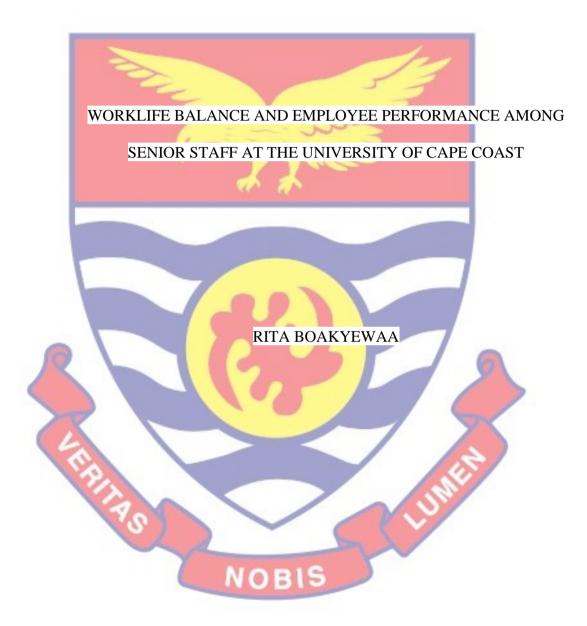
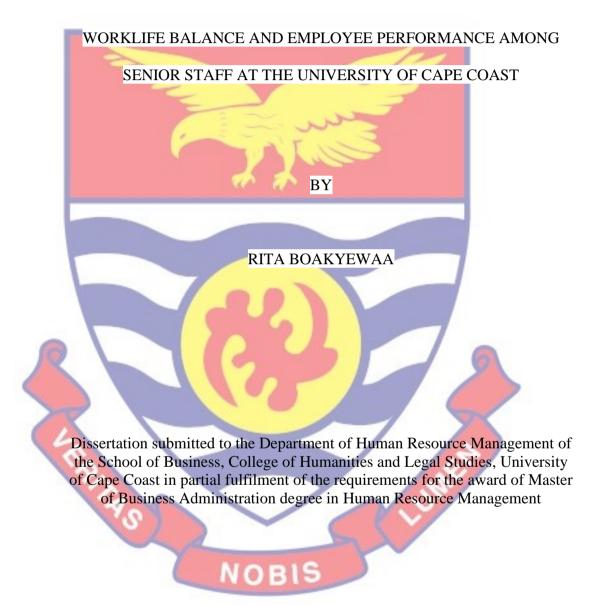
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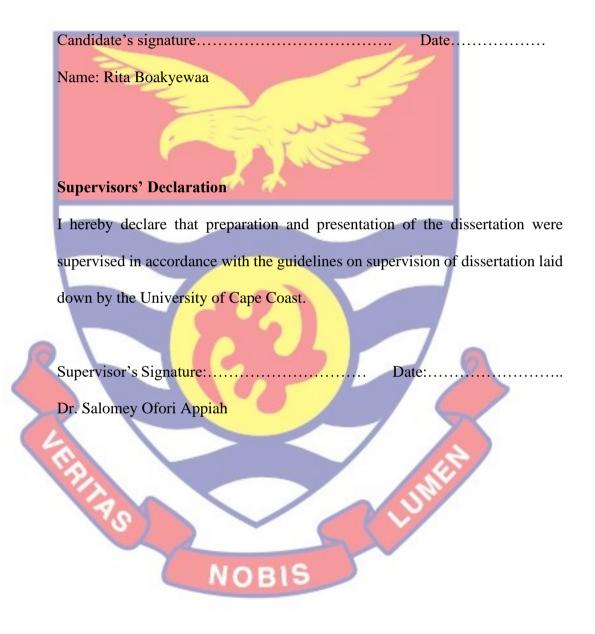
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JULY 2022

## 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 in this university or elsewhere.



### ABSTRACT

The aim of this study was to examine the influence of work life balance on performance of senior staff at the University of Cape Coast. There were three main specific objectives, among them were to identify the level of work life balance of senior staff of the University of Cape Coast; examine the level of performance of senior staff at the University of Cape Coast; and examine the effect of work life balance on the performance of senior staff at the University of Cape Coast. The study was based on the views of 281 senior staff from the study area. It was a quantitative study with self-administered questionnaire as the main research instrument. The results from the survey were processed with the help of the Statistical Package for the Social Sciences (SPSS v26.0). The results of the study concluded that the senior staff find it difficult in balancing both work role and family or personal roles. Also, it was found that, senior staff at the University of Cape Coast had high levels of performance within the organisation. Lastly, there was a positive relationship between work life balance and employee performance. The study therefore recommended that, for the senior staff to be effective, the authorities must institute effective work life balance policies to explain the causes of imbalance and strategies for upgrading the quality of lives to create the life and work goals.

