

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI,
GHANA

WORK LIFE BALANCE AND EMPLOYEE PERFORMANCE IN SELECTED
INSTITUTIONS IN THE ASHANTI REGION

BY

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A Thesis Submitted to the Department of Managerial Science, Kwame Nkrumah
University of Science and Technology in partial fulfilment of the requirements

For the degree of

MASTER OF BUSINESS ADMINISTRATION: (HUMAN RESOURCE MANAGEMENT)

School Of Business, KNUST

College of Arts and Social Sciences

July, 2016

DECLARATION

I Louis Gyamfi Boateng, hereby declare that, this submission is my own work towards the award of the Master of Business Administration (Human Resource Management Option) and that, to the best of my knowledge, it contains no material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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DEDICATION

This work is dedicated to God Almighty for strength and the gift of life. Also to Mr. Osei Wusu Peprah, Mr. Owusu Ansah and my lovely sisters for being a great source of encouragement to me in the pursuit of this goal



ACKNOWLEDGEMENT

The completion of this thesis has been made possible through the guidance of the Almighty God and the support I had from my uncle Mr. Osei Wusu Peprah. I am also grateful to my supervisor, Dr. Henry Mensah, for his time, his constructive criticism and supervision of this work. The inspiration and the support I received from my sisters, Elizabeth Gyamfi Baayewa, Thelma Adwubi Serwaa, Linda Gyamfi Abrafi and Matilda Nyarko were so beneficial to the realization of this work and I am so grateful. My deepest gratitude also goes to my friend Mr. Osei Wusu for always being there for me. The following people also deserve commendation for supporting me in diverse ways during the write-up of this thesis; the manager of Unicredit Savings and Loan Tafo Branch, Operations Manager UniBank Ghana Tafo, Elizabeth Fosuaa (KNUST hospital), Patrick Adutwum Afoakwa (Abrade primary School) and Joyce Efaa Twum (Zion Praise Int. School) who helped me finish this thesis in diverse ways.



ABSTRACT

In today's competitive business environment, the state of employment in the country is considerably important. In this 21st century, the unstable Ghanaian economy has increasingly resulted to increase in work demands which have encroached on family and other personal life activities at a faster pace. The aim of the employer is to increase shareholders wealth whiles employee also wants to work hard to achieve something for a living. That is the trend today businesses are heading to. Thus, the employer has therefore used the economic recession situation to achieve its shareholders wealth by increasingly set targets for its employees. For the employers to achieve this, they have now acknowledged the need of work life balance programs that will facilitate employee to maintain a healthy balance between the conflicting demands of their work and personal life. This study uses interviews and questionnaire to address work life balance and employee performance in six selected organizations in the Ashanti region. The main objective of the study was to analyze the effect of work-life balance policies on employee performance in the Ashanti region. Specifically the study sought to analyze as to what extend does work life balance affects employee's performance. 120 standardized questionnaires were administered to six institutions that provided data for analyzing two hypotheses set. From the regression analyses, it was found out that there is a positive relationship between work life balance policies and employee performance. It was further revealed that there is an association between work life balance and employee performance, with respect to gender of the respondents. From the interview, it was revealed that, the respondents have challenges to balance their work and personal life. It was also revealed by majority of the respondents that, the employer have policies and practice in place which have been added to the culture of the organization to assist employee to balance their work and personal life. It is therefore recommended that, the employer must communicate effectively any policies and practices on work life balance to its employees to have a fair idea on concept which will at the end benefit both employer and the employee. It is further recommended that, there should be fairness and consistency in how the employer implements work life balance policies and practice. Also, it is recommended that, the employer must consider the implications for work-life balance in relation to workloads and work outside conventional hours.

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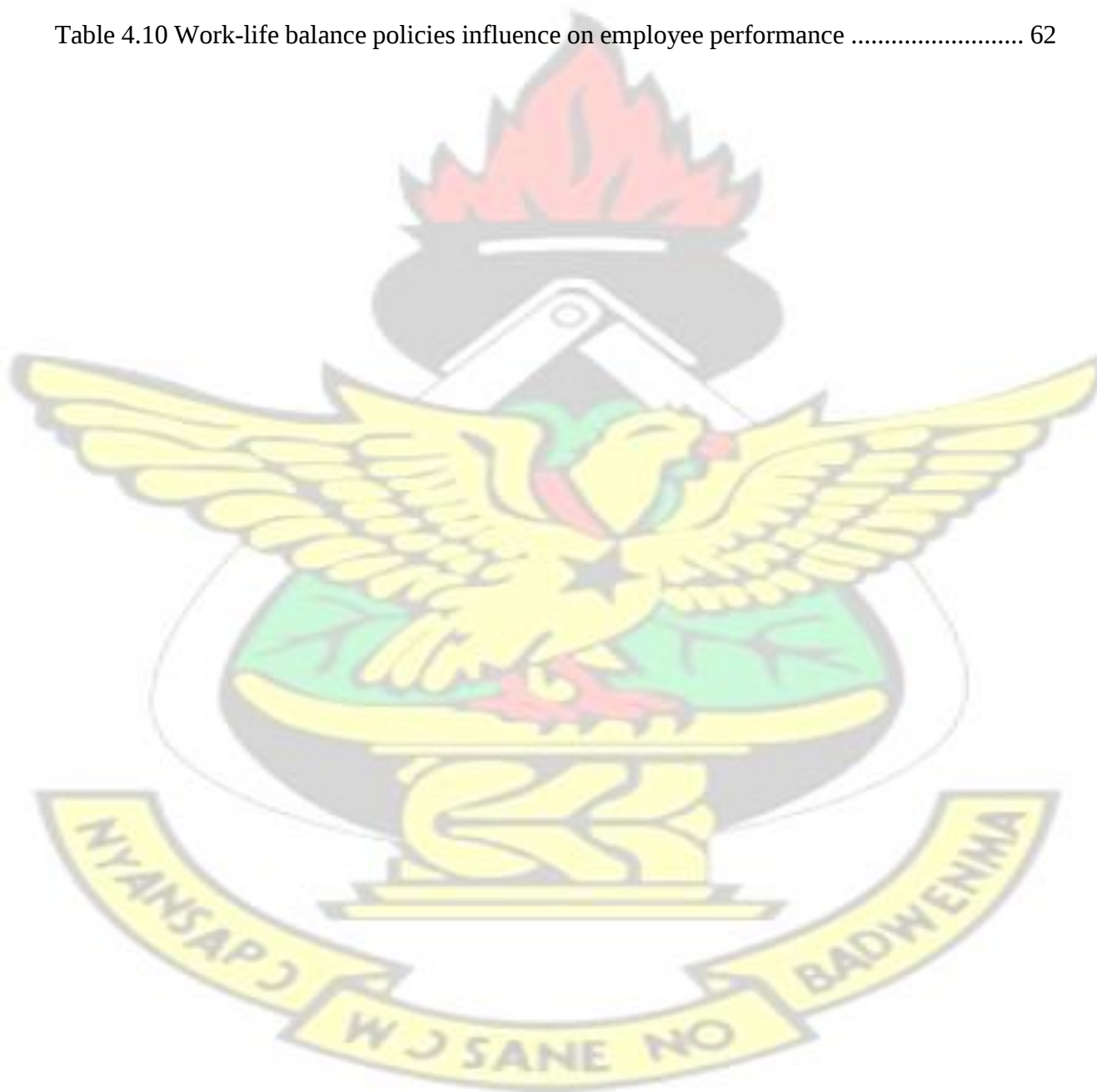
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LIST OF ABBREVIATIONS

Work life conflict

WLC Work

family conflict

WFC

Family work conflict

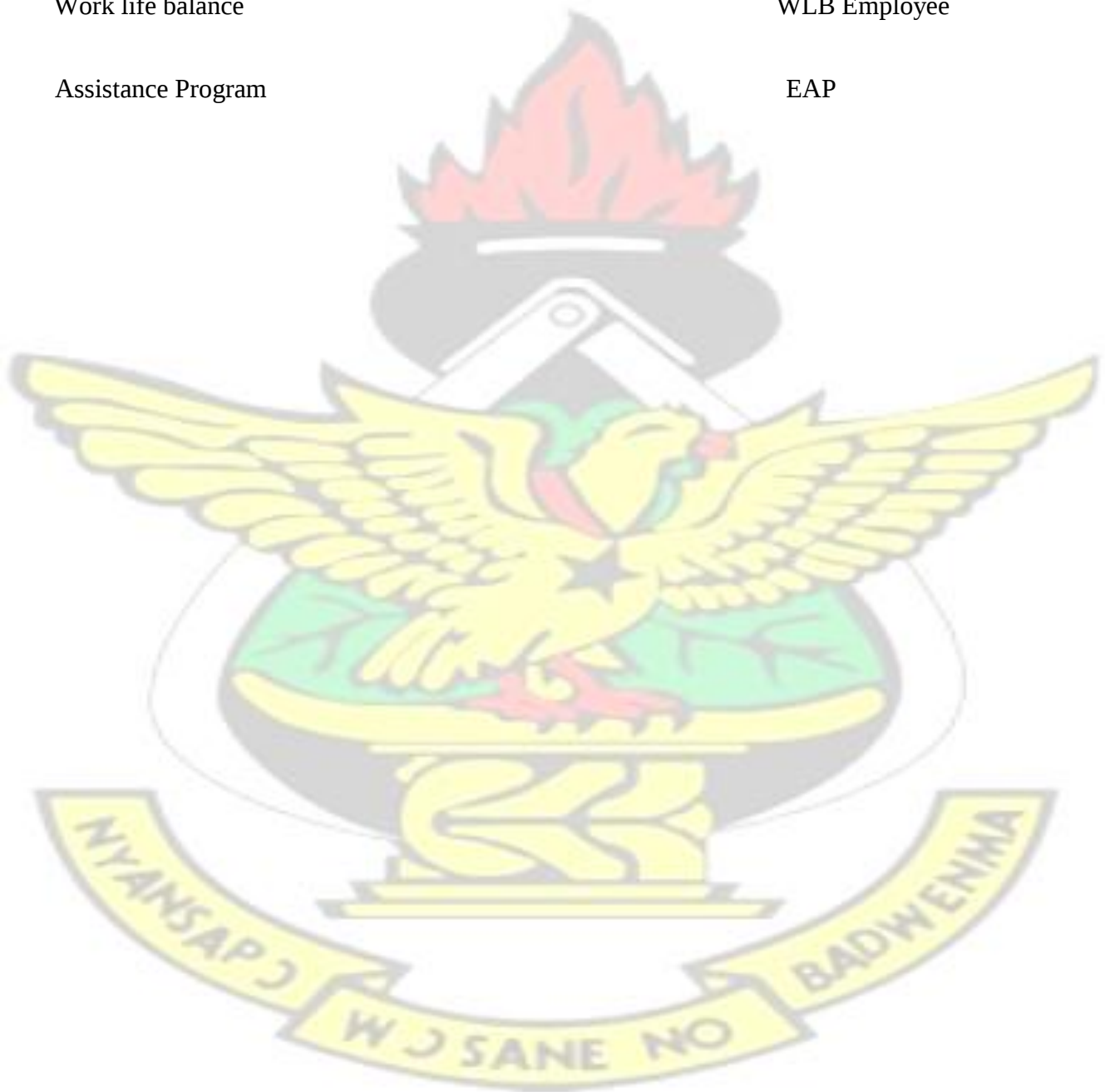
FWC

Work life balance

WLB Employee

Assistance Program

EAP



CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Work-Life balance is not an issue to be solved but rather it can be managed on the grounds that work and family/social obligations for the most part override one another. It is and has always been a concern for those interested (organization and individual) in the quality of work and life (Akintayo, 2010). For this, the concept has been an interesting area of research for decades now but there has not been an acceptable definition of the concept by researchers.

By this, Guest defined work life balance (WLB) as accomplishing a balance in work, family, and other social responsibilities by making sure that none of them (work, family, social demand) supersedes the other and should not adversely affect the individual. Guest, in his article, explained the concept as —sufficient time to meet a commitment at home and at work (Guest & Guest, 2009). Additionally, Kim characterized it as an individual's capacity to meet work and family duties, and other non-work obligations and activities (Kim, 2014). From the aforementioned definitions, the effectiveness of work-life balance is dependent on the organization and the individual as a whole. Both agents are very important in dealing with work-life balance in relation to employees' performance.

Employees perform well when the organizational culture is favourable to the achievement of their goals with policies and systems put in place. If these policies are implemented effectively, the workforce will be committed to their job schedule. Therefore, organizational policies and practices can have an impact on employee performance. In Ibrahim's article on employee performance, it was revealed that managerial standards, motivation, poor work-life policies, commitment, employee evaluations, positive work environment, lack of incentives, and poor

management are factors that affect employees' performance (Mishra & Akman, 2010). In effect, effective implementation of such policies and practices will enhance employee performance.

Men were perceived to be the breadwinners of the family unit but in the 21st century, there has been an economic transformation which has affected every economic activity (Asiedu, 2015). Thus, this old adage has been changed; women are now competing with men in the labor market. This competition has led employees thinking much of their careers than other demands of them. Most employees now prefer to be trained and developed than to be motivated in monetary terms. As a result of this, they either spend longer time on their job schedule in order to be promoted or on their career development and continuously and puts family responsibilities aside. As work demands or career advancement override family demands and vice versa, it creates work-family conflict making work- life balance difficult to achieve.

Family-work conflict can accordingly be defined as a type of conflict where both family and work matters put pressure on an individual, creating a conflict where consistency with a set of pressure expands the trouble of conforming to the next arrangement of pressure (Zainal, and Nordin, 2010). The conflict arises when individuals are engaged in multiple roles. If not well managed, the employer is likely to experience a work-life conflict when he/she cannot fully achieve all the organization's goals because of time constraints.

It is in view of this that Management saw the importance of helping employees to accomplish their work and family duties so as to have a beneficial impact on the organization's performance. Effective management of this concept can be used as a competitive advantage over the organization's competitor because employees will be engaged and committed to their job schedule. Therefore, there is the need to assist employees in order to refuse the adage that works- life balance is an individual issue.

Work -life balance is an area of study dating back to the 1960s. In fact, it began as a topic of study in management as an attempt to formulate working conditions that maximized productivity for industrial companies. It usually happens when men and women start putting work and career objectives over family, friends, group issues and leisure activities (Muna & Mansour, 2009). They did this because the employer realized that work-life balance (WLB) affects all HR functions from recruitment to retention, advancement, policies and strategies, organizational culture, among others.

From the 1960s to 1970s, work -life balance (WLB) was mainly considered an issue for working mothers in the advanced economies. The main objective was to develop policies to help working mothers to balance their work demands with taking care of their children. From the 1980s, structural changes took place in most organizations. The changes, for example, included policies and procedures, alongside benefits to support WLB. Maternity leave, employee assistance program (EAP's), flexitime, home-based work among others were instituted. It was from the 1980s, that men began to raise concerns regarding their own worklife. The work- life balance was no more women's issue but men's as well (Sanborn, 2013).

