelines within defined budget constraints, adhering to planned milestones, managing project scope, addressing potential risks, adhering to quality standards, and meeting safety, environmental, health, and security requirements, enhances the reliability of project success assessment (Irfan et al., 2019).

Perceived Quality: This aspect involves the understanding of project goals and final outcomes by project team members and their recognition of the project's value.

To achieve project goals, complete complex tasks and maintain the motivation of the project team, organizational support plays a decisive role. At the same time, the success of the project directly depends on productivity (Zhu and Mostafavi, 2017).

To comprehensively examine project performance and its potential relationship with work-life balance, along with its potential moderation by organizational support, it is essential to grasp the key indicators of project success (Lindhard and Larsen, 2016).

Client Satisfaction: The satisfaction of the project's end result by the client.

To ensure that a project contributes to achieving an organization's objectives or satisfying customers, many individuals regard enhanced collaboration, efficient communication, and stakeholder engagement as key indicators of success. (Sirisomboonsuk et al., 2018).

Project success can be summarized as the achievement of project goals within budget and schedule, with clear understanding among all team members of their roles and responsibilities, and the ultimate satisfaction of the project's client.

1.5. Individual, team, and organizational activities supporting work-life balance of team members.

1.5.1. Individual activities.

In a study conducted by Hecht and Boies in 2009, it was found that **engaging in volunteering, sports, recreation, and fitness activities** outside of work was associated with increased employee satisfaction, leading to enhanced well-being. Individuals involved in these activities tend to experience less work-life conflict because they strike a balance between their work and life attitudes by fulfilling their life goals through external activities. Therefore, the ability to meet lifestyle commitments, such as participating in sports, recreational and social activities, as well as engaging in community commitments like voluntary work and club memberships, are important strategies for achieving work-life balance at the individual level.

The strategy for individuals to enhance their ability to mitigate work-family conflict and

improve their overall health and well-being is to cultivate a **positive attitude** and maintain a **positive perspective**. (Rotondo and Kincaid, 2008).

In a study conducted by Andreassi and Thompson in 2007, it was discovered that employees who possess an internal **locus of control** tend to experience lower levels of both work-family and family-work conflicts. This correlation may stem from the fact that individuals with an internal locus of control are adept at taking charge of situations rather than being controlled by them. This capability to exert self-control over circumstances, which we define as the capacity to minimize stress-inducing situations, represents one more strategy for individuals to employ. The capacity to reduce stressful situations is intricately linked to maintaining a positive attitude (Sanz-Vergel et al., 2010).

The **capability to handle the work commitments of other family members**, particularly those of a spouse or partner (Moen and Yu, 2000).

1.5.2. Team activities.

According to several studies, positive predictions of work-life balance were associated with support from colleagues, supervisors, and institutional leaders (Ehrhardt and Ragins, 2019; Yadav and Sharma, 2021), as well as support from neighbors, friends, and team members (Mushfiqur et al., 2018). A supportive culture aims to create a harmonious and collaborative team by using everyone's knowledge and skills in their work (Mohammed et al., 2009).

Working in a family-friendly environment helps employees feel more responsible for their tasks. This makes the team more energetic and strengthens the communication culture (Eisenberger et al., 2002).

The collaboration of work-family practices and work-team design contributes to the improvement of productivity (Johari et al., 2018).

Lee et al. (2019) recommended that employees should improve teamwork and leaders play a crucial role in helping teams achieve a better work-life balance.

Employees feel comfortable taking care of their non-work needs only when the cultural norms, supervisors, and colleagues around them also show a dedication to maintaining a work-life balance (Kossek et al., 2011).

1.5.3. Organizational activities.

To help employees to achieve a work-life balance, organization can use a variety of useful techniques, including **job sharing, flexible work hours, part-time work, parental leave, and short-time weeks**, providing opportunities for **remote work** and providing **childcare services**

in the workplace (Trau and Hartel, 2007).

According to Zedeck and Mosier, (1990) and Mescher et al., (2010), organizational work-life balance policies and programs can be categorized into five distinct groups:

Implementation of flexible working arrangements.

Flexible work schedules and shorter workweeks help to improve work-life balance (Bryce et al., 2019). Bradley et al., (2010) define work flexibility as specific management activities that are aimed at improving work-life balance. Saturday shift can be an alternative option in the work schedule. Due to the complexity of construction projects and the high workload, project managers and team members often use this option. (Lingard et al., 2008). In addition to the above, Francis et al. (2013) added to work flexibility is the ability to work a shorter work week or perform work remotely.

Due to tight project deadlines and multiple project teams involved in parallel, construction projects become complex and dynamic, limiting flexibility in managing work time. The priority given to completing projects on time forces construction companies to often succumb to issues of labor flexibility, which can lead to poor work-life balance for workers (Tijani, 2022).

Construction companies were forced to reduce labor costs and reduce their profitability due to competition in the industry. Also, in order to obtain the volume of work, companies are forced to accept strict time limits (Zou and Sunindijo, 2015).

Russo (2015) highlights that employees may exhibit hesitancy in utilizing flexible policies, even when they are entitled to do so, due to concerns about demonstrating commitment to the organization. For instance, an employee who takes advantage of organizational flexible work options like telecommuting or part-time schedules may fear that such actions could hinder their chances of being considered for promotion.

Provision of health and well-being programs.

Modern organizations have widely implemented health and wellness programs with the intention of enhancing employee well-being and improving the prospects of organizational achievement (Meyer and Maltin, 2010).

These initiatives frequently encompass the offering of nutritious breakfasts and lunches, alongside workplace-sponsored or subsidized physical fitness programs. These efforts are primarily geared towards preventing health issues within the workplace and reducing costs associated with decreased absenteeism and increased employee retention rates (Baicker et al., 2010).

Goetzel and Ozminkowski (2008) noted that when thoughtfully structured, workplace health promotion programs have the potential to enhance both employees' health and their overall

productivity.

However, it's important to note that there has not been a study outcome that has measured the effects of health and wellness programs on work-life balance.

Offering childcare benefits or services.

Childcare support initiatives, which can include employer-sponsored onsite daycare facilities, subsidized childcare costs have been identified as valuable resources for working parents seeking reliable childcare or eldercare solutions. Having an onsite daycare facility provided by the company has been linked to increased employee satisfaction, a more positive workplace atmosphere, higher employee commitment ratings, and a reduced intention among employees to leave the organization (Zedeck and Mosier, 1990).

According to the research conducted by Morrissey and Warner (2011), nearly half, specifically 47% of the surveyed employees, reported favorable outcomes, indicating a degree of effectiveness in utilizing employer subsidies for childcare expenses to enhance employee well-being and promote work-life balance.

Providing leave options to accommodate family needs.

Organizational initiatives directed at assisting employees in attaining a work-life balance encompass various leave options (Subramaniam, Overton and Maniam, 2015).

Taking 75-day sabbatical every 5 years is a common practice in some organizations (Latiep 2022).

Demonstrating organizational understanding and support for work-life balance.

Organizational support is described as employees' perceptions regarding the extent to which the organization recognizes their contributions and demonstrates care for their welfare (Suifan et al., 2018).

Employee satisfaction is significantly influenced by informal support from managers and coworkers (Panojan et al., 2019).

Another tool for managing work-life balance is social support. It allows to maintain existing resources, as well as obtain new ones through exchange between two people (Van Hooff et al., 2006).

Support from the organization, especially when combined with a family-friendly culture, shapes employees' perceptions of their work environment and their behavior, fostering a more uniform working atmosphere among staff members, which in turn has a direct influence on the progress and operation of the organization (Hung and Chen 2020).

Working within a family-friendly environment empowers staff to assume ownership and responsibility for their tasks. Consequently, it enhances the culture of family-friendliness within

an organization by motivating employees and strengthening organizational cohesion, encouraging employees to exceed their limits in pursuit of organizational objectives, ultimately resulting in improved project and organizational performance (Eisenberger et al., 2002).

When an organization fosters a culture that supports work-life balance, employees are likely to seek equilibrium and synergy in their work-related behaviors, leveraging their expertise and abilities. Organizational support has been identified as a pivotal determinant of project success, as it mitigates turnover rates, absenteeism, and waning motivation (Mohammed et al., 2009).

2. RESEARCH METHODOLOGY

This chapter outlines the methodology used in the research. Here is presented an overview of the techniques utilized, including the research framework, questionnaire design, sampling methods, participant demographics, data collection procedures, and ethical considerations.

Research objectives:

1. To reveal definition of work-life balance, its importance, and expression of work-life imbalance.
2. To analyze how work-life balance can be maintained at a personal level and what outcomes have the activities on this level for project team members and scaffolding project implementation within a renovation project.
3. To analyze how work-life balance can be maintained at a team level and what outcomes have the activities on this level for project team members and scaffolding project implementation within a renovation project.
4. To analyze how work-life balance can be maintained at an organizational level and what outcomes have the activities on this level for project team members and scaffolding project implementation within a renovation project.

The study consists of two parts – a pilot and a main study.

2.1. Pilot Research

The initial phase of the study involved a pilot study conducted at the international X company. The company provides full scaffolding service for customers what includes data collection, design, assembly, supervising and logistics.

The *aim* of the pilot study was to explore factors that could either support or disrupt work-life balance.

Sample. In the pilot study, participants included 6 project team members and 6 project managers from Lithuanian, Estonian and Ukrainian branches of international company X. Data collection took place in October 2023.

Method. This pilot study questionnaire contained two open-ended questions provided in **Annex 1 – “Pilot Questionnaire.”**

1. What factors are important to keep work-life balance during project implementation?
2. What factors can disrupt work-life balance during project implementation?

Results. A questionnaire was emailed to 6 project managers and 6 project team members. All team members and all project managers responded, and their answers are provided in **Annex 2 - "Results of Pilot Study."**

The key factors influencing work-life balance, as determined from the pilot study results, were identified based on the frequency of occurrence. These findings are illustrated in **Figure 2 below.**

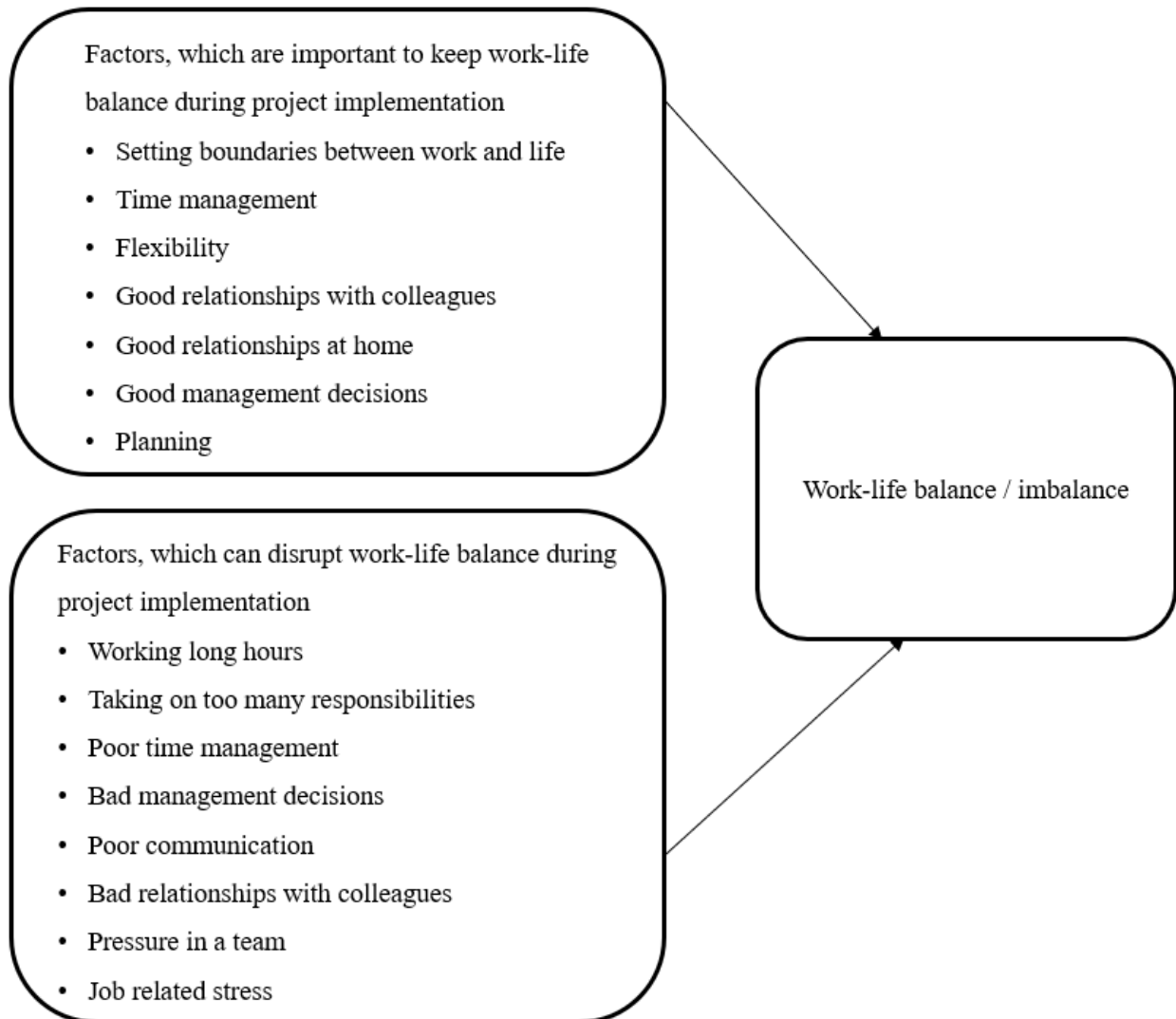


Figure 2. Results of pilot study. Factors that could influence work-life balance.

Source: Compiled by the author.

After analyzing the responses, key factors were identified that play a decisive role in keeping the work-life balance of project team members:

- Setting boundaries between work and life (6 participants)
- Flexibility (4 participants)
- Time management (3 participants)

- Good relationships with colleagues (3 participants)
- Good relationships at home (2 participants)
- Good management decisions (2 participants)
- Planning (2 participants)
- Possibility to avoid overcommitting (2 participants)

Furthermore, after analyzing the responses, key factors were identified that can disrupt the work-life balance of project team members:

- Working long hours (3 participants)
- Poor time management (3 participants)
- Bad management decisions (3 participants)
- Taking on too many responsibilities (2 participants)
- Poor communication (2 participants)
- Bad relationships with colleagues (2 participants)
- Pressure in a team (2 participants)
- Job related stress (2 participants)

The findings from the pilot study indicated specific factors that either support or disrupt work-life balance. These outcomes link the way for further research, enabling an in-depth analysis of work-life balance among scaffolding projects' team members in renovation projects.

2.2. Main Research

2.2.1. Research Framework

The research framework in this study is constructed based on the findings from a comprehensive review of the literature and the outcomes of an initial pilot study.

The research framework can be observed in **Figure 3** provided below. It is formulated considering the findings of a pilot study, supplemented by additional personal contributions, and taking into account insights on work-life balance from existing literature.

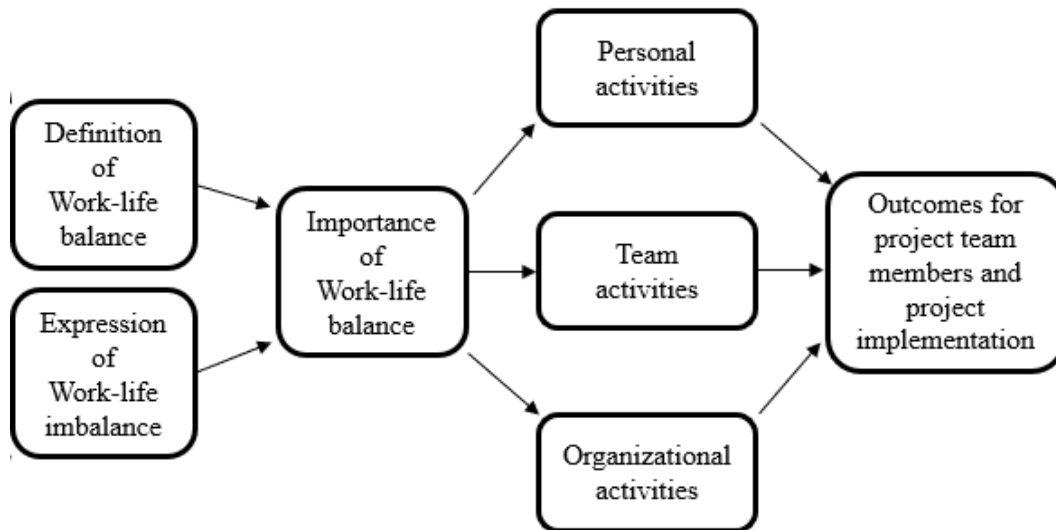


Figure 3. Research framework.

Source: Compiled by the author.

2.2.2. Research Sample

The participants in the main study included project managers and team members from X company's branches in Lithuania, Estonia, and Ukraine. Details regarding their work context, gender, age, location (within the international company X) and years of project experience are outlined in **Table 1** below.

Table 1. Respondents in the main study

Index	Position	Gender	Age	Country	Years of experience working in projects
PM1	Project Manager	Male	27	Ukraine	5
PM2	Project Manager	Male	48	Estonia	25
PM3	Project Manager	Male	33	Estonia	8
PM4	Project Manager	Male	35	Lithuania	12
PM5	Project Manager	Male	37	Lithuania	12
PM6	Project Manager	Male	41	Lithuania	17
TM1	Team Member	Female	26	Ukraine	4
TM2	Team Member	Male	35	Lithuania	10
TM3	Team Member	Male	27	Lithuania	4
TM4	Team Member	Male	33	Lithuania	10
TM5	Team Member	Male	28	Lithuania	7
TM6	Team Member	Female	31	Lithuania	6

Source: Compiled by the author

Total sample. The mean age of participants was 33.4 years, with a male majority of 10:2. Additionally, the average years of project experience amounted to 10 years.

Respondents by position. The interview was attended by 6 project managers from 3 countries - Lithuania, Estonia, and Ukraine. The mean age of the project managers was 36.8 years, and they are all male. Additionally, the average years of project experience amounted to 13.2 years.

The interview was attended by 6 team members from 2 countries - Lithuania, and Ukraine. The mean age of the team members was 30 years, with a male majority of 4:2. Additionally, the average years of project experience amounted to 6.8 years.

Respondents by country. In the main study participated 8 employees from Lithuania. The mean age was 33.3 years, with a male majority of 7:1. Additionally, the average years of project experience amounted to 9.8 years.

