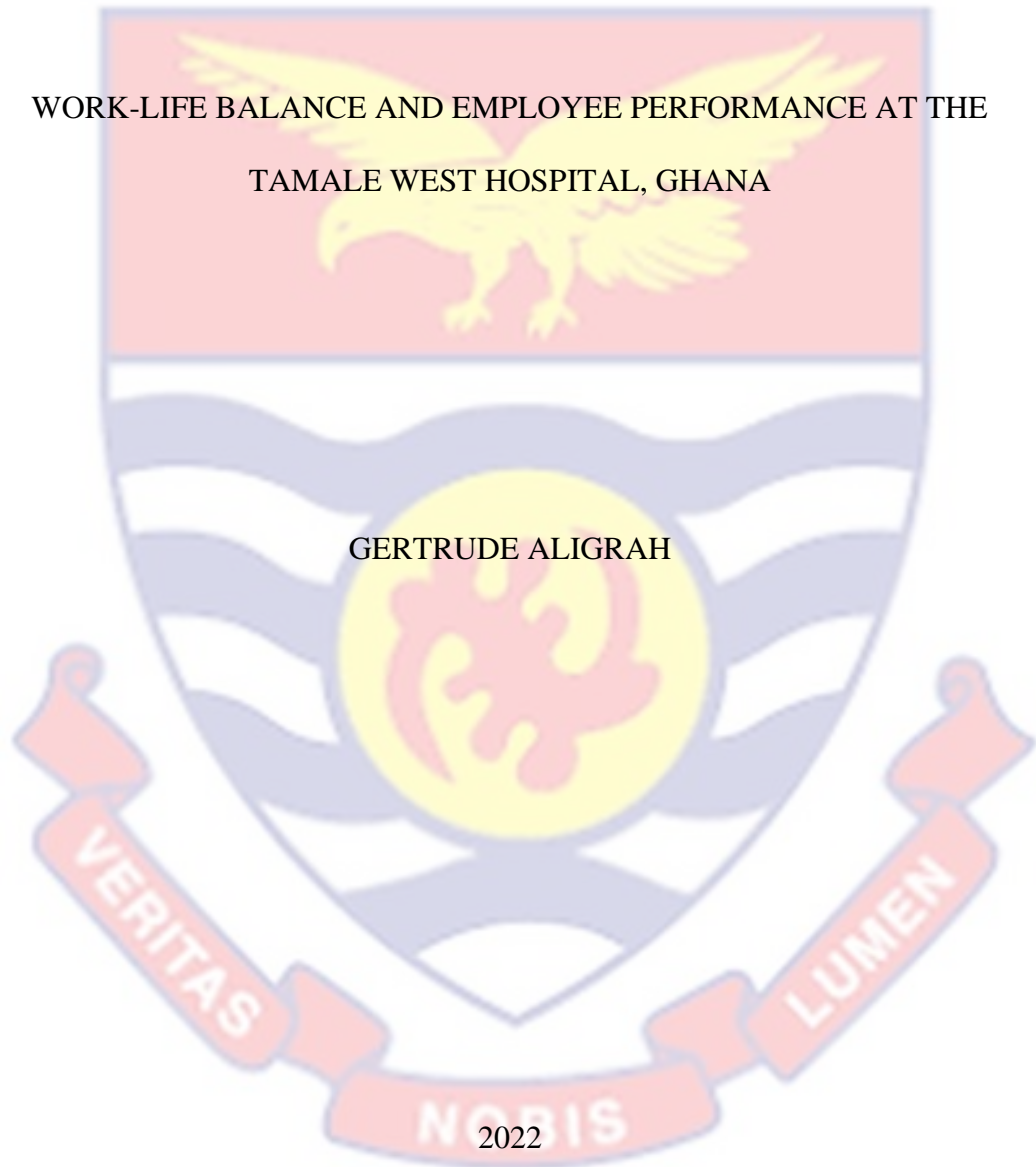


UNIVERSITY OF CAPE COAST

WORK-LIFE BALANCE AND EMPLOYEE PERFORMANCE AT THE
TAMALE WEST HOSPITAL, GHANA

GERTRUDE ALIGRAH



UNIVERSITY OF CAPE COAST

WORK-LIFE BALANCE AND EMPLOYEE PERFORMANCE AT THE
TAMALE WEST HOSPITAL, GHANA

BY
GERTRUDE ALIGRAH

Dissertation submitted to the Department of Human Resource Management of
School of Business, College of Humanities and Legal Studies, University of Cape
Coast in partial fulfilment of the requirements for the award of Master of Business
Administration degree in Human Resource Management

JANUARY 2022

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree of this university or elsewhere.

Candidate's Signature..... Date.....

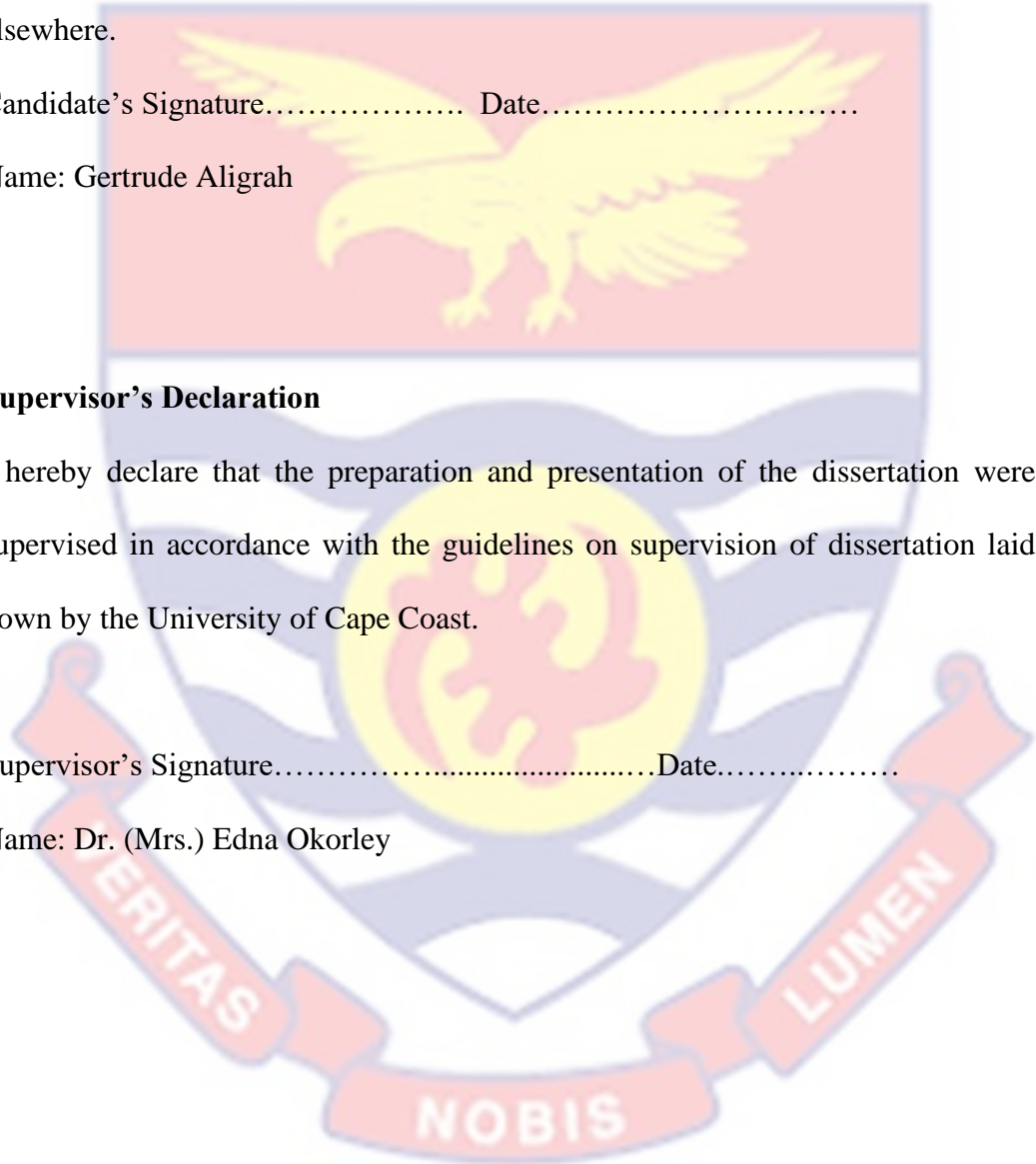
Name: Gertrude Aligrah

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature.....Date.....

Name: Dr. (Mrs.) Edna Okorley

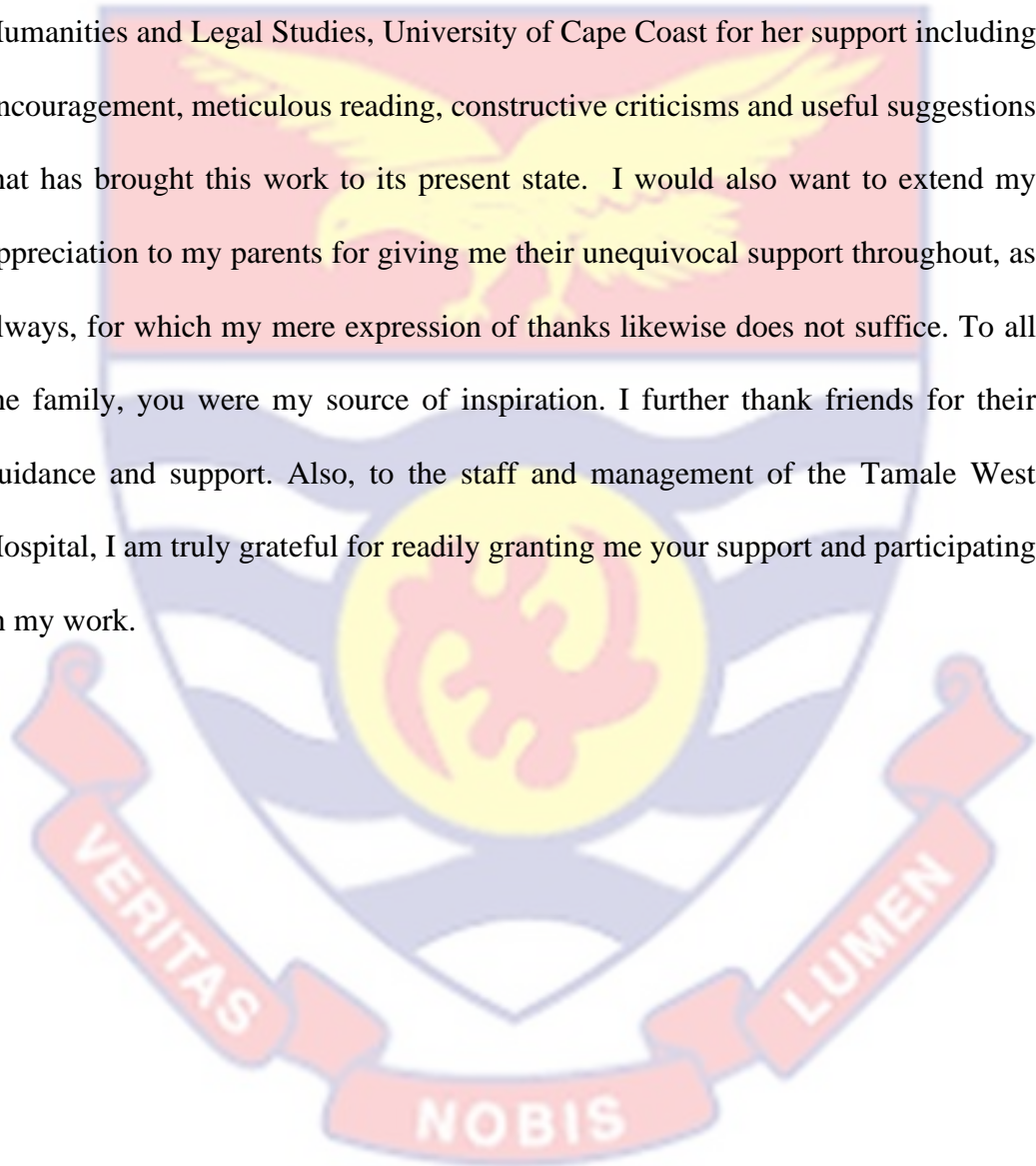


ABSTRACT

The purpose of the study was to examine the effect of work-life balance on employee performance at Tamale West Hospital, Ghana. In order to achieve the main purpose, the following specific objectives were pursued: Examine the effect of work-life balance practices on task performance, citizenship performance and counterproductive performance of employees at Tamale West Hospital. The study adopted a quantitative approach and the design was the descriptive research design. Out of 300 staff members, questionnaires were distributed and retrieved from a sample of 170. The data was coded using Statistical Package for Service Solution (SPSS) version 25.0 and the analysis was done by adopting descriptive statistic and linear regression analysis. The findings revealed that health workers were able to balance both work and personal/life roles. Also, it was found that work-life balance practices cause a change in employees' task, citizenship and counterproductive performance, however, weak. The study further concluded that work life balance practices have positive impact on employee performance, however, small. The study recommended that the authorities of Tamale West Hospital, Ghana must institute effective work load management that explain the causes of imbalance and strategies for upgrading the quality of lives to create the life and work goals.

ACKNOWLEDGEMENTS

I extend my utmost gratitude to my supervisor; Dr. (Mrs.) Edna Okorley of the Department of Human Resource Management, School of Business, College of Humanities and Legal Studies, University of Cape Coast for her support including encouragement, meticulous reading, constructive criticisms and useful suggestions that has brought this work to its present state. I would also want to extend my appreciation to my parents for giving me their unequivocal support throughout, as always, for which my mere expression of thanks likewise does not suffice. To all the family, you were my source of inspiration. I further thank friends for their guidance and support. Also, to the staff and management of the Tamale West Hospital, I am truly grateful for readily granting me your support and participating in my work.



DEDICATION

To Mr. Emmanuel Ambrose Akantoganya



TABLE OF CONTENTS

Content	Page
DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENT	iv
DEDICATION	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER ONE: INTRODUCTION	
Background to the Study	1
Statement of the Problem	8
Purpose of the Study	9
Research Objectives	9
Research Questions	9
Significance of the Study	10
Delimitation	10
Organisation of the Study	10
CHAPTER TWO: LITERATURE REVIEW	
Introduction	12
Social Identity Theory	12
Concept of Work-Life Balance	15
Employee Performance	18

Empirical Review of Work-Life Balance on Employee Performance	24
Conceptual Framework	30
CHAPTER THREE: RESEARCH METHODS	
Introduction	33
Research Design	33
Study Area	34
Population	34
Sample and Sampling Procedure	35
Data Collection Instruments	35
Validity and Reliability of Instrument	36
Data Collection Procedure	38
Data Processing and Analysis	38
Ethical Considerations	38
Chapter Summary	39
CHAPTER FOUR: RESULTS AND DISCUSSIONS	
Introduction	40
Demographic Characteristics of Respondents	40
Work-Life Balance Practices at Tamale West Hospital	48
Performance of Employees at Tamale West Hospital	52
Effect of Work-Life Balance Practices on Performance of Employees at Tamale West Hospital	55
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	

Introduction	60
Summary	61
Conclusions	62
Recommendations	63
Suggestions for Further Research	63
REFERENCES	64



LIST OF TABLES

Table	Page
1 Reliability Results	38
2 Socio-Demographic Characteristics of Respondents	41
3 Test of Multicollinearity	43
4 Skewness and Kurtosis Statistics	44
5 Tests of Normality	44
6 Work Life Balance Practices at Tamale West Hospital	47
7 Performance of employees at Tamale West Hospital	48
8 Model Summary	52
9 Anova	53
10 Coefficient	54



LIST OF FIGURES

Figure		Page
1	Conceptual Framework Work-life balance and employee performance	31
2	Linearity between the Independent and Dependent Variables	45



CHAPTER ONE

INTRODUCTION

Inadequate work-life balance is an issue that poses a major risk to the well-being of employees especially health care workers, their performance, as well as their organisational performance. Many people also have difficulty trying to reconcile job duties with their social lives. Work-life imbalance could lead to a negative effect on workers and employers because the family structure of the Ghanaian community is highly valued (Edwards & Oteng, 2019). The failure of a family structure is often viewed as a failure on the part of a person that affects the individual's success. Both employers and workers are under tremendous strain because their families expect them to fulfil their social positions, while the organisation needs them to perform efficiently as well (Darko-Asumadu, Sika-Bright & Osei-Tutu, 2018).