For the 21st Century organizations, most policies have been developed by organizations to support employees to balance work and family responsibilities. But mostly, many organizations seem not to be implementing them or implementing them well.

Arguably, in Africa, work -life balance has been perceived as an individual employee's issue, with the organization putting in efforts in improving balancing work demand and family demand, focusing on policies and practices meant to help employees manage their work and home life. For instance, in indigenous African society, specifically in the Ghanaian context, women dedicate more hours on family activities than men, i.e. domestic work, child care and

care of the aged, unlike the industrialized economies where they have improved in managing such issues. Women also do not experience much of support from their spouses. Thus, most women complain of work overload both at home and at work. But in recent years, men have also been complaining of work overload. Thus, balancing work and social life become a problem. Mostly, they spend a longer time at work than home, and this shows why men now complain of work overload. It amounts to work- life imbalances leading to family-work conflict and inefficiencies.

From the aforementioned issues above, the researcher sees the need to conduct a study in the area of —work-life balance with the aim of expanding our understanding of the need for employees and management to ensure their workforce gets to balance their work and family demands without any conflicting interest. Also, it is to examine its impact on employees' performance and to analyze how both men and woman at the workforce balance their work and family demands.

1.2 Statement of the problem

In every organization, human capital plays an important role for businesses to attainment success and it is one of the most important resources in any economy. Therefore it must be treated as an asset. Employees are important in terms of building a business. Effective management of human capital can be used as a competitive advantage but often their social and other responsibilities are left out. Thus they encounter the problem of balancing their work life.

In most organizations, management set up targets by increasing shareholders wealth and getting the highest market share through its employees. For employees to achieve such targets, they try going the extra mile. Meanwhile, there are responsibilities that need to be fulfilled to

a different aspect of life apart from work. By so doing, employees are faced with multi-task responsibilities and they mostly give priority to one or the other (work or family) demands resulting in working- family conflict. For example in the work of Aminah (2008) on work-family conflict, it was found out that; work-family problem has an immediate negative impact on the level of employees' performance. Work-family conflict diminishes employee' job accomplishment which at last declines the level of job performance. This is as a result of multi-task responsibilities (Ahmad, 2008).

It is a priority for individual to get an employment to be paid something for a living. Job is one of the most important aspects of one's life, be it family life or material wise. To achieve this, employees become workaholics. They spend a longer time working than the stipulated time deforming their personal lives. Mostly, they do to achieve an ideal image for themselves and other people's acceptance. Situations as this can lead to a lack of time for the family which might lead to divorces, health problems, inadequate rest, and pressures from a job, stress, lack of job satisfaction, etc.

For example Greenhaus et al (2006) demonstrated that there is a beneficial outcome of work life balance on individual satisfaction. Interestingly, WLB is connected with individual satisfaction when they contribute their time and involve themselves to between work and family duty. The imbalance amongst work and family demands results to poor performance, dissatisfaction, stress and so forth (Greenhaus & Powell, 2006).

More also, nowadays people put much priority to their status in society in terms of lifetime achievement so they turn to develop their career so as to earn something to be able to take care of their nuclear and the extended family. As a result, they have no or little time for their family responsibilities but most of their attention then move to their achievements thus, worklife balance becomes a problem.

More so, some parents employ the services of —Nanny (house help) to take care of the family and the children. Panisoara & Serban indicates that the socialization process of children is very vital but in African, some career parents focus more on their career than family responsibilities. They devote much of their time to work at the cost of their family responsibilities. Serban in their article asserted that an extensive body of research link the parental obligations of working couples to the rate of family-work conflict (Panisoara & Serban, 2013). Since they have more demands and less control over their time, parents appear to experience more challenges in adjusting work and non-work activities than non-parents

From the above, the unstable Ghanaian economy has increasingly resulted to increase in work demands which have encroached on family and other personal activities at a faster pace. Thus, the employer has therefore used the economic recession situation to achieve its shareholders wealth by increasingly set targets for its employees. For the employers to achieve this, they have now acknowledged the need to use the economic situation to achieve its set target by way of making employee works at the expense of their other life. Hence, this study seeks to address how employee are able to manage its work life and how has it affected their performance.

1.3 Objectives of the Study

The general objective of the study is to analyze the effect of work-life balance policies on employee performance. More particularly, the study looked for;

1. To examine the nature of work-life balance among selected institutions
2. To identify the differences in the nature of work life balance across gender in the selected institutions
3. To analyze the employees' perception of work-life balance in the selected institutions
4. To identify the challenges that employees go through in balancing the demands of their work and life in the selected institutions

5. To examine the effect of work-life balance policies and practices on employee performance.

1.4 Research Questions

The following are the research questions to address the objectives:

1. What is the nature of work-life balance in the selected institutions?
2. What are some of the policies and practices for ensuring work-life balance in the selected institutions?
3. To what extent does work-life balance differ across gender in the selected institutions
4. What are the challenges employees face in trying to balance work and life in the selected institutions
5. What are the effect of work life balance and practices on employee performance in the selected institutions

1.5 Significance of the study

Managing human resource of an organization is among the many difficulties organizations face in recent times. The researcher believes that employees in these organizations will perform better when they are encouraged to manage their work and family responsibilities effectively. Overwhelmingly, a thorough understanding of this concept will in effect enhance organizational effectiveness.

The term work-life balance is useful because it helps to avoid assumptions in relation to how far employees may regard the balancing of work and non-work responsibilities as enriching.

Thus, the study will help employees and management to understand and know when and how best to implement such policies to enhance organizationally and employee effectiveness.

Most importantly, the study will contribute to literature for other researchers and students to further understand the concept of work-life balance. This will help them examine how worklife balance concept influence organizational performance and also how WLB policies influence organizational culture and some HR practices. Also, the study helps management to understand situations from the individual point of view.

1.6 Overview of methodology

The research design used for the study is the cross-sectional design with an explanatory research purpose. The data for the study was collected both from primary and secondary sources. The method that was used was largely by means of standardized questionnaires to collect data. Questionnaires were distributed to employees of all the stated institutions in the Ashanti region. A total of 120 questionnaires were distributed to employees who work in the health, education and financial institutions in the region. This constituted the primary data. The secondary source of data comprises of information gathered from journals, articles, thesis, and reports. The method of data analysis includes both qualitative and quantitative methods

1.7 Scope of the study

The researcher sought to look into the WLB and employee performance in selected intuition in the Ashanti region. The study was focused on the employees of health, finance and educational sector in the Ashanti region. The study selected two organizations from the selected sectors.

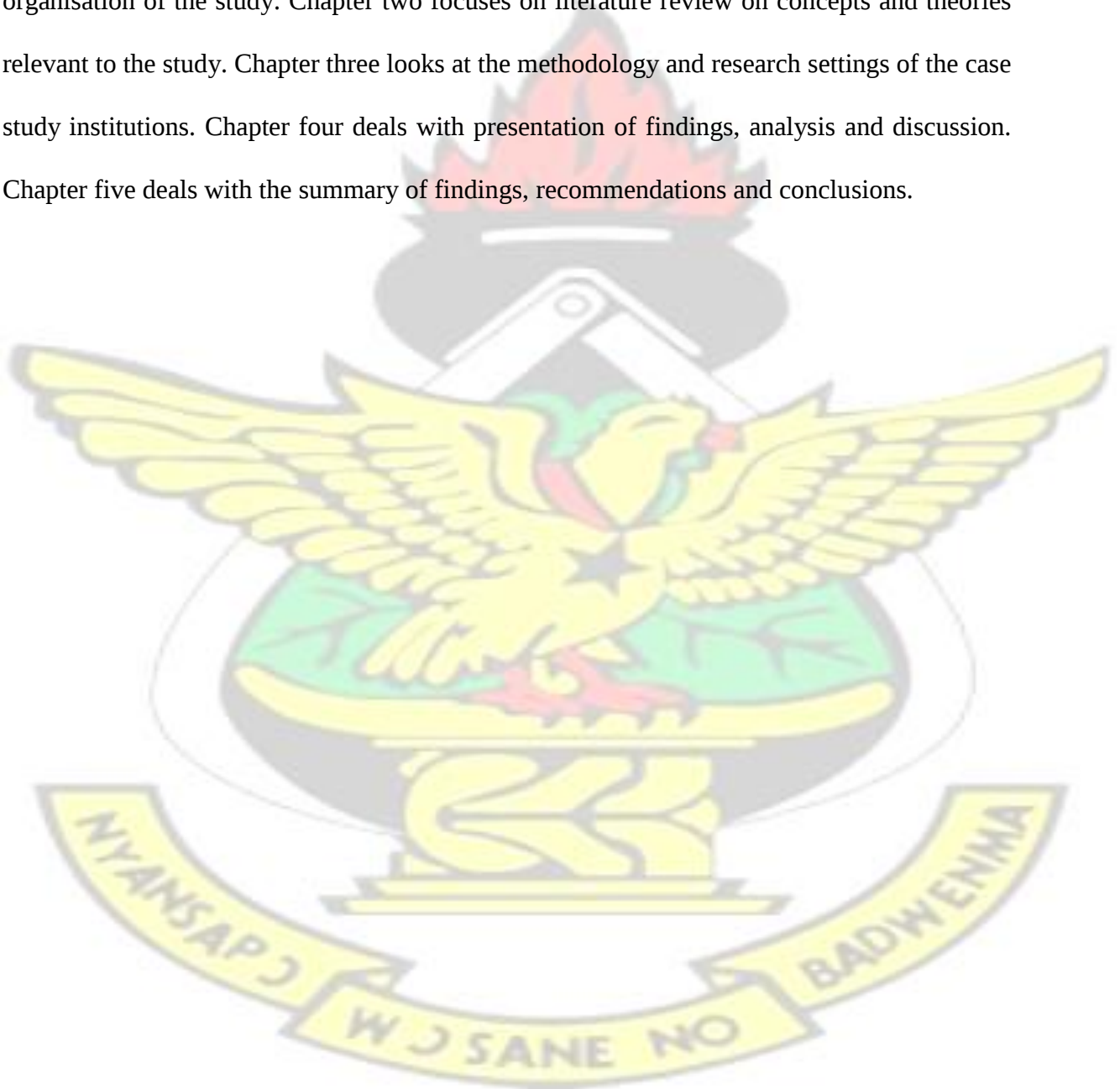
1.8 Limitations

Financial challenges were one isolated limitation regarding the study as monetary resources printing questionnaire and the actual thesis was inadequate. It was also constrained by time. Combining thesis writing with work was very stressful and time-consuming. One very

important constraint was how to get respondents to answer the questionnaires. Most of them were either too busy or had traveled so could not fill out the questionnaires on time.

1.9 Organisation of the study

This research work has been divided into five chapters. Chapter one talks about the background of the study, statement of the problem, objective of the study, brief methodology and the organisation of the study. Chapter two focuses on literature review on concepts and theories relevant to the study. Chapter three looks at the methodology and research settings of the case study institutions. Chapter four deals with presentation of findings, analysis and discussion. Chapter five deals with the summary of findings, recommendations and conclusions.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter examines the existing research work by researchers. The author begins with a review of the overview of work life balance. It expounds on different definitions on the idea and framework strategies and practices of work life balance. It therefore expands to WLC and work life imbalances. It then highlights on support of WLB from family and the organization and gender issues in work life balance practices and challenges will also be looked at (Lazar 2010).

2.1 Overview of Work-Life Balance

Throughout the world over, mostly employee work from Monday through Friday with eight working hours a day but varies from country to country. However, there has been an increase change in how people worked. These changes came in as results of global economic changes, advanced in communication technology, the trend of international business, and changes in family structure (dual career) among others. This is as a result of the employer ensuring a favourable working environment for its workforce.

Generally, work-life balance issues must be viewed as a collective issue but must not viewed as individual phenomenon. However, to balance work and other commitments, employee encounters conflict between work and personal life as they continue to pursue the quality of life that they need. In this way, effectively adjusting work and family life is one of the significant difficulties confronting current individual employee (Kim, 2014).

Work-life balance is an area of research dating back in the 1960s. In point of fact, it started as a topic of study in management in an attempt to formulate working conditions that maximized

productivity for industrial companies. It happened when men and woman began to put importance to work and career goals over family, friends, community affairs and leisure activities (Muna & Mansour, 2009). It was in view of this that structural changes took place in the work environment in the 19th through to the 21st century where businesses or organizations put strategic policies in place to help women balance work and other personal responsibilities. This is as a result of organizations realising the effect of WLB on organizational success and how it affects all HR functions.

The main object was to develop policies to help working mothers to balance their work demands and taking care of children and the aged. To achieve such an objective, WLB policies were outlined and implemented. Some of the policies introduced includes; maternity leave, Employee Assistance Program (EAP's), flexible working hours, home-based work, pat time work, among others (Sanborn, 2013).

This concept (Work-life Balance) has been an issue of concern for not only women but men as well. Today, work is widely viewed as a source of personal satisfaction. A good balance in work and life can play a phenomenal role in the attainment of personal and professional goals (Zainal et al., 2010). There is a positive relationship between work-life balance and employees' performance. It is more likely that improvements of practices of WLB for employees will bring results in improvements of employee's performance. Conversely, Kim (2014) argues contrary that there is no direct effect of work-life balance on performance. To Kim, employee will perform well with or without work life balance work culture

WLB was previously for women (married women) but recently is a much broader concept requiring attention not just for married, with working mothers but of working individuals at large, whether or not they are married, and whether or not they have family obligations

(Shankar & Bhatnagar 2010). These reflect to the fact that work life balance affects every facet of individual life irrespective of what he/she does.

There are other terms that are used to refer to this domain which include work-family balance, work-family conflict, work family integration, and family friendly policies. All of these terms help to understand the concept. All these aim at making employee better balance their work life as well as for organizations to achieve its main objective because organizations achieve success through its employees.

It is therefore true that work-life balance has become more important issue recently as it tends to exhibit positive results to the organization such as low turnover, work engagement, organizational citizenship behaviour, in-role performance, increased firm productivity, job satisfaction, and organizational commitment (Konrad and Mangel, 2000; Lambert, 2000; Shepard et al., 1996; Wang and Walumbwa, 2007, cited in Kim, 2014). To achieve these, work life balance must be integrated into the organizational culture properly. When it is not properly integrated into organizational culture it might results to high turnover, decrease employee engagement, low commitment, low productivity and low job satisfaction as well.

As emphasized by kim 2014, managing work-life balance has become one of the most critical managerial strategies for ensuring employees and organizational performance improvement. Therefore, there is the need for individual, family and the organization to help employee achieved WLB to ensure employee perform effectively.

This made many researchers agreed on the important role of work-life balance as it is related with an individual's psychological well-being and overall sense of harmony in life, which is an indicator of balance between the workplace role and the role in family (Crompton & Lyonette, 2007).

2.2 Definition of WLB.

There is no single definition of WLB. It means different things to different people, and their understanding usually rests in the context of the discussion and the viewpoint of individual (Beauregard & Henry, 2009). It is in view of this that various scholars in the field have given several explanations of the concept from different standpoint. Some from the viewpoint of either the organization or from the view point of the employee.