Two males attended from Estonia, aged 48 and 33 years. One of them has 25 years of project experience, the other has 8 years of experience.

One male and one female attended from Ukraine, aged 27 and 26 years, respectively. The

male has 5 years of project experience, the female - 4 years.

2.2.3. Research Method

The primary study used a qualitative research approach. A series of open-ended questions concerning the research problem were prepared, and twelve interviews were conducted with project managers and team members from X company branches in Lithuania Estonia, and Ukraine. The interviews were personally conducted using the Skype platform. The interviews were recorded, transcribed (example is provided in **Annex 4 - “Transcribed interview”**), and then coded and analyzed to explore the importance of work-life balance for project team members and project implementation.

2.2.4. Research Questionnaire

Interview questions were developed based on theoretical literature analysis, pilot study results, and additional analysis of qualitative research on work-life balance: Lingard and Turner, (2021); Ho, Stenhouse and Snowden, (2021).

The questionnaire includes 15 questions about demographic characteristics, definition and importance of work-life balance, expression of work-life imbalance, activities of managing work-life balance and outcomes for project team members and project implementation at personal, team, and organizational levels.

The questions are presented below:

1. General data:
 - a. Gender,
 - b. Age,
 - c. Country,
 - d. Years of experience working in projects.
2. How could you describe what is work-life balance? What does it mean for you?
3. Why is it important to keep work-life balance?
4. How do you experience work-life imbalance? How is it expressed?
5. What personal skills help you to keep work-life balance?
6. What do you do on a personal level to maintain work-life balance?
7. What outcomes do these personal activities have for project team members and project implementation?
8. What do you think can be done at the team level to maintain work-life balance?

9. What aspects of project management are important in achieving work-life balance for team members?
10. How can your teammates help to keep work-life balance?
11. What outcomes do these team activities have for project team members and project implementation?
12. How does the company you work for help to keep work-life balance?
13. What additional activities could be added at the project management level?
14. What additional activities could be added at the organizational level?
15. What outcomes do these project management and other organizational activities have for project team members and project implementation?

2.2.5. Ethical Consideration and Data Collection

Permission to conduct the study was obtained through internal communication channels from the heads of the Lithuanian, Estonian and Ukrainian branches. **“Request for permission”** was sent individually to all country managers from Lithuanian, Estonian and Ukrainian branches - **Annex 3**. The main study sample was formed from project team members and project managers of the Lithuanian, Estonian and Ukrainian branches who volunteered to take part in the research.

The initial study was conducted through email for the pilot phase, while the main study involved in-person interviews via Skype, all of which were recorded. Measures were taken to guarantee confidentiality and anonymity for the participants, and their consent for recording during interviews was obtained.

3. RESEARCH RESULTS

This chapter includes an analysis of the results of the pilot and main studies. The analysis was carried out sequentially according to the objectives of the study:

1. To reveal definition of work-life balance, its importance, and expression of work-life imbalance.
2. To analyze how work-life balance can be maintained at a personal level and what outcomes have the activities on this level for project team members and scaffolding project implementation within a renovation project.
3. To analyze how work-life balance can be maintained at a team level and what outcomes have the activities on this level for project team members and scaffolding project implementation within a renovation project.
4. To analyze how work-life balance can be maintained at an organizational level and what outcomes have the activities on this level for project team members and scaffolding project implementation within a renovation project.

The analysis of the results of the main study will be carried out in two directions - by the role that the employee performs in the scaffolding projects as part of the renovation projects and by the country of the respondent. The conclusion is a summary of the results of the pilot and main studies. **Annex 5 – “Project Managers and Project Team Members comparison. Main study results. Summary”** includes summarized responses to questions from project managers and project team members, as well as **Annex 6 – “Lithuania, Estonia, and Ukraine comparison. Main study results. Summary”** includes summarized responses by country of respondents.

3.1. Work-life Balance Definition

Project Managers and Project Team Members comparison.

Both project managers and project team members described work-life balance as good time management and setting clear boundaries between work and life. They associated the amount of personal resources invested in both of these areas in order to maximize productivity, as well as psychological balance, well-being, and the overall harmonization of life.

In addition, the project managers added that work-life balance is also about personal flexibility. They admit that one can alternately spend more time working and less time to personal life, or vice versa, but without compromising one or the other.

Both groups agree that the concept of work-life balance is an overall feeling of satisfaction in both professional and personal life. However, project managers formulate the meaning of this term more broadly and associate it with time management skills and discipline.

Lithuania, Estonia, and Ukraine comparison.

Three groups of respondents: Lithuanians, Estonians, Ukrainians - described work-life balance as a clear separation of these areas and the establishment of appropriate time boundaries, as well as a psychological balance that leads to overall harmony in life, balancing professional responsibilities and personal concerns.

Ukrainians and Lithuanians explained the concept of “work-life” more deeply - as an optimal level of well-being. They link the amount of personal resources invested in both of these areas with the goal of maximizing productivity, efficiency and, ultimately, satisfaction with the results.

While Lithuanians and Ukrainians spoke more about quality of life, mental and physical comfort, Estonians limited their wording and emphasized the importance of dividing time and not mixing work with personal life. Lithuanians also associated balance with personal flexibility and discipline.

Summary.

Survey respondents described work-life balance as good time management and setting clear boundaries between professional tasks and private life. Associated this concept with psychological balance and well-being, as well as overall satisfaction with life and its quality, personal flexibility, discipline, productivity at work and at home.

3.2. Importance of Work-life Balance

Project Managers and Project Team Members comparison.

Both project managers and project team members understand the importance of work-life balance. The important criteria for both groups focus on physical health, mental health, and personal life success.

Project managers associate the importance of the concept of “work-life” with three main criteria: physical and mental health, personal life success, and career success as well.

Project team members, unlike project managers, didn’t mention career achievements and more connected the importance of the work-life concept with health, personal life, and also mentioned well-being and professional development of the individual.

Lithuania, Estonia, and Ukraine comparison.

Ukrainians linked the importance of the concept of work-life balance with personal

success, health, both physical and mental, as well as professional development of the individual.

Unlike the Ukrainians, the Estonians in this case only mentioned health, noting that a violation of the physical or mental state leads to chronic stress, insomnia and even alcoholism.

Lithuanian respondents agreed with their Ukrainian and Estonian colleagues, but Lithuanians expanded their understanding of the importance of the concept by highlighting the consequences of a work-life imbalance. Lithuanians believe that if balance is neglected, the professional life of a specialist could come down to workaholism, which subsequently leads to burnout. Well-being was also mentioned by Lithuanians.

Summary.

Questionnaire respondents described the importance of the concept of “work-life” in the context of postulates that are important to them: health, career success, professional development of the individual, personal life, and well-being. A separate point worth highlighting is health. An imbalance between personal and work leads to disorders, mainly mental. Project team specialists most often associate such violations with workaholism and, as a result, burnout.

3.3. Expression of Work-life Imbalance

Project Managers and Project Team Members comparison.

Both project managers and project team members revealed that the expression of a work-life imbalance is a violation of physical and mental health, disruption of the microclimate in the family, lack of time, loss of motivation.

Project managers more widely explained the concept of work-life imbalance as mental exhaustion and behavioral changes, which usually lead to burnout at work, loss of motivation and disruption of the microclimate in the family. Imbalance is also often associated with problems with time, and as a result, disruption of personal plans or failure to complete work tasks. When an imbalance arises, the feeling of guilt occurs.

Team members describe the concept of work-life imbalance with an emphasis on worsening physical and mental health. A separate point among survey participants was the loss of interest in work and engagement in the project as well as doubt about their professionalism.

Lithuania, Estonia, and Ukraine comparison.

Respondents from Estonia, when describing the concept of work-life imbalance, limited themselves to the most condensed list of criteria - lack of time and disruption of the microclimate in the family.

Interviewed members of the project team from Ukraine, when describing the work-life imbalance, mainly talked about poor health, as well as failure to complete work tasks. It is noteworthy that Ukrainians noted the format of remote work, in which an imbalance may also arise if an employee of the organization is distracted by household chores during working hours.

Lithuanians, unlike their colleagues from Estonia and Ukraine, more fully formulated the concept of imbalance, based on their experience. In this regard, employees mentioned impaired physical and mental health, disruption of the microclimate in the family, lack of time, loss of motivation, behavioral changes, disruption of personal plans, failure to complete work tasks, loss of interest in work and loss of engagement in the project. The Lithuanians also added that when an imbalance arises, they experience a feeling of guilt and doubt about their professionalism.

Summary.

In the process of interviewing project managers and project members the following expressions of a work-life imbalance were identified:

- violation of physical and mental health (anxiety, tension, irritation, anger, bad mood, feelings of uncertainty and restlessness, poor sleep, clouded mind),
- disturbance of the microclimate in the family,
- lack of time,
- loss of motivation,
- loss of interest in work,
- loss of engagement,
- disruption of personal plans,
- failure to complete work tasks,
- feelings of guilt appear,
- doubts about their professionalism.

3.4. Personal level activities of managing work-life balance and outcomes for project team members and project implementation.

Project Managers and Project Team Members comparison.

Both project managers and project team members agreed that in order to maintain a work-life balance, it is necessary to plan time and work tasks, educate yourself, monitor health, play sports, communicate with friends.

Both project managers and project team members identified the following skills that help them maintain a work-life balance: the ability to organize their time, plan and prioritize tasks, the

ability to quickly respond to situations where something happens or goes wrong, the ability to be flexible and adapt to circumstances.

During the survey, regarding personal skills, project managers more often spoke about the ability to set personal boundaries with other employees. According to managers, this skill is important for meeting deadlines, which allows you to effectively perform your work, meet deadlines for its completion and not dissipate your attention on secondary and less important tasks. It is worth noting that it was the team leaders who also noted the skill of delegation, explaining that in order to achieve a work-life balance, it is important not to overwork, but to work efficiently and effectively use the time resources of colleagues in the project team.

Project team members, unlike managers, spoke more about the ability to build effective communication with other team members. This allows them to solve problems faster and to learn and ask for help from more competent colleagues. This approach has a positive effect on teamwork and helps maintain a work-life balance. Team members also paid more attention for devoting enough time to leisure, playing computer games, visiting public places and cultural events, stress managing.

Maintaining a work-life balance on a personal level for both project managers and team members affects the entire team and the project as a whole. Survey participants note the following results: productivity and faster achievement of results, improved interaction between employees within the team, increased activity and interest in work, increased concentration on projects.

Project managers, discussing the results of the team and the implementation of the project in the context of personal activities to maintain a work-life balance, added about increasing concentration, maintaining the physical and mental health of the entire team, increasing concentration on projects. While the project team members in addition focused their attention on building effective communication within the team, quick problem solving and learning from colleagues.

Lithuania, Estonia, and Ukraine comparison.

Respondents from Lithuania, answering the question of what they do on a personal level to maintain a work-life balance, answered most fully: they plan their time and work tasks, educate themselves, monitor their health, devote enough time to leisure: playing sports, communicate with friends, visit public places and cultural events. In this regard, it is worth noting that the project managers and team from Ukraine and Estonia largely agreed in their answers with their colleagues from Lithuania, but the Ukrainians did not mention self-education, and the Estonians did not mention the need to monitor their health.

When highlighting the skills that help professionals maintain a work-life balance, Estonians focused on only one skill: setting priorities. Their colleagues from Lithuania and Ukraine expanded this list and also noted: the ability to organize their time and plan things, build effective communication, the ability to be flexible and adapt to circumstances. Separately, respondents from Lithuania noted the importance of stress management, and respondents from Ukraine supplemented the list and noted the importance of delegation and the skill of setting personal boundaries in their professional life also playing computer games.

As for the results that the personal activities of each specialist provide in maintaining a work-life balance, survey participants from all countries mentioned about quick problem solving, learning from the colleagues. Estonians added productivity and quicker achievement of results, maintaining the physical and mental health of all specialists. Respondents from Ukraine, in this context, did not mention maintaining health, but added about increasing activity and interest in work, increasing concentration on projects. The managers and team from Lithuania agreed with the Estonians, and additionally noting the improvement in interaction between employees within the team, meeting deadlines, no overwork, efficient work, effective use of resources.

Summary.

Respondents from these three countries confirmed that for maintaining work-life balance is important:

- planning of time and work tasks,
- self-education,
- set personal boundaries,
- monitor the health,
- devote enough time to leisure,
- playing sports,
- playing computer games,
- communicating with friends,
- visiting public places and cultural events.

In maintaining a work-life balance, survey participants note the skills that are key:

- ability to organize your time and plan things,
- prioritize,
- delegate tasks,
- set personal boundaries,
- the ability to manage stress and quickly respond to a situation where something goes

wrong,

- ability to build effective communication,
- the ability to be flexible and adapt to circumstances.

Maintaining a work-life balance on a personal level for each specialist is reflected in the results of the entire team and the project as a whole. Lithuanians, Estonians, and Ukrainians highlight the following results:

- productivity
- quicker achievement of results,
- maintaining the physical and mental health of all participants,
- improving interaction between employees within the team,
- increased activity and interest in work,
- increase in overall concentration,
- quick problem solving,
- learning from colleagues,
- meeting deadlines,
- no overwork,
- efficient work,
- effective use of resources.

3.5. Team level activities of managing work-life balance and outcomes for project team members and project implementation.

Project Managers and Project Team Members comparison.

Both project managers and team members believe that in order to maintain a work-life balance at the team level, it needs to stimulate the process of education of specialists.

At the same time, project managers added about the introduction of team building on a regular basis. They also noted that in order to maintain work-life balance at the team level, the system of employee motivation should be improved, which was not noted by members of the project teams. In turn, team members mentioned the introduction of modern technologies and relief of the workload of personnel.

Both project managers and team members also highlighted aspects that most influence project management to achieve work-life balance for team members: improving the process of assigning responsibilities, establishing a flexible work schedule, establishing communication within the team.

During the survey, the answers of project managers and team members overlapped, however, members of project groups in their statements emphasized the aspect of a clear delineation and establishment of an area of responsibility between employees.

Project managers noted that in order to maintain a work-life balance, colleagues must respect the personal boundaries of other employees and show initiative, something that project team members did not mention. It is worth mentioning that project managers spoke more often about the importance of sharing experience.

Members of project teams believe that in order to maintain work-life balance, teammates must be fair to other employees and should be active in communication. The project managers did not mention this point during the survey.

If the above-mentioned team activities are observed, according to project managers and project team members, this gives the following results for the team and project implementation: strengthening team spirit and creating a friendly atmosphere, increasing motivation, efficiency, and engagement.

During the interviews, project managers, in contrast to project team members, added that achieving common team goals and increasing employee self-esteem are the main results for the team and project implementation while maintaining a work-life balance.

Team members additionally mentioned about reducing of stress.

Lithuania, Estonia, and Ukraine comparison.

Respondents from Lithuania and Ukraine believe that in order to maintain work-life balance at the team level, changes should be made in the approach to stimulating the process of specialist education and team building. Also, specialists from Lithuania added that they see the point in improving the system of motivation of specialists, as well as introducing modern technologies to optimize work processes and relieve the workload of personnel. Estonians refrained from answering this question.

Regarding the aspects that most influence project management to achieve a work-life balance of team members, Lithuanians and Ukrainians agreed and highlighted the same points: improving the process of assigning responsibilities, establishing a flexible work schedule, establishing communication within the team, clear delineation, and installation areas of responsibility between employees. The Estonians limited themselves to naming only one significant aspect – the competent distribution of responsibilities between the team's specialists.

Lithuanians and Ukrainians believe that in order to maintain a work-life balance at the team level, teammates must be active in communication with other specialists, share experiences,

help colleagues, be responsible and honest. During the collection of information on this issue, Lithuanians and Estonians added that in order to maintain a work-life balance, one should not neglect the personal boundaries of their colleagues.

According to respondents from Ukraine and Estonia, compliance with the above-mentioned activities leads to strengthening team spirit and creating a friendly atmosphere, as well as achieving common goals. Ukrainians and Lithuanians also believe that a work-life balance at the team level leads to increased staff efficiency and a reduced level of stress in the team. At the same time, Lithuanians also note among the possible positive changes an increase in staff motivation, an increase in employee engagement, as well as an increase in their self-esteem.

Summary.

Survey participants from three countries agreed that to maintain work-life balance at the team level, it is important to consider the following processes:

- stimulate the process of education of specialists,
- team building activities on a regular basis,
- improve the system of motivation of specialists,
- implement modern technologies to optimize work processes
- relieve workload of personnel.

Respondents believe that there are aspects of project management that have the greatest impact on achieving work-life balance for team members, including:

- process of distribution of responsibilities,
- setting up a flexible work schedule,
- successful communication within the team,
- clear delineation and establishment of areas of responsibility between specialists.

Lithuanians, Ukrainians, and Estonians during interviews concluded that in order to maintain a work-life balance, colleagues need to:

- be active in communication with other specialists,
- to share experience,
- provide support and help other specialists,
- respect the personal boundaries of colleagues,
- fair play (observe the principle of honesty)

In conclusion, team members and project managers noticed that when the above-mentioned team work-life balance activities are followed, the following results are typical for the team members and the project implementation:

- strengthening team spirit
- creating a friendly atmosphere,
- achieving common team goals,
- increased motivation,
- increased efficiency,
- increasing the level of engagement of each specialist,
- reducing stress level in the team,
- increasing employee self-esteem.

3.6. Organizational level activities of managing work-life balance and outcomes for project team members and project implementation.

Project Managers and Project Team Members comparison.

Both project managers and team members agreed that in maintaining a work-life balance of employees, the organization takes the following activities: provides a flexible work schedule, does not exclude the possibility of remote work if necessary, organizes corporate events, provides the opportunity for an open dialogue with a loyal general manager, provides a company car, provides opportunities for advanced training, listen to the needs of team member's family members, supplies staff with the necessary tools and material resources to successfully perform work.

It is important to note that the project manager from Estonia responded that the company did not help him in any way in maintaining a work-life balance. The rest of the project managers supported the other team members and remembered that the organization motivates staff with bonuses and provides free lunches, which was not mentioned by the team members during the survey. In turn, team members in an interview additionally noted the possibility of medical insurance, the provision of paid time off and following the principles of tolerance for environmental communication of staff.

Both project managers and team members believe that to improve the work-life balance of employees, the following activities can be added at the project management level: introduce a clear distribution of responsibilities, introduce informing specialists about the progress of project implementation.

During the interview, respondents who belong to the group of project managers identified the following activities at the project management level, which were not mentioned by the team members: establish control over compliance with work deadlines, add a flexible work schedule, add modern project management software, outsourcing of. In turn, the team members suggested

additionally to analyze project issues.