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# **KEYWORDS**

Employee performance

Senior staff

Work life balance



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# DEDICATION

To my family



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## **CHAPTER ONE**

## **INTRODUCTION**

Work life balance (WLB) is very crucial and can interfere with the performance of employees and even be a trigger for the turnover intentions in many industries. This has then called for the attention to examining work life balance and its level of influence on employee performance in the educational sector. This chapter presents the overview of the study which includes the background to the study, statement of the problem, the purpose of the study, objectives of the study, hypotheses of the study, significance of the study, delimitation of the study, and organisation of the study.

## **Background to the Study**

Today, work-life balance has become an increasingly pervasive concern to both employers and employees of most organisations (Mmakwe & Ukoha, 2018). In recent time, there has been an upsurge in the consideration of the pressures that work has on family as well as life of employees (Johari, Tan & Zulkarnain, 2018). This has triggered research bordering on work-life. In an environment where there is high level of competitive pressures stemming largely from efforts to deliver quality service, the weight of this on employees are enormous (Uzoechi & Babatunde, 2012). Work is generally considered as a part of life. Though separated by certain physical, psychological and temporal boundaries, the two concepts are operationalized within the same context of time and space (Adnan-Bataineh, 2019). The nature of work itself has changed from the 9-to-5 affair to a 24-hour, 7-day

society, where customers expect services at times that suit them (CIPD, 2007 as cited in Adetayo, Olaoye & Awolaja, 2011).

The concept of work-life balance has been on the radar of many researchers since the 1960s and this had stem from the need for employees to achieve equilibrium between their career choices and family life (Khaled, 2019). The study of Susana and Ramon (2013) had revealed that there is greater need for employees to strike a balance between work and family life in the quest to secure happiness, reduce stress, and achieve fulfilment in one's life. Many organisations and human resource practitioners in contemporary times have come to the appreciation of this view and as a result integrate structures and policies that allow workers to achieve greater balance between work and family life (Lavoie, 2004).

Adikaram (2016) had defined work-life balance to encompass the equilibrium between family life and work life. Put differently, work-life balance is the system by which the demands of one's job provide enough room for the worker to raise and adequately care for his or her family. The Eagle-Hill Consulting (2014) has also defined work-life balance from a broader perspective. According to them, work-life balance is a harmonious integration of a worker's personal and professional obligations and the ability of the employee to work out family and work life into the long term. An effective work-life balance implies that workers have maximum flexibility and autonomy over work and family life.

Most research studies (Mungania, 2017; Oyewobi, Oke, Adeneye & Jimoh, 2019; Obeidat, Al-Khateeb & Abdallah, 2019; Wolor, Solikhah, Fidhyallah & Lestari, 2020) have shown that when there are happy homes, work places

automatically become conflict free and enjoyable places to be. Increasing attrition rates and increasing demand for work-life balance have forced organisations to look beyond run of the mill Human Resources interventions. As a result, policies such as flexible working hours, alternative work arrangements, leave policies and benefits in lieu of family care responsibilities and employee assistance programmes have become a significant part of most of the company benefit programmes and compensation packages (Yu, 2019; Sirgy & Lee, 2018; Bouget, Saraceno & Spasova, 2017; Kim & Ryu, 2017). Empirical evidence on work-life balance from around the world has demonstrated the sheer importance of the concept to employees, their organisations and families.

Bratton and Gold (2015) state that the performance of employees and the results achieved can be considered as a return on investment in empowerment. Based on the human capital theory, the idea of investing in employees has gained great attention because organisations' greatest assets are their human resource base and they (organisations) reap what they sow in their human resource in terms of good job performance. Blaug (1976) states that organisations that have a dream to outperform their competitors can only realise it with personnel who have the requisite skills, knowledge and abilities.