Basically, work life balance is about interaction between paid work and non-paid work. The unpaid work consists of time with the family and the community, leisure, and personal development. Additionally, WLB is a condition of harmony in which the interest of both an individual employment and person's life are equal. Sheam (2007) defined it in a more simplified way; —as a term associated with individual choice and responsibility. By this Sheam definition of WLB does not include organisation and the family but cantered on the individual. Work life balance cannot be achieved in a vacuum but rather there are other agents who can help the individual achieved such an objective. These agents include the family and organizational support (Shearn, 2007).

More also, work life balance can be defined from the organizational and individual point of view. From the viewpoint of the employee, Lookwood (2003) defined it as the dilemma of managing work obligations and personal/family responsibilities. From Lookwood viewpoint, it highlights issues from non-paid work such as caring for the aged, childcare, education, career advancement and other family responsibilities. According to him conflict arises when employee spends too much of its time either with work or family responsibilities as a results creating work/family conflict. Issues as this affect employee performance as well as organizational performance.

Work/life balance from the employer viewpoint is supportive policies that a company adapt to its organizational culture, which assist employees to focus more on their jobs while at work.

Lookwood 2013 indicated that such policies or programs can be financial or timerelated. In financial terms, the employer gives the employee leave with pay benefits, free health care for the family (most institutions in Ghana offer this assistance), establishment of pre-schools for its workforce children among others. Time related support are holidays, sick leave, paternal leave, time off to be with the family especially when an employee lost a close relative. They do this to support its working force to balance some if not all part of its family demands. The employers do this to assist employee to address if not all, most of its work and personal responsibilities.

In general term, work-life balance is used to describe organizational initiatives aimed at enhancing employee experience of work and non-work domain (Rodger, 2010). Additionally, work-life balance does not mean to devote equal amounts of time to paid work and non-paid roles but it is about how to manage these two effectively without any conflicting interest. Similarly, in deepening this viewpoint (Tara Shankar & Jyotsna Bhatnagar, 2010), assessed that WLB should not only mean a balance between work and family but between work and the rest of life activities. Such as leisure, spending time with the family, social activities, career development, caring for the aged and childcare and holidays etc.

However, Lazier et al, (2010) also defined WLB in its broadest sense, —as a satisfactory level of involvement or —fitl between the multiple roles in a person’s lifel. According to Laizier, such multiple roles include the following work demands, leisure, caring for the aged, child, and other social activities (Lazăr, Osoian, & Rațiu, 2010)). To achieve a balance between these roles, a person needs to ensure effective management of its work life.

Also, Jim Bird (2006), (an international work-life balance and consulting company) defined —Work-life balance as a meaningful achievement and enjoyment in everyday lifel. For Jim, he believes that to achieve better work-life balance, each individual needs to work smarter to

get more done in less time. Here to achieve WLB, the individual has a role to play unlike other writers who had the belief that WLB can be achieved by both the individual and the organization as well. An effective management of work life balance; it will help the organization and the employee to enhance their performance.

2.3 Effects of Work Life conflict on Employee Performance

Conflict is a reality of life in today's competitive workplace (Miet 2015) and it is evitable in every facets of society. WLC exist when there is conflicting interest between work demand and family responsibilities. These two elements in work life conflict are most important component of one's life and if possible throughout the world. They play a critical role in one's life is and an integral part for successful life. The two moves together, if a person troubled one of them, then the other one cannot function efficiently in one's life (Miet, 2015).

In this competitive business environment, employee sometimes finds it difficult to separate work related issues from personal life. Khalid 2016 identified two main features of work to family conflicts. For to him, the role problems that are directional and generate negative impacts from one domain to the next. He further states that, work family conflict is usually classified as strain based clash, time based clash and behaviour based clash. To him the time based conflict takes place when work from one area hinder in roles of the other area such as personal life and other responsibilities. He also explained that, strain based conflict occurs when one has intensified tension in one domain that obstructs performance of the other domain (Khalid, 2016)). Examples, when more efforts are demanded from the employees' one pays much attention to work domain ignoring other non-work responsibilities. Situations as this will affect the employee health due to the stress they go through. This affirmed Shujat & Bhutto in their study in Ankara, Turkey on frontline hotel employees; it was revealed that, there is

significant negative relationship between both work-family conflict and family-work conflict with job performance (Shujat & Bhutto, 2011). Contrary, Bhuian et al. (2005), in their study revealed that, there is no significant relationship between work-family conflict and job performance. Similar findings were reported by Netemeyer et al. (1996) that there is no direct relationship between WLC and employee performance. This is an indication that works to family or family to work conflicts do not have any association on employee performance. Employee will perform effectively with or without work life conflict.

Work-life conflict is defined as a form of inter-role conflict in which work and family demands are mutually incompatible so that meeting demands in one domain makes it difficult to meet demands in the other (Higgins & Lyons, 2011). However, Akintayo (2010) also explain it as —a form of inter-role conflict in which role pressures from the work and family domains are mutually incompatible in some respectl. The definitions suggest a multidirectional relationship where work can influence family vice versa. This conflict occurs when the employee extends their efforts to satisfy their work demands at the expense of their family demands or vice versa. At the end, employees work overtime to meet demands of their job at the expense of their family or personal life. When it persists, it can result in stress, family crises such as divorce (for ignoring family responsibilities), and poor performance, among others. Employee usually makes extra efforts to perform well at work to ensure their continued employment in the organization.

Akintayo, (2010) , also viewed it on gender based. He add that women are likely to be affected by work family conflict than men. Therefore work life conflict affects woman performance more than men. This do not presupposed to suggest that men are not affected by work life conflict but it affects woman more than women. For example in Ghana, the sociocultural practices affect women directly than men. Women are the ones that take care of the household

chores, taking care of children as well as a career woman. Additionally, the excessive working hours, scheduling incompatibilities, and physically or psychologically demanding duties that cause fatigue and irritability are contributing factor why women will be affected by work life conflict than men.

Convincingly, Akintaya (2010) continue to state that, men are more likely to complain about work family conflict (WFC) because it caused by excessive work time whereas on the other way, women complain about family to work conflict (FWC) for schedule incompatibilities being the cause. Situations as these can negatively have impact on employee health, emotional and psychological wellbeing which in effect can affect organizational performance.

Meit (2010) also confirmed that WLC can affect employee performance. Meit made much emphasis on stress. This mostly affects employees who assume multiple responsibilities at work (managers). According to him, Stress is associated with bearing load of more responsibilities. This is as results of ensuring that majority of the responsibilities are taken care of. Also Studies by (Beauregard & Henry, 2009) revealed that, work life conflicts between employees and management has an adverse effect on the workers and their organizational performance. When work-life conflicts decrease then it can help to increase the overall productivity and organizational performance.

Nazim, (2015), had a study on WLC in Pakistan and in their findings it was found that employees assigned in various banks had experiences of conflicts, strain, conflicts in their workplaces, which has impacted negatively on their work, family, and health. Moreover, the employees have perceived on a general basis that their work and life are not balanced in with their current jobs. Furthermore, the findings suggest that conflicts and stress positively correlated among employees. Similarly, organizational performance is also positively correlated with the employee performance. In other words, the employees were neither saved

nor spared from work-life conflicts. He further states that when an employee is in stress then he cannot give proper attention to his or her work then the will be in inefficient ineffectiveness. This problem creates stress which will effect on the turnover, performance and also on the performance of an organization

Ashfaq et al. 2013, add that employee performance is affected by work-life conflict and work overload because his research, in banking sector the working hours are prolong. It is for this that's why it has becomes tough for employees to manage time for their families and personal life (Ashfaq, & Ahmad, 2013). Employee performance can be improved by implementing strategies (like job sharing and dividing a task). These are properly managed employees will feel so relax and will be able to perform better in the organization. As it has been indicated earlier, employees who have no assistances at their work place and they are also very caring for their children. They face a challenging work life conflict. For example in a study conducted in Pakistan, it was confirmed in their finding that work life conflict is as a results of work overload and this is affecting employees' performance in the banking sector (Ashfaq et al. 2013). This is not different in the work of Nazim, (2015), indicated that, employees who are assigned in various banks had experiences of conflicts, strain, conflicts in their workplaces, which has impacted negatively on their work, family, and health due to work overload.

There are several theories that explain WLC. Among them includes conflict theory, role theory and spill over theory.

Conflict theory put forward to the extent that there is an unavoidable conflict stuck between work and family because both spheres are _generally unable to get along, given their conflicting difficulties, tasks, anticipations, and norms. For instance it is presumed that whatever happened at work will in a way create some kind of conflict at home same way what happened at home, the employee can extend that issue to work. These issues usually affect

employee job satisfaction, performance and even affect one's health and wellbeing. There have been several evidence at work that employee become angry to the extent that the little issue that crop up, they become angry. This is as a results of what happened to them whiles at home.

Also with spill over theory, according to Fredriksen and Scharlach (2001), revolves around the conceptualization that the work sphere can have a positive or negative impact on the family sphere, meaning that attitudes and behaviours (such as distress from working long hours) can create distress at home with family members. Googins (1991) termed this process

__negative spill over,' and go into detail that —negative interference resulting from a person's experiencing problems in the work domain affect the performance in the familial domain.

However, work can also literally spill into one's family life when one has to take home amounts of work to complete them for a deadline. The work creates a conflict with the family while it easily spills over the leisure time

The role theory talk about the social role an employee plays in the work domain, and how their experienced tension can negatively have emotional impact on performance in the family domain (Googins, 1991). Resources at work, such as job authority, hours worked, and job satisfaction affect this social role the worker plays, and depending on whether the employee is provided these resources in a positive way (satisfactory job authority and work hours), s/he will have more or less work-family conflict (Greenhaus, 2000).

2.4 Organisational Support for Work Life Balances

The impact work have had on family constantly changes over time. Even though some consider work and family as separate domains, in which a person's role alternates between husband or wife and employee, it is significant to see how the impact of work has carried over to the social life outside of the office and changed the relationships amongst family members.

Organizational support for Work-life balance are practices that deliberately organizations designed into their organizational culture to reduce work-life conflict and enable employees to be more effective at work and in other role (Lazăr et al., 2010). They further states that practices that are meant to help employees better manage their work and non-work times are called work-family policies, family-friendly or family-responsive policies. Responsive organizational support includes; providing day care for the children of its workforce, holidays, giving time off for family engagement, leave with or without pay, providing transport system among others.

Organizations can implement various work-life balance initiatives that may assist employees to better balance their work and family responsibilities, gain improvements in well-being and provide organizational benefits. There are a large variety of family friendly policies which include but are not limited to the following: flexible working hours, job sharing, part-time work, compressed work weeks, parental leave, telecommuting, and on-site child care facility(Lazăr et al., 2010)

Investing in work life balance policies for employee will help to reduces employee turnover rate, reduced absenteeism and lateness, increases productivity, improves morale and working relationships, decreases stress, attracts new employees, helps retain current employees, enhanced organizational image and increase retention of valuable employee. When the employer does not invest in the workforce, it will in effect affect the general organizational productivity.

2.6 Importance of Work Life Balance

Organizations are social systems where human resources are the most important factor for effectiveness and efficiency and need effective managers and employees to achieve their objective (Mukururi & Ngari, 2014). This highlight to the fact that employees are greatest

resource of an organization. Attracting and retaining the right people is critical to the success of the organisation. Thus they need to be treated as such to ensure organizational success.

Work-life balance (WLB) is an important area of human resource management which has received an increased attention from policy makers, organizations, and management and employees world over. Recent research shows that both employees and organizations benefit from successfully balanced work and family life (Kim, 2014).

As emphasized by several researchers, managing work-life balance has become one of the most critical managerial strategies for ensuring employees' performance and organizational performance improvement (Kim, 2014). As Rife assert —those who achieve this balance tend to have higher levels of satisfaction with their jobs and life in general, as well as lower levels of stress and depression —(Rife, Ph, Hamilton, Hall, & Ph, 2015). In view of the above, the following are important reasons why WLB is central to employee and businesses;

2.6.1 Effective Work-life balance enhances employee job satisfaction

Job satisfaction describes how content an individual is with his or her job (Arif & Farooqi 2014). Likewise Yadav defined job satisfaction as the degree to which employees have a positive & effective orientation towards employment by the organization (Yadav & Dabhade, 2014). Also, Job Satisfaction also refers to the employee's general attitude towards his or her job. Nyambrura on the other hand explained job satisfaction as attitude people have towards their job and the organisations they work for (Mukururi & Ngari, 2014).

To accomplish these organizations arrangements for example, nature of the working conditions, leadership and social relationships, WLB and the job itself among others are really managed. Research has indicated that mostly, practices adapted by Human Resource

Management focuses on increasing employee performance for which work life balance is an aspect of it. Effective implementation of work life balance enhances employee satisfaction.

Rasheed, (2011) in his research came out that Work Life Balance (WLB) is significantly and positively correlated with job satisfaction. He therefore add that providing good WLB arrangements within an organisation will improve employees' satisfaction, enhance their performance, have a positive correlation with job satisfaction. Employee enjoyed dissatisfaction in their job whenever there is pressure from both the organization and at home. More also, modern innovation in technology, competitive market place, business rivalry changing family, among others. These bring anxiety into the lives of the employee especially when they have a dual role to play.

These disorders can cause stress, ill health, body pain, headache etc. for which employee cannot work to its satisfaction. These negative disorders for employee can leads to increase absenteeism, employee turnover, job dissatisfaction, reduction in organizational productivity (Arif & Farooqi, 2014) damage of family and social relationship.

Nagari et al (2014) asset that each of the policies of WLB are its own predictor of job satisfaction. They conducted a survey in Kenya about work life balance effects on job satisfaction at Kenya bankers. He further states that to improve job satisfaction, managers must improve on their work life balance policies offered to employee in other to increase their job satisfaction, improve staff commitment and productivity.

Research indicates that job satisfaction is a direct result of work life (Ryan 2002, cited Nagari et al 2014.). Policies that can provide les anxiety for working parents and if not all employee, among them include job sharing, flexible work schedule, compressed work week. Employee that can better manage both and family are more satisfied which in turn can lead to higher

productivity job satisfaction loyalty and commitment. To add to the above, motivation leads people to their job satisfaction (Saif, Malik, & Awan, 2011).

2.6.2 WLB enhances employee work engagement

In today competitive business environment, Human resource sees when employee are engaged to their organization it help as a source for the organization's success. Employee engagement has emerged as a critical driver of business success. Engaged employee are those willing to —go the extra mile by so doing success of a business is assured. Therefore such employees adopt techniques that will allow them to build that engagement for the success of their employee. As indicated by Jawaharran (2010), —majority of HR professionals feel employee engagement is important or extremely important to business success. Employee will be engaged to their organizations when the employer recognises the importance of its workforce by ensuring that employee well-being is of outermost interest to the organization.