Background to the Study

Research has found that the two most important areas of a worker life are work and home (Kofodimos, 2003; Lewis, Gambles & Rapoport, 2007; McCarthy, Cleveland, Hunter, Darcy & Grady, 2013). According to Gilley, Waddell, Hall, Jackson and Gilley (2015), while some may argue that people realise themselves through work and are able to achieve the very peak of their chosen profession, a genuinely all-encompassing self-actualization would however, combine both their work and life (family, personal life, community service). The person does not sacrifice his/her life in exchange for employment at the point where an individual is properly working in an organisation (Gambles & Rapoport, 2007). Instead,

he/she strives to maintain harmony among them and this equilibrium is necessary for a healthy life (Gilley et al, 2015).

Work-life balance involves putting work into balance to live activities to its fullest, irrespective of being performed at work or at home (Weer & Greenhaus, 2017). It does not imply that you work on earth for part of your life and play half of it, rather, it implies adjusting the two to achieve balance in physical, mental, and spiritual wellbeing. In the 1970s, as more individuals entered the workplace, questions arose about integrated work-life balance. The problem has now been perceived as an issue for individuals and a social problem. This area of work strategy was introduced as a possible business concern by human resources experts in the late 1980s (Hartog, Frame, Rigby & Wilson, 2013). Social powers have changed both workers' and employers' desires.

Contending with multi-faceted demands between work and home responsibilities has become increasingly important for workers as of late, primarily due to demographic and workplace shifts, such as a higher number of women in the workforce, change in family dynamics, a growing reluctance to embrace the culture of longer hours, the rise of the 24 per 7 society, and technological advancements (McPherson & Reed, 2007). Because of these developments and the tension, companies are increasingly forced to plan various types of activities among the numerous positions filled by employees, intended to promote employee efforts to meet both their employment-related and personal obligations (McPherson & Reed, 2007).

In the area of human resource management, how work-life balance can be accomplished and improved is a critical topic and has attracted considerable attention from managers, staff, government, academic researchers, and the mass media (Xiao & Cooke, 2012). Tajfel and Turner (1979) postulate that the circumstances under which there is a spill over between the work micro system and the family micro system. It can be positive or negative either. If work-family interactions in time and space are rigidly structured, then spilling over is negative in terms of time, energy, behaviour and job performance (Shockley & Singla, 2011). Whereas it allows people to integrate and overlap work and family responsibilities in time and space when flexibility occurs, it leads to a positive spill over which is instrumental in achieving healthy work life balance and job performance (Clark, 2010).

Numerous employees are currently burdened with more family and personal tasks and concerns, regardless of sexual orientation, making it continually imperative for organisations that need to retain their employees to identify with work-life balance concerns (Gassman-Pines, 2011). At present, the exposure of women to educational opportunities is significantly greater than it was some decades ago, particularly in urban settings. This has opened up new landscapes, raised awareness and increased personal growth aspirations (Nelson, Boyer, Villarreal & Smith, 2017). The exposure to education has been instrumental in influencing the decision of women to enter the workforce, along with economic pressures (Nohe, Meier, Sonntag & Michel, 2015). Since the time in today's world where both men and women equally share the responsibility of earning for the

improvement of their family life, the balance of women employees has become an important topic (Maheshwari & Joseph, 2018).

Scholars continuously insist through the literature that there is no standardised or uniform definition of performance, and they argue about how it is a multidimensional concept. Samsonowa (2012) argues that in the performance measurement literature, all the different definitions she had to review have one common characteristic. The definitions are all related to two terms: effectiveness and efficiency. Effectiveness as an indicator of the degree of achievement of a goal while efficiency as an indicator of the resources consumed to achieve the level of achievement. The term "performance" is described as an organisation/department's level/degree of goal achievement rather than individuals' (Samsonowa, 2012).

In the work environment, employee performance in an organisation is a vital concept. Employee performance can help the company increase and use the human resource capacity it has (Maheshwari & Joseph, 2018). This translates into excellent service delivery and interaction in which all areas of the organisation are affected (Cahill, McNamara, Pitt-Catsouphes & Valcour, 2015). Organisations need to create policies that encourage employee performance in order to accomplish this. The job performance of an employee depends on or is a consequence of some combination of ability, effort, and chance. But in terms of results or results produced, the measurements can be done (Truelove, Yeung, Carrico, Gillis & Raimi, 2016). Performance is also seen as the record of results generated over a specified period of time during a specified job feature or activity (Gladisa & Susanty, 2018). Performance is a collection of results produced during a certain

period of time. The researchers have therefore established the working concept of employee performance, and employee performance is the achievement of objectives of the tasks assigned to employees within a specific period of time for the purpose of this study (Truelove et al, 2016).

These costs to organisations can be reduced by introducing services to help workers handle their work-life imbalances, according to the business case promoted by many corporations and government bodies (Shanahan & Jones, 2007). This view indicates that work-life balance activities can help workers balance their work and family needs, which can in turn contribute to better performance of employees and substantial changes in industry (Maheshwari & Joseph, 2018). These activities are intended to minimise or eliminate levels of work-life imbalance and thereby improve employee efficiency by encouraging workers to arrange their time in order to better manage conflicting demands from work and from home, and by enabling employees to acquire third-party assistance with care-giving obligations especially in the healthcare (Metcalf & Fenwick, 2009).

A significant element of a balanced work environment is the work-life balance. Maintaining a balance between work and life helps alleviate tension and helps avoid occupational burnout (Deery & Jago, 2015). Studies show that those who maintain a steady balance between work and life are far more productive than those who do not (Direnzo, Greenhaus & Weer, 2015). Poulouse and Sudarsan (2018) are of the opinion that the balance between the role of work and life roles helps improve the health and well-being of workers, higher productivity and greater

job enjoyment. Similarly, there are better connections, increased professional growth and greater progress in achieving objectives (Maheshwari & Joseph, 2018).

Statement of the Problem

Inadequate work-life balance is an issue that poses a major risk to the well-being of employees especially health care workers, their performance, as well as their organisational performance. Many people also have difficulty trying to reconcile job duties with their social lives. Work-life imbalance could lead to a negative effect on workers and employers because the family structure of the Ghanaian community is highly valued (Edwards & Oteng, 2019). The failure of a family structure is often viewed as a failure on the part of a person that affects the individual's success. Both employers and workers are under tremendous strain because their families expect them to fulfil their social positions, while the organisation needs them to perform efficiently as well (Darko-Asumadu, Sika-Bright & Osei-Tutu, 2018).

There are various negative results of obstruction between work and individual duties that have been established in the literature. Employees reporting high levels of both work-to-life imbalance tend to display lower levels of job satisfaction and job performance in terms of job attitudes (Obiageli, Uzochukwu & Ngozi, 2015). Decreased work effort, decreased performance, and absenteeism and turnover are behavioural results (Greenhaus, Collins, Singh, & Parasuraman, 2017). In addition, work-to-life imbalance has been linked to cognitive problems such as staying awake, lack of concentration, and low alertness, and reduced levels of general health and energy, such as stress and burnout. While most work-life balance

research focuses on the family obligations of workers, there are also a number of studies that consider commitments to friends and community organisations, extending nearly all employees to the affected population (Tausig & Fenwick, 2011). The consequences for organisations are clear and include unable to manage work duties and non-work duties can have detrimental effects on employee performance (Tausig & Fenwick, 2011).

A variety of important studies on work-life balance and employee performance have been conducted (Roberts, Vincent, Ferguson, Reynolds & Jay, 2019, Roberts, Vincent, Ferguson, Reynolds & Jay, 2019; Haider, Jabeen & Ahmad, 2018; Govender, Mbachu, Uguru & Molyneux, 2019). In Australia, Roberts, Vincent, Ferguson, Reynolds, and Jay (2019) investigated telecommunications; in Malaysia, Canetta, Barni, and Montini (2018) studied manufacturing; in Pakistan, Haider, Jabeen, and Ahmad (2018) studied finance; and in Oman, Agha, Azmi, and Irfan (2017) studied education. In the western world, there are less studies on the subject in the context of health care (Roberts, Vincent, Ferguson, Reynolds & Jay, 2019; Muraya, Govender, Mbachu, Uguru & Molyneux, 2019; Sheikh, Ashiq, Mehar, Hasan & Khalid, 2018). Different conclusions may develop as a result of differences in policies, environment, geographical area, and size, and it may be deceptive to apply their recommendations in the research unit.

Further, the results of some of these studies are conflicting. Roberts, Vincent, Ferguson, Reynolds and Jay (2019), Haider, Jabeen & Ahmad, 2018) had a positive relationship. On the other hand, Govender, Mbachu, Uguru and Molyneux (2019)

and Ugwu, Amazue and Onyedire (2017) had a no relationship between the two variables owing to early stage of implementing work life balance programmes. In the Tamale West Hospital, there is no substantive empirical research that has been undertaken to examine the relationship between work-life balance and employee performance. Therefore, this study seeks to examine the relationship between work-life balance and employee performance at Tamale West Hospital.

Purpose of the Study

The purpose of the study is to examine the effect of work-life balance on employee performance at the Tamale West Hospital.

Research Objectives

Specifically, the study sought to achieve the following objectives;

1. To examine the work-life balance practices of employees at Tamale West Hospital.
2. To examine the performance level of employees at Tamale West Hospital.
3. To examine the effect of work-life balance practices on performance of employees at Tamale West Hospital.

Research Questions

1. What is the work-life balance practices of employees at Tamale West Hospital?
2. What is the performance level of employees at Tamale West Hospital?

Research Hypothesis

H₁: Work-life Balance has a Statistically Significant Effect on Employee Performance at Tamale West Hospital

Significance of the Study

Results of this study will be utilized by management of hospitals at Tamale West especially the Human Resource Departments. The study will help employees of the hospital to understand matters of work life balance and how it affects or affected them either positively or negatively. Scholars of Human Resource Management will gain insight into the relationship between work-life balance and employee performance. The study will also help bridge the gap in literature on Ghanaian context of work life balance and employee performance in the healthcare sector.

Delimitation

The main variables of this study are work life balance and employee performance. The area covered by this study is the Tamale West Hospital. The findings of this study cannot be extended to other hospitals in the municipality and Ghana at large. However, hospital with similar characteristics can adopt the findings of the study.

Organisation of the Study

The research is organized into five chapters. These are chapter one that included the context to the study, the problem statement, the study objectives, research questions, the importance of the study, the nature and weakness of the

study and the study organisation. The review of literature relating to the study of work life balance and employee efficiency was devoted to chapter two. The definition of methodology and procedure for the conduct of the research was included in chapter three. Chapter four was concerned with real data analysis and discussions. A summary of the findings, conclusions, recommendations and areas for further study was drawn up in chapter five.



CHAPTER TWO

LITERATURE REVIEW

Introduction

A literature review is a systematic examination of scholarly sources such as books, journal articles, and theses that are relevant to a certain topic or research question. It's usually written as part of a thesis, dissertation, or research paper to help you place your work in context with what's already out there. As such, the perspectives of other scholars on the subject of the research are addressed in this part of the study. The concept of work-life balance and employee performance are among the various issues covered. The chapter also covers the theory that underpins the study. The section concludes with a conceptual framework on the relationship between the balance of work life and the performance of employees.

Social Identity Theory

The theory of social identity was founded in 1979 by Tajfel and Turner. In work life balance (WLB) study, the theory is significant according to Stets and Burke (2000). The theory's assumption is that different social contexts may cause a person to think, feel and act on the basis of his or her intimate, family or national 'self-level' (Turner et al., 1987). A theoretical viewpoint on the relationship between self-concept and group actions is the theory of social identity. The central principle of the theory of social identity is the social category to which one falls and to which one feels that one belongs, including a description of which one is a self-image that is part of the self-concept in terms of identifying characteristics of the category (Hogg & Terry, 2001).

The theory of social identity holds that roles and role relations are composed of social structures and institutions. People, as part of organisations, work within positions. An employee, a spouse/partner, a friend, a parent, an activist, an artist, a sportsman, a volunteer, etc., all have multiple roles (Hoang, H., & Gimeno, 2010; Super, 2011). Roles are the dynamic component of social roles and apply, more precisely, to coherent sets and patterns of behaviours rather than single actions, to perceptions and actual behaviours (Merolla, Serpe, Stryker & Schultz, 2012; Franke & Reichert, 2011). Different roles give rise to identities associated with these roles. Common ways to define identities is enacted by role relationships (Stets & Serpe, 2013) and internalized roles used for self-definition (Thoits, 2013). Identities refer to more or less discrete parts of the self and people may hold as many identities as the number of distinct relationships in which he or she is involved (Zhang & Bartol, 2010; Fredriksen-Goldsen & Scharlach, 2011).

In addition, the theory of social identity maintains that with regard to their significance for identifying oneself, the multiple roles and associated identities that a person hold is distinguished (Franke & Reichert, 2011). There is more precisely, an assumption that roles and identities are arranged hierarchically. In other words, certain identities are more important than others and these identities are conceptualized as being put at the top of the hierarchy and closer to the bottom of the less important ones (Franke & Reichert, 2011). Different identities have a distinctive influence on the self-concept of the person and, in turn, on their roles, as individuals engage more in those identities that are more important to their self-concept (Stryker & Serpe, 2010; Fredriksen-Goldsen & Scharlach, 2011). The

theory of social identity suggests that the choice of activity will be primarily decided on the basis of how important the identities are to the person in question in the hierarchical order (Merolla, Serpe, Stryker & Schultz, 2012). Each person has a number of social identities and he/she alternates them depending on where and with whom he/she is at a specific time. These identities are called multiple identities (Ashforth & Johnson, 2011). Multiple identities can take different forms, from which the embedded identities and cross-cutting identities are relevant for work life balance (WLB). Certain identities are embedded within others (Ashforth & Johnson, 2011). While nested identities are linked to formal social categories, categories that are formal or informal are linked to cross-cutting identities (Merolla, Serpe, Stryker & Schultz, 2012).

The work-related nested identities could be considered to be cross-cutting with non-work identities in the work settings. Shifts in salience between social identities, whether nested or cross-cutting, are facilitated by identity content overlap. In contemporary organisational environments, however, which are becoming more and more complex and organic, identities can simultaneously be prominent. The simultaneous existence of multiple identities can lead to conflicting circumstances between them and depending on which identity prevails in the mind of the individual; it can affect his/her general well-being (Merolla, Serpe, Stryker & Schultz, 2012).

It is however, possible that the contextually insignificant social identity will become more salient depending on the actual environment. The case of a manager who is overwhelmed with job duties and thus does not have enough time to spend

with his partner and family can be taken as an example. At home, he thinks of jobs and on the other hand, at work, his thoughts run away from job duties and the identity of the family prevails (Merolla, Serpe, Stryker & Schultz, 2012). The situation, where several competing identities are prevalent, does not bring much benefit to either of the parties concerned. This also affects his or her work satisfaction, personal well-being and, finally, the WLB.

The identity of a person is closely linked to the role he or she plays (Di Ceglie, 2000). A closer association with the role of family leads to higher family time investment and a closer identification with the role of work leads to higher workplace time investment (Rothbard & Edwards, 2003). The relationship between identification with work and family roles was also explored by Dumas (2005). Dumas analysed two kinds of groups, one fairly associated with both roles and the other unequally identified with both roles. Her research found that when they combined these two positions, the participants who identified equally with work and non-work roles experienced a greater work life imbalance. But comparatively, the respondents who segmented work and family positions experienced fewer work life imbalance. The relevance of this theory to the study is that organisations are expected to adopt positive work life balance policies that will enable employees have a positive work life balance in which will make them be effectively committed to achieving the organisation's goals.

Work-Life Balance

Work-life balance is becoming increasingly important to both employees and companies. Employees require it to balance work and non-work

responsibilities, and companies anticipate it to improve performance and lower expenses (Abbott & De Cieri, 2018). Work life balance factors can be related to changes in the demographic distribution of the labor force, technological innovation, and the ethos of the 24/7 opening hour in modern society (Beauregard & Henry, 2017; O'Driscoll, Brough, & Kalliath, 2004). While there is no clear definition of work-life balance, some trends have emerged, such as workers striking a reasonable balance between their work and personal lives, employers taking steps to boost employee morale, and a variety of targeted work-life measures that improve company productivity but do not yield significant results (Deery & Jago, 2015).

Work-life balance necessitates adequate prioritization of "work" (career and ambition) and "life" (health, pleasure, leisure, family, and personal enlightenment) on the one hand, and "work" (career and ambition) on the other. The terms "lifestyle balance" and "life balance" are synonymous, but they have a broader meaning. Work-life balance, in its broadest definition, is defined as a suitable level of participation or 'fit' between an individual's many tasks in life (Shanafelt, Hasan, Dyrbye, Sinsky, Satele, Sloan & West, 2015). By observing the day-to-day lives of many workers, two significant challenges that must be addressed in order to attain work-life balance are time and stress (Gupta & Sharma, 2013). Controlling time and stress, according to Gupta and Sharma (2013), is the key to achieving a good work-life balance.