Also, both project managers and team members believe that to improve the work-life balance of employees, the following activities can be added at the organizational level: organize a recreation area for staff, provide employees with the opportunity to receive feedback from the general manager on a regular basis, establish a flexible work.

Project managers, in contrast to team members, identified the following activities at the organizational level, which, in their opinion, could improve the work-life balance of employees: introduce a motivation system, provide employees with the opportunity to choose an area according to interests, and, after a certain period of time, provide employees with company shares, organize team building activities on a regular basis, provide the opportunity to work from home, organize staff training. In turn, team members added the following activities: introduce surveys to receive feedback on work-life balance issues.

Both project managers and team members found that additional activities in the area of improving the work-life balance at the organizational level affect project team members and the progress of project implementation in the following ways: the efficiency of specialists increases, the time management skills of employees improve, the level of stress in the team decrease, the engagement of specialists increases, the efforts of employees to achieve the required result are minimized, the quality of work on the project improves, work time is reduced over the project, obstacles during the implementation of the project are minimized.

Summarizing the results of how additional activities in the field of improving the work-life balance at the organizational level affect project team members and the progress of the project implementation, project managers highlighted an increase in motivation, an improvement in the quality of personal life of staff and an increase in the commercial component of the project. Team members highlighted the following: an increase in the level of competence of specialists, an increase in the level of responsibility of the team, an improvement in the communication process in the company, and an expansion of the area of possible collaborations for the project.

Lithuania, Estonia, and Ukraine comparison.

Lithuanians, Ukrainians, and Estonians agreed that in maintaining their work-life balance, the organization provides the opportunity for an open dialogue with a loyal general manager, while one of the Estonians noted that the organization does not help to maintain work-life balance at all.

Employees from Ukraine and Lithuania responded that for their work-life balance, the organization takes the following actions: provides a flexible work schedule, does not exclude the

possibility of remote work, if necessary, organizes corporate events, provides opportunities for advanced training, and pays for medical insurance for the health of specialists. Ukrainians also expanded this list of activities, noting the organization's following to the principles of tolerance for environmental communication among staff, which also successfully affects the work-life balance.

Respondents from Lithuania gave a more detailed answer to the question and added to the above criteria that the organization directly influences their work-life balance by providing a car, motivating employees with bonus payments, providing free lunches, listening to the needs of the family members of the team, supplying necessary tools and material resources to successfully complete the job, and provides paid time off.

Team members from Lithuania, Ukraine and Estonia agreed and responded that to improve the work-life balance of employees, a clear division of responsibilities should be introduced at the project management level. Estonians and Ukrainians also concluded that it makes sense to establish control over compliance with work deadlines. As a separate item, the Ukrainians proposed adding a flexible work schedule, which neither the Lithuanians nor the Estonians said. However, specialists from Lithuania and Estonia noted that for their work-life balance, it is necessary to inform specialists about the stage status of the project at the project management level, as well as implement modern project management software. During the interview, to the above list of activities, the Lithuanians suggested adding the introduction of outsourcing of specialists for individual projects and to analyze project issues.

When asked what activities should be added at the organizational level to improve work-life balance, respondents from Lithuania said that employees should be given the opportunity to choose their task area according to interests, employees should be given company shares after a certain period of time, and team building activities should be held on a regular basis, provide employees with the opportunity to receive feedback from the general manager on a regular basis, establish flexible work hours and provide the opportunity to work from home, organize staff training, introduce surveys to obtain feedback on work-life balance issues. The Lithuanians also agreed with the Estonians and said that an additional system of employee motivation should be introduced. The Lithuanians agreed with the Ukrainians that in order to maintain a work-life balance, the company should organize a recreation area for staff. Additionally, Ukrainians noted the importance of introducing a system of additional motivation.

Summarizing the results of how support activities in the field of improving work-life balance at the organizational level affect project team members and the progress of project implementation, survey participants from Lithuania and Ukraine found that the level of stress in the team decreases, the engagement of specialists increases, and the level of competence of

specialists, obstacles during project implementation are minimized. Additionally, the Lithuanians added that the time management skills of employees are improving, motivation is growing, the quality of personal life of staff is improving, the efforts of employees to achieve the required result are minimized, the communication process in the company is improving, the commercial component of the project is growing, and the range of possible collaborations for the project is expanding. The Ukrainians, in turn, expanded the conclusions and mentioned the increase in the level of responsibility of the team, improving the quality of work on the project and reducing the time spent working on it. Lithuanians, Estonians, and Ukrainians agreed and concluded that as a result of additional activities in the field of improving work-life balance at the organizational level, company employees' work efficiency increases.

Summary.

To maintain work-life balance among the scaffolding projects' team members in renovation projects, the organization takes the following activities:

- the company provides a flexible work schedule,
- if necessary, the company allows its specialists to work remotely,
- the company organizes corporate events,
- the company provides the opportunity for an open dialogue with a loyal general manager,
- the company provides its subordinates with a car,
- the company provides opportunities for advanced training,
- the company motivates employees with bonus payments,
- the company provides staff with free lunches,
- the company listens to the needs of the family members of the team,
- the company supplies personnel with the necessary tools and material resources to successfully perform the work,
- the company pays for medical insurance for specialists,
- the company complies with the principles of tolerance for environmental communication of personnel,
- the company provides paid time off.

Project managers and team members believe that the following activities could be added at the project management level to improve the work-life balance of employees:

- introduce a clear distribution of responsibilities,
- establish control over compliance with work deadlines,

- add flexible work hours,
- introduce informing specialists about the progress of project implementation,
- implement modern project management software,
- introduce outsourcing of specialists,
- analyze project issues.

Project managers and team members believe that the following activities could be added at the organizational level to improve employee work-life balance:

- organize a rest area for staff,
- introduce a motivation system,
- provide employees with the opportunity to choose their task area according to interests,
- after a certain period, provide employees with company shares,
- organize team building activities on a regular basis,
- provide employees with the opportunity to receive feedback from the general manager on a regular basis,
- establish a flexible work schedule,
- provide the opportunity to work from home,
- organize staff training,
- introduce surveys to obtain feedback on work-life balance issues.

Project managers and team members determined that additional activities to improve work-life balance at the organizational level would impact project team members and project implementation progress, resulting in the following results:

- increasing the efficiency of specialists,
- improving time management skills of employees,
- reducing stress level in the team,
- increased engagement of specialists,
- increased motivation of specialists,
- improving the quality of personal life of staff,
- minimizing the efforts of employees to achieve the required result,
- increasing the level of competence of specialists,
- increasing the level of team responsibility,
- improving the communication process in the company,
- improving the quality of work on the project,
- reduction of time spent on the project,

- minimizing obstacles during project implementation,
- growth of the commercial component of the project,
- expanding the range of possible collaborations for the project.

3.7. Summary of Research Results.

The summarized result on the work-life balance definition and its importance, on the expression of imbalance, as well as on activities for maintaining a work-life balance at the personal, team and organizational levels, on the outcomes of these activities for team members and project implementation are presented in **Figure 4** (Personal level results. Project managers.), **Figure 5** (Team level results. Project managers.), **Figure 6** (Organizational level results. Project managers.), **Figure 7** (Personal level results. Team members.), **Figure 8** (Team level results. Team members.), **Figure 9** (Organizational level results. Team members.), **Figure 10** (Personal level results. Lithuania.), **Figure 11** (Team level results. Lithuania.), **Figure 12** (Organizational level results. Lithuania.), **Figure 13** (Personal level results. Estonia.), **Figure 14** (Team level results. Estonia.), **Figure 15** (Organizational level results. Estonia.), **Figure 16** (Personal level results. Ukraine.), **Figure 17** (Team level results. Ukraine.), **Figure 18** (Organizational level results. Ukraine.).

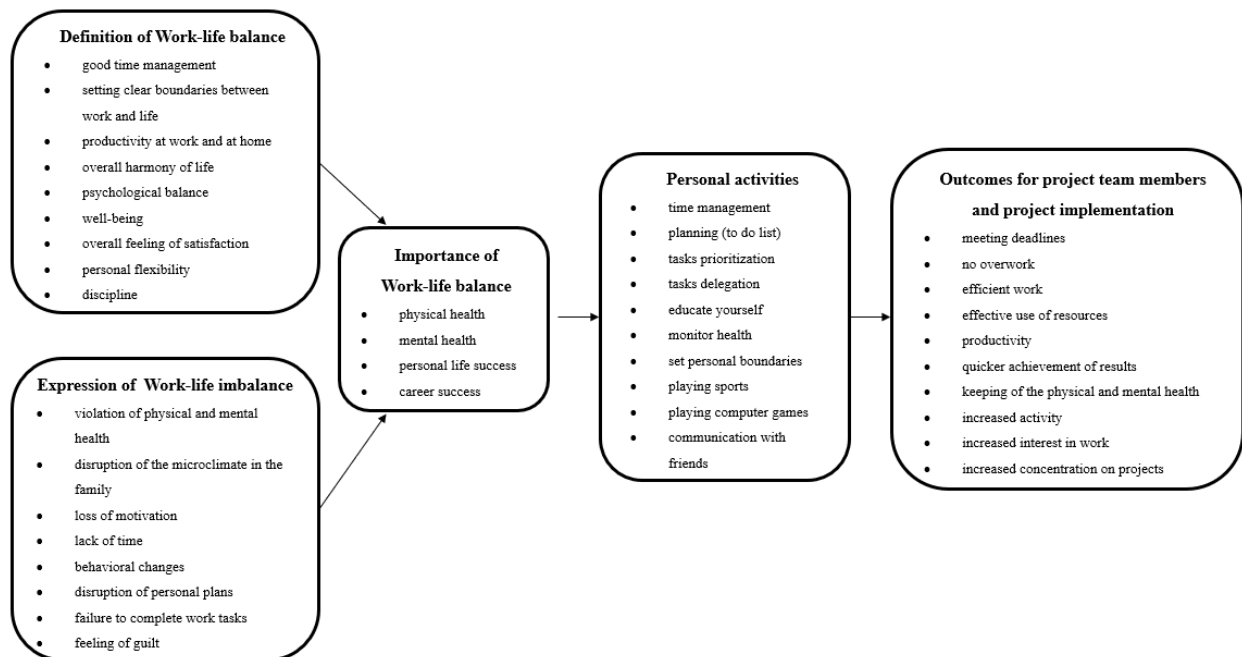


Figure 4. Personal level results. Project managers.

Source: Compiled by the author.

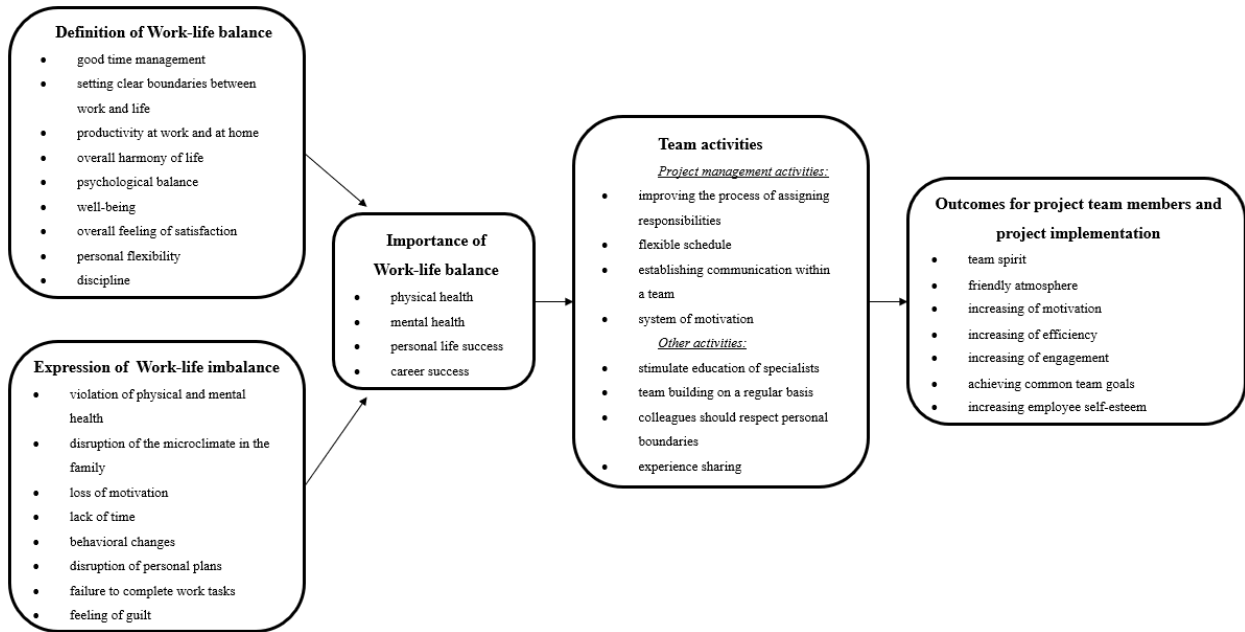


Figure 5. Team level results. Project managers.

Source: Compiled by the author.

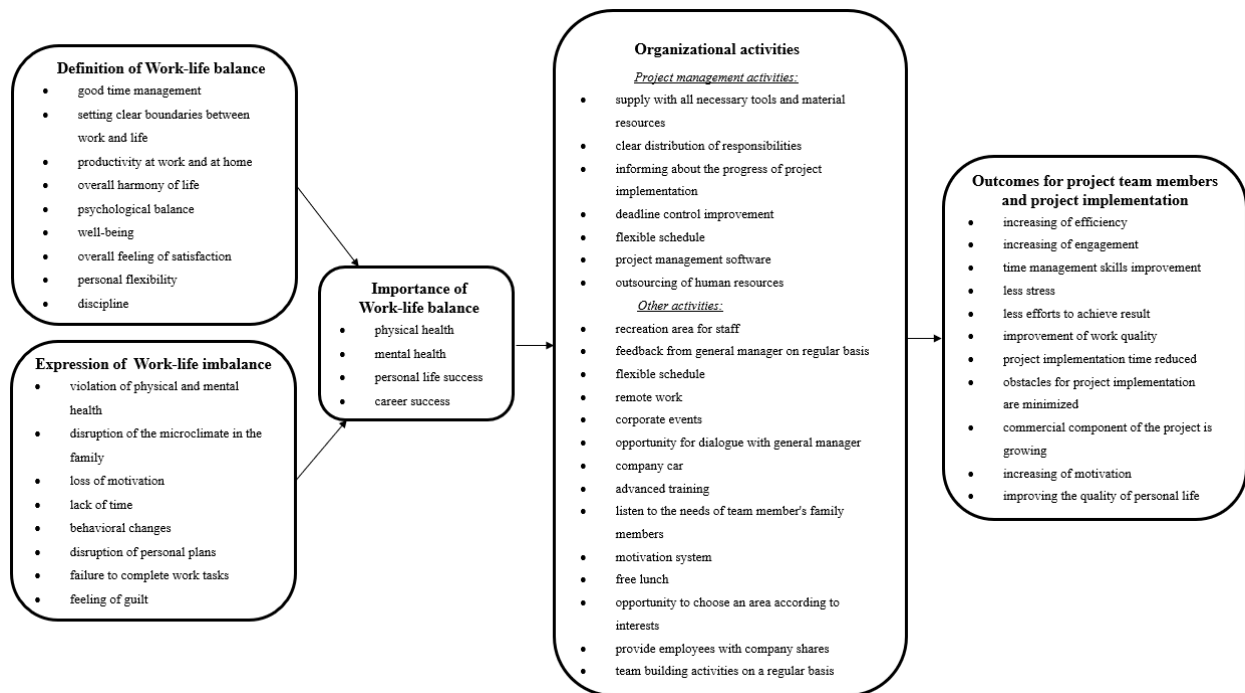


Figure 6. Organizational level results. Project managers.

Source: Compiled by the author.

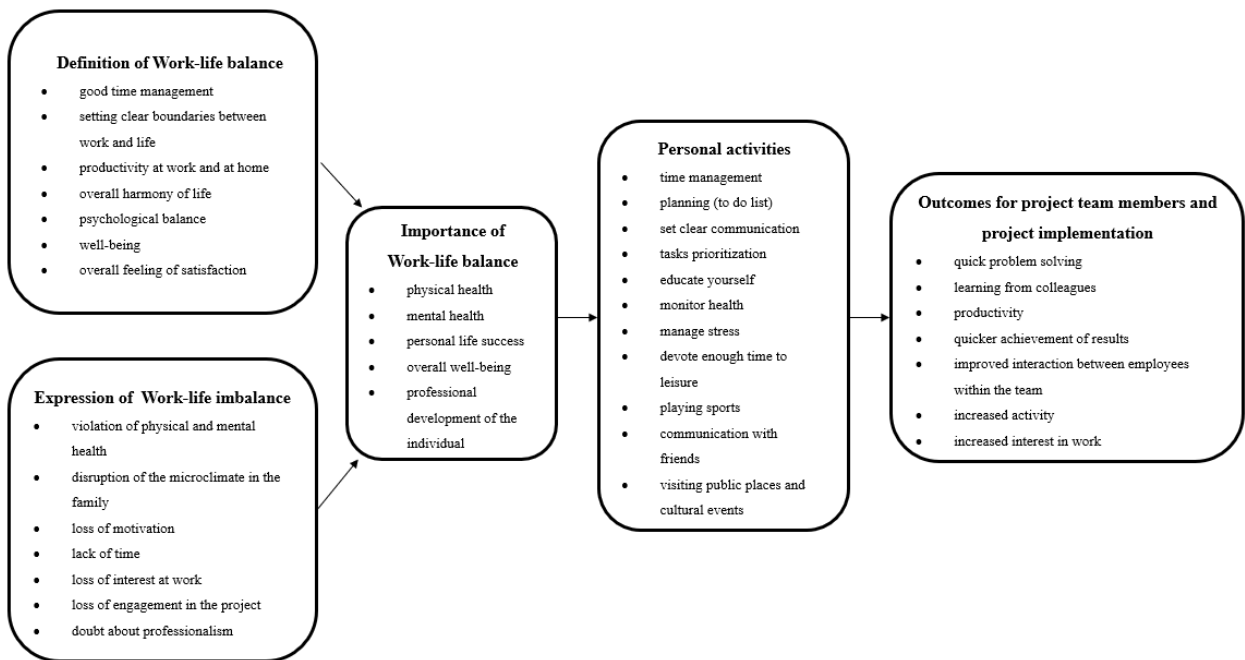


Figure 7. Personal level results. Team members.

Source: Compiled by the author.