In view of the above, employee engagement can be fined as, —a state in which individuals are emotionally and intellectually committed to the organization as measured by three primary behaviours: Say, Stay and Strive. These can be achieved when the employer implement policies such as health care, job enrichment, work-role fit, flexible working hours, motivation training and development among other are place; it will aid the employee to perform well. Employees perform to their satisfaction when they are engaged to the activities and work culture of the business. Most research has indicted that a highly engaged workforce is more productive than an unengaged workforce because such employee will use knowledge within its capacity to help the success of the business. Thus engaged employees are a competitive business advantage.

2.6.3 Organizational citizenship and behaviour

Organisational citizenship behaviour (OCB) is a term that encompasses anything positive and Constructive those employees do, of their own volition, which supports co-workers and benefits. Typically, employees who frequently engage in OCB may not always be the top performers (though they could be, as task performance is related to OCB), but they are the ones who are known to ‘go the extra mile’ or ‘go above and beyond’ the minimum efforts required to do a merely satisfactory job the company (Zhang, 2011)

2.6.4 Organizational commitment

Kshirsagar (2015), made the assertion that when an organization offers its employees policies practices benefits and services to help them integrate their work and family responsibilities, they feel committed to the organization and indulge themselves in organizational citizenship behaviours.

2.6.5 Low turnover

Employee turnover is considered one of the important issues confronting most organization. Employee turnover therefore can be explained as the rate to which an employee go in and leave their organization. Usually employee left their organization due to stress and pressure from the organization and family demand. Most employees depart their organization because stress has harmful outcome both to the organization and the employee (emotional stability).

Again, it is possible to see how Rashid (2013), agrees with the above assertion that stress is the main factor that leads employee to leave their organization but there are others tool which affect employee to leave their organization as well. For this it can be deduced from the above analogy that WLB policies help reduce stress which will in turn reduce employee turnover rate among organizations.

2.6.6 Competitive advantage

Employee are important asset to an organization, therefore effective management of it can be used as a competitive advantage over its competitors. Research indicates that effective work life balance programmes are essential in the labour market for attracting employee (Joshi et al., 2002). Convincingly, often what often happen is that those looking for job usually looks for organizations that have effective work life. With regard to this, it in turn reduce employee turnover. It is not in the interest of job seekers to work for organization who do not seek to the welfare of its employee.

Organisations as such are possibly going to experience high turnover. Effective implementation of WLB programs help employee better balance their work and family demand, thus organisation can retain talented employee which they will use as competitive advantage. Effective management will in turn lead to benefit the employee and the organization to increase productivity and psychological welfare of the employee. Such intervention from the organization will lower turnover rate, a stronger team spirit among others.

For instance Joshi (2002) added that, in the U.S.A and European Union some companies use work life as competitive advantage over its competitors. He further states that WLB programmes demonstrate that competitive advantage from recruitment, retention, customer service etc. the right work life balance definitely offers competitive advantage.

Also, Greenblatt (2002) also starts that company's use work life balance as complete advantage for human resource ability to attract talents. For Greenblatt WLB accounts for more than two third of those work characteristics are essential for attracting talents and retaining them.

2.6.7 It enables employee effectiveness.

Today, in most organizations in west Africa Ghana to be precise, the adoption of —deadlines into our organizational culture are getting tighter and individual's job is not only to deliver by that —deadline but also to give quality output to satisfied customers. Due to this work pressure from the employer it becomes exceedingly difficult to maintain a family life. It becomes very difficult to have the engagement of mind with the engagement of body which in effect can affect a person's emotional and psychological wellbeing. For this, there is the need for policies to help employee balance work and family demand. Effective management and implementation of WLB will significantly benefit the employee by engaging itself to the activities of the business. Among them are; being able to effectively manage multiple responsibilities at home, work and in the community without guilt or regret. Also, it will help the employee to be able to work in flexible ways so that making income and dealing with other commitments will turn out to be easier without any conflicting interest.

2.6.8 Improving Productivity

Getting and keeping the right staff and getting the best from them will help to increase productivity. This gives the organization the competitive edge over its competitors which at the end help increase productivity (Lazar et al 2013). Costs associated with recruitment, training and absenteeism will reduce and employees will be more engaged motivated and committed.

2.6.9 WLB ensures employees well-being and improved family functioning

In most part of the world, family plays a vital role in one's life thus they do not joke with their family. For instance in Ghana the family system works to the extent that what happened to one affects all. They have a belief that man do not live in an isolated life. So for organizations to ensure that their employee perform well, certain WLB policies and practices must be ensured to seek to it that employee will be able to balance their WLB. This will improve the connection

with their family and keeps the family functioning. For example Greenhaus & Powell (2006) conducted a survey on WLB and from the research, it suggests that individuals who participate in and are satisfied with work and family roles experience greater well-being than those who participate in only one of the roles or who are dissatisfied with one or more of their roles.

2.7 Problem of Work Life Balance (Negatives)

Mostly, individual and organizations talk of the significance of achieving the elusive WLB but in other opinions, trying to find perfect balance is a pipe dream wasted effort. In recent years due to competitive nature of businesses, employees generally struggle to achieve an acceptable balance between work and family life. This is as a result of cumulative effect of increased working hours that have had an important effect on the lifestyle of a quiet number of employees which in consequence likely to prove damaging to their mental well-being vice versa. .

In work domains, the absence of work-life balance causes poor performance and more absenteeism of employees (Frone et al., 1997), but balanced work and family life is associated with increased job satisfaction and organizational commitment. In other words, employees' work-life balance experiences deepen their role-related engagement, which is related to organizational performance improvement.

Sense of loneliness and disconnection may enter the life of individuals who work excessively and can eventually lead to depression and conflict with family issues. Issues such as marital, care for the aged, childcare, housekeeping, family gathering, social life among others (Gambles, Lewis & Rapoport, 2006, p.64). This is as a result of when an individual works many hours in the office because of work demand, it became difficult to keep up with the duties at home. For instance in Ghana the labour act makes provision for annual leave but when the

organization needs your service, it can call you back to office. Meanwhile these are there to seek to it that employee are able to balance their WLB. Also the absence at home because of the increased work hours can contribute to the literal disconnection with family members.

2.8 Outcome of WLB on Employee Performance

Several empirical studies have showed that the experience of work-life balance is positively related to employees' performance and organizational performance as well. Likewise, employee work life imbalances will in a way affects employee performance negatively. Among them includes; employee job dissatisfaction, decreased in productivity, decreased performance, increased employee turnover, domestic violence, parenting problems, physical health concerns, and mental health concerns as a results of stress. Employees will over these challenges only if the family and the organization in which they work for support WLB or initiated policies to support them achieve WLB.

2.9 Gender Issues in Work Life Balance Practices and Challenges

The recent past is a witness of changes in work schedules to the extent that sometimes employees are force to work on weekends for bonuses instead of being with their family and other social activities. Moreover, these changes have affected how employees perform the roles work.

Today there are many individual (women) who do not want to just stay at home and do house work, but want to have careers. For instance in African, women coordinate and carry out domestic labour with the intention of achieving greatly within the family. So nowadays they put much attention to their career than paying little or no attention to their family

responsibilities. Aspects of domestic issues they should have pay equal attention to with regard to their work, career and family demands includes household cleaning, caring for ill members of the family, laundry, cooking , nursing children and others.

In this 21st century it widely held that women with dependent care responsibilities cannot or do not wish to give up careers. They increasingly represented in the work force, apart from this they still face challenges balancing work and home life. Both domestic and market labour compete for time and energy. Issues as this result in conflict between domestic and work responsibility.

In typical African traditional societies, men are no considered as the breadwinners of their family as perceived in early ages but now women also play a crucial role. Also born were the days that men were considered the ones who were able to balance their work and family responsibilities. But now many men do not see work alone as providing their lives with full satisfaction; and want a balance between paid work and personal attachments. Thus they are realizing that work is not their only most important source of fulfilment from life.

Simultaneously, individual's family life is also affected by these changes and is becoming more complex. The extended family system use to help individuals especially couples, but in recent years it is slowly disappearing. This is because the small nuclear families have come to stay, where both the spouses go to work. In addition, ineffective management of WLB as resulted to many marriages collapsing leading to an increasing number of single parent households due to increase in divorces (Amato et al. 2003). Although these problems is not as serious in Ghana though it could become a serious issue sometime in the future.

It is for the above issues rose that both gender (men and women) prefer working in organisations that support work-life balance.

Rapoport (2002) also offers another perspective on the gender and work/life balance relationship and suggests that gender equity (embracing both men and women) and establishing the link between current work practices and gendered assumptions about the organisation of work and work/life balance can be presented as a means of enhancing workplace performance and achieving positive personal and social outcomes.

Barnett (2001) suggests that this change has actually commenced and contends that while the lives of women and men, the relationships that they establish, and their work have changed over the past decades, it is the dominant theories which have not. What is suggested is that these facts underlying the assumptions of multiple roles and gender have changed, therefore some of the gender, multiple role/task overload and care/manager tensions assumptions that are evident in much of the work/life and principalship literature should be questioned.

Others suggest that the extent of the change may not be as great as Barnett (2001) suggests and that the findings around work/life balance, the principal ship and gender, while mixed, do indicate gender differences. Lacey (2003a) finds higher rates of work/life conflict and stress and lower rates of intention to apply for the principal ship among women school leaders than their male counterparts.

Gender may influence the ability to balance work and family life in a number of different ways.

It may not only act as a direct predictor of the sources of conflict, but also as moderator of how the conflict is perceived, what coping skills are called upon and how the conflict is manifested.

Some studies suggest that women's under-representation in senior and

supervisory ranks is due to women not being confident and aspiring to promotion to the same extent as men (Wexler and Quinn, 1985; Galerin, 1992; Martin, 1996).

In Ghana's sociocultural environment, women are regarded as supporters of their male counterparts. For the most part, women's childhood socialisation prepares them for motherhood, and, therefore, their roles are limited to taking care of the home, bearing children and engaging in small businesses (Sackey and Sanda 2009)

2.10 Conceptual Framework

A conceptual framework is an analytical tool with several variations and contexts. It is used to make conceptual distinctions and organize ideas. Strong conceptual frameworks capture something real and do this in a way that is easy to remember and apply.

The diagram below shows the impact work-life balance practices and policies on employee performance. Employee will perform well when they get support from the organization and the family. Such support will facilitate work engagement, job satisfaction, organizational effectiveness, low turnover, commitment, increase employee and organizational productivity among others. These will in effect affect performance.

INDEPENDENT

MEDIATING

DEPENDENT

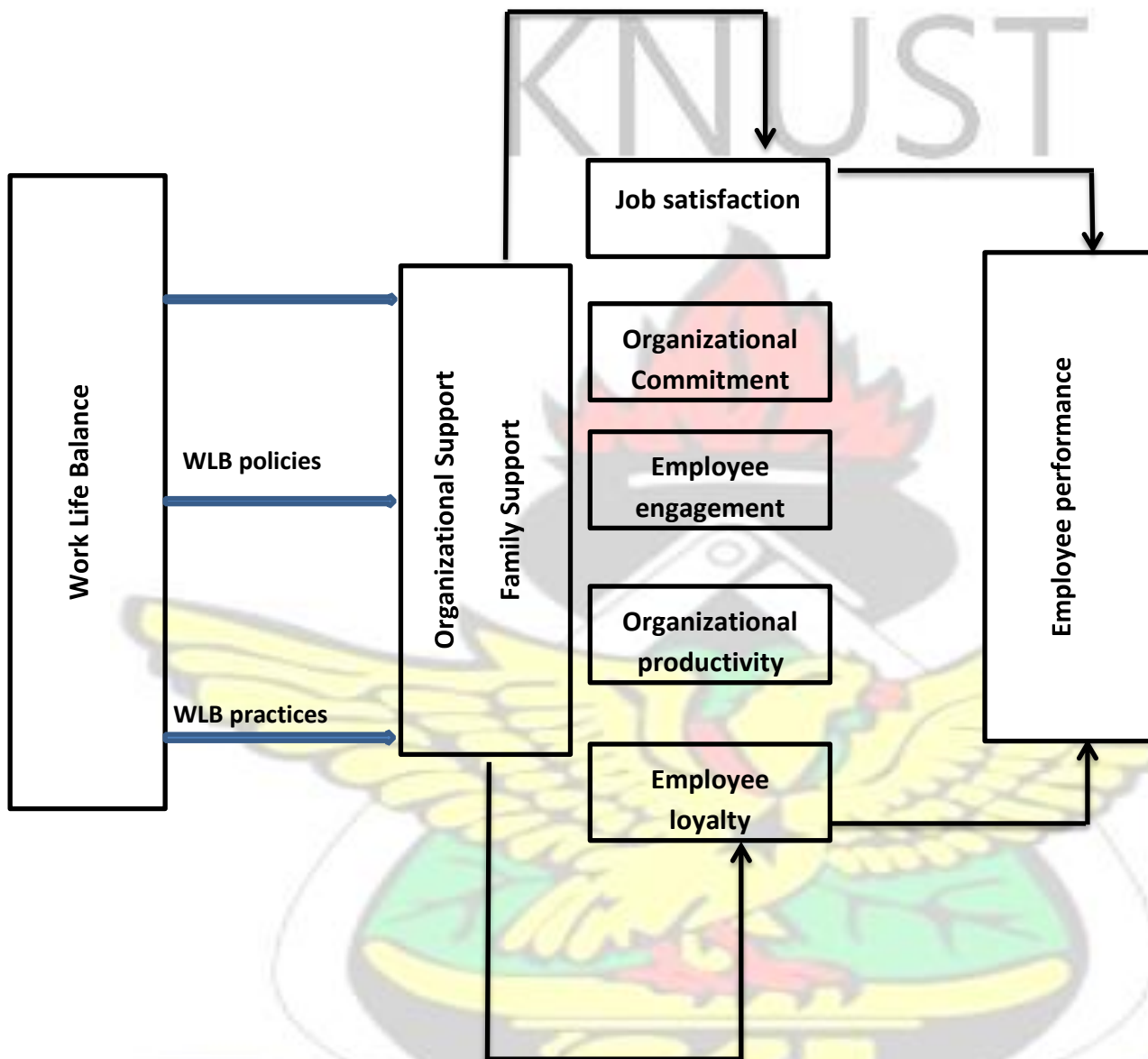


Figure 2.1 Conceptual Framework for the impact of Work-life balance on employee performance.

Source; (Authors own construct)

Hypotheses of the study based on the above objectives

H1: there is a significant positive relationship between work life balance and employee performance

H2; There is relationship between work life balance and gender with respect to performance.

2.11 Summary

In a gist the chapter two reviewed a number of studies that have been conducted on the topic under research. A number of literature reviewed indicate that work life balance policies and practices actually have impact on employee performance because of their multiple role responsibilities assigned to them naturally. In the next chapter, the research methodology and organizational profile of the selected organizations is presented.



CHAPTER THREE

RESEARCH METHODOLOGY AND RESEARCH SETTING

3.0 Introduction

This section addresses the strategy and methods used for the collection and analysis of data for the study. It includes the research design, source of data, population, sample size, and instruments for data collection and additionally data analysis. It likewise describes into detail the various research instruments, particular steps, and techniques used in the collection and analysis of the data reasonable to address the research issues.