It is vital to clarify right away that work-life balance does not imply dedicating equal amounts of time to paid and non-paid jobs; rather, it's defined as

a suitable level of involvement or 'fit' between an individual's numerous roles in life in its broadest meaning. Work-life balance is often associated to the balance between the amount of time and effort that someone gives to work and personal activities in order to preserve an overall sense of harmony in life, however definitions and interpretations vary (Bell, Rajendran & Theiler, 2012).

In order to grasp the work-life balance, it is necessary to be aware of the numerous demands on persons and their personal resources, such as time and energy, so that they can deploy to address them. They are able to analyze and comprehend their options in terms of how they divide their valued resources as a result of this awareness. This purposeful decision-making provides a sense of control over their working conditions while also supporting the organisations, allowing them to better accommodate other aspects of their lives. The balance of work life, according to Kumar and Mohd (2014), is about individuals having some control over when, where, and how they work. There is a common misconception that work-life balance is determined solely by what the company does for the individual.

Interference between work and non-work responsibilities has a number of detrimental consequences that have been widely documented in the literature (Sari & Seniati, 2020; Dapiton, Quiambao & Canlas, 2020). In terms of job attitudes, employees who have a high level of both work-to-life and life-to-work imbalance have poorer levels of job satisfaction and organisational engagement (Sari & Seniati, 2020). Reduced job commitment, lower performance, and higher absenteeism and turnover are all behavioural impacts of both disputes (Starmer,

Frintner & Freed, 2016). Increased levels of overall health and vitality, as well as increased cognitive impairments such as staying awake, lack of focus, and poor alertness, have been linked to both work-to-life and life-to-work imbalances. Although the majority of work-life balance research focuses on workers' obligations to their families, there are a number of studies that identify commitments to friends and community groups, broadening the affected population to almost all employees (Tausig & Fenwick, 2011). The ramifications for businesses are clear: friction between work and personal life can have a negative impact on employee performance.

These costs to organisations can be reduced by introducing services to help workers handle their work-life imbalances, according to the business case endorsed by several corporations and government bodies (Human Resources and Social Development Canada, 2006). This view suggests that work-life balance strategies can help workers balance their work and family needs, which can in turn contribute to increased productivity of employees and substantial changes in industry. These practices are intended to minimise or eliminate levels of work-life conflict by encouraging workers to arrange their time in order to better manage conflicting demands from work and from home, and by enabling employees to receive third-party assistance with care giving duties, and thereby improve employee performance and organisational effectiveness (White & Maniam, 2020).

Employee Performance

Employee performance means the work accomplishment of the worker after making the requisite effort to get a meaningful job, a committed profile and caring

colleagues/employers around the job (Karakas, 2010). Performance is a multi-component term and the process aspect of performance, that is, behavioural engagement, can be separated from an anticipated outcome at the fundamental level (Mallick, Pradhan, Tewari & Jena, 2014). (Mallick, Pradhan, Tewari & Jena, 2014). The behaviour here denotes the action people exhibit to perform a job, while the result component states the consequence of the work behaviour of individuals (Campbell, 2014). The behavioural involvement and expected outcomes are evidently linked to each other in a workplace (Borman & Motowidlo, 2013), but the extensive overlap between the two constructs is not yet clear, as the expected outcome is affected by variables such as motivation and cognitive ability rather than the behavioural component. Performance is categorised into three – task performance, citizenship performance and counterproductive performance.

Task performance requires more cognitive skills and is mainly promoted by task knowledge (Lievens, Conway & De Corte, 2008). Therefore, the desire to do the job and previous experience are the key antecedents of task performance. Task performance is a contractual understanding between a manager and a subordinate in an organisational context to achieve an assigned task. Entrusted task performance is divided into two segments: performance of the technical-administrative task and performance of the leadership task (Shaniba, 2020).

The expected job performance is called technical-administrative task performance, consisting of planning, organising, and administering the day-to-day work through one's technical capacity, business judgment, and so on (Otieno, 2020). The performance of the leadership role is labelled by setting strategic targets,

upholding the performance standards needed, inspiring and directing others to perform the job through encouragement, recognition and constructive criticism (Tripathy, 2014). In the context of task performance, Borman and Motowidlo (2013) described job performance as the efficiency with which job occupants perform their assigned tasks, which realises the fulfilment of the vision of the organisation while proportionately rewarding organisations and individuals.

Carr (2015) compared earlier task performance proposals to organisational structured compensation, which he defined as "the demonstrated ability and behaviour that affects the direct production of products or services, or any type of activity that provides indirect support to the organisation's core technical processes." A person's capacity to acclimate and provide the necessary support (Hesketh, & Neal, 2017). According to previous research, workers change their attitude and actions to the diverse conditions of their jobs until they acquire a particular level of perfection in their given activities (Huang et al., 2014). Effective adaptive performance requires the ability of employees to deal effectively with volatile work conditions (Baard, Rench, & Kozlowski, 2014), such as technological changes, changes in one's core job assignment, organisational restructuring, and so on.

As an offshoot of technological innovation, developments in different new occupations require employees to engage in new learning and to adapt effectively to changes (Griffin, Parker, & Mason, 2010). In such changed circumstances, staff are also expected to adjust their interpersonal behaviour to work successfully with a wide range of peers and subordinates. Griffin, Neal, and Parker (2007) cited in

the context of healthy job performance that job skills can help perform tasks, but adaptability and proactivity to one's job role is important to address uncertain business environments.

In addition to the mission and adaptability, attempts were made to assess the importance of non-job performance elements to create a better workplace (Viswesvaran, & Ones, 2000). Industrial psychologists have referred to such non-job components as contextual performance of organisational citizenship activity that relates to employees' voluntary acts (Bateman, & Organ, 2013) that intangibly favour employers. Citizenship performance is a kind of social behaviour exhibited in a job set-up by individuals. These behaviours are expected of an employee, but in one's job description they are not publicly listed. Social actions or additional position behaviour are called these kinds of unstated expectations (Hoe, Somasundram & Singh, 2021).

Motowidlo (2016) defined citizenship as a behaviour performed by a member of an organisation, directed at a person, group, or organisation with whom the member interacts while performing his or her organisational role, and ultimately carried out with the intent of promoting the improvement of the individual, group or organisation to which he or she interacts. Many influential researchers in this field have advocated that expected job performance carries two essential dimensions in support of the aforementioned ideology; one as the work needed by an organisation associated with one's role and the other as the discretionary work behaviour (LePine, Erez, & Johnson, 2002; Van Dyne, & Lepine, 1998).

Impressing the significance of voluntary work behaviour or non-task performance, it was later coined by psychologists as a contextual or citizenship performance that helps others adapt to the various roles of the job (Borman, & Motowidlo, 1993; Motowidlo, & Van Scotter, 1994; Motowidlo, Borman, & Schmit, 1997). Bergeron (2007) advises that multiple sub-dimensions" such as teamwork, allegiance, and determination should consist of contextual performance. An active employee is assumed to work with a sense of enthusiasm that contributes to translation into not only high performance but additional role behaviour (Kahn, 1990). The citizenship performance is built on the basis of the "feeling and perspective" adopted by employees regarding their colleagues (Nwaochei, 2018).

A kind of fellow feeling is strengthened by the team spirit, where workers are happily and openly able to discuss their concerns and issues with each other within the company (Jaworski, & Kohli, 2013). In this context, previous studies have advocated that growth in team spirit within an enterprise result in improved performance of workers and a happier workplace (Alie, Beam, & Carey, 2018; Boyt, Lusch, & Naylor, 2018; Cohen, & Bailey, 2019). Citizenship performance is a kind of attitude such as volunteering for additional work, helping others solve difficult tasks, maintaining workplace excitement, cooperating with others when appropriate, sharing vital organisational development tools and knowledge, complying with the prescribed rules and regulations, and promoting organisational decisions for better change (Coleman, & Borman, 2010; Crook, Beier, Cox, Kell, Hanks & Motowidlo, 2011).

This form of behaviour contributes to the development of an organisation's stimulating atmosphere and environment, which helps to achieve individual productivity and organisational effectiveness (Smith, Wallace, Vandenberg & Mondore 2018). It is proposed to incorporate personality assessments and group discussion to measure the capacity of a prospective candidate for citizenship performance along with efficiency tests to measure their job performance in order to select and induce the right workers in organisations (Anwar, Mahmood, Yusliza, Ramayah, Faezah & Khalid, 2020). In recent years, several methods and taxonomies have been developed to assess employee performance, keeping these aspects in mind.

Counterproductive performance consists of intentional acts by employees that harm organisations or their stakeholders (Mao, Chang, Johnson & Sun, 2019). Included under counterproductive performance are acts of physical violence against people, as well as milder forms of aggressive behaviour such as verbal aggression and other forms of mistreatment directed toward people (Marcus, Taylor, Hastings, Sturm & Weigelt, 2016). Counterproductive performance also includes acts directed toward organisations rather than people. This includes destruction and misuse of organisational property, doing work incorrectly, or failing to notify superiors about mistakes and work problems and withdrawal (e.g., calling in sick when not ill) (Miao, Humphrey & Qian, 2017). Counterproductive performance has been studied from a variety of perspectives, using different terms to refer to a partially overlapping set of harmful acts. This includes aggression (Neuman & Baron, 1997; Spector, 1978), deviance (Hollinger, 1986; Robinson & Bennett,

1995), retaliation (Skarlicki & Folger, 1997), and revenge (Bies, Tripp, & Kramer, 1997).

Many academics have attempted to link unproductive behaviour to unpleasant emotions such as rage and hostility triggered by stress and bad work settings. (Bruk-Lee & Spector, 2006; Gilboa, Shirom, Fried, & Cooper, 2008; Reisel, Probst, Swee-Lim, Maloles, & König, 2010). Trait aggression was found to be a key predictor of workplace deviant behaviour by Aquino, Galperin, and Bennett (2004). Other potential causes of counterproductive performance, such as boredom and insufficient stimulation at work, have received more attention in recent years. Rodell and Judge (2009) confirmed that jobs requiring less attention or engagement have greater rates of counterproductive performance when they studied the effects of various stressors.

Empirical Review of Work-Life Balance on Employee Performance

A variety of studies have been carried out that relate to the balance of work and live roles. Obiageli, Uzochukwu and Ngozi (2015) generally studied the empirical analysis of work life balance policies and their impact on the performance of task by employees. The study aimed to examine the relationship between the policies of work life balance and the performance of employees. Two hundred and forty respondents that were used for the survey completed the questionnaire. In coding, the Statistical Package for Social Sciences (SPSS) was used and the data were analyzed using correlation analysis. The results of this research emphasized that a predictor of job satisfaction and task performance is each of the work life

balance policies on its own. The findings were that when employees are able to balance their work and life roles, they are able to perform their task effectively.

Azeem and Akhtar investigated the impact of work-life balance on the performance of health-care personnel once more (2014). A total of 275 healthcare professionals were asked to complete the survey. The Statistical Package for Social Sciences (SPSS) was used to evaluate quantitative data, including correlation and dependability. The findings of the empirical tests show that workers in the health-care profession have a moderate sense of work-life balance. The work-life balance and employee task performance have a good association.

Fapohunda (2014), on the other hand, looked at the impact of balancing work and life responsibilities on productivity. The study's purpose was to look at the link between work-life balance and company productivity, as well as if practicing work-life balance reduces employee turnover and absenteeism. A total of 200 people from the banking business took part in the poll. A standardized questionnaire was utilized to collect data. Chi square was utilized to examine the data. The findings revealed that there is a favorable association between work-life balance and employee productivity in terms of employees' understanding of the job at hand and the expected output.

At Kwame Nkrumah University of Science and Technology, Asiedu-Appiah, Aduse-Poku, and Acheampong (2014) performed a survey on the impact of work-life balance on professors' performance and career progression in Ghana. A total of 121 people completed the survey, which was then analyzed using a simple regression statistical method. According to the findings, professors who were able

to balance both work and personal responsibilities experienced better performance and advancement in their careers than those who struggled to do so.

Kamau, Muleke, Makaya and Wagoki analyzed work life balance activities at Eco Bank Kenya in 2013 on employee job performance. The primary aim was to assess the effects of the work life balance of the organisation on employee performance. Through the quota sampling method, fifty-five (55) Eco Bank employees were drawn, who also responded to survey questionnaires. The Spearman Correlation was used to analyze the work life balance of the participants and their performance for the organisation. The results of the research analysis indicate that there was a correlation between the balance of work life and the performance of employees.

Hye (2013) looked into "work-life balance and employee performance: the mediating function of affective commitment," a study that looked into the impact of work-life balance on emotional commitment and role performance. The poll has 293 respondents who filled out the questions. The quantitative data, including reliabilities and multiple regressions, were analyzed using the Statistical Package for Social Sciences (SPSS). The results of the empirical study showed that having a good work-life balance promotes employee affective commitment. On the level of citizenship performance, Goyal and Arora (2012) studied the impact of job pressure on family life and family expectations on work commitments in 120 teachers from various educational institutions. Factors such as negative family attitudes, family commitments, health concerns, long working hours, meetings, and

job load produced an imbalance in their personal and professional life, affecting their relationships at work, according to the study.

Dissanayaka and Ali (2013) looked into the effect of work-life balance on employee performance as well. The study's goal was to look at the link between work-life balance and employee performance. The survey involved ninety-six employees, who were given a questionnaire to fill out before the data was analyzed. The data was analyzed using Pearson moment correlation. The researchers discovered that work-life balance and employee performance have a positive link. In order to improve employee performance, there is also a need for a deliberate effort to improve the employee's work-life balance.

Pradhan, Jena, and Kumari (2016) also looked into how work-life balance affects organisational citizenship behaviour. It looked at the impact of organisational commitment on the work-life balance and organisational citizenship behaviour. With employees and executives of manufacturing industries in eastern India, a survey was done utilizing a series of established questionnaires on work-life balance, corporate citizenship behaviour, and organisational commitment. The study found that work-life balance had a substantial impact on corporate citizenship behaviour. Harikaran and Thevanes (2018) looked at how work-life balance, organisational citizenship behaviour, and organisational success are linked. An archival method was used to perform a systematic evaluation of literature in order to meet the review objectives. More than 70 research publications relevant to the studied themes were considered in this review procedure. The review's findings imply that the concepts under consideration have beneficial relationships.

Selvarajan, Singh, Cloninger, and Kaumudi (2019) investigated the effects of work–family conflict on unproductive work behaviours: the moderating role of regulatory focus and the mediating role of mood on counterproductive behaviour. They hypothesized that work–family conflict is associated with negative affect, which is associated with counterproductive behaviour, and that regulatory emphasis moderates the association between work–family conflict and CWBs. Work–family conflict is directly connected to counterproductive behaviour, indirectly related to counterproductive behaviour via bad affect, and the relationship is mediated by regulation preventative focus, according to a survey of 332 employees.

Tan's (2019) research also looked into the link between work-life balance and counterproductive work behaviour and turnover intention. Another goal of the study is to look into the differences in work-life balance between men and women. Work-life balance had a strong association with unproductive work behaviour, and work-life balance had a substantial relationship with turnover intention, according to the findings. In addition, Akanni, Oladejo, and Oduaran (2018) looked at the roles of work-life balance and job uncertainty in predicting counterproductive work behaviour. Data was gathered from 256 people who were chosen via stratified random selection. Work-life balance strongly predicted counterproductive work behaviour and had a negative association, according to multiple regression analyses. Job instability was also found to be a significant predictor of counterproductive work behaviour.