This study is underpinned by the Spill over Theory and the Compensation Theory. Guest (2002) claims that spillover model details situations under which spillover amid the micro family network and micro work network takes place: either negative or positive. Spillover concerning energy, behaviour, and time is unfavorable if the work-to-family relations are firmly designed for both space and

time. Conversely, positive spill over-instrumental in attaining healthy WLB takes place when there is flexibility that allows people to integrate and overlap family as well as work responsibilities.

This study focuses on examining the influence of work-life balance on the performance of senior staff at the University of Cape Coast. The focus is on the University of Cape Coast where it is reported that employees perceive it to be a stressful work environment (Siakwa, 2014). In such as stressful environment, Senior Staff of the University of Cape Coast have the heightened work responsibility of attending to students' academic needs, dealing with university management, and the responsibility of sourcing for funds and publishing articles among others. These tasks are challenging and time consuming in nature and as a result pose the question in reference to which work-life balance policies are needed to mitigate senior staff. This therefore, had brought about the research to examine the influence of work life balance on the performance of senior staff of the University of Cape Coast.

## Statement of the Problem

Work life balance is a relatively new Human Resource Management practice that seeks to strike a balance between work, life and family spheres of an employee (Siakwa, 2014). More often employees are faced with two aspects associated with work-life balance i.e. the first is lack of or limited time and scheduling conflicts, and the other is feeling overwhelmed, overloaded or stressed by the pressures of multiple roles (Bratton & Gold, 2015). More often than not

demanding workloads and a need to develop and improve skills and at the same time working to fulfill family and personal responsibilities.

Proponents of Work Life Balance argue that when executed well it can enhance both organisational and employee productivity, with this realization organisation have been investing heavily in work life balance initiatives such as flexible work arrangements, employee health and wellness, career development and leave arrangements (Mcmahon & Pocock, 2011). However, despite the adoption of Work Life Balance programmes and policies in universities, levels of performance are still low (Siakwa, 2014). There is still notable decline in service provision in universities due to absenteeism, stress burnout, high labour turnover and general dissatisfaction with organisational policies. This is corroborated by Selesho (2014) who found out that retention of workers in higher learning Institutions is a serious concern because a high employee turnover has grave implications for the quality, consistency, and stability of academic enterprises.

In recent years, a host of valuable studies have been carried out on WLB and its relationship with other parameters like employee's performance and wellbeing. To begin with, Kluczyk (2013) investigated the effect of WLB on the employee's well-being within the private sector. The findings from this study showed the presence of unfavorable effects of poor WLB as indicated through increased levels of family-work and work-family dispute on family gratification. In another study, Orogbu et al. (2015) researched on WLB and performance of employees among chosen commercial banks in Nigeria. The study outcomes

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indicated that policies touching on leave drive the ability of employees in the efficient and effective delivery of services (Deery & 2015).

The research carried out in Ghana (Asiedu-Appiah, Aduse-Poku & Acheampong, 2014; Asiedu-Appiah, Dufie-Marfo & Frempong, 2016; Darko-Asumadu, Sika-Bright & Osei-Tutu, 2018) do not address the work life balance policies. It is obvious that very little study has been done in Ghana on work-life balance, and notably its implications on performance of university personnel in Ghana. There is also no sufficient information to indicate the association between the presence of Work Life Balance and the adoption of these Work Life Balance policies among employees at the tertiary institutions in Ghana. There is consequently a gap in knowledge which has to be supplied by this research. From the foregoing backdrop, the study tries to explore the influence of work-life balance on employee performance.

It is against this gap that this study seeks to fill, by identifying the work life balance policy which may tend to influence employee performance within the educational sector, that is, specifically in the University of Cape Coast and the degree to which the identified policies influence the performance of senior staff at the University of Cape Coast.

## **Purpose of the Study**

The main purpose of the study was to examine the influence of work life balance on performance of senior staff at the University of Cape Coast.

## **Research Objectives**

The specific objectives of the study were;

1. to identify the work life balance practices available to senior staff of the

University of Cape Coast.

- 2. to examine the level of performance of senior staff at the University of Cape Coast.
  - 3. to examine the effect of work life balance on the performance of senior

staff at the University of Cape Coast.