3.1 Research Design

The research design is a general plan of how a researcher intends to go about in answering their research questions. It helped the researcher in developing and implementing the study in a way that is likely to achieve the set objectives. (Saunders et al, 2009). There are two main approaches used in gathering and analyzing data: the qualitative and quantitative method. This study, therefore, makes use of quantitative approach as the major method. Notwithstanding this, to get a clearer representation of the research issue, a quantitative method was developed in the form of standardizing questionnaire interview.

This study used a cross-sectional research design. It was a designed questionnaire on the same topic that was used to collect data in different sectors that helped the researcher to find out more about how work-life balance has impacted on employee performance. At the various sectors, the relationship between work-life balance policies and employee performance and lastly investigate the challenges individual employee face in combining work and other commitments. The research strategy used was questionnaires.

Furthermore, the study is aimed to collect quantitative data for descriptive analysis by describing a precise profile of participants and the aspects on which the collection of information was necessary.

3.2 Study Population

This refers to the aggregate number of people found within a particular area. In other words, Saunders et al, (2007), consider a population as the complete set of cases whether human beings or not from which a sample is selected or drawn. For the purpose of this study the population included staff from institutions within the finance, education, and health sector in Ashanti region. In all two institutions was selected from each sector making a total of six institutions. Staff of these six institutions added up to a total of 389 employees.

3.3 Sampling Techniques and Procedure

A sample is defined as a subset (sub-group) or a selection of a representation of a whole population to be tested and examined to obtain information or statistical data (Saunders et al 2007). On the other hand, the procedure or process adopted for the selection of these cases or items or a group of people to be used as a representative is known as the sampling technique.

3.3.1 Sample Size

The population under study is varied prior to the diverse orientations and a characteristic among the members of the institutional sectors, and it is only prudent to consider larger sample size since the most varied a population is, the larger the sample ought to be. However, both the non-probability and probability sampling are used for the purposes of this study. Saunders et al, (1999) assert that probability sampling is often allied with surveys and offer each member of the population the same or equal opportunity of responding to the research questions.

Sample size calculation

$$n = \frac{N}{1 + N(e^2)}$$

sample size

N= Total Population for the three selected institutions

e= Significance level (Margin of error) = 0.05 Where

$$N=389, e = 0.05 \quad n = \frac{N}{1 + N(e^2)}$$

$$\frac{389}{1 + 389(0.05^2)}$$

$$\frac{389}{1 + 0.9725}$$

$$\frac{389}{1.9725}$$

$$= 197$$

3.3.1 Sampling Technique

Selection of sample was done bearing in mind the issue of representativeness. Hence, efforts were made to obtain a representation of respondents across the selected sectors. The probability sampling technique was used in the selection of the participants so as to enable the researcher to have a good representation and relatively easier access to the required number of responses across the selected institutions and to be able to generalize the findings of this study to the population.

Furthermore, for the study to cover all the three sectors, a total number of six institutions were selected. The researcher selected two institutions from each of the three sectors (Finance, Health, and educational sector); among them are UniBank Ghana Limited, UniCredit Savings and Loans limited all located in Tafo in the Ashanti region, KNUST hospital, Holy Trinity Hospital, Abrade Basic primary school and Zion Praise International School all located in the Ashanti region. Four of the organizations were selected from the Kumasi metropolis while the other two were selected from Kwabre district all in the Ashanti region in order to objectively have a credible and fair representation of respondents.

3.4 Data Collection and Instrumentation

3.4.1 Sources of Data collection

There are two main sources where data can be gathered or collected for the purposes of research. These two sources are; Primary and Secondary sources. For the purpose of this study both secondary and primary data sources were considered, thus, collected.

3.4.1.1 Primary data

Primary data was collected by the researcher through the field study. In this regard, a standard questionnaire was designed to gather information from three institutions (financial, education and health sector) in the Ashanti Region. Employees within the selected institutions were served with structured questionnaires. A closed-ended question was designed for the purpose of easy analysis.

3.4.1.2 Secondary data

The data type which is purposefully obtained for another usage than what it was basically collected for. Likewise, Kervin (1999) considers it to be a summarized or raw (unprocessed) data. In addition, Saunders et al, (2007) view it as either explanatory or descriptive and of three categories documentary, survey, and multi-source. The act of data mining using computer technology, reviewing of journals, textbooks, articles, publications and magazines from renowned authors etc. served as the sources where secondary data for the study was collected.

3.4.2 Method of Data collection

Data collection instruments help the researcher gather the required data. data collection instrument to be used for the study was a standardized questionnaire. As showed by Saunders et al (2007), data gathering can be in the form of observation, interview, and survey as usable techniques used as a part of gathering information for the research.

In collecting the data, the people's viewpoints were elicited by means of a survey designed questionnaire for the study. Basically, this involved the compilation of structured questionnaires as a research instrument, with close-end multiple-choice questions grounded on the 5point Likert-style rating scale which offers respondents a range of options or answers to choose from. Literally, 5 on the scales are considered the highest score and 1 are the lowest on the scale.

In addition, necessary alterations and reforms to the questionnaire were made within the context of the study, and respondents were briefed about the significance of the study in order to make them truthful and diligent with their responses. In addition, there was a prepared personalized covering letter attached to the questionnaires to explicate the purpose of the survey, which ought to be a part, its significance and a statement assuring confidentiality to all stakeholders were all well served. The questionnaires were self-administered by the respondents themselves at the selected institutions.

3.5 Data Analysis Technique

The researcher edited the data collected from the field of study to ensure consistency in the responses. This was done to ascertain whether all questionnaires were duly responded and contained accurate information to make meaning. Also, specific codes were assigned to all the questions in the questionnaire (close-ended) and computerized after an overview of the responses was done.

Furthermore, the data processing aspect involved the explanation of variables, coding of data (keying) and finding missing values by editing. With guidance by the research objectives and hypotheses, descriptive statistics including simple tables, percentage distributions and frequency tables formed the basis for describing the data analysis based on the Statistical

Product and Service Solutions version 16.0 (SPSS).

Essentially, the key instrument to measure the set parameters of the study was structured questionnaires. In addition, personal interviews were organized with some of the employees. A total of 120 questionnaires were printed and distributed to the respondents. The researcher received 100 questionnaires from the respondents. The respondents of the questionnaires include managers, clerks, tellers, nurses, pharmacist, teachers, administrators and other nonmanagement staff. Out of 100 respondents 32%, 19%, and 49% were surveyed from finance, education, and health sectors respectively.

All the responses were edited and coded in the first place to arrive at a statistical decision.

SPSS (version 16) was used for the data entry. The study's focus was to examine the impact of work-life balance and its impact on employee's performance. After the results were obtained from SPSS, they were moved in the Excel to give its preferred form, and finally the results to Microsoft Word for further explanation of the results.

3.8 Research setting

The information about the selected sectors was gathered from the Health, educational and financial sector. Ghana's financial services sector can be classified into three main categories i.e., banking, insurance and capital markets. The researcher, therefore, chose two institutions from the banking sector in the Ashanti region.

Likewise, the healthcare sector is characterized by a government sector that serves the majority of the population and a growing private sector that serves 40 percent of healthcare needs in Ghana. The study, therefore, selected two institutions, one from the government and the other from the private hospital to gather data for the research. More so, two schools from the educational sector were also selected for the study.

CHAPTER FOUR

DATA ANALYSIS AND RESULTS DISCUSSION

4.1 Introduction

This chapter presents and discusses the data that was collected from the field. The presentation and discussion are divided into subheadings for easy understanding.

4.2 Demographic Characteristics of Respondents

This section aims to discuss the various demographic factors of the respondents who took part in the study. The total number of employees, who participated in the project, as mentioned in Chapter three. In Table 4.1 below the researcher describes demographic characteristics of respondents. These factors include the sex, age, marital status, and a number of children, who take care of the children and the occupation of the employees.

Table 4.1 Demographic Characteristic of Respondents

Variables	Frequency	Percent	Valid percent	Cumulative percent
Male	44	44.0	44.0	44.0
Female	56	56.0	56.0	100.0
Total	100	100	100.0	
20-29yrs	59	59.0	59.0	59.0
30-39yrs	23	23.0	23.0	82.0
40-49yrs	17	17.0	17.0	99.0
50-59yrs	1	1.0	1.0	100.0
Total	100	100	100	
Divorced	1	1.0	1.0	1.0
Married	35	35.0	35.0	36.0
Single	60	60.0	60.0	96.0
Widowed	1	1.0	1.0	97.0
Would rather not say	3	3.0	3.0	100.0
Total	100	100	100	

1-2	12	12.0	12.0	12.0
3-4	20	20.0	20.0	32.0
5-6	3	3.0	3.0	35.0
7-8	1	1.0	1.0	36.0
9 and above	1	1.0	1.0	37.0
No kid	63	63.0	63.0	100.0
Total	100	100	100	
Spouse	6	6.0	6.0	6.0
Relative	6	6.0	6.0	12.0
Friends House	1	1.0	1.0	13.0
help school	8	8.0	8.0	21.0
Not	16	16.0	16.0	37.0
Applicable	63	63.0	63.0	100.0
Total	100	100	100	
Finance	32	32.0	32.0	32.0
Education	19	19.0	19.0	51.0
Health	49	49.0	49.0	100.0
Total	100	100	100	

Source: Field Data, 2016

Table 4.2 above shows the sex, age, marital status, number of children, who care for the children and the institution they work with the respondents. The table indicated that out of the hundred respondents, 44% of them were male while the remaining 56% were female. Female were the majority and this could possibly be as a result of adherence to submission of the questionnaire on the part of the females, though the researcher ensured adequate and equal distribution of the questionnaire. Age also constitute part of the study. The age range of 50-59 was founded to be the minimum which represents 1%. This relatively indicates that the total number of employees due for retirement is few. However, respondents with ages between 20 and 29 constituted majority with (59%). This is an indication that, the selected institution employed its workforce within this age range because they are young and energetic and will arguably perform well. Furthermore, 23% of the respondents fall within the age range of 30-39 years while the remaining 17% of the respondents also were within 40-49 years. Marital status is one of the important features to be discussed when analyzing work-life balance and its impact

on employee performance. The respondents' marital status was also well-thought-out in this study. The table further continues to show that, out of the 100 questionnaire 1 (1%) was divorced, 35 of them of the respondents representing (35%) were married, majority of the respondents totalling 60 (60%) were single. This is an indication that the number of married couple within the sample size is very minimal.. This was as a result of the majority of the respondents who fall between 20-29 years and most employers wish to employ its workforce from this age range. Only 1 of the respondents was a widow which represents (1%) of the respondents and 3 of respondents didn't disclose their marital status (3%). This could be as a result of their faith or they would rather not disclose it for their own personal reasons.

Also, in discussing WLB children constitute an important factor because combining caring of children and work is an area whereby employees usually encounter issues. As indicated figure below, it explains the number of children of the respondents, whether with or without children, they are able to meet their work-life balance. It was evident that most of the respondents within the selected institutions did not have children. This is, however, a clear indication that most of the respondents have children were single and they constitute (63%) of the respondents. Also, 20 of the respondents had children within 3-4 range with representing 20% of the respondents, 12% have 1-2 children while 3% of the 100 respondents have 5-6 children. The remaining percent were with 7-8 and 9 and above respectively. The respondents were asked as to who take care of their children whiles at work, it was found out that 6 (6%) of the respondents stated that it was their spouse, 6 (6%) of them responded that it is their relatives, 1 (1%) of them answered that it is friends, whiles 8 (8%) of them stated their house help, 16(16%) and 63 (63%) stated it daycare school and not applicable respectively.

The table, therefore, continues to show that 32 (32%), 19(19%), 49 (49%), of the respondents are at the following institutions; Financial, Education, and Health respectively. The majority of the respondents were coming from the health sector because they from highest populated

among the selected institution and those from the educational institution from the minority and could be influenced by the number of staff at the various schools the researcher visited.

4.3 Levels of awareness of Work life balance

The respondent's awareness and understanding of the term 'work-life balance' are exceptionally important to the study. This will assist the researcher to get a fair response from the respondents in the study. The concept is well known and understood in the developed economy and has grown dramatically in recent years across the global business environment. The abnormal state of enthusiasm among workers, management, consultants, experts, and the media has created a solid business in gatherings and websites. Likewise, it is a development area in the academia, incorporating various disciplines including financial aspects, social policy, feminism, sociology, industrial relations, human resource management, and employee well-being among others.

However, it is prudent to know the level of awareness of the respondents in relation to the concept of work-life balance. However, the Likert scale weight: 1-Strongly Agree, 2-Agree, 3-Neutral, 4-Disagree, 5-Strongly Disagree was used to access the respondents level of awareness.

Table 4.2 Descriptive Statistics on work-life balance awareness

Variables	N	Mean	Std. Deviation
AW1	100	2.44	1.321
AW2	100	2.70	.969
AW3	100	3.00	1.054
AW4	100	3.79	.820
AW5	100	3.53	.926
AW6	100	3.13	.872

Source: Field Data, 2016

In light of movement in the labor market and the changing way of work, work-life balance is currently at the top. In any case, respondents were asked to indicate how strongly they agreed or disagreed with a variety of statements on work-life balance awareness. The results presented

in table 4.3 above show AW4 were considered to be significantly high with a mean 3.79. This suggests that there is a sign of perceived high level of awareness of work-life balance since 3.79 is above the significant level of 2.5 on the Likert scale rating. This show that majority of the respondents agreed that their organization helps them to combine career and family responsibilities. This is confirmed by Lazar et al (2010) that organizational support that help employee balance its work life are practices that are meant to help employees better manage their work and non-work times are called work-family policies, family-friendly or family-responsive policies. Lazar added that responsive organizational support includes; providing day care for the children, holidays, giving time off for family engagement, part-time, providing transport system, sick leave, telecommuting, on-site child care facility, flexible working hours, job sharing (Lazăr et al. 2010). It further indicates that their level of awareness of work-life balance practices and policies in their various institutions is high. Thus organizational support is crucial for employee to balance its work life.

They were further asked to indicate whether they agree or disagree with the statement that —whether their organization gives male and female the same level to access to work-life balance policies, the respondents indicated that their organization gives male and female equal access to work-life balance policies had a mean of 3.5 which is significantly high. This means there is fairness and consistency in how they implement work life balance policies. In the work of Shankar and Bhatnagar 2010, they indicated that work life balance was meant for women but recently on the broader sense, working individuals are now enjoying work life balance irrespective sex of the person. These reflect to the fact that work life balance affects every facet of individual life irrespective of what he/she does (Tara Shankar & Jyotsna Bhatnagar 2010).

Also, AW1 had the lowest mean of **2.44** which means they totally disagreed with the statement since the mean score does not fall within the significant level of 2.5. However, it means that the respondents must be able put equal importance to their work and other social, family and other responsibilities. Clearly, the above discussions communicate the organization commitment to work-life balance, to raise awareness and to improve knowledge and understanding of policies and practices that support work-life balance. In gist, the above explanation means that the respondents were much aware of the concept ‘work-life balance’. Thus, there is a clear indication that the respondents from the selected institutions are much aware of work-life balance.