Suyasa's 2017 study intended to explain unproductive work behaviour in light of the state of work life quality. Members of the National Police took part in

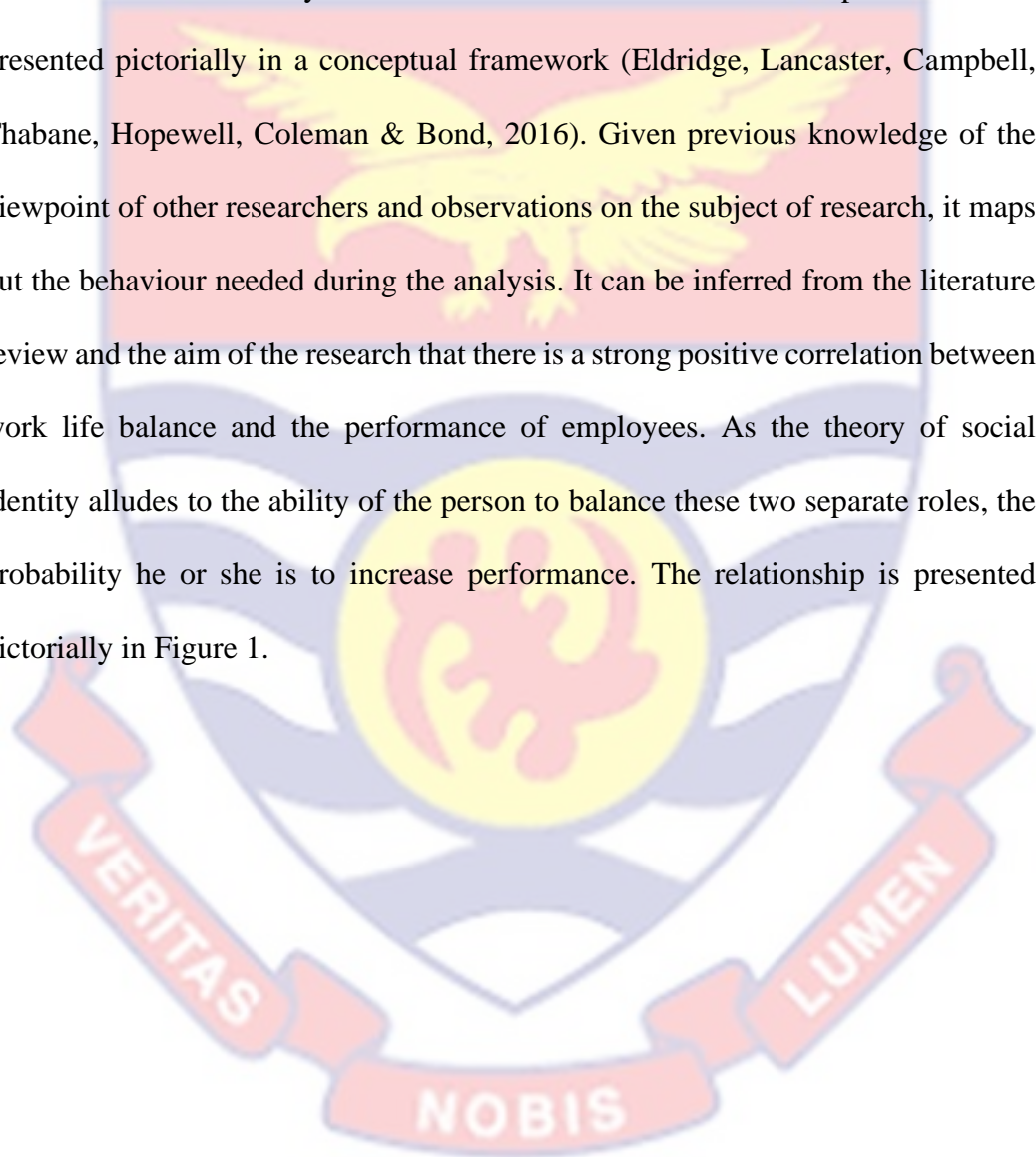
this study. A total of 305 people took part in the event. According to the findings, the lower the counterproductive work behaviour, the better the quality of supervisory relationships, the implementation of work culture, the quality of coworker relationships, and the quality of tasks/responsibilities. Meanwhile, the promotion of supervisory relationships of high quality predicted reduced levels of counterproductive job behaviour. The study also highlighted the question of why higher levels of counterproductive work behaviour were associated with higher levels of work-life balance.

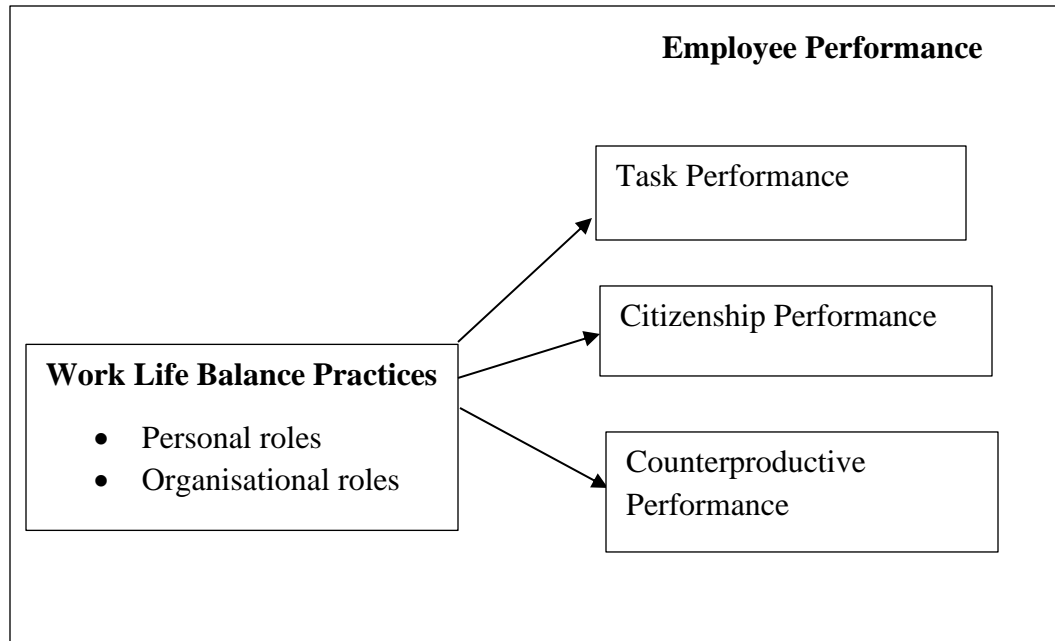
Liao, Wang and Zhang (2020) adopted a multi-foci perspective to provide a theory-driven quantitative review of employee counterproductive workplace behaviours (CWBs) by meta-analyzing the relationships between CWB and four groups of antecedents. Specifically, CWB antecedents stemming from four sources—supervisors, organisation, coworkers, and private life—were included to investigate differences in their relationships with employee counterproductive performance. Based on the Conservation of Resources Theory, they argued that favourable and unfavourable antecedents relate to employee counterproductive performance to different degrees. The meta-analysis included 181 field studies with 223 independent samples. Results indicated that unfavourable antecedents correlate more strongly with counterproductive performance than favourable antecedents. It was found that supervisor- and organisation-related antecedents have stronger relationships with counterproductive performance than those from the two other groups. Implications included a deeper understanding of which situational factors

relate the most—or least—to counterproductive performance which can help better address counterproductive performance in the workplace.

Conceptual Framework of Work Life Balance and Employee Performance

The researcher's synthesis of literature on how to describe a phenomenon is presented pictorially in a conceptual framework (Eldridge, Lancaster, Campbell, Thabane, Hopewell, Coleman & Bond, 2016). Given previous knowledge of the viewpoint of other researchers and observations on the subject of research, it maps out the behaviour needed during the analysis. It can be inferred from the literature review and the aim of the research that there is a strong positive correlation between work life balance and the performance of employees. As the theory of social identity alludes to the ability of the person to balance these two separate roles, the probability he or she is to increase performance. The relationship is presented pictorially in Figure 1.



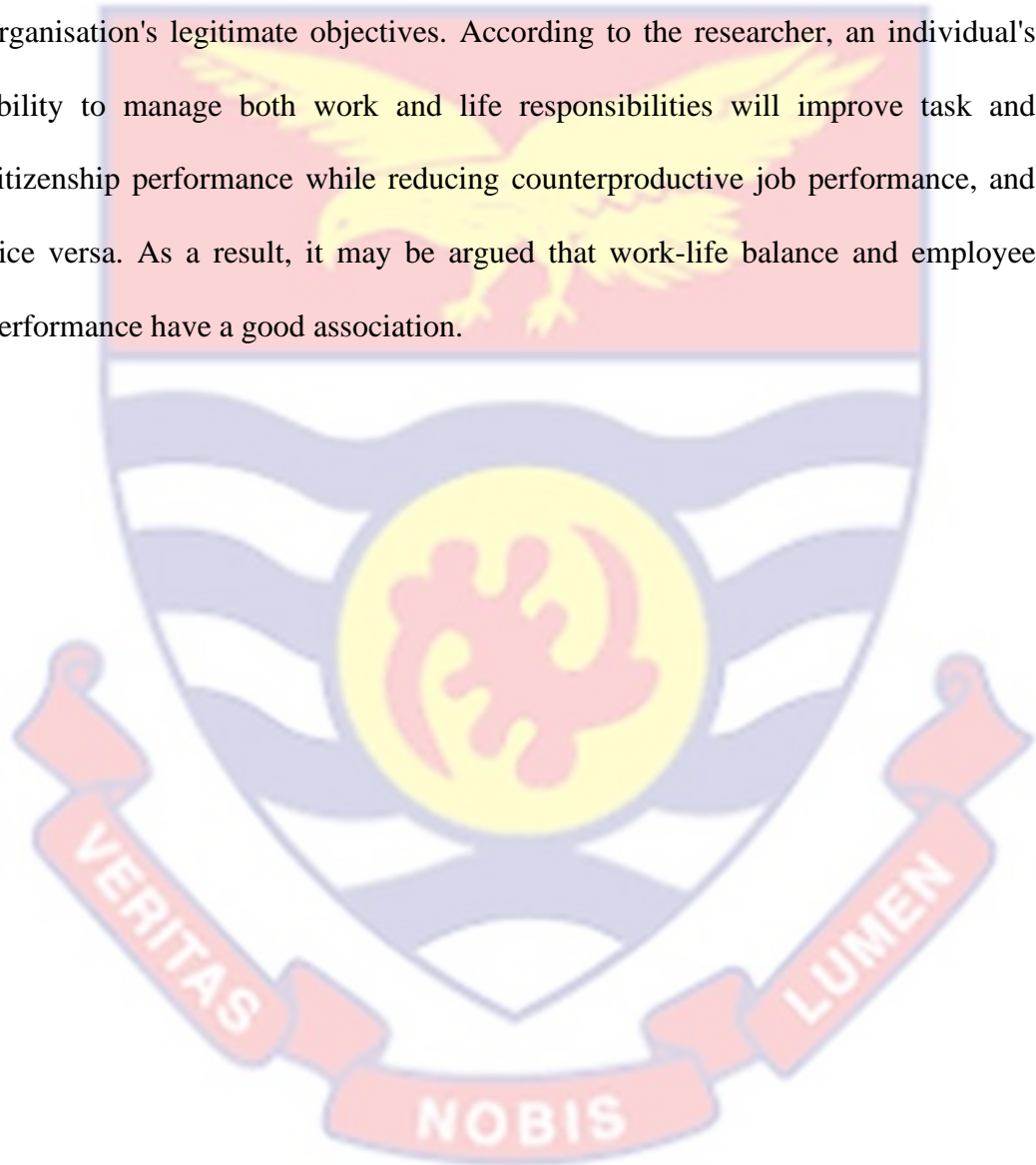


Source: Author's Construct based on Social Identity Theory (Tajfel & Turner, 1979)

Figure 1: Conceptual Framework of Work Life Balance and Employee Performance

Work life balance as used in the study is the independent variable employee performance as the dependent variable. Base on the framework, the individual has two roles, personal and organisational in which he or she is engaged in. Further, for the individual to balance these roles, he or she should be able to engage himself or herself in both roles and there should be a minimal or no conflict from the work roles and the personal roles. Also, employee performance construct is measured using task performance, citizenship performance and counterproductive performance. The task performance indicates the effectiveness with which job incumbents perform activities that contribute to the organisation's technical core directly.

Furthermore, citizenship performance refers to actions that go beyond task completion and technical skill, instead supporting the organisational, social, and psychological context that serves as the crucial trigger for task completion. Finally, counterproductive performance refers to employee behaviour that goes against an organisation's legitimate objectives. According to the researcher, an individual's ability to manage both work and life responsibilities will improve task and citizenship performance while reducing counterproductive job performance, and vice versa. As a result, it may be argued that work-life balance and employee performance have a good association.



CHAPTER THREE

RESEARCH METHODS

Introduction

The procedures or strategies used to find, select, process, and analyze information about a topic are referred to as research methodology (Pandey & Pandey, 2021). The methodology portion of a research article allows the reader to critically examine the study's overall validity and reliability. This chapter focused on the research techniques adopted for this study with the aim of achieving the research objectives. It elaborated the research design and provided details regarding the population, sample and sampling techniques and the research instruments that were used in collecting data for the study. It also discussed the data collection methods, reliability, validity, ethical issues and data analysis plan.

Study Design

The research design specifies which convention has been chosen to perform a piece of research (Bryman, 2017). The selection of study design is based on a study's research problems and questions. For this study, both the descriptive and the explanatory study design were used. For objective one and two, the descriptive research design was used because it tends to analyze the work-life balance among the employees. Because of objective three, which examines the relationship between work-life balance and employee performance in the Tamale West Hospital, the explanatory research design was used. Explanatory research is a form of study that focuses on describing the many parts of your research. The researcher starts with a broad concept and utilizes research as a tool to narrow down the topics

that will be addressed in the future. In order to define the degree and existence of cause-and-effect relationships, explanatory study design is performed. It can be carried out in order to determine the effects of particular improvements on current requirements, different systems, etc. Descriptive research design was chosen mainly because it comprises a cross-sectional design in relation to which data are collected predominantly by questionnaire (Quittner, O'Donnell, Salathe, Lewis, Li, Montgomery & Barker, 2015).

Study Organisation

The study used the Tamale as a case study. Tamale was chosen because of its peculiar geographical location as the most developed of Ghana's northernmost districts, as well as its unique feature as the country's third most important metropolis after Accra and Kumasi. It is one of the country's six Metropolitan Assemblies and the only Metropolis in the country's three northern regions, namely the Upper East, Upper West, and Northern Regions. Tamale West Hospital opened as a polyclinic in April 1998 and was upgraded in the same year. It is officially a referral hospital for the sub-district health centers of the Tamale Metro. It offers 24-hour services and has seven functional wards: male, maternity, labour, emergency, children, female and surgical wards.

Population

Patten and Newhart (2017) posit that study population is the group or community that a researcher intends to carry out a research on for the purpose of generalisation. Merriam and Tisdell (2015) refer to a study population as the entire group of respondents or elements relevant to research. The population of the study

included all employees of the hospital. The total number of employees was 300, constituting two hundred and five junior staff and ninety-five senior staff.

Sample and Sampling Procedure

A subset of some portion of a larger population that bears some of the larger group's features is called a sample (Zikmund, Babin, Carr & Griffin, 2013). Bambale (2014) stressed that this proportion of the number of units chosen for investigation consists of a population sample. Gravetter (2012) described sampling as the intentional choosing of a number of individuals who are to provide the data from which it is possible to draw conclusions about those individuals. The sample size for the study was 170 workers which were determined using the Krejcie and Morgan sample size determination table. The simple random sampling technique was used in selecting the respondents from the population. The selection was done using table of random numbers to random generate the sample. This technique was used since it ensures that each person within the population had equal chances of being included in the sample and also, it is probability sampling technique used in quantitative studies (Saunders & Lewis, 2012).

Data Collection Instruments

The type of data collection method used depends on the data and the type of data to be obtained. A choice of instrument will depend on several issues, including validity and reliability, ease of administration, ease of answer acquisition, and ease of interpretation (Coughlan, Cronin & Ryan, 2017). Having taken into account the aforementioned considerations, I obtained primary data through the use of questionnaires that were personally administered on a one-on-one basis. The use

of questionnaires helped me to obtain data that can be compared and analysed easily.

The questionnaire comprised three sections, A, B and C. Section 'A' covered items of demographic issues while Section 'B' concerned work-life balance among the employees. The last, Section 'C' also contained items on employee performance which is made up task, citizenship and counterproductive performance. The questionnaires had closed-ended items questions. Close-ended items were relevant for the reason that they were easy to ask and quick to answer. This is significant since data had to be collected quickly to meet the time frame for the research (Creswell & Clark, 2017). Another reason was that analysis of closed-ended items is easy and straight forward (Zuur, Ieno, & Elphick, 2010). A closed-ended items generates a limited set of responses that can be coded easily in a database with some number or symbol that represents a response (Gravetter, 2012). Response to the questions were put in a Likert scale to help respondents choose one option that best aligns with their view. The responses were measured numerically such that 1 denoted least agreement and 5 denoted strong agreement.

According to Sekaran and Bougie, the validity of an instrument is determined by how well it measures what it is supposed to measure (2003). According to Siniscalco and Auriat (2005), an instrument has content validity when a panel of judges agrees that the statements in the instrument do not correspond to what they are designed to measure on a subject. The questionnaire will be handed to researchers who will assess how successfully the items are prepared as well as whether the study's objectives, research questions, and hypotheses, as well as the

variables of interest, have been formed. This will aid in determining the validity of the research instrument's face and content. This objective is to analyse whether the items relate to the research questions and also whether they cover the content required to provide an effective answer to the research questions in a detailed manner.

According to Sekaran (2003), reliability is defined as the consistency and stability of a measuring device, regardless of the test takers' stability.