## **Research Questions**

1. What are the work life balance practices available to senior staff at the

University of Cape Coast?

- 2. What is the level of performance of senior staff at the University of Cape Coast?
- 3. What is the effect of work life balance on the performance of senior staff

at the University of Cape Coast?

## Significance of the Study

Understanding the view of how employees must balance their work-related concerns and life is a very crucial factor to be considered by managers at the University of Cape Coast in order to boost their productivity and performance. However, employee empowerment to improve on employee performance has always been perceived from the stand point of managers and has either contributed minimum expectations after beginning. This study consequently would supply the

way and means by which employee perceive what needed to be done via effective techniques in reducing certain increasing work home balance concerns in order to improve on their performance.

The link that would be established between these work life balance and the performance of senior staff would strategically position management of the University of Cape Coast to employ the right mode of how work life balance policies should be and implemented to aid in the affairs of employees from their perspective. This would help reverse the trend of falling and decrease in the performances of senior staff of the university, thereby affecting the total organisational output among tertiary institutions in Ghana.

Policy Makers would also find the findings useful in formulating policies that would aid in enhanced performance in the public sector. The policies could be formulated in line with the recommendations from this study. The findings would be useful to future researchers since it forms a basis on which other studies could be undertaken on the effect of Work Life Balance on the performance of employees at the University of Cape Coast.

## **Limitations of the Study**

Besides the quantitative technique utilized, employing the qualitative method would have added to the weight of materials relevant to work life balance and employee performance. Although this would have been incredibly time consuming, an interview with the individuals in higher positions, such the senior staff, would also have been valuable. This would have helped to comprehend the

logic behind the factors of work life balance and employee performance at the University of Cape Coast.

Finally, this research experienced various obstacles in gathering suitable data for the analysis. Generally, disinterest was a big concern as some of the respondents neglected to answer the questionnaire. The respondents could not have provided their genuine thoughts on some problems relating to the university which could be secret in nature. Therefore, the bias in their replies was possible. Also, this study studied the work life balance on employee performance at the University of Cape Coast using the perspectives from selected respondents, which is a limited representative of all the employees in the educational sector.

## **Delimitation of Study**

The study examined the influence of work life balance on performance of senior staff at the University of Cape Coast. Senior staff at the University Cape Coast were the targets of the study and it cover a sample of the workers selected from each department within the organisation. The assessment is limited to only senior staff at the University of Cape Coast, Ghana. This is so because, the increasing number of students which therefore demands an adjustment with efforts and time spent in dispensing their duties. It is as such that their family life needs to be considered to cause an effective output in their performance as well. The study hence, examined work life balance within the institution and also determined its' effect on the performance of employee.

## **Organisation of the Study**

The study was made up of five chapters. Chapter one looked at the background of the study, statement of the problem, research objectives, research questions and significance of the study, limitations, scope of the study and organisation of the study. Chapter two reviewed the literature available on work life balance and employee performance. It investigated work life balance and the influence on employee performance in the workplace using literature from books and other studies relating to the topic. Chapter three described the methodology that would be used in the study: this included the population size, sample size and sampling techniques as well as methods of data collection and data analysis. Chapter four presented the data analysis and the findings based on research questions. Chapter five provided an interpretation of the results based on the findings and provide recommendations for further studies to be conducted.



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## **CHAPTER TWO**

## LITERATURE REVIEW

## Introduction

This section presents a review of the literature on the influence of work life balance on performance of senior staff at the University of Cape Coast. The main areas of focus included the theories that discussed issues related to work life balance, its policies and influence on the performance of senior staff and empirical studies that have been conducted on the subject matter.

### **Theoretical Framework**

Theoretical models are body of knowledge that seeks to observe, understand and explain concepts. There are several theoretical approaches towards work life balance and performance, but this study considered the Spill over Theory and Compensation Theory to explain the concept of work life balance and performance to the organisation.

## **Spill over theory**

According to Guest (2002), the spillover model describes the conditions in which negative or positive spillover occurs between the micro family network and the micro work network. If work-to-family relationships are rigidly planned for both location and time, spillover in terms of energy, behaviour, and time is negative. Positive spillover, on the other hand, is important for achieving a healthy WLB since it helps people to integrate and overlap their home and work obligations.