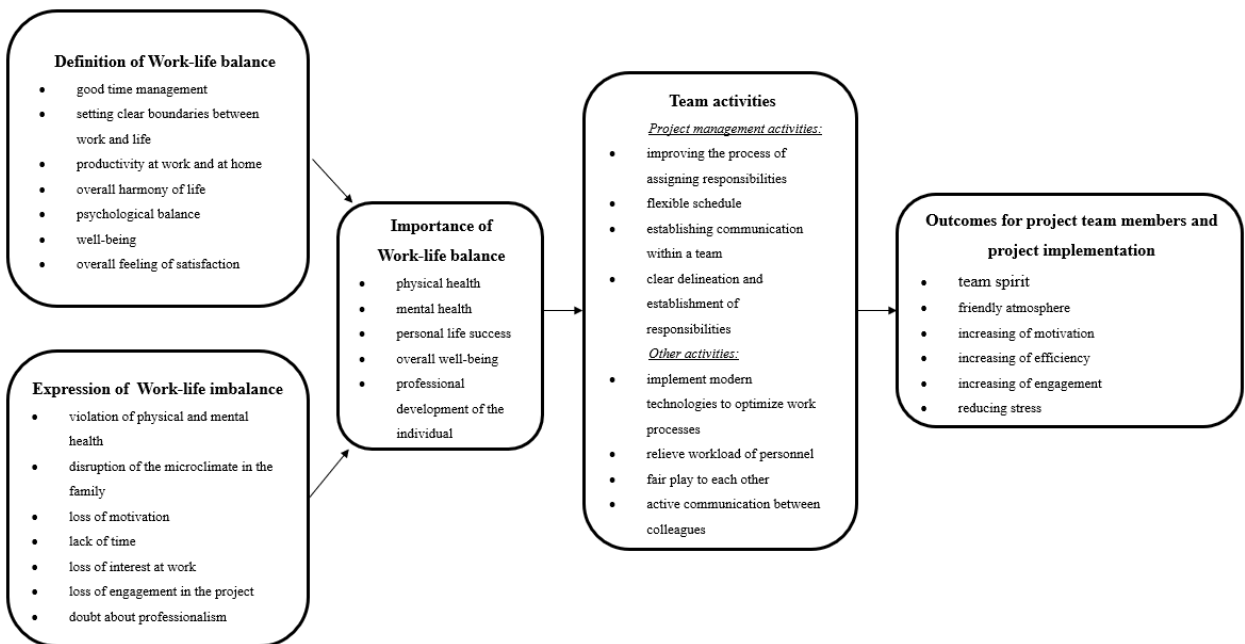


Figure 8. Team level results. Team members.

Source: Compiled by the author.

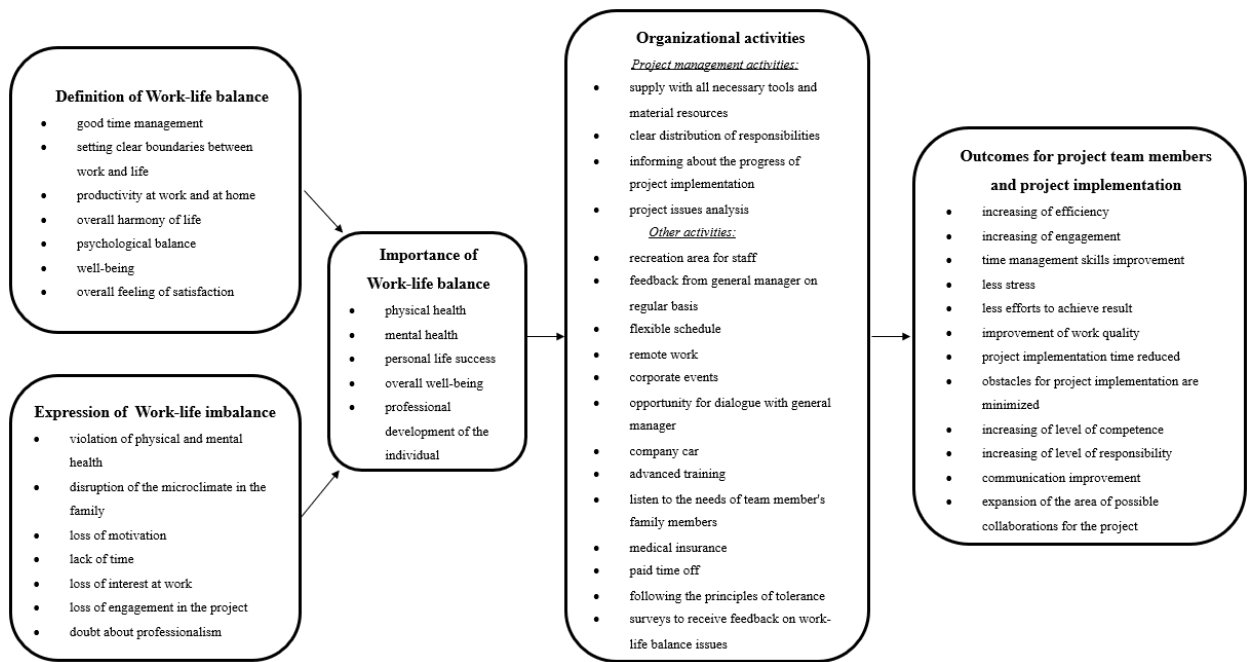


Figure 9. Organizational level results. Team members.

Source: Compiled by the author.

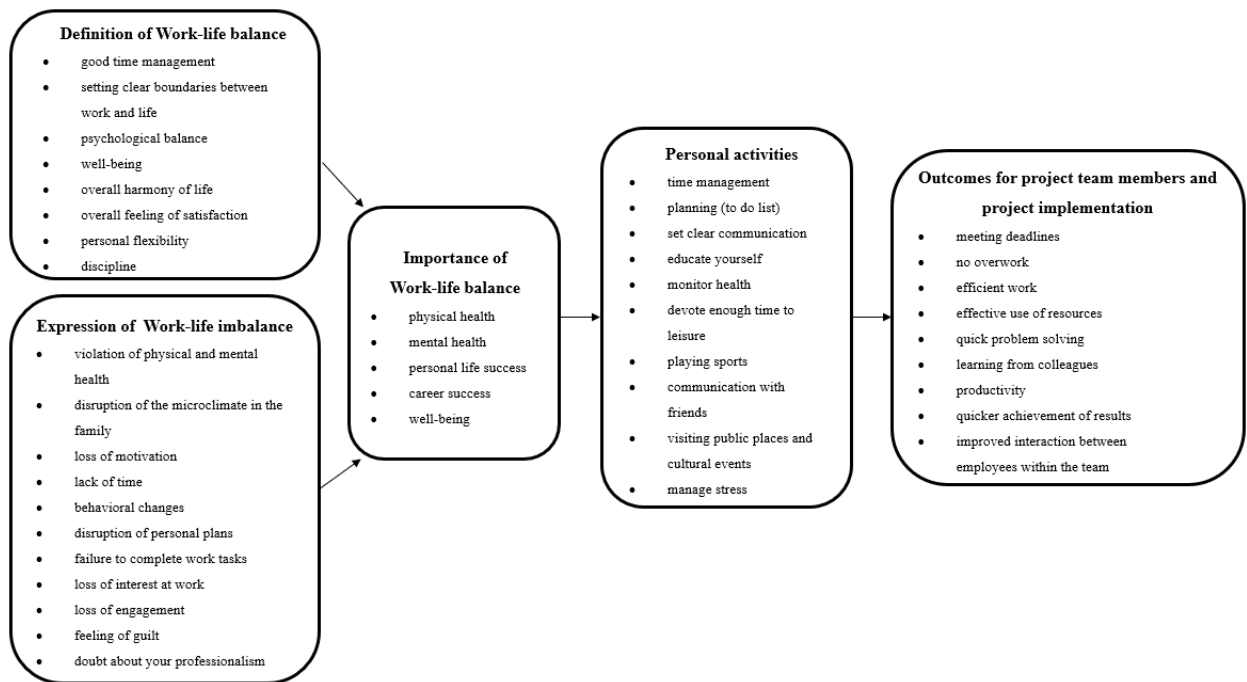


Figure 10. Personal level results. Lithuania.

Source: Compiled by the author.

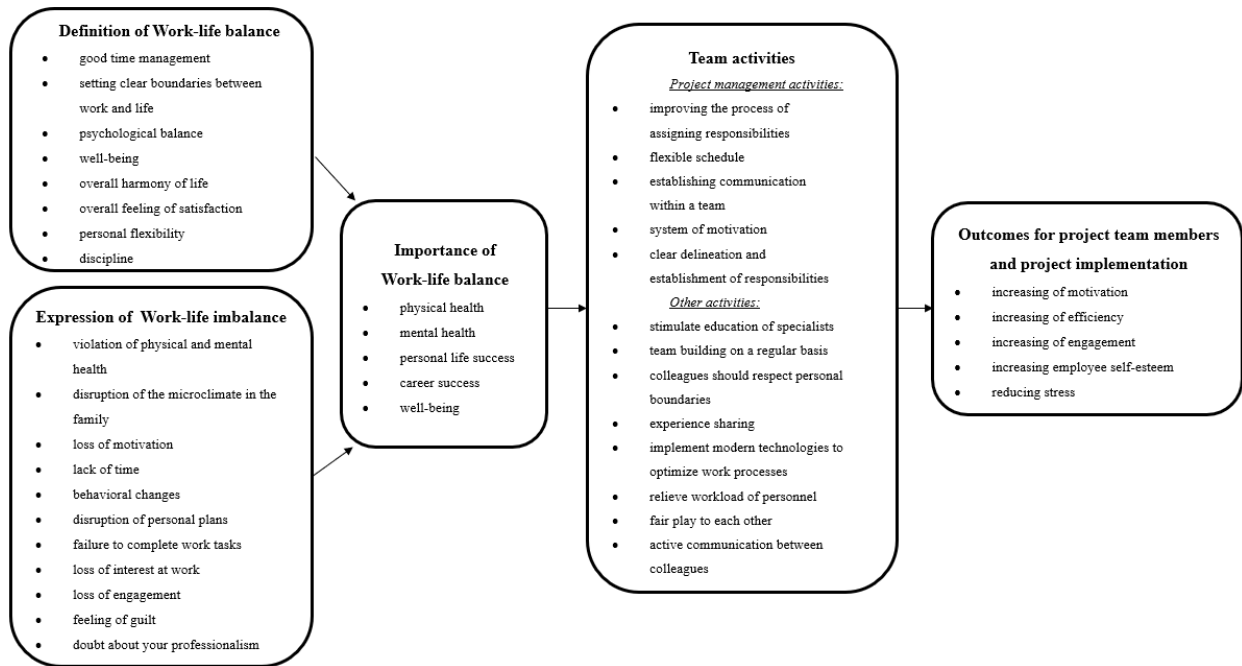


Figure 11. Team level results. Lithuania.

Source: Compiled by the author.

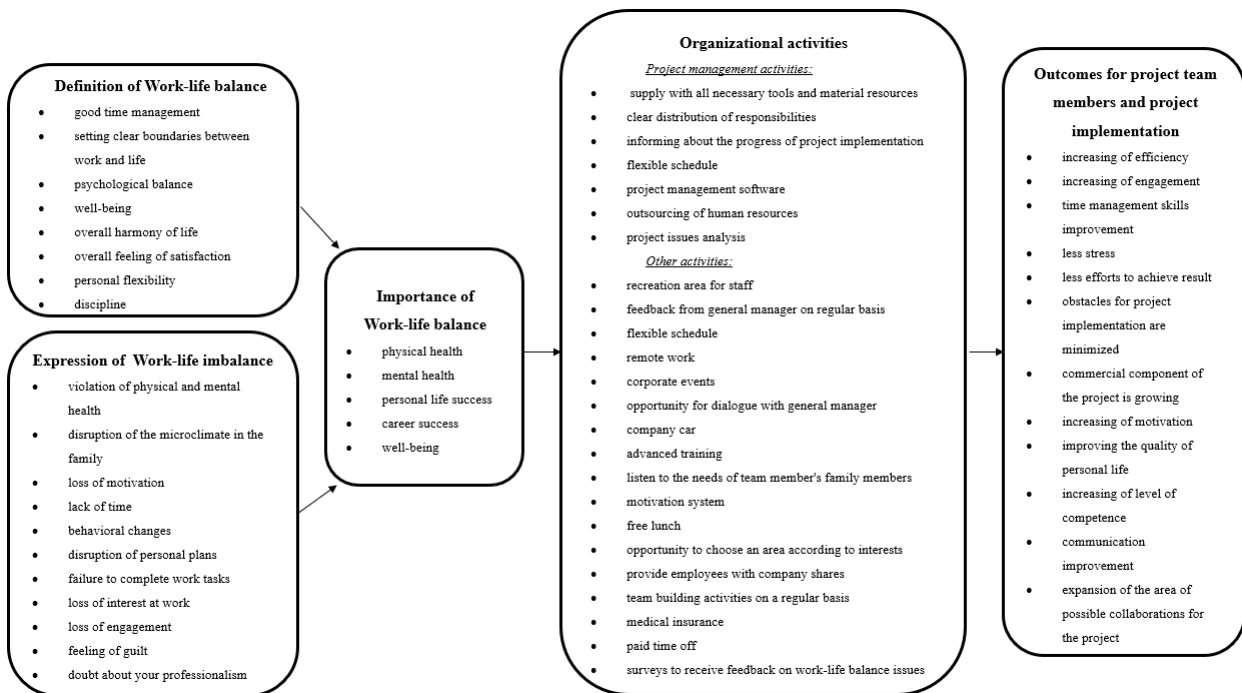


Figure 12. Organizational level results. Lithuania.

Source: Compiled by the author.

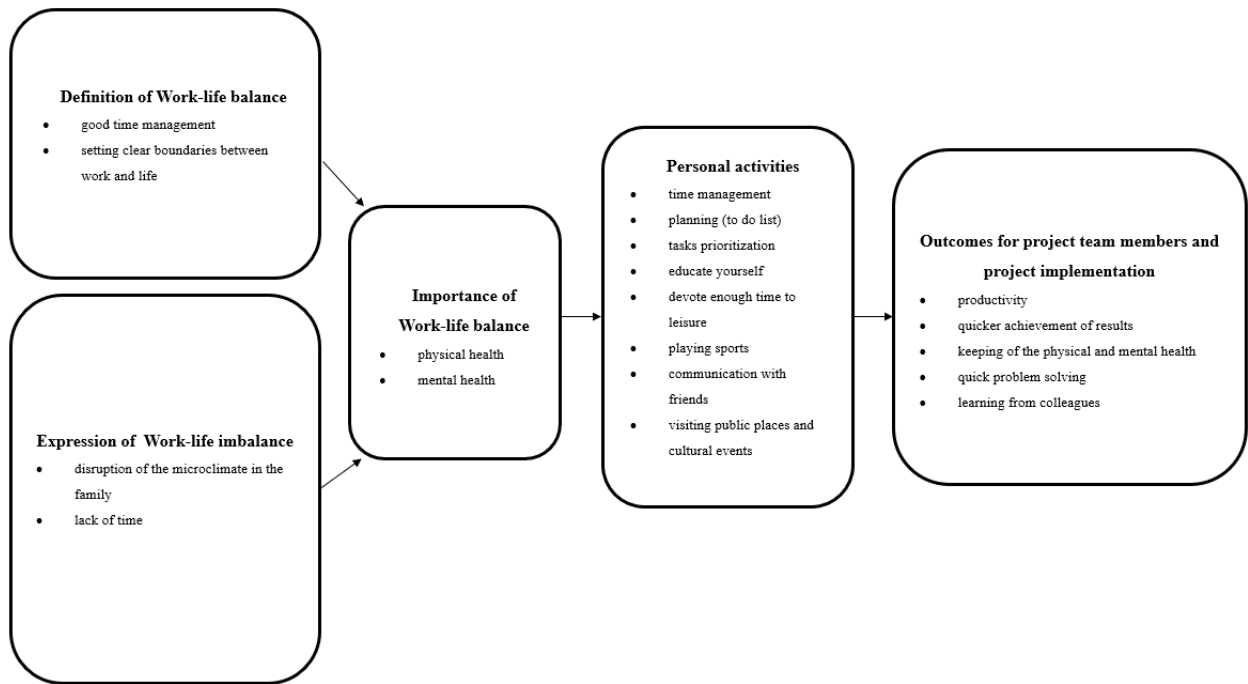


Figure 13. Personal level results. Estonia.

Source: Compiled by the author.

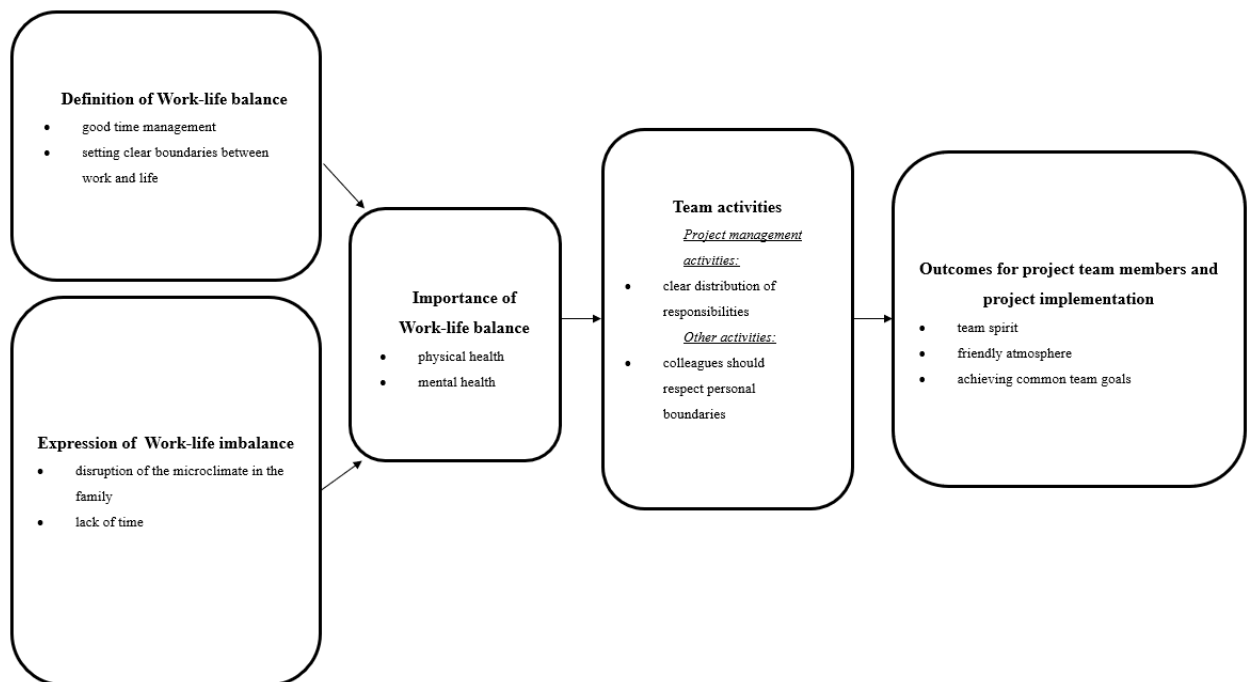


Figure 14. Team level results. Estonia.