According to Stangor (2004), the dependability of a measuring instrument is the degree to which it is error-free, therefore determining the consistency of the variables of interest. To get the reliability co-efficient, the Cronbach Alpha formula was used to assess the instrument's reliability. Because the scales measured various concerns, reliability statistics were calculated for each of them (thus internal consistency). Pallant (2005) considers a Cronbach's Alpha Coefficient of 0.70 or above to be sufficient. If the instrument has a Coefficient of 0.70 or higher, it can be regarded dependable for the research.

Table 1: Reliability Statistics

Variable	Cronbach's Alpha
Overall	.803
Work-life balances practices	.759
Task performance	.743
Citizenship performance	.735
Counterproductive performance	.909

Source: Field survey (2021)

Ethical Considerations

The conduct of a study requires not only competence and dedication, but also dignity and honesty. The rights to self-determination, anonymity, confidentiality and informed consent were upheld in order to make the study ethical. The questionnaires were administered to them with the consent of the subjects. The objective of the study and the procedures used to collect the data were told by the research participants. Throughout the analysis, privacy and confidentiality were preserved by not revealing the name of the participants on the questionnaire and test reports and detaching the written consent from the questionnaire.

Actual Field Work

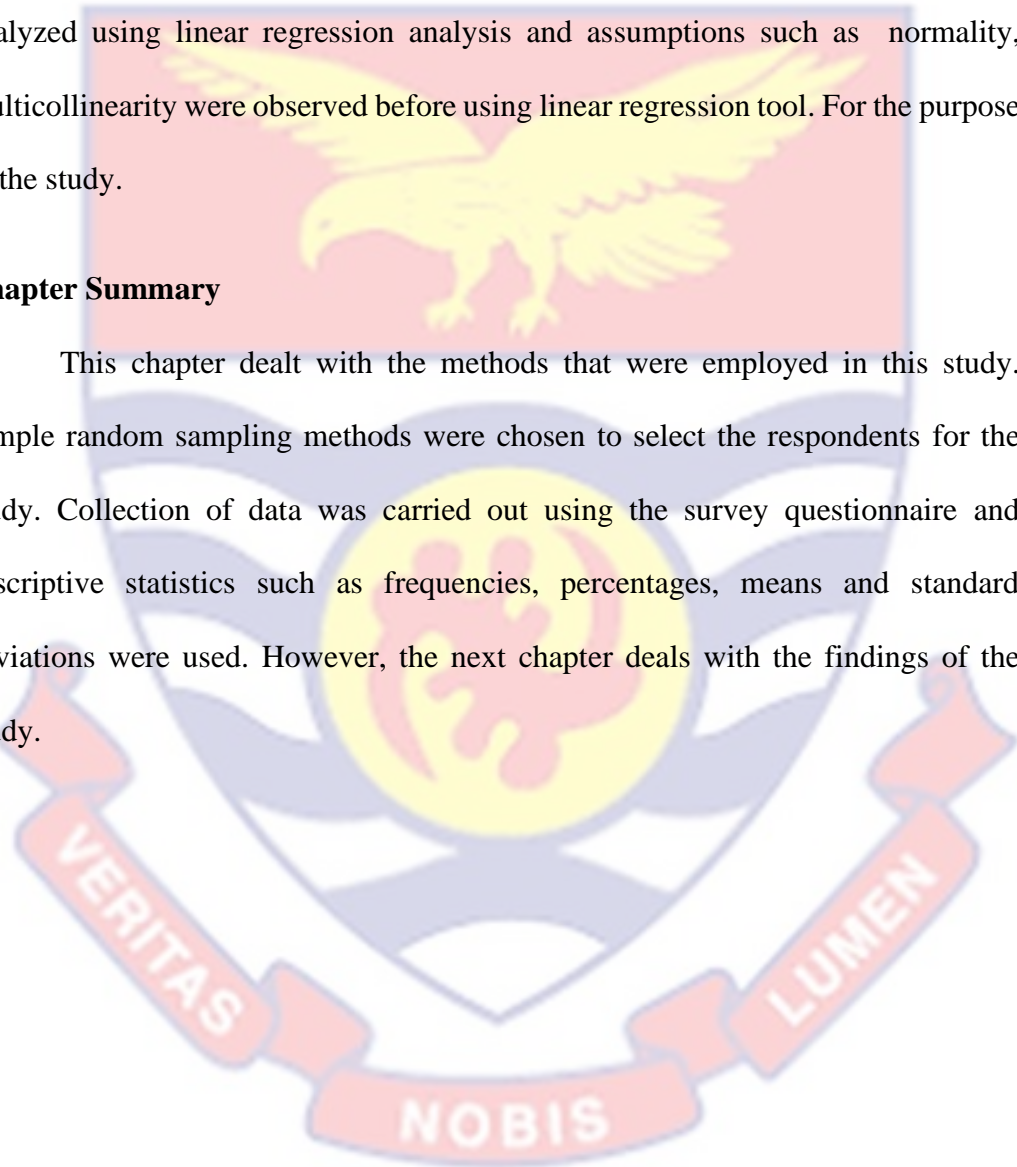
The questionnaires were personally administered to 170 employees of the hospitals constituting human resource, nurses, doctors, pharmacist, accounts and orderlies. Prior to the collection of data, a letter of introduction from the Department of Human Resource Management was taken to the various respondents at the hospital. On arrival, the purpose of the study was explained to them. The administration and collection of copies of the questionnaire took place on the same day, and over a three-week period. The rights to self-determination, anonymity, confidentiality and informed consent were observed during the data collection. Again, a 100% response rate was obtained. Thus, all 170 respondents completed their questionnaires given to them.

Data Processing and Analysis

The data collected from respondents were filtered to exclude any unnecessary responses and coded using Statistical Package for Service Solution (SPSS) version 25.0 to answer the research questions formulated. The data was analyzed using linear regression analysis and assumptions such as normality, multicollinearity were observed before using linear regression tool. For the purpose of the study.

Chapter Summary

This chapter dealt with the methods that were employed in this study. Simple random sampling methods were chosen to select the respondents for the study. Collection of data was carried out using the survey questionnaire and descriptive statistics such as frequencies, percentages, means and standard deviations were used. However, the next chapter deals with the findings of the study.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter entails the demographic characteristics of respondents, work life balance practices, employee performance and effect of work life balance practices on employee performance at the Tamale West Hospital. A total of 170 questionnaires were issued and were fully responded to and these were used for the analysis in this chapter. Therefore, the study attained a response rate of 100 percent which was acceptable for generalisation of findings about the population.

Socio-Demographic Characteristics of Respondents

This section contained the specific personal characteristics of the respondents of this study. It involves age, gender, highest educational qualification, number of years spent, position in the organisation, and the department they work under. Table 2 presented the demographic characteristics of respondents.

Table 2: Socio-Demographic Characteristics of Respondents

Demographics	Sub-scales	Frequency	Percentage
Age	20 - 24 years	53	31.2%
	25 - 29 years	40	23.5%
	30 - 34 years	16	9.4%
	35 - 39 years	14	8.2%
	40 - 44 years	20	11.8%
	45 - 49 years	19	11.2%
	50 years and above	8	4.7%
	<i>Total</i>	170	100%
Sex	Male	74	43.5%
	Female	96	56.5%
	<i>Total</i>	170	100%
Number of years served	Less than 1 year	77	45.3%
	1-5 years	55	32.4%
	6 - 10 years	20	11.8%
	11-15 years	18	10.6%
	<i>Total</i>	170	100%

Source: Field survey (2021)

Regarding the participants' age range, the study revealed that majority of respondents (31.2%) were between the category of 20-24 years. Again, it was found that 40 of the respondents were in the range of 25-29 years, representing 23.5%. This was followed by those in the category of 40-44 years who made up 11.8%.

Further, it was also discovered that 11.2% of the respondents were within the age brackets 45-49 years. Table 2 found that 9.4% were within the age bracket 30-34 years while 8.2% were within 35-39 years. The least of the frequencies were 4.7% who were 50 years and above. A critical review of the age spectrum suggested the sample composition was comparatively younger. The respondents' gender distribution suggested that the majority females (56.5%) while the remaining 43.5% were males. This means that the sample structure was female dominated. This again offers the avenue where the study will conduct more comparative analysis based on sexual orientations. On the number of years served, Table 2 showed that 11.8% of the respondents had served for less than a year at the hospital and while 45.3% had spent between 1-5 years serving the hospital. Also, it was discovered that 10.6% had spent between the years 11-15 working for the hospital.

Before analysing the objectives using regression analysis, it was imperative to check for assumptions of regression of which test for multicollinearity, skewness, kurtosis and normality were key. Again, the dependent variable was measured using a continuous scale. In addition, it was imperative to assess respondents' responses of the individual construct before regressing the independent over the dependent.

The researcher computed the variance inflation factor (VIF) and tolerance to test for multicollinearity. Lind, Marchal, and Wathen (2018) suggested that a VIF greater than 10 is considered unsatisfactory, indicating multicollinearity, thus, the independent variable should be removed from the analysis. Also, the value of Tolerance less than .10 indicates that the variable has high correlation with other variables in the model, suggesting the possibility of multicollinearity. It can be

inferred from Table 3 that the VIF indicated 1.498 for work life balance practices. It can be concluded that the independent variable is not strongly correlated with each its items under it given that the VIF values being less than 10. Again, the tolerance value from Table 3 was more than .10 also indicating no possibility of multicollinearity.

Table 3: Test of Multicollinearity

Model		Correlations			Collinearity Statistics	
		Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)					
	Work life balance practices	.426	.296	.277	.667	1.498

Source: Field survey (2021)

One assumption is that the dependent variables should be measured on a continuous scale. In this study the both the dependent and independent variables were measured on a continuous scale from 1-5 measuring respondents' level of agreement. Another basic assumption of regression is that the dependent variable should be normally distributed. As a result, skewness, kurtosis and test of normality were used. For data to be normally distributed, their skewness and kurtosis values should be less than or equal to +/-1. (Tabachick & Fidell, 2012). From Table 4, it could be inferred that the skewness and kurtosis values for the dependent variable, task performance, citizenship performance and counterproductive performance, were less than -1 indicating that the data for the dependent variables were normally distributed.

Table 4: Skewness and Kurtosis Statistics for Components of Performance

Variable	Skewness	Kurtosis
Task performance	.333	.421
Citizenship performance	.214	.453
Counterproductive performance	.432	.543

Source: Field survey (2021)

Further, the test of normality was used to check whether the data does not violate the assumptions of regression. Table 3 presented the results of two well-known test of normality, namely the Kolmogorov-Smirnov Test and the Shapiro-Wilk Test. The Shapiro-Wilk Test is more appropriate for small sample sizes (<50 samples), but can also handle sample sizes as large as 2000. If the sig. value of both Kolmogorov-Smirnov Test and Shapiro-Wilk Test is greater than 0.05, the data is normal. If it is below or equal to 0.05, the data significantly deviate from a normal distribution. Table 5 therefore present the test of normality.

Table 5: Tests of Normality of Components of Performance

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Task	.071	181	.056	.992	181	.425
Citizenship	.166	181	.210	.996	181	.882
Counterproductive	.151	181	.156	.965	181	.837

a. Lilliefors Significance Correction

Table 5 shows that the Shapiro-Wilk Test sig. values for the variables were 0.425, 0.882, and 0.837, respectively. The Kolmogorov-Smirnov Test had sig. values of .056, 0.210, and 0.156, which were all higher than .05. The Shapiro-Wilk

Test, on the other hand, was chosen. As a result of the Shapiro-Wilk Test, the data is normally distributed and does not depart from the parametric test assumption. It's also crucial to double-check another linearity assumption. There should be linear relationship between the independent and dependent variable. The linearity assumption can best be tested with a histogram where it should be a bell shaped. It can be observed that the data is a bell-shaped hence a linear relationship between the dependent and independent variable

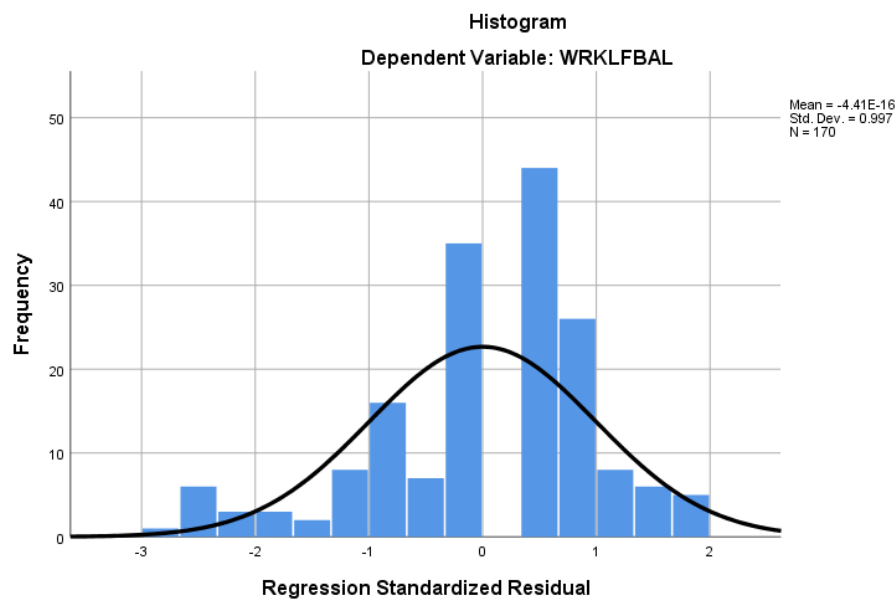


Figure 2: Linearity between the Independent and Dependent Variables.

Work-Life Balance Practices of Employees at Tamale West Hospital

The first objective sought to examine the work-life balance practices of employees at Tamale West Hospital. Thirteen items were used in measuring the work life balance practices, **eight items for task performance, six items for citizenship performance and nine items for counterproductive performance of employees at Tamale West Hospital.** The responses to the items were measured with five-point numerical scale such that one (1) represents least agreement and

five (5) represent highest agreement. The main variables were evaluated in terms of descriptive statistics- mean and standard deviation. The mean showed the average responses to each item whereas the standard deviation showed the variation in the responses to each item.

On a scale of 1 to 5, the accepted midpoint is 3.0 such that any mean score below 3.0 is regarded as low agreement and mean score above 3.0 is regarded as agreement. According to Wan, Wang, Liu & Tong (2014), anytime measures of central tendencies are computed, there is the need to also compute the measure of variation. However, there is no threshold for acceptable variation but each variation can be compared with the variations of other items under the same construct.

The respondents agreed on the essence of the research assigned to them from Table 6 (M = 3.17; Std Dev = .682). Despite this, respondents suggested that they had flexi-schedules (M = 3.66; Std Dev = .716). Again, they claimed that they had to take work home to achieve certain predefined goals (M = 3.74); Std Dev = .704).

Accordingly, the respondents also mentioned that their organisations provide a healthy working environment. (M = 3.10; Dev Std = .614). The respondents' assertion that they spend quality time with their family (M = 3.08; Std Dev = .724) followed. They also find time to attend gatherings of the family and other social events (M = 3.87; Std Dev = .777). The respondents said they were doing Holidays official work (M = 3.43; Std Dev = .695). They do have straightforward roles and obligations (M = 3.86; Std Dev = .677).

Table 6: Work-Life Balance Among the Employees

Description	Mean	Standard Deviation
I am satisfied with the nature of work assigned by the organisation.	3.17	.682
My authority is sympathetic enough when I need time off or have to reschedule work due to family commitments	3.66	.716
I have to take work to home in order to accomplish some predefined goals.	3.74	.704
My organisation provides healthy working conditions.	3.10	.614
I spend quality time with my family.	3.08	.724
I manage time to attend family functions and other social activities.	3.87	.777
I do official work on Holidays.	3.43	.695
I am getting remuneration as per my skills, knowledge, ability and experience.	3.88	.543
Duties and responsibilities are clear to me	2.86	.677
My organisation conducts training & development programme in order to make workforce more efficient.	3.02	.608
I feel proud to work in the organisation	3.06	.523
I can get time to relax during working hours.	1.88	.700
My organisation facilitates professional counselling in order to assist employees about their career plans.	3.40	.782
My organisation provides medical facilities for me and my dependents.	3.21	.672
My organisation really cares about my well-being.	3.87	.728

Source: Field survey (2021)

They also accepted that their company is implementing training and development programs to enhance the productivity of the workforce (M = 3.02;

Std. Dev = .608). Similarly, feel honored to be employed inside the company (M=3.06; Std Dev=.523). The respondents suggested that their company offers professional guidance to assist workers with their career planning (M = 3.16; Std Dev = .782). Their company provides them and their dependents with medical services (M = 3.21; Std Dev = .672). Finally, they said their company was very concerned about their well-being (M = 3.87; Std Dev = .728).