Work-life balance factors may be found in both the home and the workplace (Guest, 2002). Workplace culture and demands, both at home and at work, are

examples of background influences. Personality, age, life stage, career stage, gender, individual coping and control, energy, and job orientation are all personal variables. Service delivery and leave policy are two research characteristics that fall under background factors. Workplace demand is service delivery, but workplace culture is leave policy (Dixon, & Sagas, 2007). The concept of work-life balance may be both subjective and objective. Hours of leisure time or uncommitted outside work are examples of subjective indicators, whereas hours of commitment or labor are examples of objective indicators. According to Guest (2002), a condition of balance is achieved when either work or home takes precedence by choice or when both are given equal weight. A spillover occurs when one aspect of life interacts with another. It's also frequent when WLB has several repercussions, such as poor performance at home and at work, negative effects on family, friends, and coworkers, general life at home and at work, and personal well-being and contentment (Hyman, & Summers, 2004).

According to Edwards and Rothbard (2000), there are two interpretations of spill over: (a) the positive association between life and work satisfaction and life and work values , Zedeck, (1992 ) and (b) transference in skills and behaviours between domains such as when fatigue from work is experienced at home or when family demands interfere with work demands , Repetti, (1987). From the literature, it is unmistakable that despite there being WLB policies the reality of working life today is that workers are continuously trying to manage their work and personal lives and, in their effort, to balance both, it is often the influence or the interference that leads to a positive or negative spill over Bell, Rajendran and Theiler, (2012).

Some of spill over effects that have been mentioned in the literature are absenteeism, labour turnover, stress and burnout, job dissatisfaction, improved working relations among others.

This theory is important to this research project because firms are obliged to adopt good work-life balance policies that allow employees to achieve a positive WLB that will motivate them to fully commit to achieving institutional goals (Dixon & Sagas, 2007).

## **Compensation Theory**

The efforts aimed at averting negative experiences in one area by greater endeavors for good experiences in another sector are known as compensation theory. Edwards and Rothbard (2005) use the example of a dissatisfied employee who devotes more time to his or her family than to his or her work, therefore diverting human resources. These deficiencies, according to Guest (2002), might be satisfactions or demands that can be satisfied in another duty. For example, a person may be very interested in their job life as a result of a series of negative social encounters. Increased employment engagement and time to relax compensate for negative social encounters, allowing one to gather good energy and accomplish something meaningful (Dixon, & Sagas, 2007).

Guest (2002) suggests two types of compensation: reactive and supplementary compensation. While reactive compensation occurs when negative work experiences are made up for with good home experiences, supplemental compensation occurs when positive occurrences are insufficient at work and must be performed at home. According to compensation theory, there is an indirect

relationship between life and work. This has the connotation that employees strive to replace gaps in one domain with pleasure from another. Clark (2000) identified a compensating relationship between life and work obligations for people in the workforce. According to Clark (2004), women who had a negative family influence were more devoted to their profession, which is consistent with the compensating theory.

This theory is crucial to this study project because enterprises are obligated to create effective work-life balance rules that allow employees to obtain a positive WLB that will drive them to fully commit to accomplishing institutional goals (Dixon & Sagas, 2007).

## **Conceptual Review**

This section will help enhance knowledge with respect to the constructs used in this study. It will consider how the various concepts operationalized in literature will be addressed. Employee performance and work life balance were both discussed in this section. Work life balance also discussed with much emphasis on flexible working arrangements, leave arrangement, dependent care assistance and wellness and personal development as the policies of work life balance.

## Work Life Balance

The concept of work -life balance has been defined by researchers in diverse ways owing to its broad conception. The diversity in definitions originates from early research on work-life balance as it relates to studies on women having multiple roles. The concept of work-life balance emerged in the 1930s with Kellogs as the first organisation to embrace it (Lockwood, 2003). Generally, it is concerned

with providing an inclusive range of work options within the limits of the organisations, so that employees can have the freedom to choose which is best for them.