Source: Compiled by the author.

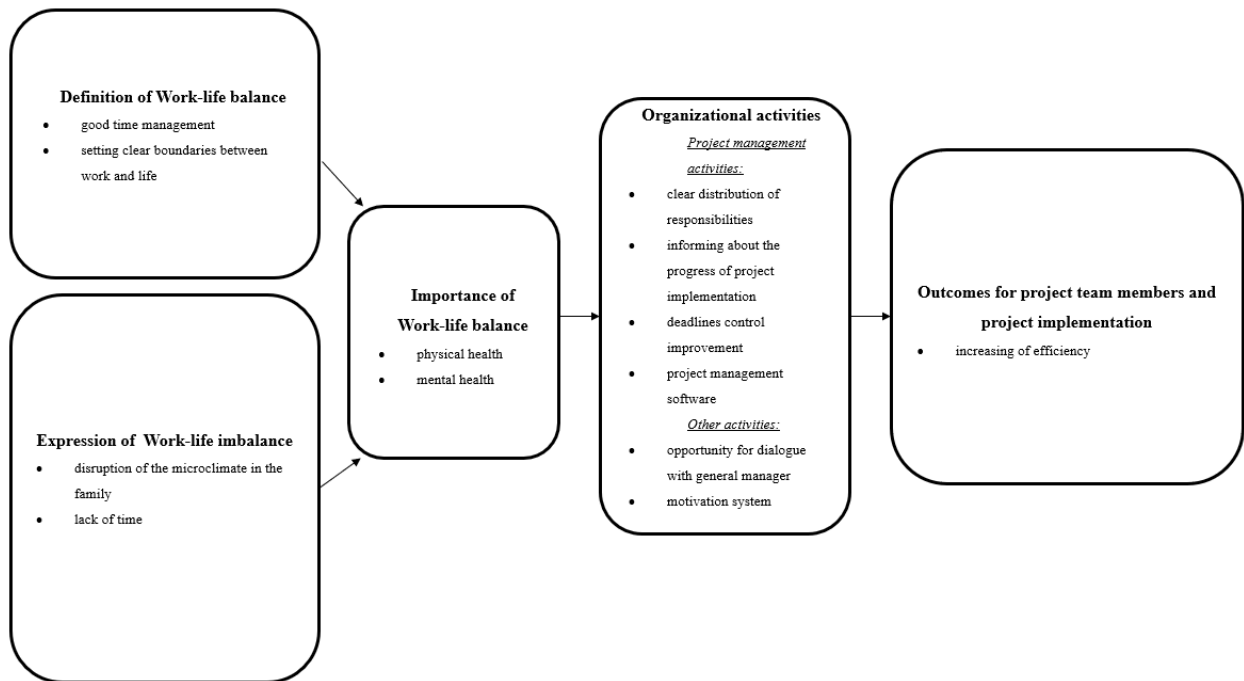


Figure 15. Organizational level results. Estonia.

Source: Compiled by the author.

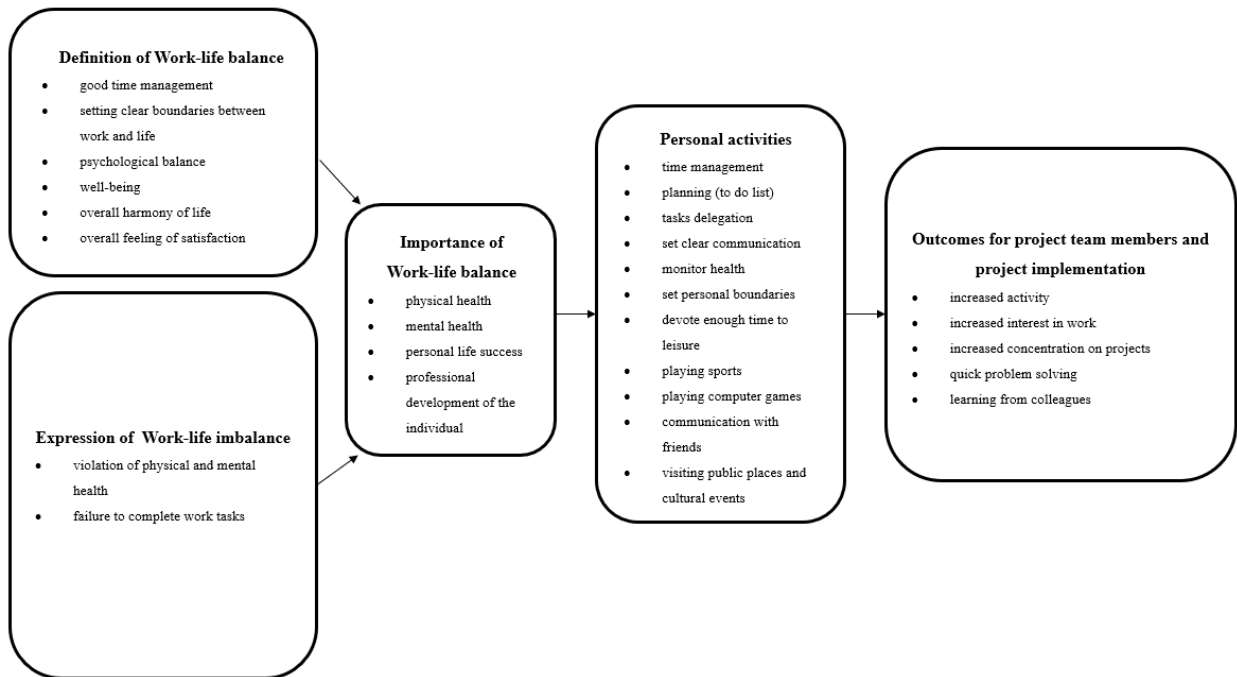


Figure 16. Personal level results. Ukraine.

Source: Compiled by the author.

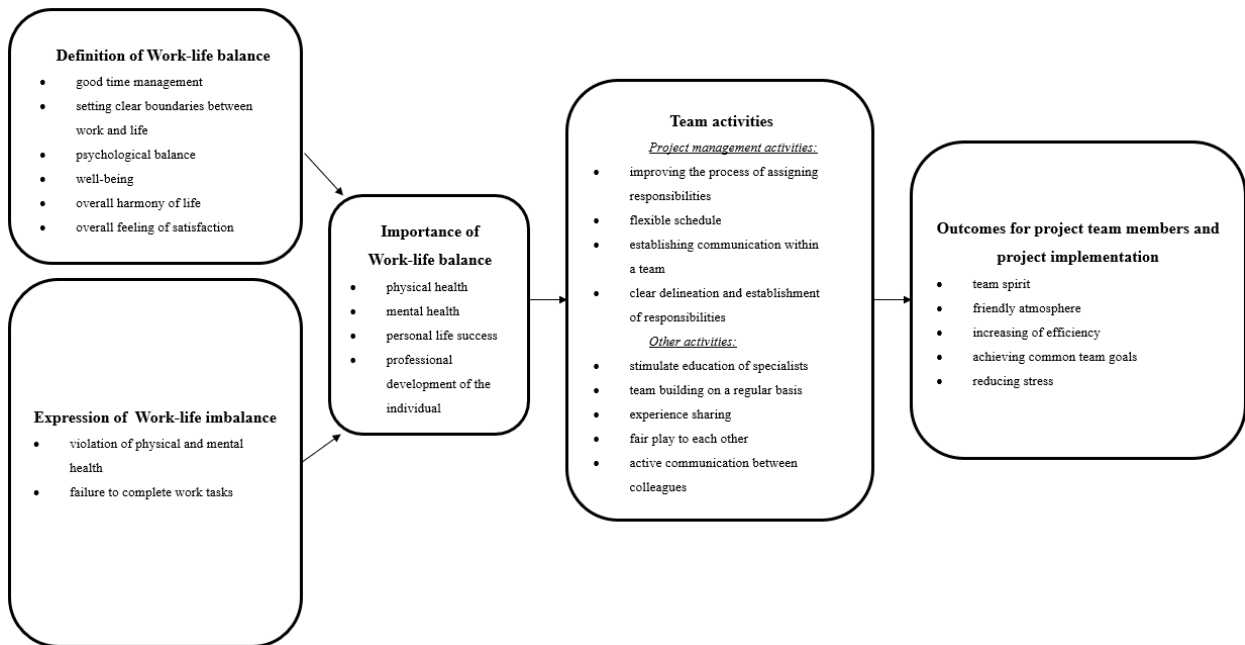


Figure 17. Team level results. Ukraine.

Source: Compiled by the author.

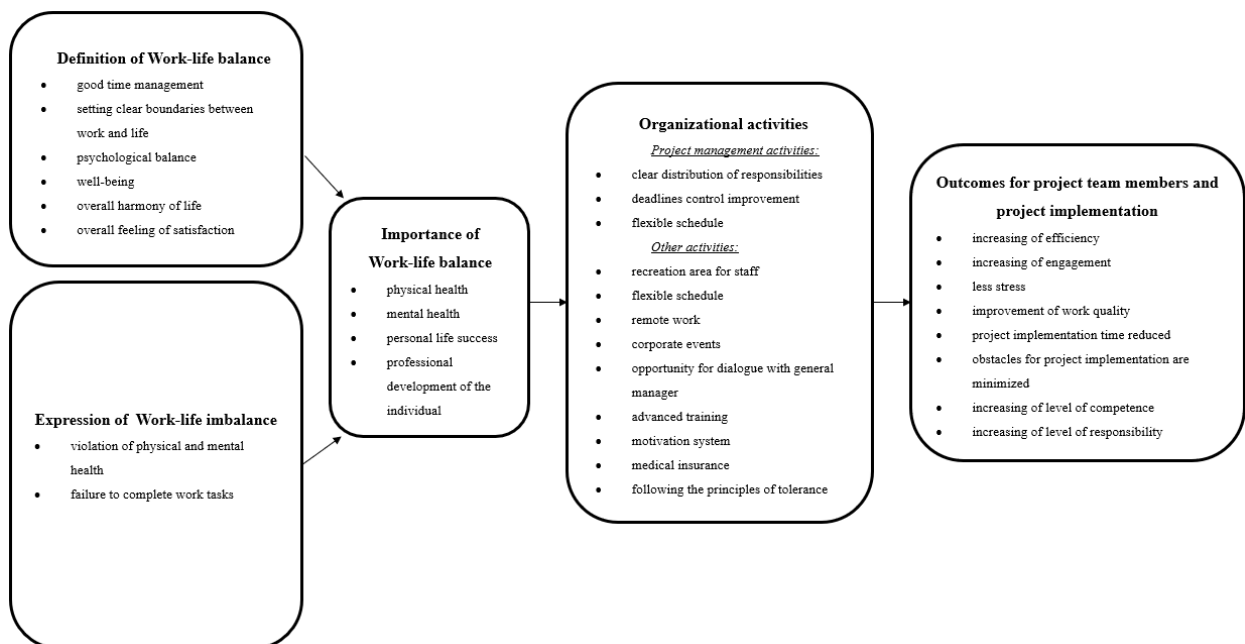


Figure 18. Organizational level results. Ukraine.

Source: Compiled by the author.

The final summarized results on the work-life balance definition and its importance, on the expression of imbalance, as well as on activities for maintaining a work-life balance at the personal, team and organizational levels, on the outcomes of these activities for team members and project implementation are presented in **Figure 19** (Personal level results. Summary.), **Figure 20** (Team level results. Summary.), **Figure 21** (Organizational level results. Summary.).

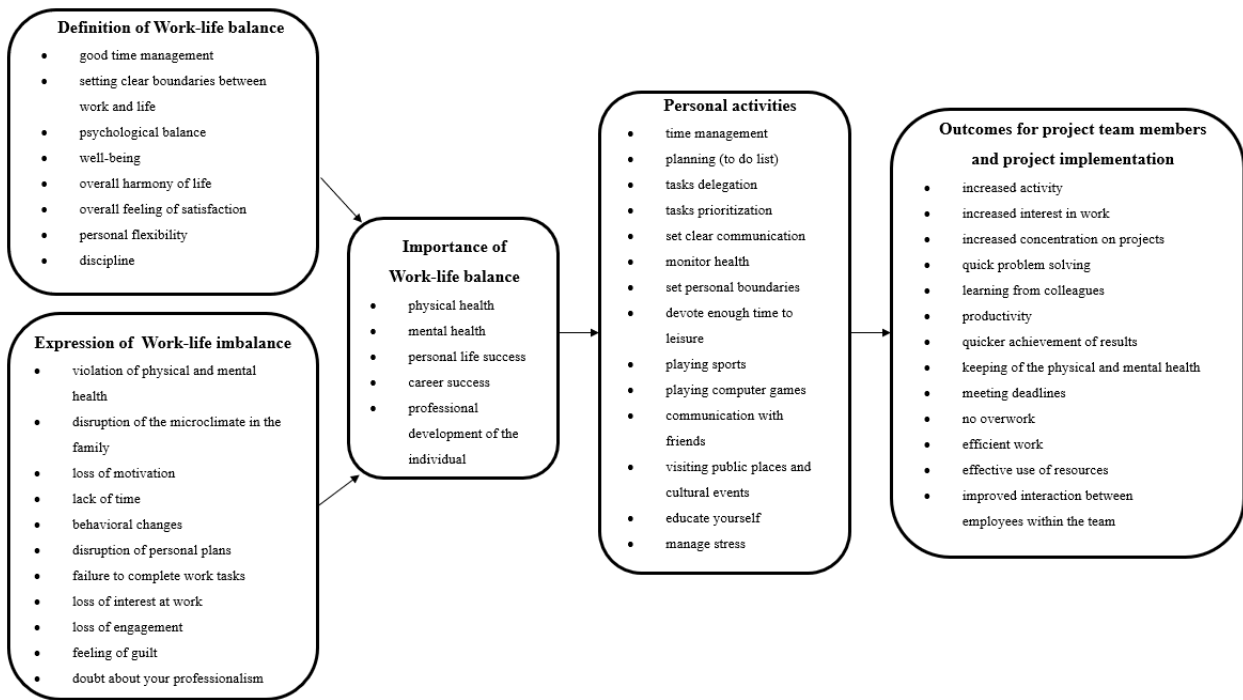


Figure 19. Personal level results. Summary.

Source: Compiled by the author.

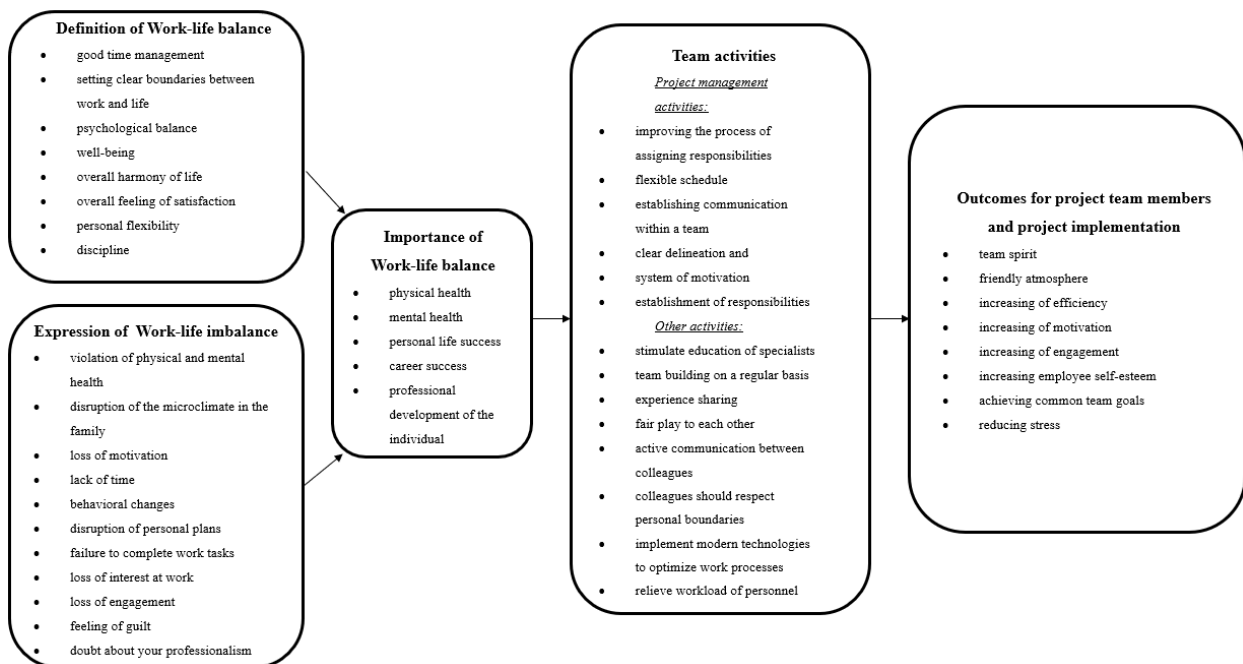


Figure 20. Team level results. Summary.

Source: Compiled by the author.