Such indicators were widely accepted by respondents according to Dess, Lumpkin and McFarlin (2005) who said the midpoint average is 3.0 on a scale of 1 to 5, so any mean score above 3.0 is considered high and below 3.0 is low. However, respondents refused to have time to rest (M= 1.88; Std Dev = .700) during working hours. The findings have been consistent with several studies (Starmer, Frintner & Freed, 2016; Shanafelt, Hasan, Dyrbye, Sinsky, Satele, Sloan & West, 2015; Kumar & Mohd, 2014; Clarke, et al, 2012; Tausig & Fenwick, 2011). For example, Shanafelt, Hasan, Dyrbye, Sinsky, Satele, Sloan and West (2015) stated that there is a reasonably satisfactory degree of involvement or fitness in a person's life between the multiple roles.

It is less difficult for workers to reconcile their job and personal responsibilities satisfactorily. The finding is also consistent with Kumar and Mohd (2014) who said that nurses often enjoy better at-work mood because their company offers professional therapy to assist workers in their career plans. The results were in line with the assertion by Starmer, Frintner and Freed (2016) that the company providing medical services for its staff and dependents assists them in their work and family roles balancing. Tausig and Fenwick (2011) have noted that workers are

able to balance work and family roles when they allocate time to attend family events and other social activities. Likewise, Clarke, et al (2012) reported that when workers require time off or need to reschedule work due to family obligations and organisations provide these avenues, workers appear to be less at odds with roles in work and family.

From the results on Table 6, it can be inferred that there is proper prioritization work and non-work roles for employees as mentioned by Dery and Jago (2015). Also, it can be said that there is a satisfactory level of involvement or fit between the various roles of life in the employees (Shanafelt, Hasan, Dyrbye, Sinsky, Satele, Sloan & West, 2015). Further, it shows the organisation helps employee to have control over when, where and how they work (Kumar & Mohd, 2014). It could be inferred that the organisation benefit in the form of increased work commitment, improved performance and decreased employee turnover (Starmer, Frintner & Freed, 2016).

Performance Level of Employees at Tamale West Hospital, Ghana

The second research objective of the study sought to examine the level of performance of employees at Tamale West Hospital, Ghana. The performance level was measured using three constructs namely, task performance, citizenship performance and counterproductive performance. Task performance was made up of 10 items, citizenship performance was also made up of 6 items and counterproductive performance was made up of 9 items. Like the above descriptive, the responses to the items were measured with five-point numerical scale such that one (1) represents the least agreement to the issues while five (5) represents the

highest agreeing to the issues. Again, the items were evaluated in terms of descriptive statistics such as percentages, mean and standard deviation. The relevant mean values presented in Table 7 were interpreted using mean values obtain from five-point Likert scale items. The mid-point for the scale to an item was 3.0 (Dess, Lumpkin & McFarlin, 2005). Thus, any mean score below 3.0 indicated a low to the item while any score above 3.0 indicated high to the item.

According to Wan, Wang, Liu & Tong (2014) anytime measures of central tendencies are computed, there is the need to also compute the measure of variation. In this study the variation is the central tendency is the mean while the variation is the standard deviation. However, there is no threshold for acceptable variation but each variation can be compared with the variations of other items under the same construct. Table 7 therefore presents the level of performance of employees at Tamale West Hospital, Ghana as a result of work-life balance practices.

Table 7: Descriptive Statistics on Employee Performance

Constructs	N	Mean	S. D
Task Performance	170	3.16	1.11
Citizenship Performance	170	3.87	0.96
Counterproductive Performance	170	1.94	1.13

Source: Field survey (2021)

As presented in Table 7, the average task performance of the employee was favourable (M = 3.94; SD = 1.13). Similarly, that of citizenship performance was

favourable ($M = 3.87$; $SD = .96$) and was followed by counterproductive performance ($M = 3.16$; $SD = 1.11$).

The performance level of employees of the hospital, the implication is that employees are more knowledgeable, possess the required skills and task habits (Lievens, Conway & De Corte, 2008). These enable them to be efficient and effective as indicated by Borman and Motowidlo (2013). On the citizenship performance, the mean result implies that workers are happily and openly discuss their concerns and issues with each other within the institution (Jaworski, & Kohli, 2013). These may lead to growth in team spirit and a happier workplace (Alie, Beam, & Carey, 2018; Boyt, Lusch, & Naylor, 2018; Cohen, & Bailey, 2019). Again, the result on counterproductive performance implies that employees do not absent themselves, are not rude, do not take longer break and do not come to work late.

Also, the findings are in line with Irimu, Greene, Gathara, Kihara, Maina, Mbori-Ngacha and English (2014) studies that factors indicating performance of health workers include work efficiency and quality of work. Further, the findings are reliable with Julian and Boone (2015), who indicated that in the healthcare, performance is measured in terms of successful birth, reduced neonatal and maternal death, improved utilization of out-patient and antenatal services, time spent at the OPD and provision of holistic care at all service points. Also, Olaniyan and Okemakinde (2008) mentioned that performance can be measured on improvement in communication, interpersonal relationship and leadership style, improvement in effective monitoring mechanism.

Effect of Work-Life Balance Practices on Performance of Employees at Tamale West Hospital

The third objective sought to examine the effect of work-life balance practices on performance of employees at Tamale West Hospital. The regression model was evaluated by the coefficient of determination denoted by R-square (R^2). This represents the proportion of variance in either variable which is linearly accounted for by the other (Cohen, 1992). The analysis was done using regression and the output of the analysis are seen in Tables 8, 9, and 10. With work-life balance as the independent variable and task performance as the dependent variable. Table 8 gives the model summary of the output. This table displays R, R squared, adjusted R squared, and the standard error. R is the Pearson product moment correlation coefficient which indicates the strength and direction of the linear relationship between the dependent variable (task performance) and the independent variable (work-life balance).

Table 8: Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.570 ^a	.325	.321	1.05486

a. Predictors: (Constant), Work-Life Balance

b. Dependent Variable: Task, citizenship and counterproductive performance

Source: Field survey (2021)

From Table 8, work-life balance and performance are positively correlated. However, the strength of the relationship was moderate at (.570). The R squared,

the coefficient of determination, is the proportion of variation in the dependent variable explained by the regression model. Thus, about (32.5%) of the variation in performance is explained by the level of work-life balance practices at the hospital. Adjusted R^2 is reported when it substantially differs from R^2 (Green & Salkind, 2010). But since there is no difference between the two, the adjusted R^2 will not be reported in this study.

Table 9 is the ANOVA table which provides the test significance for R and R^2 using the F-statistic. The F statistic is the regression mean square (MSR) divided by the residual mean square (MSE). If the significance value of the F statistic is small (smaller than say 0.05) then the independent variables do a good job explaining the variation in the dependent variable. In this analysis, the ρ -value is well below .05 ($\rho = .001$). Therefore, it can be concluded that the R and R^2 between work-life balance practices and performance of staff at the Tamale West Hospital is statistically significant, and therefore balancing work and life roles can significantly impact their performance.

Table 9: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	89.909	1	89.909	80.801	.000 ^b
	Residual	186.938	168	1.113		
	Total	276.847	169			

a. Dependent Variable: Task, citizenship and counterproductive performance

b. Predictors: (Constant), Work-Life Balance practices

Source: Field survey (2021)

Table 10 provides information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The numerical value on the second row, labelled as work-life balance practices in this case (representing the independent variable), is the value for the slope (b) for the regression equation. Based on these results, the researcher can report the following regression equation, predicting performance based on the level of work-life balance practices offered to staff of the hospital.

$$Y (\text{Work-Life Balance}) = 1.504 + 0.531X (\text{Task, citizenship and counterproductive performance}).$$

Taking the values for the slope and the intercept in the resulting regression equation, the researcher can make the following accessions: According to the intercept, when management fail to institute work-life balance practices, their level of task performance will be 1.504, and according to the slope, any instituted practice to help balance work and life roles will lead to an increase in their performance by (53.1%). Therefore, work-life balance practices have a moderate significant effect on performance of staff at the Tamale West Hospital.

Table 10: Coefficients^a

Model		Unstandardized		Standardized		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.504	.217		6.921	.000
	Work-Life Balance	.531	.059	.570	8.989	.000

a. Dependent Variable: Employee Performance

Source: Field survey (2021)

The result implies that when employees are able to balance their work and life roles with the help of the organisation, they would be able to perform their task effectively (Obiageli, Uzochukwu & Ngozi, 2015). Similarly, the result denotes that when there is a proper prioritization between work and personal, employees stand the chance to have declarative and task knowledge of their work (Shanafelt, Hasan, Dyrbye, Sinsky, Satele, Sloan & West, 2015). As stated by Lievens, Conway and De Corte (2008) work-life balance predicts that it assists employees to have the innate ability to respond to assigned jobs. Further, the result corroborates with empirical studies such as Azeem and Akhtar (2014), Fapohunda (2014), and Asiedu-Appiah, Aduse-Poku and Acheampong (2014). For instance, Asiedu-Appiah, Aduse-Poku and Acheampong (2014) study revealed that lecturers who were able to balance both work and life roles saw improvement in performance and career progression than the other counter who finds it difficult to balance the two. Also, Azeem and Akhtar (2014) and Fapohunda (2014) both found that there is a positive relationship between the practice of work life balance and employee

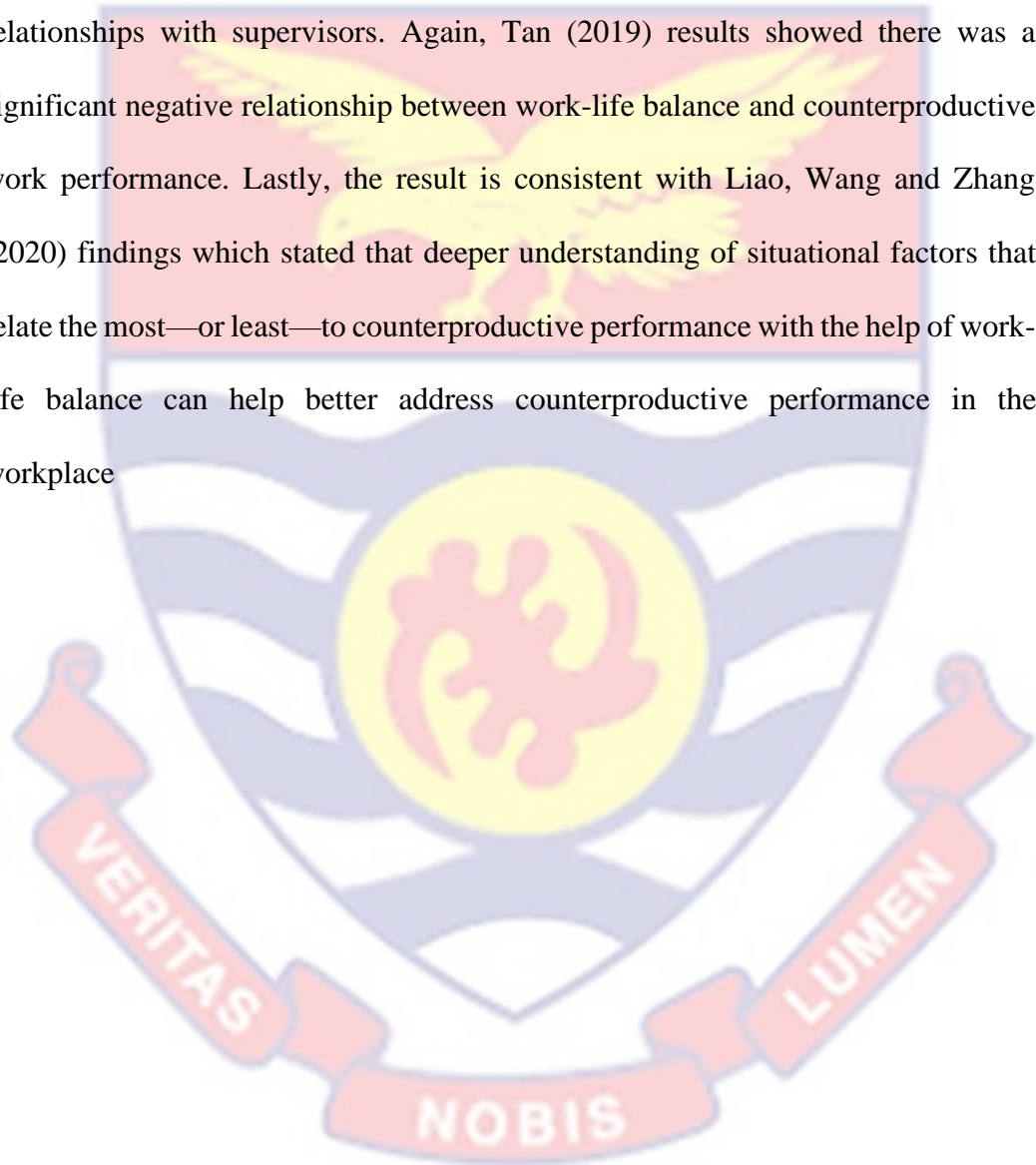
productivity in terms of employees having clarity about the task to be performed and the outcome.

The result corroborates with many assertions and studies (Cohen, & Bailey, 2019; Alie, Beam, & Carey, 2018; Boyt, Lusch, & Naylor, 2018; Bateman, & Organ, 2013; Jaworski, & Kohli, 2013; LePine, Erez, & Johnson, 2002; Viswesvaran, & Ones, 2000; Van Dyne, & Lepine, 1998). For instance, Cohen and Bailey (2019), Alie, Beam and Carey (2018) and Boyt, Lusch and Naylor (2018) admitted that balancing work and life roles enables improve team spirit within an enterprise which in turn improved performance of workers and a happier workplace. Similarly, the result is in line with Jaworsk & Kohli (2013) who asserted that work-life balance brings about a kind of fellow feeling which is strengthened by the team spirit, where workers are happily and openly able to discuss their concerns and issues with each other within the company.

Further, the result implies that when workers are able to balance their work roles and non-work roles, they now have the room to for discretionary work behaviour (citizenship performance) (LePine, Erez, & Johnson, 2002; Van Dyne, & Lepine, 1998). In addition, the result is in line with Kamau, Muleke, Makaya and Wagoki (2013) whose study result showed that there was a positive correlation between the balance of work life and the citizenship performance of employees.

The result advocates that work-life balance helps reduce counterproductive performance such as withdrawal from work, misuse of organisational property, doing work incorrectly, failing to notify superiors about mistakes and work problems (Miao, Humphrey & Qian, 2017). Correspondingly, the findings validate

Akanni, Oladejo and Oduaran (2018) whose findings also revealed that work-life balance significantly predicted counterproductive work behaviour and has a negative relationship. Likewise, Suyasa (2017) also found that lower levels of counterproductive work behaviour were predicted by the promotion of quality of relationships with supervisors. Again, Tan (2019) results showed there was a significant negative relationship between work-life balance and counterproductive work performance. Lastly, the result is consistent with Liao, Wang and Zhang (2020) findings which stated that deeper understanding of situational factors that relate the most—or least—to counterproductive performance with the help of work-life balance can help better address counterproductive performance in the workplace



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the summary, conclusions and recommendations of the study. The summary and conclusions are based on the findings captured in chapter four. The chapter also presented the recommendations of the study based on the study's conclusions. The chapter concluded with suggestions for further research.

Overview

The purpose of the study was to examine the work-life balance and employee performance at the Tamale West Hospital. In order to achieve the main purpose, the following research objectives were set to guide the study:

1. To examine the work-life balance practices of employees at Tamale West Hospital.
2. To examine the performance level of employees at Tamale West Hospital.
3. To examine the effect of work-life balance practices on performance of employees at Tamale West Hospital.

The quantitative research method and the descriptive research design were employed in the study. The target population consisted of 300 staff within the Tamale West Hospital. Structured questionnaires were distributed to the population respondents of which 170 of them were appropriate for analysis. Data obtained were analysed using mean, standard deviation, and regression tools.

The first objectives sought to examine work-life balance practices at Tamale West Hospital, Ghana. The study revealed that to enhance work-life balance practices put in place included flexible working arrangement as well as enable workers to work from home. Likewise, taking leave to meet family needs help to balance work and life roles. However, the study found that management do not understand family issues of staff well and this may their lower job satisfaction, dedication and commitment to work at Tamale West Hospital, Ghana.

Relating to objective two which sought to examine the level of performance of employees as a result of being able to balance work and life roles at Tamale West Hospital, Ghana, the study found that the balance achieved help them to exhibit skillfulness in my delivery service, exercise adequate control over task, cope well with changes in the way, initiate better ways of doing their core tasks, maintain professional working relationships, meet deadlines and use resources well. These indicators among others were used to measure task citizenship and counterproductive performance of employees at Tamale West Hospital, Ghana.

The third objective of the study sought to effect of work-life balance practices on performance of employees at Tamale West Hospital. Based on the analysis, it was found that a positive relationship exists between the two. On the predictive model, high work-life balance practices lead to high performance of health workers in the form of task, adaptive and citizenship performance.