4.4 Challenges employee face in balancing work and life

Today, many factors have contributed to employee’s inability to balance their work- life. Usually, employees encounter a lot of imbalances between their work and life due to the stress involve discharging duties makes it difficult to reach the responsibilities from the employer and other social needs that have to be addressed. Work life balance which primarily deals with an employee’s ability to properly prioritize between his or her work and lifestyle, social life, health, family etc. but in most cases instead of being able to balance its work life, come challenges either from their organization or family. Managing it properly will enhance employee’s performance hence, the need for the workforce to balance its work life. Balancing the demands of a busy lifestyle is not an easy thing to do, but it is best managed by regularly reviewing and assessing your priorities.

Table 4.3 Descriptive analysis on Challenges employee face in work life balance

Variable	N	Mean	Std. Deviation
<i>DWL1</i>	100	2.41	.996
<i>DWL2</i>	100	2.71	.935
<i>DWL3</i>	100	2.38	.919
<i>DWL4</i>	100	2.59	.996
<i>DWL5</i>	100	2.53	.926

DWL6	100	2.87	1.060
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Source: Field Data, 2016

Likert scale, 1 very difficult, 2 somewhat difficult, 3 not difficult, 4 not at all difficult

From table 4.3 above, the results show that minority of the respondents strongly disagreed that they encounter difficulties to concentrate on family responsibilities because of work demands. It has the lowest mean of 2.38 and may generally show a sign that they do not have difficulties to concentrate on work and family responsibilities because of work demands. This is an indication that, their company has measures in place to enable the employee to balance its work life. This confirmed the work of Sanborn 2013 that, for employee to achieve a balance between work and life, WLB policies must be outlined and implemented. According to him, some of the policies introduced to assist employee balance its work life includes; maternity leave, Employee Assistance Program (EAP's), flexible working hours, home-based work, pat time work, among others (Sanborn 2013)

The table further shows that **DWL6** (difficult to advance my career because of work and family demands) has the highest mean of **2.87**. This means that though they have challenges combining career and work, the companies' policies and practices has made it possible to help them balance its work life. This challenge creates a conflict between work and family demand. This conflict occurs when employee extends their efforts to satisfy work domain at the expense of the family or vice versa. Nazim, (2015), confirmed that such a conflict can impacted negatively on their work, family, and health. Likewise Ashfaq et al. 2013, add that employee performance is affected by work-life conflict and work overload because his research, in banking sector the working hours are prolong (Ashfaq et al. 2013). Thus there is a negative relationship between work life conflicts on employee performance.

Comparing the mean score of the responses, 2.41 were considered the second lowest of the mean which most of the respondents do encounter difficulties in balancing its work life. These

findings are consistent with previous studies by Frone et al, (1997). They indicated in their research that in work domains, the absence of work-life balance causes poor performance and more absenteeism of employee. With respect to this, there is a possibility that their various organizations have policies in place to help its workforce. This assertion does not indicate that there are no work-life balance policies to help employee but in a situation whereby employees encounter challenges.

In conclusion, from the mean score of the variable only two of the mean score were lower than the significant level of 2.5. Therefore from the above table majority of the respondents indicated that they have challenges in balancing their work life for which they fall above the significant mean score of 2.5. From the above responses, majority of the respondents indicated that they have challenges in trying to combine work and other non-work responsibilities. Thus, meeting work and non-work demands are incompatible (Akintayo 2010)

4.5 Employees' Opinion on the condition of work life balance

Mostly employees encounter conflicts between work and family responsibilities. This generally occurred when there are incompatible demands between the work and family roles of an employee that makes participation in both roles more difficult. In view of that, the conflict takes place at the work-life interface. Employees are sometimes torn between either work first or family first. Such decision arises when the number of hours spent working overrides time spent with family. These two circumstances cannot be equally dealt with. Therefore the table below shows a descriptive analysis on how employee feels about these two concepts (work and family life)

Table 4.4 Descriptive analysis on respondents' opinion on the Conditions of Work-Life Balance

<u>Variable</u>	<u>N</u>	<u>Mean</u>	<u>Std. Deviation</u>
WF1	100	3.08	1.299
WF2	100	2.53	1.077
WF3	100	2.51	1.030
WF4	100	3.54	1.019
WF5	100	3.02	1.119
WF6	100	2.90	1.193
WF7	100	2.80	1.214
<u>WF8</u>	<u>100</u>	<u>3.21</u>	<u>1.192</u>

Source: Field Data, 2016

Likert scale 1 strongly disagree, 2 disagree, 3 uncertain, 4 agree, 5 strongly agree

From Table 4.5 above, WF4 has the highest mean and this is an indication that the respondents feel too tired after work to enjoy the things they would like to do at home. This is a sign of perceived high level of work and family interface. Miet 2015, assert that conflict is a reality of life in today's competitive workplace and it is evitable in every facets of society(Miet 2015). From the above table, it shows that majority of the respondent spend much time at the workplace to do things they would have preferred doing. When this situation persists, it leads to work family conflict. Khalid 2016, classified work family as strain based clash, time based clash and behaviour based clash. To him, the time based conflict takes place when work from one area hinder in roles of the other area such as personal life and other responsibilities. He also explained that, strain based conflict occurs when one has intensified tension in one domain that obstructs performance of the other domain (Khalid, 2016). The intensity of work demands from the employer results to work to family conflicts.

Furthermore, in examining the mean scores of how respondents feel about their work and family, WF3 had the lowest mean of 2.51 and thus, the least anticipated dimension likely to opt for work instead of family. Though the average point for the rating to stayed neutral at

2.5, therefore anything above 2.5 must be considered as significant. In view of this WF3 having the least mean is significant. This can be influenced by cultural, economic and environmental factors. This is an indication that the respondents agreed with WF3. The results from respondents indicated minority disagreed with the statement that, their family responsibility prevents them from the time they should have given to their job. This shows that the respondents give major priority to their work to that of the family. This can results to family to work conflict. In family to work conflict, there is interference in family life and work life. This interference has a negative relationship with employee performance. Sokmen confirmed that when this kind of conflict persists, it will have a negative impact on employee performance (Sokmen 2006).

Comparing the mean score of the variable, almost all of the variables were above 2.5 which means that they agreed to their condition of work-life balance in their respective institutions. Hence, all things being equal, there is an indication that the respondents put a major importance to their job than that of the family.

4.6 Employees' level of satisfaction with WLB

Notwithstanding worker increase contribution in bringing up kids and doing different responsibilities, they keep on devoting much time and the opportunity to both. Aside from work responsibilities, there are likewise more inclined to be dependents on others which can affect their time use and conceivably on their capacity to adjust work and family duties. Along these lines work-life balance means the degree to which a worker encounters feeling better all in all; for instance greater job employment and life satisfaction. The table underneath in this manner clarifies employee job satisfaction and work-life balance (WLB) in their respective

institutions when they were asked about their level of satisfaction with their work and other commitments.

Table 4.5 Descriptive Statistics on the level of satisfaction of employee WLB

<u>Variable</u>	<u>N</u>	<u>Mean</u>	<u>Std. Deviation</u>
LS1	100	3.42	1.199
LS2	100	3.38	.930
LS3	100	3.25	1.067
LS4	100	3.30	1.000
LS5	100	3.15	1.158
LS6	100	3.37	1.079

Source: Field Data, 2016

Likert scale; 1 very dissatisfied, 2 dissatisfied, 3 unsure, 4 satisfied, 5 very satisfied

The results presented in table 4.6 shows the level of support for an employee to balance its work life; **LS1** was significantly higher among the respondents. This means that the employees in the various institutions are satisfied with the time to reach their career and personal goals due to assist from their family and organization. Such practices includes; providing day care for the children of its workforce, holidays, giving time off for family engagement, leave with or without pay, providing transport system. The support from the organization and family are practices that are meant to help employees better manage their work and non-work times are called work-family policies, family-friendly or familyresponsive policies. Lazăr et al., 2010, states that organizational support for Work-life balance are practices that deliberately organizations designed into their organizational culture to reduce work-life conflict and enable employees to be more effective at work and in other role (Lazăr et al., 2010). The assistance will effectively help employee to perform to their satisfaction.

The result from the table indicated that LS2, LS3, LS4, and LS6 were all significant as compared with the significant mean score of 2.5. This shows that the employee totally agrees with the condition of work-life balance in their respective institution. On the other hand, LS5

had the lowest mean of 3.15. This means that the respondents are able to meet its work and family duties. This is an indication that there is little or no work life conflict.

The mean of (3.42) LS1 indicated the highest mean. This can be interpreted that, an increase in the level of support to individual employee, it will increase their level of satisfaction which in effect increase their performance. This can be worrying when both the organization and family do not support its employee. In situations as this can results to dissatisfaction on the part of the employee which in effect can results to absenteeism, high turnover, health problem, loss of talented employee, and overall it can affect employee performance and wellbeing. Crompton and Lyonette indicated that the important as it relates to role of worklife balance of an individual's psychological well-being and overall sense of harmony in life. This is an indicator of a balance between the workplace role and the role in family (Crompton & Lyonette, 2007). The employer and family must understand and realized the importance attached to assisting employees to balance its work life.

More also the mean of (3.15) was the lowest mean among the variable. This indicates that I am able to meet family and work responsibilities; the employees were sure and satisfied though they had the lowest mean. This can be interpreted to that —I am well able to meet my work and family responsibilities, a little effort from family and organization will increase employee level of performance.

4.7 Work life balance support from organization and family

For organizations hoping to attract and retain exceptionally energetic and committed workforce, work-life balance can help retain the skillful employee in companies by accomplishing a higher quantifiable profit in their investments. In any case, it ought to be noticed that work-life balance policies cannot be successful unless it adds to an organizational culture emphasizing work, family, and individual life values and with administrative backing.

The employee will not achieve work-life balance only from the support from the institutions but the individual and family also have a role to play in order to achieve it. Thus the table below explains how employee experience supports from organization and family.

Table 4.7 descriptive analysis on work-life balance level of support

<u>Variable</u>	<u>N</u>	<u>Mean</u>	<u>Std. Deviation</u>
SP1	100	3.77	1.153
SP2	100	3.29	1.266
SP3	100	3.49	.937
SP4	100	2.85	1.298
SP5	100	2.73	1.260
SP6	100	3.59	1.248
SP7	100	3.21	1.395

Source: Field Data, 2016

Likert scale; 1 strongly oppose, 2 somewhat oppose, 3 neutral, 4 somewhat favor, 5 strongly favor

The results as presented in table 4.7 above represent the level of support of work-life balance from the organization and family. The family helps me balance my work life were rated high with a mean of 3.5. My organization is providing support for me to meet my work life, my job allow me to give the time I would like to give to my family and my organization gives time off for family engagement were significant rated second with the level of support. My organization offers unpaid leave option and my organization have flexible starting and ending time had the lowest mean of 3.21. This result is totally influenced by the respondents who run shift in their respective institution. When there is organizational support for employee to balance to its work life, it reduces work family conflict. Akintayo explain work family conflict as —a form of inter-role conflict in which role pressures from the work and family domains are mutually incompatible in some respect (Akintayo 2013). This proposes a multi-directional relationship where work can impact family and the other way around. The higher the conflict,

the higher the organization is likely to lose its profit margin. Hence, organizations ensured work life policies and practice to ensure

From the table, it can be generally concluded that when the respondent was asked about the level of support from their employer and family, the majority of them indicated that their respective organizations and family support them meet their work life balance with a mean approximately to 4 which supposed to mean that they somewhat favor them. From the above table, it confirms to the fact that work-life balance is no more an individual employee issue but the organization as well. For instance Tenbrunsel et al., (1995) assert that work-life balance issue has become important for an organization to consider helping its workforce. Hence for effective management of employee work life balance, both the organization and the individual have a role to play.

4.8 Work-life balance policies on performance

Work-life balance policies are common practice in HRM to consider employees' work-life boundary and to support them in managing both demands of working life and private life. In today's business world, employee performance is a key determinant in the accomplishment of organizational objectives. Accordingly, organizations search for various methods for motivating their workers, to enable them to give their best to the organization. Employee performance is a focal point in any establishment. Each policy ought to be geared towards expanding the worker performance. For an organization to stay on top they ought to have the capacity to enhance their workforce performance and monitor it. In a circumstance where this does not happen, they are at risk to confront a few difficulties which remains as a setback to the organization in the area where they have a place. In this way, the table beneath tries to explain how these policies have a positive impact on employee performance.

Table 4.7 Descriptive life balance policies on performance

Variable	N	Mean	Std. Deviation
PP1	100	2.95	1.336
PP2	100	2.75	1.298
PP3	100	2.87	1.125
PP4	100	3.33	1.055
PP5	100	3.34	.924
PP5	100	3.36	.969
PP7	100	3.18	1.104

Source: Field Data, 2016 Likert scale 1 strongly disagree, 2 disagree, 3 uncertain, 4 agree, 5 strongly agree

The results presented in table 4.8 shows how work-life balance policies have an impact on performance were significantly higher among the respondents. The result from the table indicated that holidays or paid time off, job sharing, giving career break or sabbaticals, providing time off for family engagement have the high mean as compared to another variable. Flexible time starting time, flexible finishing time, flexible time general on the other had had the low mean.

The mean of (3.36) for giving workers the career break or sabbatical leave indicated the highest mean for an employee to perform. This can be interpreted to mean that when given the employee the chance to advance their career, they will experience a sense of commitment, organizational citizenship (that is a sense of belongingness to the organization), the employee will also be engaged in the organization which in turn boost employee productivity. This can be a worrying when fairness is not applied to the entire employee. The employer must know how to manage giving out sabbaticals to its employee because if not put proper systems in place it might go again employee productivity as expected.

Allen, (2001) also confirm that work-life balance programs for organizations have help companies see a lot of benefits. He further confirms that research findings suggest a strong

positive relationship between work-life balance programs and reduced absenteeism, increases productivity, improves recruitment and retention rate.

4.9 Work-Life Balance policies that affect Employee Performance

Work-life balance policies are implemented for an employee to balance its work and other commitments but mostly how those policies are implemented affect employee in the other way. Therefore the beneath table explains whether the following work-life balance policies challenged employee to balance its work life and other commitments.