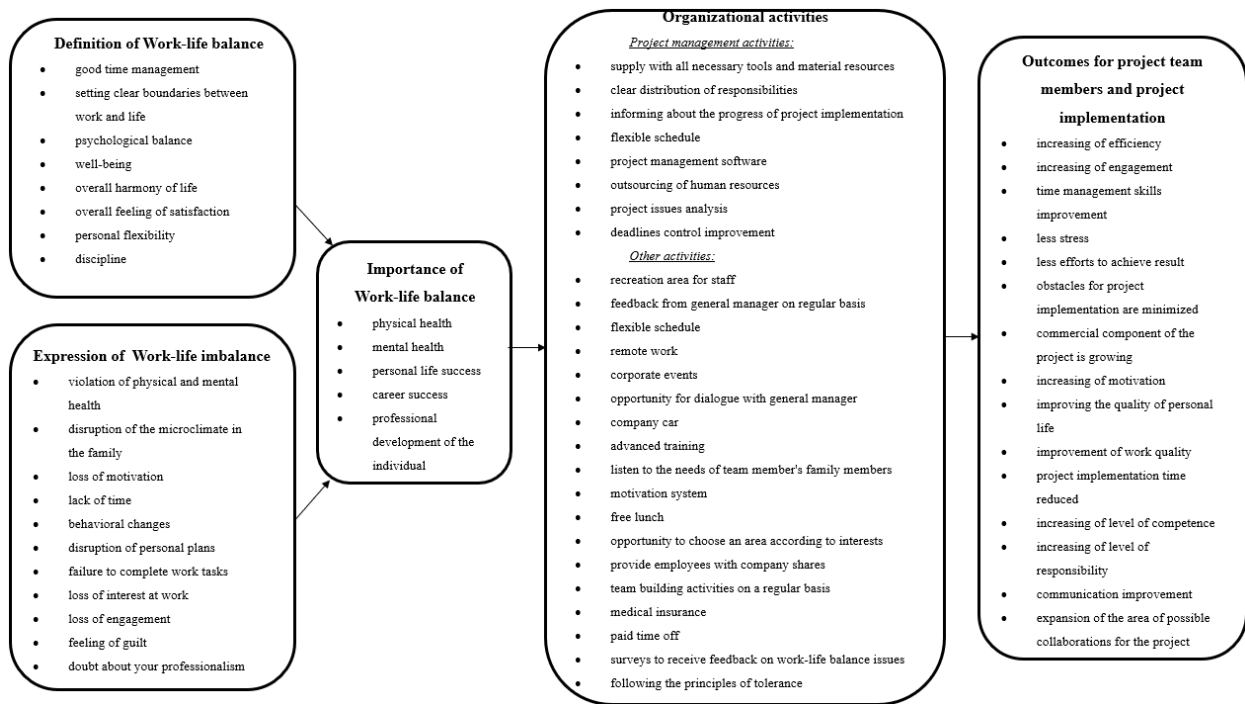


Figure 21. Organizational level results. Summary.

Source: Compiled by the author.

CONCLUSIONS AND RECOMMENDATIONS

After the study, it is clear that work-life imbalance is often observed among project managers and team members of scaffolding projects while implementing renovation projects in all three countries.

Respondents revealed the **work-life balance definition** as good time management and setting clear boundaries between professional tasks and private life. Associated this concept with psychological balance and well-being, as well as overall satisfaction with life and its quality, personal flexibility, discipline, productivity at work and at home.

Project manager for the most part has the same opinion as team members, however, project managers focused more on personal flexibility. They formulate the meaning of this term more broadly and associate it with time management skills and discipline.

While Lithuanians and Ukrainians explained the concept of “work-life” as an optimal level of well-being, spoke more about quality of life, mental and physical comfort, Estonians limited their wording and emphasized the importance of dividing time and not mixing work with personal life.

The **importance of work-life balance** was described in the context of postulates that are important to them: health, career success, professional development, personal life, and well-being. A separate point worth highlighting is health. An imbalance between personal and work leads to disorders, mainly mental. Participants most often associate such violations with workaholism and, as a result, burnout.

Project managers associate the importance of work-life balance with three main criteria: physical and mental health, personal life success, and career success. Team members more connected the importance of work-life concept with health, personal life, and also mentioned well-being and professional development of the individual.

While Ukrainians linked the importance of the concept of work-life balance with personal success, health, both physical and mental, as well as professional development of the individual, Estonians in this case only mentioned health, noting that a violation of the physical or mental state leads to chronic stress, insomnia and even alcoholism. Lithuanians in addition expanded their understanding of the importance of the concept by highlighting the consequences of work-life imbalance. Lithuanians believe that if balance is neglected, the professional life of a specialist could come down to workaholism, which subsequently leads to burnout.

The following **expressions of work-life imbalance** were identified: violation of physical and mental health (anxiety, tension, irritation, anger, bad mood, feelings of uncertainty and restlessness, poor sleep, clouded mind), disturbance of the microclimate in the family, lack of

time, loss of motivation, loss of interest in work, loss of engagement, disruption of personal plans, failure to complete work tasks, feelings of guilt appear, doubts about their professionalism.

Project managers feel imbalance as mental exhaustion and behavioral changes, which usually lead to burnout at work, loss of motivation and disruption of the microclimate in the family. Imbalance is also often associated with problems with time, and as a result, disruption of personal plans or failure to complete work tasks. When an imbalance arises, the feeling of guilt occurs. Team members have an emphasis on worsening physical and mental health, loss of interest in work and engagement in the project as well as doubt about their professionalism.

Ukrainians mainly talked about poor health, as well as failure to complete work tasks. It is noteworthy that Ukrainians noted the format of remote work, in which an imbalance may also arise if an employee of the organization is distracted by household chores during working hours. Estonians limited themselves to the most condensed list of criteria - lack of time and disruption of the family microclimate. Lithuanians also added that when imbalance arises, they experience a feeling of guilt and doubt about their professionalism.

On a **personal level** for **maintaining work-life balance** is important: planning of time and work tasks, self-education, set personal boundaries, monitor the health, devote enough time to leisure, playing sports, playing computer games, communicating with friends, visiting public places and cultural events.

Key skills for maintaining a work-life balance at the **personal level** are ability to organize your time and plan things, prioritize, delegate tasks, set personal boundaries, the ability to manage stress and quickly respond to a situation where something goes wrong, ability to build effective communication, the ability to be flexible and adapt to circumstances.

Project managers spoke more often about the ability to set personal boundaries with other employees. According to managers, this skill is important for meeting deadlines, which allows you to effectively perform your work, meet deadlines for its completion and not dissipate your attention on secondary and less important tasks. There was a team leader who noted the skill of delegation, explaining that in order to achieve a work-life balance, it is important not to overwork, but to work efficiently and effectively use the time resources of colleagues in the project team. Project team members spoke more about the ability to build effective communication with other team members. This allows them to solve problems faster and to learn and ask for help from more competent colleagues. They also paid more attention to devoting enough time to leisure.

Estonians focused on only one skill: setting priorities. Respondents from Lithuania noted the importance of stress management, and respondents from Ukraine noted the importance of delegation and the skill of setting personal boundaries in their professional life also playing computer games.

Outcomes at the **personal level** for project team members and project implementation are productivity, quicker achievement of results, maintaining the physical and mental health of all participants, improving interaction between employees within the team, increased activity, and interest in work, increase in overall concentration, quick problem solving, learning from colleagues, meeting deadlines, no overwork, efficient work, effective use of resources.

Project managers are focused on increasing concentration, maintaining the physical and mental health of the entire team, and increasing concentration on projects. While the project team members pay attention to building effective communication within the team, quick problem solving and learning from colleagues.

Estonians have productivity and quicker achievement of results, maintaining the physical and mental health of all specialists. Ukrainians are focused on increasing activity and interest in work, increasing concentration on projects. Lithuanians noted the improvement in interaction between employees within the team, meeting deadlines, no overwork, efficient work, effective use of resources.

On the **team level** for **maintaining work-life balance** is important to consider the following processes: stimulate the process of education of specialists, team building activities on a regular basis, improve the system of motivation of specialists, implement modern technologies to optimize work processes, relieve workload of personnel.

Project managers focused on the introduction of team building on a regular basis and the system of employee. Team members focused on the introduction of modern technologies and relief of the workload.

Respondents from Lithuania and Ukraine focused on education, motivation, and team building. Also, Lithuanians thinking about modern technologies to manage projects. Estonians refrained from answering this question.

There are **aspects of project management** that have the greatest impact on achieving work-life balance **at the team level** for team members: process of distribution of responsibilities, setting up a flexible work schedule, successful communication within the team, clear delineation, and establishment of areas of responsibility between specialists.

Project managers and team members overlapped, however, team members emphasized the aspect of a clear delineation and establishment of an area of responsibility between employees.

While Lithuanians and Ukrainians are consolidated with the above aspects, Estonians limited themselves to naming only one significant aspect – the competent distribution of responsibilities between the team specialists.

Team members can help to maintain work-life balance with following: be active in communication with other specialists, to share experience, provide support and help other specialists, respect the personal boundaries of colleagues, fair play (observe the principle of honesty).

Project managers concentrated on relationships when colleagues must respect the personal boundaries of other employees and show initiative. Also, they spoke more about the importance of sharing experience. Team members believe that teammates must be fair to other employees and should be active in communication.

Ukrainians are focused on active communication within a team and experience sharing. Lithuanians and Estonians highlighted that in order to maintain a work-life balance, everyone should not neglect the personal boundaries of their colleagues.

Outcomes at the **team level** for project team members and project implementation are strengthening of team spirit, creating a friendly atmosphere, achieving common team goals, increased motivation, increased efficiency, increasing the level of engagement of each specialist, reducing stress level in the team, increasing employee self-esteem.

Project managers, in contrast to team members, focused on achieving common team goals and increasing employee self-esteem. Team members pay attention for stress reducing.

Ukrainians and Estonians were more focused on a team spirit, a friendly atmosphere, as and achieving common goals. Lithuanians worry about the level of staff efficiency and level of stress in the team. They also pay more attention to possible positive changes in staff motivation, engagement, and self-esteem.

On an **organizational level** for **maintaining work-life balance** the organization takes the following activities: the company provides a flexible work schedule, allows to work remotely, organizes corporate events, provides the opportunity for an open dialogue with a general manager, provides company car, provides opportunities for advanced training, motivates employees with bonus payments, provides staff with free lunches, listens to the needs of the family members of the team, supplies personnel with the necessary tools and material resources to successfully perform the work, pays for medical insurance for specialists, complies with the principles of tolerance for environmental communication of personnel, provides paid time off.

One project manager from Estonia responded that the company did not help him in any way in maintaining a work-life balance. The rest of the project managers remembered that the organization motivates staff with bonuses and provides free lunches. While team members appreciate the possibility of medical insurance, the provision of paid time off and following the principles of tolerance for environmental communication of staff.

Lithuanian most often spoke about flexibility, remote work, and motivation. Ukrainians appreciate the following to the principles of tolerance for environmental communication among staff. For Estonians is very important to have dialogue with general manager.

The following **activities** could be added at the **project management level** to improve the work-life balance of employees: introduce a clear distribution of responsibilities, establish control over compliance with work deadlines, add flexible work hours, introduce informing specialists about the progress of project implementation, implement modern project management software, introduce outsourcing of specialists, analyze project issues.

Project managers prefer to establish control over compliance with work deadlines, add a flexible work schedule, add modern project management software, outsourcing of resources. Team members are more focused on the possibility of analyzing project issues.

Ukrainians appreciate flexibility. Lithuanians spoke more about implementation of project management software and outsourcing of resources. For Estonians more important to have clear distribution of responsibilities.

The following **activities** could be added at the **organizational level** to improve employee work-life balance: organize a rest area for staff, introduce a motivation system, provide employees with the opportunity to choose their task area according to interests, after a certain period, provide employees with company shares, organize team building activities on a regular basis, provide employees with the opportunity to receive feedback from the general manager on a regular basis, establish a flexible work schedule, provide the opportunity to work from home, organize staff training, introduce surveys to obtain feedback on work-life balance issues.

Project managers, in contrast to team members, pay more attention to motivation system and opportunity to choose an area according to interests. Team members were inspired to introduce surveys on regular basis to receive feedback on work-life balance issues.

Lithuanians want to have the opportunity to choose their task area. They also pay attention to team-building activities and the opportunity to receive feedback from the general manager on a regular basis. Estonians want an additional extra motivation system. Ukrainians were thinking that the company should organize a recreation area for staff.

Outcomes at the **organizational level** for project team members and project implementation are increasing the efficiency of specialists, improving time management skills of employees, reducing stress level in the team, increased engagement of specialists, increased motivation of specialists, improving the quality of personal life of staff, minimizing the efforts of employees to achieve the required result, increasing the level of competence of specialists, increasing the level of team responsibility, improving the communication process in the company, improving the quality of work on the project, reduction of time spent on the project,

minimizing obstacles during project implementation, growth of the commercial component of the project, expanding the range of possible collaborations for the project.

Project managers highlighted an increase in motivation, an improvement in the quality of personal life of staff and an increase in the commercial component of the project. Team members highlighted the following: an increase in the level of competence of specialists, an increase in the level of responsibility of the team, an improvement in the communication process in the company, and an expansion of the area of possible collaborations for the project.

Lithuania and Ukraine found that the level of stress in the team decreases, the engagement of specialists increases, and the level of competence of specialists, obstacles during project implementation are minimized. Additionally, the Lithuanians added that the time management skills of employees are improving, motivation is growing, the quality of personal life of staff is improving, the efforts of employees to achieve the required result are minimized, the communication process in the company is improving, the commercial component of the project is growing, and the range of possible collaborations for the project is expanding. The Ukrainians, in turn, expanded the conclusions and mentioned the increase in the level of responsibility of the team, improving the quality of work on the project and reducing the time spent working on it. Lithuanians, Estonians, and Ukrainians agreed and concluded that as a result of additional activities in the field of improving work-life balance at the organizational level, company employees' work efficiency increases.

Lithuanians pay more attention to reducing the level of stress in the team, increasing the engagement of specialists. They also note that achieving results will require less resources and effort. Ukrainians note the importance of team responsibility and reducing the time spent working on a project. For Estonians the most important outcome is the increase of labor efficiency of company employees.

Recommendations

Analyzing the work-life balance of scaffolding projects' team members in renovation projects allows for the development of recommendations for businesses to prevent work-life imbalance.

On the **personal level for maintaining work-life balance** is important: planning of time and work tasks, self-education, set personal boundaries, monitor the health, devote enough time to leisure, playing sports, playing computer games, communicating with friends, visiting public places and cultural events.

On the **team level for maintaining work-life balance** is important to consider the following processes: stimulate the process of education of specialists, team building activities on

a regular basis, improve the system of motivation of specialists, implement modern technologies to optimize work processes, relieve workload of personnel, distribution of responsibilities, setting up a flexible work schedule, successful communication within the team, clear delineation and establishment of areas of responsibility between specialists.

On the **organizational level** for **maintaining work-life balance** is important if a company provides a flexible work schedule, allows its specialists to work remotely, organizes corporate events, provides the opportunity for an open dialogue with a loyal general manager, provides its subordinates with a car, provides opportunities for advanced training, motivates employees with bonus payments, provides staff with free lunches, listens to the needs of the family members of the team, supplies personnel with the necessary tools and material resources to successfully perform the work, pays for medical insurance for specialists, complies with the principles of tolerance for environmental communication of personnel, provides paid time off.

It is also recommended on this level to introduce a clear distribution of responsibilities, establish control over compliance with work deadlines, introduce informing specialists about the progress of project implementation, implement modern project management software, introduce outsourcing of specialists, analyze project issues, organize a rest area for staff, introduce a motivation system, provide employees with the opportunity to choose their task area according to interests, after a certain period, provide employees with company shares, organize team building activities on a regular basis, provide employees with the opportunity to receive feedback from the general manager on a regular basis, establish a flexible work schedule, provide the opportunity to work from home, organize staff training, introduce surveys to obtain feedback on work-life balance issues.

For the head of the **Lithuanian subsidiary**, in order to improve work-life balance of his team, in addition to the activities which are already being taken, it is recommended to implement the following: employees should be given the opportunity to choose their task area according to interests, employees should be given company shares after a certain period of time, team building activities should be held on a regular basis, provide employees with the opportunity to receive feedback from the general manager on a regular basis, establish flexible work hours and provide the opportunity to work from home, organize staff training, implement project management software, organize resource outsourcing, introduce surveys to obtain feedback on work-life balance issues.

For the head of the **Estonian subsidiary** in addition to the activities which are already being taken, it is recommended to introduce an additional system of employee motivation and clear distribution of responsibilities.

For the head of the **Ukrainian subsidiary** in addition to the activities which are already

being taken, it is recommended to organize a recreation area for staff, introduce a system of additional motivation and give more flexibility.

Limitations

Analyzing the work-life balance of scaffolding projects' team members in renovation projects is a not well-studied topic with limited research in the field of scaffolding and renovation. There's a chance for more research in this area. But, like any study, this one has some limits. Data is gathered at one time. We couldn't see changes over time, and the results might be different if we repeat it after some time. The results might be based on personal opinions because a qualitative study is conducted with only 12 respondents. Therefore, the concept of work-life balance, its importance, the expression of imbalance, activities to manage balance at the personal, team and organizational levels, as well as the outcomes of these activities on project team members and the project implementation progress must be analyzed using a quantitative study with a larger sample of respondents. This will help to understand better how these activities affect the project team and the progress of the project implementation.

Implications for future research

Looking ahead for future research, the results can be used, and research can be extended by adding more ideas from theories. The study focused on 12 people from an international X company in Lithuania, Estonia, and Ukraine. Interviews were conducted within participants from only 3 countries, and it might be missing out on the thoughts of team members in other places who work on similar scaffolding projects in renovation projects. Future research could look at different continents to get a fuller picture. Also, it would be interesting to see how working from home affects the work-life balance, comparing it to working in an office. In summary, our study can be a starting point for more research in other countries, especially focusing on outcomes for project team members and project implementation progress.

REFERENCES

- Andreassi, J., Thompson, C. (2007). Dispositional and situational sources of control: relative impact on work-family conflict and positive spillover. *Journal of Managerial Psychology*, 22(8), 722-740.
- Baicker, K., Cutler, D., Song, Z. (2010). Workplace wellness programs can generate savings. *Health Affairs*, 29(2), 304-311.
- Bradley, L., Brown, K., Lingard, H., Townsend, K., Bailey, C. (2010). Talking the talk and walking the walk. How managers can influence the quality of work-life balance in a construction project. *International Journal of Managing Projects in Business*, 4(3), 589–603.
- Bryce, T., Far, H., Gardner, A. (2019). Barriers to career advancement for female engineers in Australia's civil construction industry and recommended solutions. *Australian Journal of Civil Engineering*, 17(1), 1–10.
- Bryson, R., Duncan, A. (2018). Mental health in the construction industry scoping study. *Building Research Association of New Zealand. Study Report 411*, 1–27.
- Carlson, D., Kacmar, K., Williams, L. (2000). Construction and initial validation of a multidimensional measure of work-family conflict. *Journal of Vocational Behavior*, 56(2), 249–276.
- Chinomona, R. (2012). The impact of organizational support on work spirituality, organizational citizenship behavior and job performance: the case of Zimbabwe's small and medium enterprises (SME) sector. *African Journal of Business Management*, 36(6), 10003-10014.
- Darmawan, A., Silviandari, I., Susilawati, I. (2016). The relationship between burnout and work-life balance in female lecturers. *MEDIAPSI*, 1(1), 28-39.
- Ding, Z., Liu, S., Liao, L., Zhang, L. (2019). A digital construction framework integrating building information modeling and reverse engineering technologies for renovation projects. *Automation in construction*, 102, 45-58.
- Dogan, E., Yurdusev, M., Yildizel, S., Calis, G. (2021). Investigation of scaffolding accident in a construction site: A case study analysis. *Engineering Failure Analysis* 120, 1-12.
- Eames, M., Dixon, T., Lannon, S., Hunt, M., de Laurentis, C., Marvin, S., Hodson, M., Guthrie, P., Georgiadou, M. (2014). Retrofit 2050: Critical Challenges for Urban Transitions. *Cardiff University*, 1-10.
- EC, (2020). Stakeholder consultation on the renovation wave initiative. *European Commission. Synthesis report*, 1-61.
- Ehrhardt, K., Ragins, B.R. (2019). Relational attachment at work: a complimentary fit

perspective on the role of relationships in organizational life. *Academy of Management Journal*, 62(1), 248-282.

Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I., Rhoades, L. (2002). Perceived supervisor support: contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87(3), 565-573.

Fisher, G. (2001). Work-life Balance: A Construct Development Study. *Bowling Green State University ProQuest Dissertations Publishing*.

Frame, P., Hartog, M. (2003). From rhetoric to reality. Into the swamp of ethical practice: implementing work-life balance. *Business Ethics A European Review* 12(4), 358 – 368.

Francis, V., Lingard, H., Prosser, A., Turner, M. (2013). Work-Family and Construction: Public and Private Sector Differences. *Journal of Management in Engineering*, 29(4), 392–399.

Frone, M., Russell, M., Cooper, M. (1992). Antecedents and outcomes of work-family conflict: testing a model of the work-family interface. *Journal of Applied Psychology*, 77(1), 65–78.

Goetzel, R., Ozminkowski, R. (2008). The health and cost benefits of work site health-promotion programs. *Annual Review of Public Health*, 29 (2008), 303-323.

Greenhaus, J., Beutell, N. (1985). Sources of conflict between work and family roles. *The Academy of Management Review*. 10(1), 76–88.

Greenhaus, J., Collins, K., Shaw, D. (2003). The relation between work-family balance and quality of life. *Journal of Vocational Behavior* 63(3), 510-531.

Guttek, B., Searle, S., Klepa, L. (1991). Rational versus gender role explanations for work-family conflict. *Journal of Applied Psychology* 76(4), 560–568.

Hammig, O., Bauer, G. (2009). Work-life imbalance and mental health among male and female employees in Switzerland. *International Journal of Public Health*, 54(2), 88-95.

Hasibuan, M. (2015). Human Resource Management. *PT. Bumi Aksara*, Jakarta.

Hecht, T., Boies, K. (2009). Structure and correlates of spillover from nonwork to work: an examination of nonwork activities, well-being, and work outcomes. *Journal of Occupational Health Psychology*, 14(4), 414-426.

Ho, S., Stenhouse, R, Snowden A. (2021). ‘It was quite a shock’: A qualitative study of the impact of organizational and personal factors on newly qualified nurses' experiences. *Journal of Clinical Nursing*, 30(15-16), 2373-2385.

Holden, S., Sunindijo, R. (2018). Technology, long work hours, and stress worsen work-life balance in the construction industry. *The International Journal of Integrated Engineering*, 10(2), 13–18.

Hung, S., Chen, K. (2020). The role of organizational support and problem Space complexity on organizational performance a business intelligence perspective. *Pacific Asia Journal of the Association for Information Systems*, 12(1), 1.

Irfan, M., Thaheem, M., Gabriel, H., Malik, M., Nasir, A. (2019). Effect of stakeholder's conflicts on project constraints: a tale of the construction industry. *International Journal of Conflict Management*, 30(4), 538-565.

Irfan, M., Khalid, R., Khel, S., Maqsoom, A., Sherani, I. (2021). Impact of work-life balance with the role of organizational support and job burnout on project performance. *Engineering, Construction and Architectural Management*, 30(1), 154-171.

Johari, J., Yean Tan, F., Tjik Zulkarnain, Z.I. (2018). Autonomy, workload, work-life balance, and job performance among teachers. *International Journal of Educational Management*, 32(1), 107-120.

Kelloway, E., Gottlieb, B., Barham, L. (1999). The source, nature and direction of work and family conflict: a longitudinal investigation. *Journal of Occupational Health Psychology*, 4, 337-346.

Kim, K., Teizer, J. (2014). Automatic design and planning of scaffolding systems using building information modeling. *Advanced Engineering Informatics* 28 (2014), 66-80.

Kossek E., Baltes B., Matthews R. (2011). How work-family research can finally have an impact in organizations. *Ind Organ Psychol*, 4(3), 352-369.

Kotera, Y., Green, P., Sheffield, D. (2020). Work-life balance of UK construction workers: relationship with mental health. *Construction Management and Economics*, 38(3), 291-303.

Latiep, I. (2022). Creating work life balance and burnout prevention to keep employee satisfaction. *Journal of entrepreneur, business, and management*, 1(1).

Lee, S. H., Kim, M., Kim, H. W. (2019). Comparative Analysis of Work-Life Balance Issues between Korea and the United States. *The Journal of Information Systems*, 28(2), 153-179.

Lindhard, S., Larsen, J. (2016). Identifying the key process factors affecting project performance. *Engineering, Construction and Architectural Management*, 23(5), 657-673.

Lingard, H., Francis, V. (2008). An exploration of the adaptive strategies of working families in the Australian construction industry. *Engineering Construction & Architectural Management*, 15(6), 563-579.

Lingard, H., Turner, M. (2021). Exploring the relationship between bodily pain and work-life balance among manual/non-managerial construction workers. *Community, Work & Family*,

25(5), 643-660.

Liu, J., van Nederveen, S., Hertogh, M. (2017). Understanding effects of BIM on collaborative design and construction: An empirical study in China. *International Journal of Project Management*, 35(4), 686–698.

Meenakshi, S., Subrahmanyam, V., Ravichandran, K. (2013). The Importance of Work-Life-Balance. *Journal of Business and Management*, 14(3), 31-35.

Meyer, J., Maltin, E. (2010). Employee commitment and well-being: a critical review, theoretical framework and research agenda. *Journal of Vocational Behavior*, 77(2), 323-337.

Moen, P., Yu, Y. (2000). Effective work/life strategies: working couples, work conditions, gender, and life quality. *Social Problems*, 47(3), 291-326.

Mohammed, K., White, G., Prabhakar, G. (2009). Culture and conflict management style of international project managers. *International Journal of Business and Management*, 5(3), 3-11.

Morrissey, T., Warner, M. (2011). An exploratory study of the impacts of an employer-supported childcare program. *Early Childhood Research Quarterly*, 26(3), 344-354.

Mushfiqur, R., Mordi, C., Oruh, E.S., Nwagbara, U., Mordi, T. and Turner, I.M. (2018). The impacts of work-life balance challenges on social sustainability: the experience of nigerian female medical doctors. *Employee Relations*, 40(5), 868-888.

Netemeyer, R., Boles, J., McMurrian, R. (1996). Development and validation of work-family conflict and family-work conflict scales. *Journal of Applied Psychology* 81(4), 400–410.

Noon, M., Blyton, P. (2007). *The realities of work*. 1-4039-9493-5, New York, Palgrave.

Pangemanan, F., Pio, R., Tumbel, T. (2017). The Effect Of Work-Life Balance And Burnout On Job Satisfaction. *Journal of Business Administration*, 5(3).

Panojan, P., Perera, B., Dilakshan, R. (2019). Work-life balance of professional quantity surveyors engaged in the construction industry. *International Journal of Construction Management*, 22 (1), 1–18.

Pinto, J., Mantel, J. (1990). The causes of project failure. *IEEE transactions on engineering management*, 37(4), 269-276.

Project Management Institute (2004). *A Guide to the Project Management Body of Knowledge*. Project Management Institute, Philadelphia, PA

Raja, V., Fernandes, K. (2007). *Reverse Engineering: An Industrial Perspective*. *Springer Series in Advanced Manufacturing*, 978-1-84628-856-2, Springer-Verlag, London.

Rotondo, D., Kincaid, J. (2008). Conflict, facilitation, and individual coping styles across

the work and family domains. *Journal of Managerial Psychology*, 23(5), 484-506.

Russo, M. (2015). Work-home enrichment and health: An analysis of the mediating role of persistence in goal striving and vulnerability to stress. *The International Journal of Human Resource Management*, 26(19), 2486–2502.

Salvalai, G., Sesana, M., Iannaccone, G. (2017). Deep renovation of multi-storey multi-owner existing residential buildings: A pilot case study in Italy. *Energy and Building*, 148 (2017), 23-36.

Sanz-Vergel, A., Demerouti, E., Moreno-Jiménez, B., Mayo, M. (2010). Work-family balance and energy: a day-level study on recovery conditions. *Journal of Vocational Behavior*, 76(1), 118-130.

Singh, P., Khanna, P. (2011). WorkLife Balance: A Tool for Increased Employee Productivity and Retention. *Lachoo Management Journal*, 2(2), 188-206.

Singh, Y., Abdelhamid, T., Mrozowski, T., El-Gafy, M. (2014). Investigation of contemporary performance measurement systems for production management of renovation projects. *Journal of Construction Engineering*, 2014 (1), 1-9.

Sirisomboonsuk, P., Ching Gu, V., Cao, R., Burns, J. (2018). Relationships between project governance and information technology governance and their impact on project performance. *International Journal of Project Management, Elsevier and Association for Project Management and the International Project Management Association*, 36(2), 287-300.

Siu, O., Spector, P., Cooper, C., Lu, C. (2005). Work stress, self-efficacy, Chinese work values, and work well-being in Hong Kong and Beijing. *International Journal of Stress Management*, 12(3), 274-288.

Sherratt, F. (2018). Shaping the discourse of worker health in the UK construction industry. *Construction Management and Economics*, 36(3), 141–152.

Subramaniam, A., Overton, B., Maniam, C. (2015). Flexible working arrangements, work–life balance and women in Malaysia. *International Journal of Social Science and Humanity*, 5(1), 34–38.

Suifan, T., Abdallah, A., Al Janini, M. (2018). The impact of transformational leadership on employees' creativity: the mediating role of perceived organizational support. *Management Research Review*, 41(1), 113-132.

Thilagavathy, S., & Geetha, S. N. (2021). Work-life balance - a systematic review. *Vilakshan-XIMB Journal of Management*, 20(2), 258-276.

Tijani, B., Osei-Kyei, R., Feng, Y. (2022). A review of work-life balance in the construction industry. *International Journal of Construction Management* 22 (14), 2671-2686.

Trau, R., Hartel, C. (2007). Contextual factors affecting quality of work life and career attitudes of gay men. *Employee Responsibilities and Rights Journal*, 19(3), 207-219.

Turner, M., Lingard, H., Francis, V. (2008). Work-life balance: an exploratory study of supports and barriers in a construction project. *International journal of managing projects in business*, 2(1), 94-95.

Ullah, S., Ullah, A., Durrani, B. (2011). Effect of leadership on employees performance in multinational pharmaceutical companies in Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 9(2), 286-299.

Van Hooff, M., Geurts, S., Kompier, M., Taris, T. (2006). Work-home interference: how does it manifest itself from day to day? *Work Stress*, 20(2), 145–162.

Wu, G., Duan, K., Zuo, J., Yang, J. (2016). System dynamics model and simulation of employee work-family conflict in the construction industry. *International Journal of Environmental Research and Public Health*. 13(11), 1–17.

Yadav, V., Sharma, H. (2021). Family-friendly policies, supervisor support, and job satisfaction: mediating effect of work-family conflict. *Vilakshan - XIMB Journal of Management*.

Zedeck, S., Mosier, K. (1990). Work in the family and employing organization. *American Psychologist*, 45(2), 240-251.

Zheng, J., Wu, G. (2018). Work-Family conflict, perceived organizational support and professional commitment: a mediation mechanism for Chinese project professionals. *International Journal of Environmental Research and Public Health*, 15(2), 344–323.

Zhu, J., Mostafavi, A. (2017). Discovering complexity and emergent properties in project systems: a new approach to understanding project performance. *International Journal of Project Management*, 35(1), 1-12.

Zou, P., Sunindijo, R. (2015). Strategic safety management in construction and engineering, Chichester (UK), Wiley Blackwell.

ANNEXES

Annex 1

Pilot questionnaire

Subject of the email: Pilot study – work-life balance in a project team.

Dear X,

I am Raman Dzikavitski, a student from Vilnius University Business School. Currently studying at the Master's Course for International Project Management. I am in the process of conducting my final research. I would greatly value your insights and experience of maintaining work-life balance while implementing projects, and I kindly request your responses to the questions provided below:

1. What factors are important to keep work-life balance during project implementation?
2. What factors can disrupt work-life balance during project implementation?

Confidentiality and anonymity guaranteed.

Thank you in advance and have a nice day!

Best regards, Raman Dzikavitski

International Project Management, 2k. 1g.

VU Business School

Annex 2

Results of pilot study

1. What factors are important to keep work-life balance during project implementation?

Table 2. Pilot study results. Could help to keep work-life balance

Index	Answer
PM1	Time management. Task prioritization. Flexibility for open to adjustments in your schedule. Possibility to delegate tasks and avoid overcommitting. Efficient workspace with minimum distractions.
PM2	Labor code. Management decisions. Customer requests. Relationships with colleagues.
PM3	Setting boundaries between work and life. Good relationships at work. Good relationships at home.
PM4	Setting boundaries between work and life. Time for family, hobbies, and self-care. Clear goals
PM5	Length of working week - shorter week (less hours) --> higher concentration --> the same of better results. Possibility to work from home office. Understanding that working from home means working (not doing nothing. Sitting in the office not necessarily means working). Everybody cares (now some of LB colleagues have "I don't know" or "I don't care" attitude).
PM6	To have respect from colleagues towards your personal life. To keep strict boundaries were work finishes and personal life begins.
TM1	Setting boundaries between work and life.

TM2	<p>Good time planning.</p> <p>Strict following to the plan.</p> <p>Setting boundaries between work and life.</p>
TM3	<p>Maximizing the value of unit time means trying to do as much as possible during working time.</p> <p>Improve efficiency by introducing new tools.</p> <p>Rely on your team and do not do all the work alone.</p> <p>Availability of working from home.</p>
TM4	<p>Enough level of knowledge and work proficiency.</p> <p>Communication skills.</p> <p>Planning.</p> <p>Ability to listen to each other.</p>
TM5	<p>Setting boundaries between work and life.</p> <p>Time management.</p> <p>Rational management within the company from management team.</p> <p>Family, hobby, travelling.</p> <p>Mental health.</p> <p>Decent salary.</p>
TM6	<p>Flexibility of schedule.</p> <p>Annual leave.</p> <p>Breaks during the working day.</p>

Source: Compiled by the author

2. What factors can disrupt work-life balance during project implementation?

Table 3. Pilot study results. Could disrupt work-life balance

Index	Answer
PM1	Working long hours or taking on too many responsibilities can consume personal time. Bad time management. Failing to set clear boundaries between work and personal life. Job-related stress
PM2	Management decisions. Customer requests. Relationships with colleagues
PM3	Conflicts at work. Conflicts at home.
PM4	Poor time management. Business trip demands.
PM5	Stress. Poor communication/miscommunication. Unclear motivation system.
PM6	Supervisor if he is a workaholic. Yourself if you do not have enough will.
TM1	Bringing work laptop home.
TM2	High workload. Self-created pressure/overestimation. Pressure in the working team. Life-related problems.
TM3	Unnecessary events, meetings, or conversations during working time. Spending time on social media. Worries about poor performance.
TM4	Non flexibility. Not enough level of responsibility from all teammates.

TM5	Poor management. Pressure from management team. Overestimating your capabilities.
TM6	Overtime work. Work on weekends. Time spent on the way to office and back.

Source: Compiled by the author

Annex 3

Request for permission

Dear X,

I am studying for a master's degree in International Project Management and I am currently conducting research on the work-life balance of project team members during project implementation. I would like to ask if I can interview project managers and team members of your branch? Confidentiality and anonymity are guaranteed.

Thank you in advance and have a nice day!

Annex 4

Transcribed interview

First, the interviewer introduces himself. Then he states the purpose of the interview and asks permission to begin recording the interview.

[Recording on]

Interviewer: So, the recording has begun and now I would like to ask again about your consent to record the conversation.

Respondent: I agree. I confirm.

I: Thank you very much. We will talk today about the scaffolding project team members within a renovation project, their work-life balance at the personal, team and organizational levels, and how various activities at these levels affect the project team members and progress project implementation. But before that, let's clarify some general information about you. Your gender, age, country and how many years have you been working on projects?

R: I am a male and I am 41 years old. I represent Lithuania. What else needs to be said?

I: How many years have you been working on projects?

R: For as long as I can remember, I have been working on projects all the time. Let me count... 17 years.

I: Okay. Let's move on to the main questions. How could you describe what is work-life balance? What does it mean for you?

R: What does this mean...? For me this means discipline. The discipline of working with yourself, when you think about work only at work and live your life. And this border must exist. Because either you will “lose” your own life and problems will begin: “workaholism” happens to everyone and it can happen that “there is no point in life without work” and if something is bad at work, then you worry. Psychologically, you must separate your work from your own life. Work is not life. Work is not the meaning of life.

I: Of course, there are many other things in life besides work.

R: Yes, work is where you exchange your time for money. That's all. And when you don't do this, then you shouldn't think about work. It's hard to separate yourself 100% like that, of course, some thoughts always appear, but you need to switch. Because a person gets tired and can't really, objectively come up with anything. The brain gets tired, focus disappears. It's more effective to switch off, calm down, you know, live your life and then return to work again with renewed power. You won't be so tired and you'll have some new thoughts after rest, after vacation too.

I: Does a person become more productive when he has rest?

R: Yes, yes, exactly. Productivity increases.

I: Recently, there has been more and more talk about the importance of such a balance. But why is this important? Why is it important to have it? Why is it important to keep it?

R: For the psychological state. If you work all the time, you will break down someday. Need to switch off. When you really immerse yourself in your work and live it. You can not do it this way. Life is different.

I: But there are people who work 12 hours...

R: Yes, “workaholics”.

I: ... and they feel fine.

R: No, I don't think they feel fine. Maybe at first, and then suicides happen at the age of 40 or a person is on pills. I myself worked very hard, and then I got so sick that I almost died. The autoimmune system simply broke down and began to destroy itself. And then I realized that I was doing something bad. I always worked and worked non-stop, I had ambitions reaching into space. And as a result, I got sick. And a lot of young, ambitious people burn out. They overestimate their strength. You need to pay attention to this. Because the price is health. I went through this and now I understand. It would have been better to understand earlier. But it's as always: “It won't happen to me.” And this happens.