Conclusions

This study has provided an overview and relevant discussion on work-life balance and performance of health workers. From the study's findings, it was concluded that:

- i. It is also concluded that a better work life balance creates a number of positive consequences for workers as they help one another. Hence, it can be concluded that work life balance practices have positive influence on employees.
- ii. Further, it was concluded that negative behaviour can be reduced when proper work and life roles balance practices are in place.
- iii. The study again concluded that work life balance practices generally influence employees' overall performance.

Recommendations

Based on the study's findings and conclusions, the following recommendations were hereby made. First, the study recommended that;

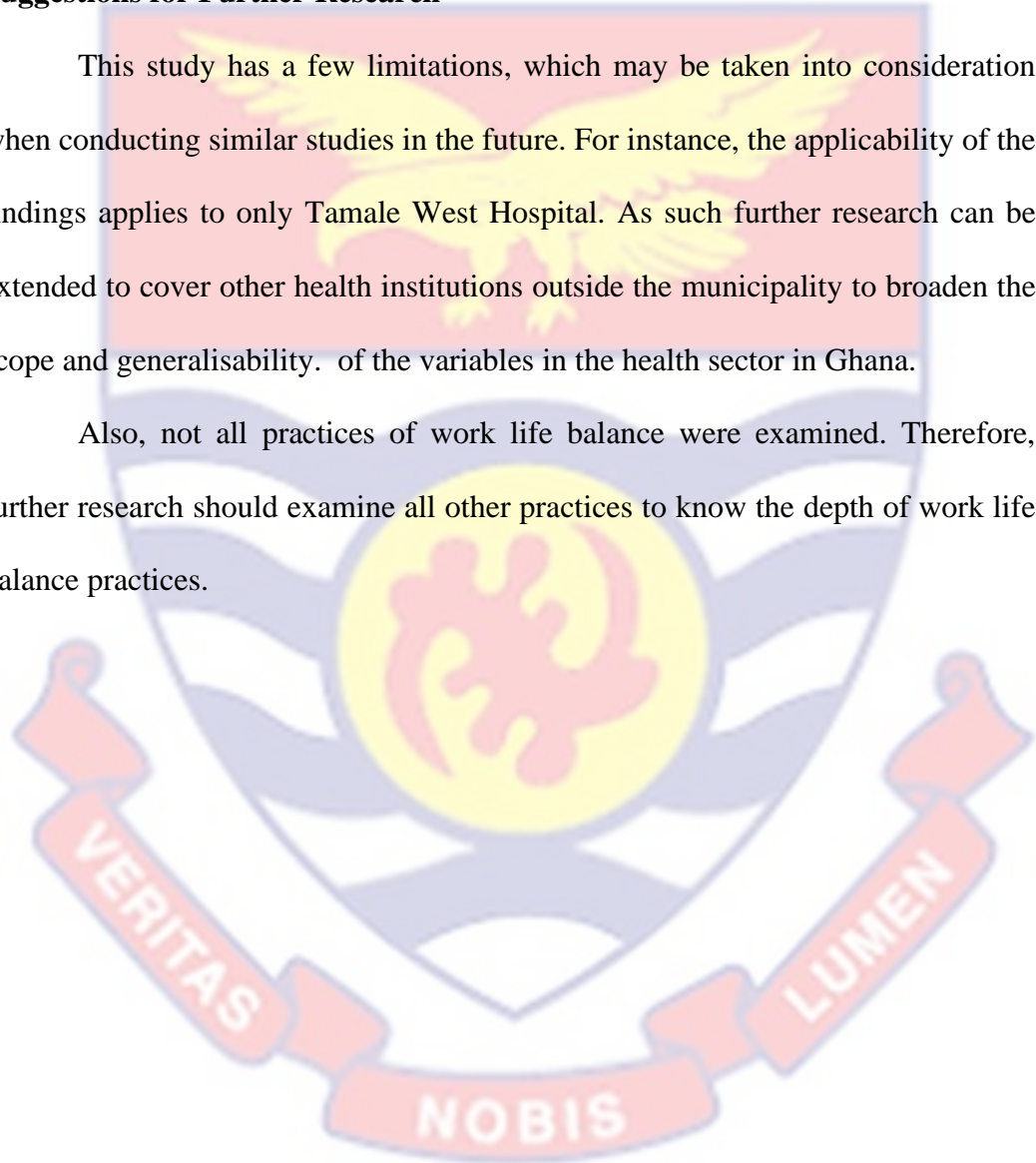
- i. Though work life balance practices led to a change in task performance, the magnitude of the change small. Therefore, the study recommends that policies regarding work life balance should be enhanced by health authorities to cause a significant change in employees' duties.
- ii. Likewise, a favourable change in employees' citizenship performance was very small. Therefore, it is recommended that management strengthens its work life balance practices to enable shares of information, help team mates, etc.

- iii. Further, it was recommended that employees should be sensitized on the effect of work life imbalance as well as strategies in place to curb the negative effect.

Suggestions for Further Research

This study has a few limitations, which may be taken into consideration when conducting similar studies in the future. For instance, the applicability of the findings applies to only Tamale West Hospital. As such further research can be extended to cover other health institutions outside the municipality to broaden the scope and generalisability. of the variables in the health sector in Ghana.

Also, not all practices of work life balance were examined. Therefore, further research should examine all other practices to know the depth of work life balance practices.



REFERENCES

- Agha, K., Azmi, F. T., & Irfan, A. (2017). Work-life balance and job satisfaction: An empirical study focusing on higher education teachers in Oman. *International Journal of Social Science and Humanity*, 7(3), 164-175.
- Akanni, A. A., Oladejo, O. E., & Oduaran, C. A. (2018). Work-life balance, job insecurity and counterproductive work behaviour among brewery workers. *North American Journal of Psychology*, 20(2), 142-139.
- Ali, F., Malik, A., Pereira, V., & Al Ariss, A. (2017). A relational understanding of work-life balance of Muslim migrant women in the west: future research agenda. *The International Journal of Human Resource Management*, 28(8), 1163-1181.
- Alie, R. E., Beam, H. H., & Carey, T. A. (2018). The use of teams in an undergraduate management program. *Journal of Management Education*, 22(6), 707-719.
- Aquino, K., Galperin, B. L., & Bennett, R. J. (2004). Social status and aggressiveness as moderators of the relationship between interactional justice and workplace deviance. *Journal of Applied Social Psychology*, 34(5), 1001-1029.
- Ashforth, B. E., Johnson, S. A., Hogg, M., & Terry, D. (2001). Which hat to wear. *Social identity processes in organisational contexts*, 32-48.
- Ashforth, B. E., Rogers, K. M., & Corley, K. G. (2011). Identity in organisations: Exploring cross-level dynamics. *Organisation science*, 22(5), 1144-1156.

- Asiedu-Appiah, F., Aduse-Poku, O., & Acheampong, A. F. (2014). Work-life balance practices and female lecturers' career progression in Ghana. *Asian Journal of Management Research*, 4(3), 419-439.
- Azeem, S. M., & Akhtar, N. (2014). The influence of work life balance and job satisfaction on organisational commitment of healthcare employees. *International Journal of Human Resource Studies*, 4(2), 18.
- Baard, S. K., Rench, T. A., & Kozlowski, S. W. (2014). Performance adaptation: A theoretical integration and review. *Journal of Management*, 40(1), 48-99.
- Baltes, B. B., Clark, M. A., & Chakrabarti, M. (2010). 16 Work-Life Balance: The Roles of Work-Family Conflict and Work-Family Facilitation.
- Bambale, A. J. A. (2014). Research methodological techniques as a model for quantitative studies in Social Sciences. *Journal of Economics, Management and Trade*, 862-879.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship". *Academy of management Journal*, 26(4), 587-595.
- Bell, A. S., Rajendran, D., & Theiler, S. (2012). Job stress, wellbeing, work-life balance and work-life conflict among Australian academics. *E-Journal of Applied Psychology*, 8(1).
- Bergeron, D. M. (2007). The potential paradox of organisational citizenship behaviour: good citizens at what cost. *Academy of Management review*, 32(4), 1078-1095.

- Bies, R. J., Tripp, T. M., & Kramer, R. M. (1997). At the breaking point. *Antisocial behaviour in organisations*, 18-36.
- Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human performance*, 10(2), 99-109.
- Boyt, T. E., Lusch, R. F., & Naylor, G. (2018). The role of professionalism in determining job satisfaction in professional services: A study of marketing researchers. *Journal of Service Research*, 3(4), 321-330.
- Brok-Lee, V., & Spector, P. E. (2006). The social stressors-counterproductive work behaviours link: Are conflicts with supervisors and coworkers the same. *Journal of occupational health psychology*, 11(2), 145.
- Bryman, A. (2017). Quantitative and qualitative research: further reflections on their integration. In *Mixing methods: Qualitative and quantitative research* (pp. 57-78). Routledge.
- Cahill, K. E., McNamara, T. K., Pitt-Catsouphes, M., & Valcour, M. (2015). Linking shifts in the national economy with changes in job satisfaction, employee engagement and work-life balance. *Journal of Behavioural and Experimental Economics*, 56, 40-54.
- Canetta, L., Barni, A., & Montini, E. (2018, June). Development of a digitalization maturity model for the manufacturing sector. In *2018 IEEE International Conference on Engineering, Technology and Innovation (ICE/ITMC)* (pp. 1-7). IEEE.

- Carr, C. T., & Zube, P. (2015). Network autocorrelation of task performance via informal communication within a virtual world. *Journal of Media Psychology*.
- Cohen, S. G., & Bailey, D. E. (1997). What makes teams work: Group effectiveness research from the shop floor to the executive suite. *Journal of management*, 23(3), 239-290.
- Colichi, R. M. B., Bocchi, S. C. M., Lima, S. A. M., & Popim, R. C. (2017). Interactions between quality of life at work and family: integrative review. *International Archives of Medicine*, 9.
- Cravey, T., & Mitra, A. (2011). Demographics of the sandwich generation by race and ethnicity in the United States. *The Journal of Socio-Economics*, 40(3), 306-311.
- Creswell, J. W., & Clark, V. L. P. (2017). *Designing and conducting mixed methods research*. Sage publications.
- Cronin, P., Ryan, F., & Coughlan, M. (2017). Undertaking a literature review: a step-by-step approach. *British journal of nursing*, 17(1), 38-43.
- Crook, A. E., Beier, M. E., Cox, C. B., Kell, H. J., Hanks, A. R., & Motowidlo, S. J. (2011). Measuring relationships between personality, knowledge, and performance using single-response situational judgment tests. *International Journal of Selection and Assessment*, 19(4), 363-373.
- Czarnota-Bojarska, J. (2015). Counterproductive work behaviour and job satisfaction: A surprisingly rocky relationship. *Journal of Management and Organisation*, 21(4), 460.

- Darko-Asumadu, D. A., Sika-Bright, S., & Osei-Tutu, B. (2018). The influence of work-life balance on employees' commitment among bankers in Accra, Ghana. *African Journal of Social Work*, 8(1), 47-55.
- Deery, M., & Jago, L. (2015). Revisiting talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*.
- Deery, M., & Jago, L. (2015). Revisiting talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*.
- Di Ceglie, D. (2000). Gender identity disorder in young people. *Advances in psychiatric treatment*, 6(6), 458-466.
- Direnzo, M. S., Greenhaus, J. H., & Weer, C. H. (2015). Relationship between protean career orientation and work-life balance: A resource perspective. *Journal of Organisational Behaviour*, 36(4), 538-560.
- Dissanayaka, N. M. N. P., & Hussain Ali, M. A. M. (2013). Impact of worklife balance on employees performance: an empirical study on seven apparel organisations in Sri Lanka.
- Edwards, A. K., & Oteng, R. (2019). Attaining work-life balance as in modeling the way among female teachers in Ghana. *International Journal of Education Policy and Leadership*, 15(7).
- Eldridge, S. M., Lancaster, G. A., Campbell, M. J., Thabane, L., Hopewell, S., Coleman, C. L., & Bond, C. M. (2016). Defining feasibility and pilot studies

in preparation for randomised controlled trials: development of a conceptual framework. *PloS one*, 11(3), e0150205.

Fapohunda, T. (2014). Managing workplace bullying. *Journal of Human Resource Management*, 1(3), 39.

Franke, A., & Reichert, M. (2011). Carers@ Work. Between Job and Care: Conflict or Opportunity? A European Comparison. *International Literature Review*.

Fredriksen-Goldsen, K. I., Scharlach, A. E., Karen, I., & Andrew, E. (2001). Families and work: New directions in the twenty-first century.

Ganiyu, I. O., Fields, Z., Atiku, S. O., & Derera, E. (2020). Measuring the effectiveness of work–life balance strategies in the manufacturing sector. *SA Journal of Human Resource Management*, 18(1), 1-10.

Gassman-Pines, A. (2011). Associations of low-income working mothers' daily interactions with supervisors and mother-child interactions. *Journal of Marriage and Family*, 73(1), 67-76.

Gilboa, S., Shirom, A., Fried, Y., & Cooper, C. (2008). A meta-analysis of work demand stressors and job performance: examining main and moderating effects. *Personnel psychology*, 61(2), 227-271.

Gilley, A., Waddell, K., Hall, A., Jackson, S. A., & Gilley, J. W. (2015). Manager behaviour, generation, and influence on work-life balance: An empirical investigation. *Journal of Applied Management and Entrepreneurship*, 20(1), 3.

- Gladisa, F. W., & Susanty, A. I. (2018). Determinant factors of employee satisfaction in the performance appraisal based on management by objectives. *Gladisa, FW*, 241-246.
- Gravetter, F. J. Forzano, LAB (2012). *Research methods for the behavioural sciences*, 5.
- Griffin, M. A., Neal, A., & Parker, S. K. (2007). A new model of work role performance: Positive behaviour in uncertain and interdependent contexts. *Academy of management journal*, 50(2), 327-347.
- Griffin, M. A., Parker, S. K., & Mason, C. M. (2010). Leader vision and the development of adaptive and proactive performance: a longitudinal study. *Journal of applied psychology*, 95(1), 174.
- Gupta, Y., & Sharma, N. (2013). An empirical analysis of work life balance in corporate employees with special respect to marital status in Moradabad region. *Asia Pacific Journal of Marketing & Management Review*, 2(9), 114-119.
- Gyanchandani, R. (2017). A qualitative study on work-life balance of software professionals. *IUP Journal of Organisational Behaviour*, 16(4), 53-67.
- Haider, S., Jabeen, S., & Ahmad, J. (2018). Moderated mediation between work life balance and employee job performance: The role of psychological wellbeing and satisfaction with coworkers. *Revista de Psicología del Trabajo y de las Organizaciones*, 34(1), 29-37.

- Harikaran, S., & Thevanes, N. The Relationships among Work-Life Balance, Organisational Citizenship Behaviour and Organisational Performance: A Review of Literature.
- Hartog, M., Frame, P., Rigby, C., & Wilson, D. (2013). Learning from the real.
- Hoang, H., & Gimeno, J. (2010). Becoming a founder: How founder role identity affects entrepreneurial transitions and persistence in founding. *Journal of Business Venturing*, 25(1), 41-53
- Hoel, H., Rayner, C., & Cooper, C. L. (1999). *Workplace bullying*. John Wiley & Sons Ltd.
- Hollinger, R. C. (1986). Acts against the workplace: Social bonding and employee deviance. *Deviant Behaviour*, 7(1), 53-75.
- Huang, R., & Sarigöllü, E. (2014). How brand awareness relates to market outcome, brand equity, and the marketing mix. In *Fashion branding and consumer behaviours* (pp. 113-132). Springer, New York, NY.
- Hye, Q. M. A., Wizarat, S., & Lau, W. Y. (2013). Trade-led growth hypothesis: An empirical analysis of South Asian countries. *Economic Modelling*, 35, 654-660.
- Javed, B., Bashir, S., Rawwas, M. Y., & Arjoon, S. (2017). Islamic work ethic, innovative work behaviour, and adaptive performance: The mediating mechanism and an interacting effect. *Current Issues in Tourism*, 20(6), 647-663.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, 33(4), 692-724.