Table 4.8 Descriptive statistics on practices that affect employee performance

Variable	N	Mean	Std. Deviation
PP1	100	2.76	1.006
PP2	100	2.90	1.010
PP3	100	1.94	.930
PP4	100	2.30	.990
PP5	100	2.21	1.166
PP6	100	1.90	1.068
PP7	100	2.02	1.101
PP8	100	2.16	.896

Source: Field Data, 2016

Likert scale; 1 not at all a problem, 2 minor problems, 3 moderate problems, 4 serious problem

From the table 4.9, compulsory overtime has the highest mean and may frequently indicate a sign of perceiving a high level of pressure from the employer to the employee to work overtime. When employee works overtime or spend longer time at work, it causes health disorders. For instance Arif and Farooqi states that these disorders can cause stress, ill health, body pain, headache etc. for which employee cannot work to its satisfaction. These negative disorders can increase absenteeism, employee turnover, job dissatisfaction, and reduction in organizational productivity, damage of family and social relationship (Arif and Farooqi, 2014). Examining the mean of practice that affects employee performance, child up bring has the lowest mean of 1.90. This can be influenced by the number of respondents who were taking care of children. Thus the least expected practices that will affect employee performance in the selected

institutions. The table continues to show that long working hours had a mean of 2.76 for which approximately, fall within the significant level of 2.5 being a moderate problem. This affirms the assertion made by Lewis, (2003) that long working hours will make employees feel a sense of loneliness and disconnection may enter the lives of individuals who work excessively and can eventually lead to depression and conflict with family issues such as marital, care for the aged, child care, housekeeping, family gathering and social life.

The respondents indicated that shift work, caring for dependents, meeting after working hours, shift work, negative attitude from family, traveling away from home were not a problem at all that can affect their performance. Job sharing, for instance, plays a high role profile for organizations to remain competitive and to meet their performance metrics in the stiff global competition. This is confirmed by Gill (2008) that job sharing allows companies to retain high qualified and well-trained talents. No employee would wish to work in companies where there is no work-life balance policies and practice. Thus the majority of the respondents indicated that meetings/training after office hours, frequently traveling away from home, negative attitude of family members, child upbringing, shift work, caring for dependents were considered the least factor that will affect their performance since these variables were below the significant level of the likert scale rating of 2.5. This means that, there is no directed relationship between work life balance and employee performance. This is contrary to the work of Ali 2011 that there is a positive relationship between work-life balance policies and employees' performance (Ali 2011).

4.10 Association between Work Life balance and gender with respect to performance The regression results in the below table 4.9 show the influence of gender on the work life balance of employees and its influence on employee performance. Gender is treated as a categorical variable and has the female gender as the reference category. Inputs in SPSS 20 were exported

to STATA 13.1 for the purpose of answering this research objective. The table below, therefore, explained the influence or the association of gender on the work-life balance of employee and its influence on employee performance.

Table 4.9 Association between work-life balance and gender with respect to performance

	Co-efficient	Standard error	p≥ t
Employee performance			
GWB1	0.007	0.023	0.750
GWB2	0.023	0.023	0.328
GWB3	-0.046	0.024	0.064*
GWB4	0.048	0.028	0.092*
GWB5	0.058	0.027	0.037**
GWB6	-0.067	0.032	0.037**
Constant	1.087	0.117	0.000***

Source: Output from STATA 13.1 (Note: * significant at 10%, ** significant at 5%, *** significant at 1 %.)

GWB1, GWB2, GWB3 and others represent the following interactions.

*GWB1 = sex of respondent * I have the time to reach my personal and career goals satisfactorily due to work life balance*

GWB2 = Sex of respondent Personal issues does not influence my ability to perform work effectively*

*GWB3= Sex of respondent * I feel satisfied in all aspect of my life without work-life balance policies*

*GWB4= Sex of respondent * the work-life balance policies in my organization are adequate in helping me to perform well at work*

*GWB5= Sex of respondent * I am well able to perform my work demands due to work-life balance policies*

GWB6 = I am satisfied with working hours in my organization and it help me to perform

The results from the above table 4.10 show that personal issues do not influence the ability of male employees to perform better than female employees. Susan et al 2011 stated that fathers tend to use WLB measures to spend time with their families where measures increase their sense of entitlement (Sussan et al 2011). There is a positive relationship between the interactive variable of gender and the influence of personal issues on the performance of employees. This is evidenced by the coefficient of 0.007. This is however statistically insignificant. This means male employee perform better than female employees. This is an indication that female employee are those who experienced multiple roles at home than male employee especially care for children, taking care of household chores.

The results also indicate that male employees based on the fact that they are satisfied in all aspects of life without a work-life balance policy perform better than female employees. This is however not statistically significant at all conventional significance levels. This confirmed in the work of Sadhu 2015 who suggested that there is association between work life balance and gender differences with respect to performance (Sudhu 2015). Thus base on the above results there is a relationship between work life balance and gender with respect to performance.

The results further show that female employees compared with male employees perform better at work based on the fact that there is personal and career goals achievement through support from family and organization. This negative relationship on performance is statistically significant at the alpha of 10%. Specifically, employee performance by virtue of being a female is increased as a result of support from organization and family towards the achievement of her

goals by 0.046 more units than male employees. Lazăr et al., 2010 indicated that work family policies such as flexible working hours, job sharing, part-time work, compressed work weeks, parental leave, telecommuting, and on-site child care facility can help employee manage their work life. This will help employee gain improvements in well-being, performance and provides organizational benefits (Lazar et al 2010).

A positive relationship was found by the study between employees' performance and the fact that work balance practices are able to help them in achieving personal and other responsibilities. The positive coefficient of 0.058 specifically means that male employees are able to achieve better performance based on the fact that personal responsibilities are achieved through work balance practice than female employees. This relationship is statistically significant at the conventional level of 5%. This results can be confirmed by Sackey 2009, indicated that, in Ghana's sociocultural environment, women are regarded as supporters of their male counterparts. He indicated that for the most part, women's childhood socialization prepares them for motherhood, and, therefore, their roles are limited to taking care of the home, bearing children and engaging in small businesses (Sackey and Sanda, 2009). Thus female is not able to perform to their satisfaction due to the socio-cultural practices within the societies or community.

There is a negative relationship between male employees and employee performance on the basis that they are satisfied with working hours and the working hours fit with their private life. The results suggest that female employees perform better than male employees on the basis that working hours of employees fit with their private lives. This is evidenced by the negative regression coefficient of -0.068. This implies that a unit change in the interaction of male employees and the fact that working hours fit with employees' private lives reduces employees' performance by 0.068 units.

In gist, the results indicated that that male dominated and was positively associated with work-life balance and its influence on performance than female. This is as results of some socio-cultural practices which women are the ones who take care of instead of it to be a shared one. Apart from work, the male has little responsibility at home than women who almost always do everything at work. Thus Rapport 2002 conclude that work life balance can be presented as a means of enhancing workplace performance and achieving positive personal and social outcomes.

4.11 Regression of work-life balance policies and employees performance

Let α be the significant level ($\alpha = 5\% = 0.05$)

Let H_0 = Null Hypothesis

Let H_1 = Alternative Hypothesis

H_0 = There is no impact of work-life balance policies on employees performance

H_1 = There is impact of work-life balance policies on employees performance

In instances where the P-value is less than 5% (0.05), the researcher has enough evidence to reject its claim that is no significant association between variable A and variable B. However, in instances where P-value is above than 5% (0.05), the researcher does not have enough evidence and hence will fail to reject the Null hypothesis.

Table 4.10 Work-life balance policies influence on employee performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.148	.617		3.483	.001
flexible starting time	.253	.117	.292	2.164	.033
Flexible finishing time	.004	.130	.005	.034	.973

Flexible time in general	-.042	.132	-.040	-.315	.753
Holidays/paid time off	.328	.122	.299	2.681	.009
Job sharing	-.124	.144	-.099	-.863	.390
Giving workers career break/sabbaticals	-.009	.136	-.008	-.069	.945
Providing time off for family engagement/ event	.069	.105	.065	.655	.514
provision of exercise facilities as gym	-.275	.146	-.241	-1.884	.063
Initiating health programs	.139	.136	.119	1.024	.308
Providing counseling	-.019	.144	-.015	-.132	.035
service for employees					

a. Dependent Variable: Does work-life balance policies impact on employee performance?

REGRESSION MODEL

$$EP = \alpha + \beta_1 FST + \beta_2 FFT - \beta_3 FTG + \beta_4 HPTO - \beta_5 JS - \beta_6 GWCB + \beta_7 PTO + \beta_8 PEFG + \beta_9 IHP - \beta_{10} PCSE$$

$$EP = 2.148 + 0.253FST + 0.004FFT - 0.042FTG + 0.328HPTO - 0.124JS - 0.009GWCB + 0.069PTO - 0.275PEFG + 0.139IHP - 0.019PCSE$$

From the computed regression output, the P-value for flexible starting time (P-value = 0.033), Holidays/paid time off – (P-value 0.009) and providing counseling service for the employee- (P-value 0.035) is less than the significance level $\alpha=0.05$.

This means that flexible starting time, Holidays/paid time off and providing counseling service for an employee are statistically significant. Therefore the researcher has enough evidence to reject the Null hypothesis and accept the alternative hypothesis and conclude that flexible starting time, Holidays/paid time off and providing counseling service for the employee has an impact on employees performance.

Since the P-values for flexible finishing time (p-value=0.973), flexible general time (p-value=0.753), Job sharing (p-value=0.390), Sabbatical (p-value=0.945), providing time of family engagement (p-value=0.514), provision of exercise facilities (p-value=0.063) and Health programs (p-value=0.308) are greater than $\alpha = 0.05$. Therefore the researcher has enough evidence to accept null hypothesis (H_0) and conclude that these independent variables have no impact on employees' performance.

Also from the equation, there is a negative relationship between flexible time general, job sharing, Sabbaticals, provision of exercise facilities and provision counseling services for employees. This means that any additional value in these five variables will bring a reduction or a decrease in employee's performance.

On the other hand, the regression equation shows that there is a positive relationship between flexible starting time, flexible finishing time, holiday/paid time off, providing time for family engagement, initiating health programs. This means that any additional value in these variable will bring an increase in employee's performance. This result indicates that there is a bearing on work-life balance policies and practices on job performance. This goes contrary to the work of Hye at al., (2014) that there is no direct effect of work life balance on performance. Also Ali, (2011) in his work, he affirmed that there is a positive relationship between work-life balance and employees' performance. He further states that it is more likely that an improvement of practices of WLB for apparel industry employees will bring results in improvements of Employees' Performance. Hence, this is in direct support of the relationship between work life balance employee performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section presents a summary of the findings to the research objectives. The section further presents a conclusion and makes a suggestion on some weaknesses and difficulties related to with respects to work-life balance at the selected institutions.

5.2 Summary of Findings

Under this section, a summary of the findings is presented. The sections that follow immediately present summaries in relation to specific responses from the respondents based on set objectives. The core outcomes from the respondent in the study are as follows;

5.2.1 Demographic characteristics of Respondents

There was high response rate with respect to the women; this recommends a high energy encompassed by the female of the selected institutions (Finance, Education, and Health) in the subject matter. Most respondents were in the age bunches 20yrs and 29 and 30-39 years. The researcher, consequently, concludes that greater part of the respondents constituted the profoundly productive group of HR in the selected establishments.

More also, the majority of the respondents were not having children for which they constitute 63% of the respondents. The research can therefore base on this and confidently say that majority of the respondents who were not having children were single. This is because the majority of the respondents who form 60% of them were single when they were asked about their marital status.

5.2.3 The nature of work life balance in the selected institutions

In finding out the nature of WLB in the selected institutions, first, majority of the respondents were much aware of work-life balance and further indicated that they do not have written copies of work life balance policies and practice. They therefore added that WLB policies and practices have been made part of the organizational culture. Again it was further found that for an employee to be able to balance one's work-life, the individual and the organization have a role to play to achieve it (management support). Thus the majority of the respondents agreed that they are aware of the concept of work-life balance since majority of the respondents were above the significant level of 2.5 on the likert scale rating.

5.2.4 The nature of work life balance across gender in the selected institutions

Generally both male and female in the selected institution agree that there is a relationship between work-life balance and performance. Male employees were able to achieve a balance between work and life better than female employees. This can be influence by the sociocultural practices in Ghana. The socio-cultural practices affect female employee more than men. Female employees are the ones who during their socialization process, are trained to perform household chores and other commitment in addition to their work or career advancement. Therefore, work-life balance policies are implemented to assist employee to perform its work life; male employees are able to balance its work life in their respective institutions better than female. Again, the study revealed that both male and female admitted that work-life balance has affected their quality of life; the respondents added that, there is a significant relationship between gender and performance with regard to work-life balance.

5.2.4 Impact of work-life balance policies and practices on employee performance

The level of work-life balance policies on employee performance, from the study it was found out

that work-life policy and practices have an impact on performance. In the study, it was revealed that there is a positive relationship between work-life balance policies on employee performance. An increase in implementing work-life policies such as providing health facilities, flexible work schedule, providing counseling for the employee, providing time for family engagements, paid time off among others with the support from management will improve and enhance employee performance in general.

The finding indicates that majority of the respondents revealed that WLB policies and practices such as meetings/training after office hours, frequently traveling away from home, negative attitude of family members, child upbringing, shift work, caring for dependents were considered the least factor that will affect performance negatively.

5.2.5 What are the challenges of work-life balance?

Combining work with family and other social responsibilities is very challenging. This question received a lot of responses indicating that truly, at the selected institutions it was found out that the respondents have faced a lot of challenges in combining paid work and other non-paid work demands. The challenges range from organizational policies and practices and pressure that comes from the family all agreed they have encountered challenges, in advancing their career, performance, caring for their children and dependents and other social commitments.

5.3 Conclusion

This thesis examined the work-life balance and employee performance in selected institutions in the Ashanti region. It consist of the how individuals combined paid work and non-paid work responsibilities at the same time and how work-life balance affect individual performance. A number of findings that came out of the study would add up to the knowledge on the subject —work-life balance. Again it was revealed that there is a positive relationship between work

life balance and individual performance. Also in the study, it was found out that both male and female have encountered a challenge in trying to balance its work life. The responses given by the respondents indicate that they are faced with many challenges in combining both paid work and non-paid work demands (family life). Hence effective implementation of work-life balance policies and practices will add up to employee performance as well as the organization performance in general.