I: Indeed, using such a serious case, we found out how important this is. It's good that everything ended well. But imbalance still happens. No one is safe from it.

R: Yes, of course, sometimes very often.

I: How do you understand that an imbalance has occurred? How does that make you feel? How is work-life imbalance expressed?

R: Yes, I'm at home then nervous, I don't sleep well, my mind is clouded. And then I just realize that some kind of project is burning at work. Some problems have not been resolved in it. I get home and I kind of don't think about it, but there's this problem inside. And I notice that my behavior is changing. And if everything is fine with me: the director praised me, everything is fine, then I sleep like a baby. Everything is different. And when there is such an unresolved problem in the subconscious, I catch myself thinking: “why am I so nervous? Why am I yelling?” - I worry about this. And this means that I have disrupted the balance. I can't switch.

I: What personal skills help you maintain a balance between work and personal life?

R: I'll say again about discipline and rigor. Demanding of yourself and others. Work when you need to, wake up on time in the morning. Don't be lazy. And when you allow yourself to think like: “Oh, I'm too lazy to get up,” then there will be no order, there will be no balance. I don't allow myself to even think about this, I don't waste time. Otherwise, if you start, it will suck you

in and that's it.

I: For you, discipline is paramount. How do you manage this balance on a personal level? What are you doing to keep it?

R: Me personally?

I: Yes.

R: I'm trying to work systematically.

I: What do you mean?

R: I always try to have a prioritized to-do list.

I: Planning, right?

R: Yes, planning, exactly. And then it's easy. Because if you don't plan, there's chaos in your head. You go home, you're afraid you will forget something - your head is working and you can't switch gears. If everything is on a sheet of paper, in Excel, in some system, you know that tomorrow you will come and in 10-15 minutes you will be back on track. Then everything is put on the shelves and you can continue working.

I: If you come from a slightly different direction. After all, the balance can be disrupted not only because of work. Everything else is there. The rest of life. Perhaps you could add something?

R: There are health problems. Then I can't work. I know that I can work in any condition, but if I don't take care of myself, no one will. It's better to be sick for 2 days and recover than to work and be sick for 2 days. I took Vitamin C and other medications and went to work. It used to be like that, but now I don't do that. The symptoms have subsided, but the brain does not work so sharply. Still, my mind is clouded. Because you are sick. The brain uses its resources to recover. Spends most of his energy on illness. It should be 100%. If you work, then work to your full potential. If you are sick, then be sick. If you live, then you live. You need to separate one from the other - there must be a balance.

I: If you want to laugh, laugh loudly! If you want to cry, cry your heart out! Like this?

R: Ahaha, yes, that's right!

I: How do you think your personal activities that we talked about, how do they affect the project team and the project implementation?

R: The project is going smoothly in this case. Because all the deadlines are known. There is energy, the forces are completely different. If any problems or obstacles arise, you can quickly solve them with energy. A project is a solution of problems. It's always like that. There is no other way. Otherwise, this is not a project, but a sale. The quality of the project is completely different. There is strength to solve problems with an eye forward, thinking about the next steps. Then the whole team knows what to do. Because if I don't know as a project manager, then the

team won't know what to do anyway. In this case, the project will not have a chance of success. And it's not even about schedule or budget. There is a question: "Will you do this project or not?" Are you capable of making such a project? "If you don't know how it should be done and you don't have the strength, someone will knock you down, you'll get lost, you'll make some wrong decisions and that's it. And you won't have the strength to solve problems, make other decisions to correct the situation.

I: Then we move from the personal level to the project team level. What do you think can be done at the project team level to manage the work-life balance of project team members?

R: For the team – communication. Communication + explain the meaning and purpose of the project. If someone does not know why they are doing it, then they may lose motivation and not know what decisions to make. The whole team must see the gates where they need to score a goal. One goal and work as one. And this is only possible when everyone knows their roles. You need to delegate tasks, distribute work, and show how these tasks contribute to achieving the final goal.

I: That is, all team members must understand what is happening and why it is happening, and at the same time, the entire team must be on the same page.

R: Yes, every team member should be involved in the project. So that he knows and feels not only that he is doing something, but that there is also responsibility for his work. A good result - everyone is happy and with bonuses. A bad result has consequences. Team building is also important at the team level. The team leader must be in control, but he is also a person. The social component is also important.

I: What other aspects of project management are important to maintain work-life balance for the team?

R: Also planning. Planning time and resources. If you plan a project poorly, someone will work at night to the detriment of balance. If you stick to the plan, then most likely everything will be fine with balance, unless an emergency happens.

There must be a strong team leader – a strong project manager. Such a leader, if possible, should solve problems himself, without dumping them on the team. A project manager must first manage his own work-life balance, and then the team's work-life balance. Because if you are unbalanced, then you will knock out all the other team members. "The fish rots from the head".

I: How can your project team colleagues help you to maintain work-life balance?

R: The most important aspect is that they respect my privacy and my personal boundaries. If I'm on vacation, they don't call me. If this is not respected, then it knocks me out, the balance is disrupted. Just an SMS or just a message in the messenger. But it knocks you out of your vacation,

turns on your brain, and you're already thinking about work. Automatically. The balance is broken - no apologies, etc. I can't fix this. This has already happened. This is bad. Everyone needs a rest.

I: How else can colleagues help, besides respecting privacy and personal boundaries?

R: At meetings, they should actively express their thoughts and suggestions. This helps resolve issues faster and more efficiently. This may also help you not to sit at night and decide alone. The team can help you solve these problems.

I: They share their experiences in this way.

R: Yes, they share experience and the problem is better and more effectively understood. Balance is maintained through common efforts. Otherwise, you have to look for a solution yourself, think, and if you are already tired, then it's hard to do it on your own.

Even when you need to leave work early for personal matters, team members should be able to provide backup, replace, and thereby help maintain balance.

I: How do these team-level actions affect the team itself and the delivery of the project?

R: I think also positively. Haha.

I: Yes, most likely, but how exactly?

R: Team effectiveness increases. And I think when each team member feels like a full-fledged player and the project goes well, smoothly, as it should, and the team leader pays attention to the merits of everyone, then the employees' self-esteem increases. Team members feel important, which is good for balance. The person goes home calmer, in a good mood, happy, because you were praised because you did everything well. And then the person switches normally between work and personal life and sleeps normally. And he doesn't think all evening that he did something wrong or didn't finish it. The project is turned off in my head. There is a direct relationship between the condition of the team and the state of the project and vice versa.

I: Let's move on to the organizational level. How does the company you work for help you maintain work-life balance?

R: The company provides all the resources to complete the project.

I: A short and very succinct answer. Can you be a little more specific?

R: Financial and human resources. A set of specialists from whom you can make up a team for the project. Their quality, quantity. Provides tools and material resources with which you can complete a more complex project, which helps you compete.

I: What else can a company do to support work-life balance?

R: Pay for courses or training to improve the skills of project team members. The efficiency and quality of work will increase, and at the same time the balance will also increase.

I: What about project management? How can the company help further?

R: Do, for example, coaching for all team members. How to work effectively in a team so that everyone knows their roles and what they can do in a given situation. How to effectively manage stress.

I: How do these activities at the organizational level, incl. on project management influence the team itself and the implementation of the project?

R: Affect project quality and efficiency. Also, on the quality of project management and the quality of its execution. How many obstacles will you have to go through to implement it and how many obstacles will be taken into account before the project starts. Risk management. To minimize effort to achieve the desired result.

I: Fine. It was interesting to talk about this topic with you. I hope I haven't disturbed your work-life balance too much with my questions. Thank you!

[Recording off]

Annex 5

*Project Managers and Project Team Members comparison. Main study results. Summary.**Table 4. Project Managers and Project Team Members comparison. Main study results. Summary*

Questions	Project Managers	Team Members
Definition of work-life balance	<ul style="list-style-type: none"> • good time management • setting clear boundaries between work and life • productivity at work and at home • overall harmony of life • psychological balance • well-being • overall feeling of satisfaction • personal flexibility • discipline 	<ul style="list-style-type: none"> • good time management • setting clear boundaries between work and life • productivity at work and at home • overall harmony of life • psychological balance • well-being • overall feeling of satisfaction
Importance of work-life balance	<ul style="list-style-type: none"> • physical health • mental health • personal life success • career success 	<ul style="list-style-type: none"> • physical health • mental health • personal life success • overall well-being • professional development of the individual
Expression of work-life imbalance	<ul style="list-style-type: none"> • violation of physical and mental health • disruption of the microclimate in the family • loss of motivation • lack of time • behavioral changes • disruption of personal plans • failure to complete work tasks • feeling of guilt 	<ul style="list-style-type: none"> • violation of physical and mental health • disruption of the microclimate in the family • loss of motivation • lack of time • loss of interest at work • loss of engagement in the project • doubt about professionalism
Personal level activities	<ul style="list-style-type: none"> • time management • planning (to do list) • tasks prioritization • tasks delegation • educate yourself • monitor health 	<ul style="list-style-type: none"> • time management • planning (to do list) • set clear communication • tasks prioritization • educate yourself • monitor health

	<ul style="list-style-type: none"> • set personal boundaries • playing sports • playing computer games • communication with friends 	<ul style="list-style-type: none"> • manage stress • devote enough time to leisure • playing sports • communication with friends • visiting public places and cultural events
Outcomes for team members and project implementation	<ul style="list-style-type: none"> • meeting deadlines • no overwork • efficient work • effective use of resources • productivity • quicker achievement of results • keeping of the physical and mental health • increased activity • increased interest in work • increased concentration on projects 	<ul style="list-style-type: none"> • quick problem solving • learning from colleagues • productivity • quicker achievement of results • improved interaction between employees within the team • increased activity • increased interest in work
Team level activities	<p><i>Project management activities:</i></p> <ul style="list-style-type: none"> • improving the process of assigning responsibilities • flexible schedule • establishing communication within a team • system of motivation <p><i>Other activities:</i></p> <ul style="list-style-type: none"> • stimulate education of specialists • team building on a regular basis • colleagues should respect personal boundaries • experience sharing 	<p><i>Project management activities:</i></p> <ul style="list-style-type: none"> • improving the process of assigning responsibilities • flexible schedule • establishing communication within a team • clear delineation and establishment of responsibilities <p><i>Other activities:</i></p> <ul style="list-style-type: none"> • implement modern technologies to optimize work processes • relieve workload of personnel • fair play to each other • active communication between colleagues
Outcomes for team members and project implementation	<ul style="list-style-type: none"> • team spirit • friendly atmosphere • increasing of motivation • increasing of efficiency • increasing of engagement • achieving common team goals • increasing employee self-esteem 	<ul style="list-style-type: none"> • team spirit • friendly atmosphere • increasing of motivation • increasing of efficiency • increasing of engagement • reducing stress

Organizational level activities	<p><i>Project management activities:</i></p> <ul style="list-style-type: none"> • supply with all necessary tools and material resources • clear distribution of responsibilities • informing about the progress of project implementation • deadline control improvement • flexible schedule • project management software • outsourcing of human resources <p><i>Other activities:</i></p> <ul style="list-style-type: none"> • recreation area for staff • feedback from general manager on regular basis • flexible schedule • remote work • corporate events • opportunity for dialogue with general manager • company car • advanced training • listen to the needs of team member's family members • motivation system • free lunch • opportunity to choose an area according to interests • provide employees with company shares • team building activities on a regular basis 	<p><i>Project management activities:</i></p> <ul style="list-style-type: none"> • supply with all necessary tools and material resources • clear distribution of responsibilities • informing about the progress of project implementation • project issues analysis <p><i>Other activities:</i></p> <ul style="list-style-type: none"> • recreation area for staff • feedback from general manager on regular basis • flexible schedule • remote work • corporate events • opportunity for dialogue with general manager • company car • advanced training • listen to the needs of team member's family members • medical insurance • paid time off • following the principles of tolerance • surveys to receive feedback on work-life balance issues
Outcomes for team members and project implementation	<ul style="list-style-type: none"> • increasing of efficiency • increasing of engagement • time management skills improvement • less stress • less efforts to achieve result • improvement of work quality 	<ul style="list-style-type: none"> • increasing of efficiency • increasing of engagement • time management skills improvement • less stress • less efforts to achieve result • improvement of work quality

	<ul style="list-style-type: none"> • project implementation time reduced • obstacles for project implementation are minimized • commercial component of the project is growing • increasing of motivation • improving the quality of personal life 	<ul style="list-style-type: none"> • project implementation time reduced • obstacles for project implementation are minimized • increasing of level of competence • increasing of level of responsibility • communication improvement • expansion of the area of possible collaborations for the project
--	---	--

Source: Compiled by the author

Annex 6

Lithuania, Estonia, and Ukraine comparison. Main study results. Summary.

Table 5. Lithuania, Estonia, and Ukraine comparison. Main study results. Summary

Questions	Lithuania	Estonia	Ukraine
Definition of work-life balance	<ul style="list-style-type: none"> • good time management • setting clear boundaries between work and life • psychological balance • well-being • overall harmony of life • overall feeling of satisfaction • personal flexibility • discipline 	<ul style="list-style-type: none"> • good time management • setting clear boundaries between work and life 	<ul style="list-style-type: none"> • good time management • setting clear boundaries between work and life • psychological balance • well-being • overall harmony of life • overall feeling of satisfaction
Importance of work-life balance	<ul style="list-style-type: none"> • physical health • mental health • personal life success • career success • well-being 	<ul style="list-style-type: none"> • physical health • mental health 	<ul style="list-style-type: none"> • physical health • mental health • personal life success • professional development of the individual
Expression of work-life balance	<ul style="list-style-type: none"> • violation of physical and mental health • disruption of the microclimate in the family • loss of motivation • lack of time • behavioral changes • disruption of personal plans • failure to complete work tasks • loss of interest at work • loss of engagement • feeling of guilt • doubt about your professionalism 	<ul style="list-style-type: none"> • disruption of the microclimate in the family • lack of time 	<ul style="list-style-type: none"> • violation of physical and mental health • failure to complete work tasks

Personal level activities	<ul style="list-style-type: none"> • time management • planning (to do list) • set clear communication • educate yourself • monitor health • devote enough time to leisure • playing sports • communication with friends • visiting public places and cultural events • manage stress 	<ul style="list-style-type: none"> • time management • planning (to do list) • tasks prioritization • educate yourself • devote enough time to leisure • playing sports • communication with friends • visiting public places and cultural events 	<ul style="list-style-type: none"> • time management • planning (to do list) • tasks delegation • set clear communication • monitor health • set personal boundaries • devote enough time to leisure • playing sports • playing computer games • communication with friends • visiting public places and cultural events
Outcomes for team members and project implementation	<ul style="list-style-type: none"> • meeting deadlines • no overwork • efficient work • effective use of resources • quick problem solving • learning from colleagues • productivity • quicker achievement of results • improved interaction between employees within the team 	<ul style="list-style-type: none"> • productivity • quicker achievement of results • keeping of the physical and mental health • quick problem solving • learning from colleagues 	<ul style="list-style-type: none"> • increased activity • increased interest in work • increased concentration on projects • quick problem solving • learning from colleagues
Team level activities	<p><i>Project management activities:</i></p> <ul style="list-style-type: none"> • improving the process of assigning responsibilities • flexible schedule • establishing communication within a team • system of motivation • clear delineation and 	<p><i>Project management activities:</i></p> <ul style="list-style-type: none"> • clear distribution of responsibilities <p><i>Other activities:</i></p> <ul style="list-style-type: none"> • colleagues should respect personal boundaries 	<p><i>Project management activities:</i></p> <ul style="list-style-type: none"> • improving the process of assigning responsibilities • flexible schedule • establishing communication within a team • clear delineation and establishment of

	<p>establishment of responsibilities</p> <p><i>Other activities:</i></p> <ul style="list-style-type: none"> • stimulate education of specialists • team building on a regular basis • colleagues should respect personal boundaries • experience sharing • implement modern technologies to optimize work processes • relieve workload of personnel • fair play to each other • active communication between colleagues 		<p>responsibilities</p> <p><i>Other activities:</i></p> <ul style="list-style-type: none"> • stimulate education of specialists • team building on a regular basis • experience sharing • fair play to each other • active communication between colleagues
Outcomes for team members and project implementation	<ul style="list-style-type: none"> • increasing of motivation • increasing of efficiency • increasing of engagement • increasing employee self-esteem • reducing stress 	<ul style="list-style-type: none"> • team spirit • friendly atmosphere • achieving common team goals 	<ul style="list-style-type: none"> • team spirit • friendly atmosphere • increasing of efficiency • achieving common team goals • reducing stress
Organizational level activities	<p><i>Project management activities:</i></p> <ul style="list-style-type: none"> • supply with all necessary tools and material resources • clear distribution of responsibilities • informing about the progress of project implementation 	<p><i>Project management activities:</i></p> <ul style="list-style-type: none"> • clear distribution of responsibilities • informing about the progress of project implementation • deadlines control improvement • project management 	<p><i>Project management activities:</i></p> <ul style="list-style-type: none"> • clear distribution of responsibilities • deadlines control improvement • flexible schedule

	<ul style="list-style-type: none"> • flexible schedule • project management software • outsourcing of human resources • project issues analysis <p><i>Other activities:</i></p> <ul style="list-style-type: none"> • recreation area for staff • feedback from general manager on regular basis • flexible schedule • remote work • corporate events • opportunity for dialogue with general manager • company car • advanced training • listen to the needs of team member's family members • motivation system • free lunch • opportunity to choose an area according to interests • provide employees with company shares • team building activities on a regular basis • medical insurance • paid time off • surveys to receive feedback on work-life balance issues 	<p>software</p> <p><i>Other activities:</i></p> <ul style="list-style-type: none"> • opportunity for dialogue with general manager • motivation system 	<p><i>Other activities:</i></p> <ul style="list-style-type: none"> • recreation area for staff • flexible schedule • remote work • corporate events • opportunity for dialogue with general manager • advanced training • motivation system • medical insurance • following the principles of tolerance
--	---	--	--

<p>Outcomes for team members and project implementation</p>	<ul style="list-style-type: none"> • increasing of efficiency • increasing of engagement • time management skills improvement • less stress • less efforts to achieve result • obstacles for project implementation are minimized • commercial component of the project is growing • increasing of motivation • improving the quality of personal life • increasing of level of competence • communication improvement • expansion of the area of possible collaborations for the project 	<ul style="list-style-type: none"> • increasing of efficiency 	<ul style="list-style-type: none"> • increasing of efficiency • increasing of engagement • less stress • improvement of work quality • project implementation time reduced • obstacles for project implementation are minimized • increasing of level of competence • increasing of level of responsibility
---	---	--	---

Source: Compiled by the author