- Kamau, J. M, Muleke V, Makaya S. O, & Wagoki, J. (2013) Work life balance practices on employee performance of Ecobank Kenya. *European journal business and management*, 5(25), 179-185.
- Karakas, F. (2010). Spirituality and performance in organisations: A literature review. *Journal of business ethics*, 94(1), 89-106.
- Keashly, L., & Harvey, S. (2005). Emotional Abuse in the Workplace.
- Kofodimos, J. R. (1993). *Balancing act: How managers can integrate successful careers and fulfilling personal lives*. Jossey-Bass.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.
- LePine, J. A., Erez, A., & Johnson, D. E. (2002). The nature and dimensionality of organisational citizenship behaviour: a critical review and meta-analysis. *Journal of applied psychology*, 87(1), 52.
- Lewis, S., Gambles, R., & Rapoport, R. (2007). The constraints of a 'work-life balance' approach: An international perspective. *The international journal of human resource management*, 18(3), 360-373.
- Lievens, F., Conway, J. M., & De Corte, W. (2008). The relative importance of task, citizenship and counterproductive performance to job performance ratings: Do rater source and team-based culture matter?. *Journal of Occupational and Organisational Psychology*, 81(1), 11-27.
- Maheshwari, M., & Joseph, J. (2018). Work Role-Motherhood Role Constructions & Conflicts in Workplace Interactions. *Indian Journal of Industrial Relations*, 54(1).

- Mallick, E., Pradhan, R. K., Tewari, H. R., & Jena, L. K. (2014). Organisational citizenship behaviour, job performance and HR practices: A relational perspective. *Management and Labour Studies*, 39(4), 449-460.
- Marcus, B., Taylor, O. A., Hastings, S. E., Sturm, A., & Weigelt, O. (2016). The structure of counterproductive work behaviour: A review, a structural meta-analysis, and a primary study. *Journal of Management*, 42(1), 203-233.
- McCarthy, A., Cleveland, J. N., Hunter, S., Darcy, C., & Grady, G. (2013). Employee work–life balance outcomes in Ireland: a multilevel investigation of supervisory support and perceived organisational support. *The International Journal of Human Resource Management*, 24(6), 1257-1276.
- McPherson, M., & Reed, P. (2007). Work-life balance in the New Zealand context. *Managing Mayhem*.
- Merolla, D. M., Serpe, R. T., Stryker, S., & Schultz, P. W. (2012). Structural precursors to identity processes: The role of proximate social structures. *Social Psychology Quarterly*, 75(2), 149-172.
- Merriam, S. B., & Tisdell, E. J. (2015). *Qualitative research: A guide to design and implementation*. John Wiley & Sons.
- Metcalf, A. S., & Fenwick, T. (2009). Knowledge for whose society. *Knowledge production, high*.
- Miao, C., Humphrey, R. H., & Qian, S. (2017). Are the emotionally intelligent good citizens or counterproductive? A meta-analysis of emotional intelligence and its relationships with organisational citizenship behaviour and

counterproductive work behaviour. *Personality and Individual Differences*, 116, 144-156.

Michel, A., Bosch, C., & Rexroth, M. (2014). Mindfulness as a cognitive–emotional segmentation strategy: An intervention promoting work–life balance. *Journal of occupational and organisational psychology*, 87(4), 733-754.

Mittal, R., Bienstock, J., & Kroumova, M. (2017). Surviving the challenges of competing demands: a model to explore the impact of personality and boundary management on work-life conflict. *Journal of International Management Studies*, 17(2).

Motowidlo, S. J., & Van Scotter, J. R. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied psychology*, 79(4), 475.

Motowidlo, S. J., Borman, W. C., & Schmit, M. J. (1997). A theory of individual differences in task and contextual performance. *Human performance*, 10(2), 71-83.

Muraya, K. W., Govender, V., Mbachu, C., Uguru, N. P., & Molyneux, S. (2019). ‘Gender is not even a side issue... it’s a non-issue’: career trajectories and experiences from the perspective of male and female healthcare managers in Kenya. *Health policy and planning*, 34(4), 249-256.

Mwangi, L., Boinett, C. C., Tumwet, E., & Bowen, D. (2016). Effects of work life balance on employees performance in institutions of higher learning. A case

study of Kabarak University. *Kabarak Journal of Research & Innovation*, 4(2), 60-69.

Nelson, J. A., Boyer, B. P., Villarreal, D. L., & Smith, O. A. (2017). Relations between mothers' daily work, home, and relationship stress with characteristics of mother-child conflict interactions. *Journal of Family Psychology*, 31(4), 431.

Neuman, J. H., & Baron, R. A. (1997). Aggression in the workplace.

Nohe, C., Meier, L. L., Sonntag, K., & Michel, A. (2015). The chicken or the egg? A meta-analysis of panel studies of the relationship between work-family conflict and strain. *Journal of Applied Psychology*, 100(2), 522.

O'Driscoll, M. P., Brough, P., & Kalliath, T. J. (2004). Work/family conflict, psychological well-being, satisfaction and social support: A longitudinal study in New Zealand. *Equal opportunities international*.

Obiageli, O. L., Uzochukwu, O. C., & Ngozi, C. D. (2015). Work-life balance and employee performance in selected commercial banks in Lagos State. *European Journal of Research and Reflection in Management Sciences*, 3 (4), 63, 77.

Obiageli, O. L., Uzochukwu, O. C., & Ngozi, C. D. (2015). Work-life balance and employee performance in selected commercial banks in Lagos State. *European Journal of Research and Reflection in Management Sciences*, 3 (4), 63, 77.

Pahuja, S. (2016). Work Life Balance of Female Employees: A Case Study. *International Research Journal of Management and Commerce*, 41-50.

- Pallant, J. (2020). *SPSS survival manual: A step by step guide to data analysis using IBM SPSS*. Routledge.
- Patten, M. L., & Newhart, M. (2017). Understanding research methods: An overview of the essentials.
- Poulose, S., & Sudarsan, N. (2018). Work life balance: A conceptual review. *International Journal of Advances in Agriculture Sciences*.
- Pradhan, R. K., Jena, L. K., & Kumari, I. G. (2016). Effect of work–life balance on organisational citizenship behaviour: Role of organisational commitment. *Global Business Review*, *17*(3_suppl), 15S-29S.
- Qu, R. (2009). The impact of market orientation and corporate social responsibility on firm performance. *Asia Pacific Journal of Marketing and Logistics*.
- Quittner, A. L., O'Donnell, A. E., Salathe, M. A., Lewis, S. A., Li, X., Montgomery, A. B., ... & Barker, A. F. (2015). Quality of Life Questionnaire-Bronchiectasis: final psychometric analyses and determination of minimal important difference scores. *Thorax*, *70*(1), 12-20.
- Reisel, W. D., Probst, T. M., Chia, S. L., Maloles, C. M., & König, C. J. (2010). The effects of job insecurity on job satisfaction, organisational citizenship behaviour, deviant behaviour, and negative emotions of employees. *International Studies of Management & Organisation*, *40*(1), 74-91.
- Roberts, B., Vincent, G. E., Ferguson, S. A., Reynolds, A. C., & Jay, S. M. (2019). Understanding the differing impacts of on-call work for males and females:

Results from an online survey. *International journal of environmental research and public health*, 16(3), 370.

Robinson, S. L., & Bennett, R. J. (1995). A typology of deviant workplace behaviours: A multidimensional scaling study. *Academy of management journal*, 38(2), 555-572.

Rothbard, N. P., & Edwards, J. R. (2003). Investment in work and family roles: A test of identity and utilitarian motives. *Personnel Psychology*, 56(3), 699-729.

Rothbard, N. P., Phillips, K. W., & Dumas, T. L. (2005). Managing multiple roles: Work-family policies and individuals' desires for segmentation. *Organisation Science*, 16(3), 243-258.

Samsonowa, T. (2012). Performance Management. In *Industrial Research Performance Management* (pp. 9-52). Physica, Heidelberg.

Saunders, M. N., & Lewis, P. (2012). *Doing research in business & management: An essential guide to planning your project*. Pearson.

Sekaran U. 2003. *Research Methods for Business: A Skill Building Approach*. 4th edn. John Wiley: Hoboken, NJ.

Sekaran, U., & Bougie, R. (2003). *Research Methods For Business, A Skill Building Approach*, John Willey & Sons. Inc. New York.

Selvarajan, T. T., Singh, B., Cloninger, P. A., & Misra, K. (2019). Work–family conflict and counterproductive work behaviours: Moderating role of regulatory focus and mediating role of affect. *Organisation Management Journal*, 16(1), 42-54.

- Shanafelt, T. D., Hasan, O., Dyrbye, L. N., Sinsky, C., Satele, D., Sloan, J., & West, C. P. (2015, December). Changes in burnout and satisfaction with work-life balance in physicians and the general US working population between 2011 and 2014. In *Mayo clinic proceedings* (Vol. 90, No. 12, pp. 1600-1613). Elsevier.
- Shanahan, T., & Jones, G. A. (2007). Shifting roles and approaches: Government coordination of post-secondary education in Canada, 1995–2006. *Higher Education Research & Development*, 26(1), 31-43.
- Sheikh, M. A., Ashiq, A., Mehar, M. R., Hasan, A., & Khalid, M. (2018). Impact of work and home demands on work life balance: Mediating role of work family conflicts. *Pyrex Journal of Business and Finance Management Research*, 4(5), 48-57.
- Shockley, K. M., & Singla, N. (2011). Reconsidering work—family interactions and satisfaction: A meta-analysis. *Journal of Management*, 37(3), 861-886.
- Siniscalco, M. T., & Auriat, N. (2005). Questionnaire design. *Quantitative research methods in educational planning*, 8.
- Skarlicki, D. P., & Folger, R. (1997). Retaliation in the workplace: The roles of distributive, procedural, and interactional justice. *Journal of applied Psychology*, 82(3), 434.
- Smith, K., Woodward, A., Campbell-Lendrum, D., Chadee, D., Honda, Y., Liu, Q., ... & BUTLER, C. (2014). Human health: impacts, adaptation, and co-benefits. In *Climate Change 2014: impacts, adaptation, and vulnerability. Part A: global and sectoral aspects. Contribution of Working Group II to*

the fifth assessment report of the Intergovernmental Panel on Climate Change (pp. 709-754). Cambridge University Press.

Spector, P. E. (1978). Organisational frustration: A model and review of the literature. *Personnel Psychology*, *31*(4), 815-829.

Stangor, C. (2004). *Social groups in action and interaction*. Psychology Press.

Starmer, A. J., Frintner, M. P., & Freed, G. L. (2016). Work–life balance, burnout, and satisfaction of early career pediatricians. *Pediatrics*, *137*(4).

Stets, J. E., & Burke, P. J. (2000). Identity theory and social identity theory. *Social psychology quarterly*, 224-237.

Stets, J. E., & Serpe, R. T. (2013). Social identity. *Handbook of Social Psychology*, 31-60.

Stryker, S., & Serpe, R. T. (1982). Commitment, identity salience, and role behaviour: Theory and research example. In *Personality, roles, and social behaviour* (pp. 199-218). Springer, New York, NY.

Suyasa, P. T. Y. (2017). The Role of Quality of Work Life as a Predictor of Counterproductive Work Behaviour. *ANIMA Indonesian Psychological Journal*, *32*(3), 169-183.

Tajfel, H., Turner, J. C., Austin, W. G., & Worchel, S. (1979). An integrative theory of intergroup conflict. *Organisational identity: A reader*, *56*(65), 9780203505984-16.

Tan, M., & Le, Q. (2019, May). Efficientnet: Rethinking model scaling for convolutional neural networks. In *International Conference on Machine Learning* (pp. 6105-6114). PMLR.

- Tausig, M., & Fenwick, R. (2011). Occupational Determinants of Job Stress: Socioeconomic Status and Segmented Labor Markets. In *Work and Mental Health in Social Context* (pp. 79-109). Springer, New York, NY.
- Tausig, M., & Fenwick, R. (2011). Work and mental health in social context. In *Work and Mental Health in Social Context* (pp. 161-183). Springer, New York, NY.
- Thoits, P. A. (2013). Self, identity, stress, and mental health. In *Handbook of the sociology of mental health* (pp. 357-377). Springer, Dordrecht.
- Tripathy, S., Aich, S., Chakraborty, A., & Lee, G. M. (2016). Information technology is an enabling factor affecting supply chain performance in Indian SMEs: a structural equation modelling approach. *Journal of Modelling in Management*.
- Truelove, H. B., Yeung, K. L., Carrico, A. R., Gillis, A. J., & Raimi, K. T. (2016). From plastic bottle recycling to policy support: An experimental test of pro-environmental spillover. *Journal of Environmental Psychology*, 46, 55-66.
- Turner, J. C., Hogg, M. A., Oakes, P. J., Reicher, S. D., & Wetherell, M. S. (1987). *Rediscovering the social group: A self-categorization theory*. Basil Blackwell.
- Ugwu, F. O., Amazue, L. O., & Onyedire, N. G. (2017). Work-family life balance in a Nigerian banking sector setting. *Cogent Psychology*, 4(1), 1290402.
- Vasan, M. (2018). Impact of Job Stress on Job Satisfaction among the Pharmaceutical Sales Representatives. *Research Journal of Pharmacy and Technology*, 11(9), 3759-3764.

- Viswesvaran, C., & Ones, D. S. (2000). Perspectives on models of job performance. *International Journal of Selection and Assessment*, 8(4), 216-226.
- Weer, C. H., & Greenhaus, J. H. (2020). Managers' assessments of employees' organisational career growth opportunities: The role of extra-role performance, work engagement, and perceived organisational commitment. *Journal of Career Development*, 47(3), 280-295.
- Xiao, Y., & Cooke, F. L. (2012). Work-life balance in China? Social policy, employer strategy and individual coping mechanisms. *Asia Pacific Journal of Human Resources*, 50(1), 6-22.
- Zapf, D., Knorz, C., & Kulla, M. (1996). On the relationship between mobbing factors, and job content, social work environment, and health outcomes. *European Journal of work and organisational psychology*, 5(2), 215-237.
- Zhang, X., & Bartol, K. M. (2010). The influence of creative process engagement on employee creative performance and overall job performance: A curvilinear assessment. *Journal of Applied psychology*, 95(5), 862.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. Urban Population Growth: Past, Present and Future.
- Zuur, A. F., Ieno, E. N., & Elphick, C. S. (2010). A protocol for data exploration to avoid common statistical problems. *Methods in ecology and evolution*, 1(1), 3-14.

UNIVERSITY OF CAPE COAST
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
QUESTIONNAIRE

Dear respondent, the researcher is a final year student from the Department of Human Resource Management, College of Humanities and Legal Studies, University of Cape Coast, Ghana. The purpose of the study is to examine the work-life balance and employee performance at the Tamale West Hospital. Your sincere answers to the questions below would be most appreciated. Any information provided would be used purely for academic purpose and would be treated confidentially. Filling the questionnaire will take 10-15 minutes.

Please tick (✓) answers or options where appropriate and provide answers where applicable.

Section A: Demographic Characteristics

1. Age
 - a. 20-24 []
 - b. 25-29 []
 - c. 30-34 []
 - d. 35-39 []
 - e. 40-44 []
 - f. 45-49 []
 - g. 50 and above []
2. Gender
 - a. Male []
 - b. Female []
3. Highest Educational Qualification.....
4. Number of years with the organisation.....
5. What is your position in the organisation?
.....
6. Which department do you work under?
.....

SECTION B: Work-life balance among the nurses

Please indicate your level of agreement with regards to each of the following items on their work life balance at your health facility. The responses would be measured numerically such that 1 denotes least agreement and 5 denote strong agreement.

Items	1	2	3	4	5
Work Life Balance					
I spend quality time with my family					
My organisation supports me on personal issues					
My authority is sympathetic enough when I need time off					
My co-workers support me on personal issues					
Recreational facilities are created for us to have relaxations					
My organisation provides medical facilities					
Duties and responsibilities are clear to me					
I feel proud to work in the organisation					
My organisation facilitates professional counselling					
My personal life gives me energy for my job					
My job gives me energy to pursue personal activities					

I am at better mood at work because of my personal life					
My organisation really cares about my well-being					

SECTION C: Employees Performance

To what extent do you attribute these statements of employee performance to your ability to balance both work and personal roles at your health facility?

Where 1 denotes least agreement and 5 denotes strong agreement each item.

Performance Indicators	1	2	3	4	5
Task Performance					
Consistent delivery of care for patients					
Exercise adequate control over the task					
Respect for patient’s preference					
Satisfactory time spent with the patient					
Competent to carry out task					
Patient’s sense of safety whilst under my care					
Uses resources well					
Skilfulness in delivery					
Patient involvement in decisions made about his/her nursing/midwifery care					
Understanding of what is important to the patient					
Citizenship Performance					

Demonstrates willingness to learn new skills					
Shares of information					
Help teammates in teamwork					
Develops professional working relationships with co-workers					
Maintains professional working relationships with co-workers					
Support for patients to care for themselves, where appropriate					
Counterproductive Performance					
Sometimes I absent myself from work					
Came to work late without permission					
Been nasty or rude to a client or patient					
Left work earlier than I was allowed to					
Insulted someone about their job performance					
Taken a longer break than was allowed to take					
Ignored someone at work					
Complained about insignificant things at work					
Purposely worked slowly when things needed to get done					

Thank you very much