Work-life balance, according to Tremblay (2009), is the concept of connecting or integrating professional duties linked to work on the one hand, and family or personal responsibilities and activities on the other. Psychologists coined the phrase "work-life balance" to describe role tensions. Three types of conflicts have been identified via research: time-based conflict, strain-based conflict, and behaviour-based conflict. Role overload and the difficulties of reconciling the conflicting requirements of many positions lead to time-based disputes. Strainbased conflicts arise when stress in one position affects and interferes with involvement in another (for example, when work interferes with home life or vice versa). When the conduct anticipated in one role clashes with the behaviour expected in another, and the person in question fails to make the necessary modifications to avoid spillover, behaviour conflicts arise.

According to Davidson (2014), work-life balance is feeling in control and remaining productive and competitive at work but also keeping a pleasant, healthy home life with enough leisure. It's also about maintaining focus and awareness in the face of apparently interminable jobs and activities vying for your time and attention. As a result, individuals in today's workplace confront increased workloads, increased time pressures, and rising hurdles in meeting both career and personal expectations. Sabatini and colleagues (2008). At work, the desire for efficiency leads to an increase in the number of tasks that must be completed in a

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shorter amount of time. As a result of corporate globalization, employees are taking more business travels, resulting in lengthier durations of absence from their families or personal life (Bauer & Homburg, 2007).

One of the most difficult tasks for modern employees is to reconcile the two worlds of work and family (Francis & Turner, 2012). Bowswell and Olson-Buchanan (2007) was of the view that, more cheap technology have made it easier for employees to stay in touch with their jobs. Employees have a variety of tools at their disposal, including electronic mail, laptops, and mobile phones, to help them get their job done outside of the office. Employees may respond to an e-mail or a voice mail after work hours or on the weekend, as long as they are not on the clock. Workers who consider their job duties to be an essential part of their identity are more inclined to use these communication tools for work in their non-work realm, according to research. Gerbert (2010) stated that, many individuals are exposed to so-called workplace stress since the diligent worker gets a high level of social acknowledgment.

Work-life balance policies, according to Porter and Lawler (2008), outline how a business plans to give workers more flexibility in their working patterns so that they may balance what they do at work with their obligations and interests outside of work. The policy explains how to create and execute flexible work practices. It underlines that the amount of hours spent should not be used as a performance criteria. It lays forth rules for particular arrangements such as flexible working hours, a shortened work week, term-time employment contracts, working

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from home, and special leave for parents and caregivers, career breaks and various kinds of child care.

According to Yadav and Rani (2015), a balanced life is one in which effort is made to preserve equilibrium in the domains of intellect, emotion, physical, spiritual, and mental prominence. The neglect of one or more of the mentioned areas may have an impact on the overall quality. Because these life domains are seen to be interconnected, a lack of knowledge and control of any of them can lead to an imbalance in an individual's life (Shobitha & Sudarsan, 2014). Job-life balance, according to Clark (2000), is the measure by which people are proportionally busy and fulfilled in their work and family duties. Work-life balance is concerned with balancing personal aspirations or ambitions with realistic goals that do not clash with family duties (Parsons, 2002). It should not be interpreted as implying a proportionate balance or an equal amount of time for work and personal pursuits (Ranjan & Prasad, 2013). It's all about controlling work patterns to achieve contentment at home and at work, and it allows companies to allow workers to balance work and non-work obligations and desires.

Work-life balance may also be defined as a degree of contented engagement in numerous roles in one's life; it can also be viewed as a "fit" between various life responsibilities (Dev & Manoj, 2017). Organisational policies and practices aiming at creating a complimentary link between work and life are included in work life balance efforts. The policies serve as the foundation for the practices that promote employee autonomy and flexibility. Flexi-time, compressed hours, job sharing, child care, self-rostering, and teleworking are examples of such activities.

According to Lois & Greg (2017), work-life balance may be a health indicator for people and businesses. Work-life balance is a predictor of favorable organisational outcomes such as lower turnover, higher work satisfaction, lower job stress, higher morale, and higher productivity (Lockwood, 2003).