5.4 Recommendation

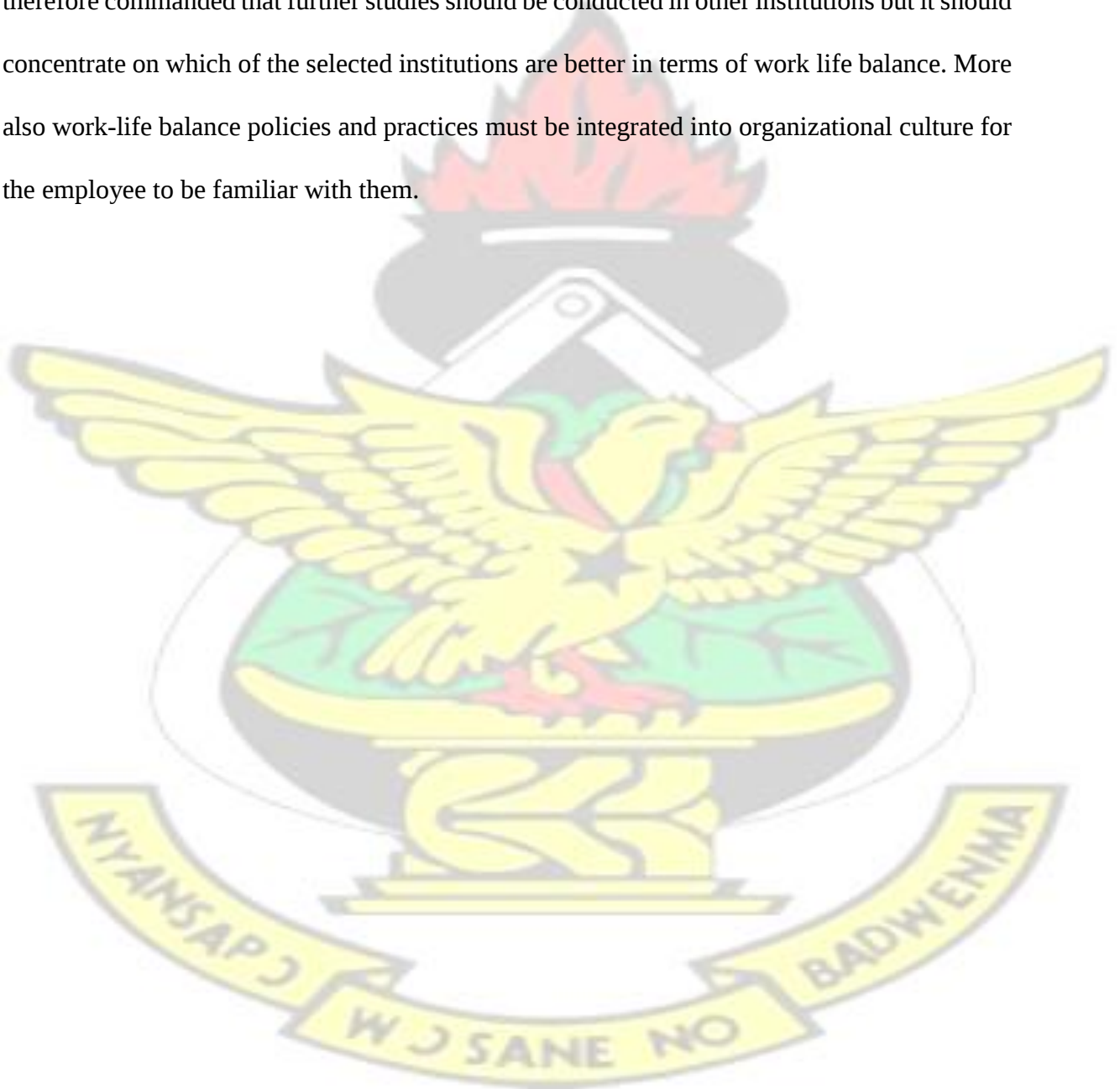
Availability and use of work-life balance policies and practices, when provided in the context of supervisor and organizational support can reduce work-life conflict and increase positive relationship for individual employee performance. These effects are often associated with employee attitudes such as increased job satisfaction and enhanced control over their work schedule. Therefore the researcher recommends the following policies to help the selected institutions to strengthen its workforce work life;

- The organizations must undertake a review of existing work-life balance policies and improve its current practices on flexible working arrangements for the employee.
- The selected organizations must ensure fairness and consistency in the way the institution's policies and practice that support work-life balance are implemented.
- The institutions must promote a work-life balance culture and encourage innovative approaches to flexible working by way of developing its workforce.
- Management must consider the implications for work-life balance in relation to workloads and work outside conventional hours.
- The selected institution should establish day care provisions in terms of both hours and location.

- Also, work-life balance policies and practices must be communicated effectively to the employees to ensure their level of awareness of work-life balance.

5.5. Directions for Future Research

The researcher considers it be appropriate if a similar research is done in other institution. It is therefore commanded that further studies should be conducted in other institutions but it should concentrate on which of the selected institutions are better in terms of work life balance. More also work-life balance policies and practices must be integrated into organizational culture for the employee to be familiar with them.



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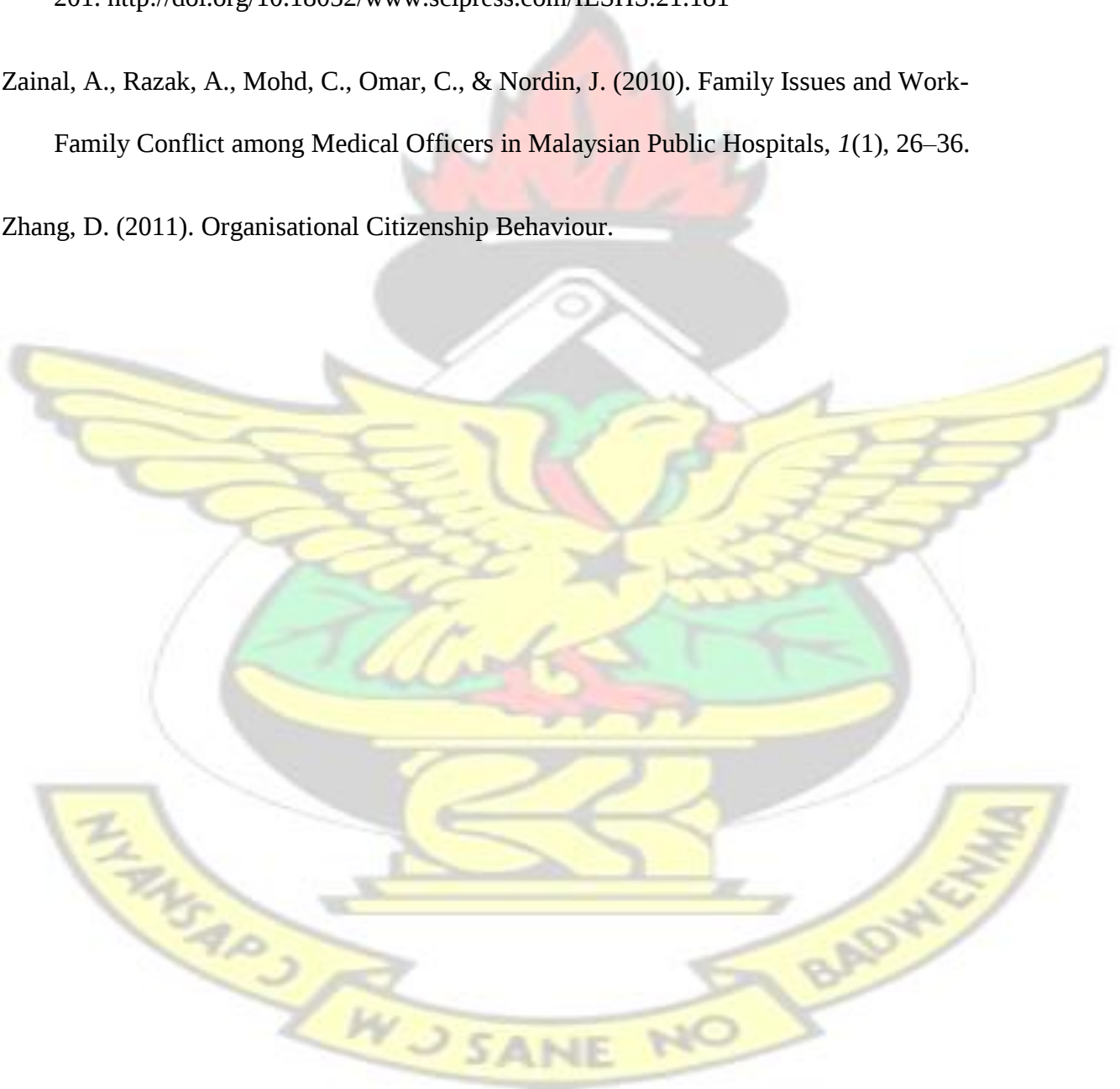
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APPENDIX

codes	Meaning of Variable
AW 1	Employee are expected to put their jobs first before their family or personal life
AW2	AW2 In practice, it is difficult for my organization to use work life balance policies
AW3	In order to be recognize in your organization, employee must constantly put work ahead of their family or personal life
AW4	In this organization, employees can combine career and family responsibilities
AW5	This organization gives male and female employee the same level of access to Work life balance policies
AW6	Does your Organization have written copies of Work life Balance policies
DWL1	Difficulty to balance my work and family life
DWL2	Difficulty to concentrate on work because of family responsibilities
DWL3	I have difficulties to concentrate on family responsibilities because of work demands
DWL4	Organizational policies makes it difficult to balance my work and family demands
DWL5	DWL5 Difficulty having time with my family and social duties because of work schedule
DWL6	Difficulty to advance my career because of family and work demand
WF1	I frequently think about work when I'm not working
WF2	My family is frequently upset with me about how much time i spend working
WF3	Family responsibilities prevent me from giving the time I should give to my job
WF4	Feeling too tied after work to enjoy the things I would like to do at home
WF5	My job prevent me from giving the time I would want to be given to my partner or family
WF6	I find enough leisure time for my self
WF7	I usually bring work home with me
WF8	Do you usually miss out quality time with your family and friends because of pressure of work
LS1	I have the time to reach my personal and career goals satisfactorily due to assist from my organization and family
LS2	Personal issues do not influence my ability to perform work effectively
LS3	I feel satisfied in all aspect of my life without work life balance policies
LS4	The work life balance practices in my organization are adequate in helping me meet my family/non-work responsibilities
LS5	I am well able meet family and work demands?
LS6	I am satisfied with working hours and it is fit with my private life
SP1	My family support me to balance my work life
SP2	My job allows me to give the time i would like to give to my family
SP3	My organization is providing support for me to balance work life demands
SP4	My organization have flexible starting and ending time
SP5	My organization offer unpaid leave option to its workers
SP6	My job allow me working from home
SP7	My organization gives time off for family engagement
PP1	Flexible starting time

PP2	Flexible finishing time
PP3	Flexible time in general
PP4	Holidays/paid time off
PP5	Job sharing
PP5	Giving workers career break/sabbaticals
PP7	Providing time off for Family engagement/ event
PP1	PP1 Long working hours
PP2	Compulsory overtime
PP3	Meetings/training after office hours
PP4	Frequently traveling away from home
PP5	Negative attitude of family members
PP6	Child up bringing
PP7	Shift work
PP8	Caring for dependents

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

COLLAGE OF ART AND SOCIAL SCIENCE

SCHOOL OF BUSINESS

Dear Sir/Madam,

You are hereby invited to participate in the study by responding to the questions and interview schedule. This questionnaire is on examining the impact of work-life balance on employee performance. The case of Ashanti region is part of a Master of Business Administration Programme at the School of Business, Kwame Nkrumah University of Science and Technology. Please, be assured that any information provided is solely meant for the purposes of this study, and would be kept in a professional manner and confidential.

Questionnaire

Please complete the following demographics questionnaire.

SECTION A: Demographic

1. What is your sex? (Please tick one only)

Male

Female

2. What is your age?

a. 20-29

b. 30-39

c. 40-49

d. 50-59

3. What is your current marital status?

a. Divorced

b. Married

c. Single

d. Widowed

e. Would rather not say

4. Number of children

5. Who takes care of the children while you are at work?

a. Spouse

b. Relative

c. Friends

d. House help

e. Daycare school

6. Occupation

Section B

Work life balance level of awareness

Please read the statements below and indicate your level of agreement with each statement.

Likert scale; 1 strongly disagree, 2 disagree, 3 neither agree or disagree, 4 agree, 5 strongly agree

Variable	Strongly disagree	Disagree	Uncertain	Agree	Strongly agree
Employees are expected to put their jobs first before their family or personal life					
In practice, it is difficult for my organization to use WLB policies					
In order to be —recognized in your organization, employees must constantly put work ahead of their family or personal life					
In this organization, employees can combine career and family responsibilities					
This organization gives male and female employees the same level of access to WLB policies					
Does y organization have written copies of —work-life balance policies?					

Section c

How employee have difficulties in WLB

Likert scale; 1 very difficult, 2 somewhat difficult, 3 not very difficult, 4 not at all difficult

Variable	Very difficult	Somewhat difficult	Not very difficult	Not at all difficult
Difficulty balancing work and family life				
Difficult to concentrate on work because of family responsibilities				
I have difficulties to concentrate on family demand because of work demands				
Organizational policies make it difficult to balance my work and family demand				
Difficulty having time with my family and social duties because of work schedule				
Difficulty to advance my career because of family and work demands				

Section D

Indications on how employee feels about work and family

Likert scale; 1 strongly disagree, 2 disagree, 3 neither agree or disagree, 4 agree, 5 strongly agree

Variable	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
I frequently think about work when I'm not working					
My family is frequently upset with me about how much time I spend working					
Family responsibilities prevent me from giving the time I should give to my job					
Feeling too tired after work to enjoy the things I would like to do at home					
My Job prevents me from giving the time I would want to be given to my partner or family					
I find enough leisure time for myself					
I usually bring work home with me					
Do you usually miss out quality time with your family and friends because of the pressure of work?					

Section E

How are you satisfied with the following statements?

Likert scale; 1 very dissatisfied, 2 dissatisfied, 3 unsure, 4 satisfied, very satisfied

Variable	very dissatisfied	Dissatisfied	Unsure	Satisfied	Very satisfied
I have the time to reach my personal and career goals satisfactorily due to assist from my organization and family.					
Personal issues do not influence my ability to perform work effectively.					
I feel satisfied in all aspects of my life without WLB policies					

The work-life balance practices in my organization are adequate in helping me meet my family/work responsibilities.					
I am well able to meet family and work demands					
I am satisfied with working hours and is it fit with my private life					

Section F

Work life balance level of support

Likert scale; 1 strongly oppose, 2 somewhat oppose, 3 neutral, 4 somewhat favor, 5 strongly favor

Variable	Strongly oppose	Somewhat oppose	neutral	Somewhat favour	Strongly favour
My family supports me to balance my work life balance					
My job allows me to give the time I would like to my partner/family.					
My organization is providing support for me to balance Work Life demand					
My organization have flexible starting and ending time off work					
My organization offers Unpaid leave option to its workers					
My organization offers Career break to its workers to advance their career					
My organization gives time off for family engagement					

Section G

Do you personally feel any of the following will help you to balance your work life?

Likert scale; 1 strongly disagree, 2 disagree, 3 neither agree or disagree, 4 agree, 5 strongly agree

Variable	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree

Flexible starting hours					
Flexible finishing time					
Flexible hours, in general					
holidays/paid time offs					
Job sharing					
Giving workers career break/sabbaticals					
Providing time-off for family engagements/events					
Provision of exercise facilities such as gym					
Initiating health programs					
Providing Counselling services for employees					

Section H

Do any of the following hinders you in balancing your work and family commitments?

Likert scale; 1 not at all a problem, 2 minor a problem, 3 moderate problems, 4 serious problem

Variable	Not at all a problem	Minor problem	Moderate problem	Serious problem
Long working hours				
Compulsory overtime				
Shift work				
Meetings/training after office hours				
Frequently traveling away from home				
Negative attitude of family members				
Child up bring				
Caring for dependents				