Integrating work and life is advantageous not just to workers, but also to the business, because the employee's health is safeguarded, resulting in greater production across the board (Türker, 2017). Suhendro (2018) discovered that there is a link between work-life balance and employee motivation, particularly in the public sector. Work-life balance has been described in a variety of ways by various writers, thus there is no consensus on what it means. Barrera (2007) defined the concept as employers working constructively with their employees to put in place arrangements which take into account the needs of the business as well as the non-work aspects of employees' lives. This definition clearly puts the responsibility of achieving balance on both the employer and the employee. However, some authors define it in a way that the responsibility of achieving balance is the employee, e.g. Kirchmeyer (2000:80) defined it as "achieving placed on satisfying experiences in all life domains and to do so requires personal resources such as energy, time and commitment to be well distributed across domains". Greenhaus, Collins and Shaw (2003) also define it as "the extent to which an individual is engaged in and equally satisfied with his or her work role and family role."

## **Work Life Balance Policies**

#### **Flexible Working Arrangements**

Workplace environments are rapidly evolving, presenting new problems and possibilities. As the landscape of work is changed by sophisticated technology, shifting demographics, and increasing globalization, traditional modes of working are no longer relevant, according to Cooke (2012). The nature of work is growing increasingly complicated and technology-dependent as a result of new technologies, necessitating the necessity for individuals to control their own working styles and time. It has also witnessed a rise in cooperation, with new technological platforms enabling new types of virtual working and promoting more collaboration.

As a result of changing demographics, older people are working for longer periods of time, necessitating companies to accommodate an ageing workforce or risk losing critical knowledge and skills. Generations X and Y are the most recent generations to enter the workforce, bringing with them new attitudes and expectations that seek greater flexibility in their positions and a more social approach to work. Cooking (2012). With a high number of women expected to take managerial roles in the next decades, it is incumbent on businesses to establish corporate human resource policies that will alleviate the existing pressures and strains, which are exacerbated for working women with families.

Rapid globalization has resulted in a slew of new demands. High consumer expectations provide new potential for businesses, but harnessing these opportunities and satisfying customer needs necessitates a culture that operates 24 hours a day, seven days a week. Globalization also places a premium on long-term

growth or expansion. These pressures are combining to create an urgent demand for flexibility. Each force symbolizes an increasing amount of complexity, which necessitates a more nimble approach to work. Flexible working arrangements have recently gained a lot of attention from organisations and in addition some researchers argue that flexible working practices facilitate work-life balance and with shifting family patterns such practices are beneficial for both women and men, Thomson (2008): Hofacker and Konig (2013).

Flexible working refers to any sort of work arrangement that allows employees to choose how long, where, and when they work. Organisations are under continual pressure, according to the Advisory, Conciliation, and Arbitration Service (2015), to supply goods and services in the appropriate amount and at the right price when clients demand them. To fulfill these expectations, new modes of working must occasionally be devised in order to maximize the utilization of people and resources. By utilizing available labor and enhancing customer service, flexible work patterns can assist to alleviate these constraints. Organisations should have a 'duty of care 'to protect their employees from risks to their health and safety. These risks might include stress caused by working long hours or struggling to balance work and home life.

Flexible working arrangements, on the other hand, are left to the employer's choice. Not all flexible working arrangements will be suitable in all workplaces (Muasya 2016; Advisory, Conciliation and Arbitration Service (2015)), and not all flexible working arrangements will be suitable in all workplaces (Muasya 2016; Advisory, Conciliation and Arbitration Service (2015)). Employers provide

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workers flexible work arrangements in order to enhance performance rather than respond to their family issues, according to Ortega (2009), creating a conundrum for employees because flexible work arrangements are supplied at the employer's discretion. Employees cannot exercise discretion over their working arrangements

since the employer controls them.

There are three types of flexible work arrangements: flexibility in the scheduling of hours at work, flexibility in the number of work hours, and flexibility in the number of work hours. Flexi-time, a reduced workweek, and the scheduling of breaks and overtime are all examples of flexibility in the scheduling of hours. Employees who work flexi-time work a certain number of core hours but can start and stop whenever they choose as long as they work the equivalent of a full work week. A compressed workweek is defined as working longer hours each day to minimize the number of days in a workweek and taking a day off, as well as job sharing, which is defined as two people sharing a full-time job. Flexibility in the place of work allows employees to perform tasks at places other than their primary workplace during their work schedule. Working from home is the most common example, Chen (2015); Beauregard and Lesley (2008).

Flexible work arrangements are a contentious issue, according to the International Labour Organisation (ILO) Convention on Hours of Work, but Lambert, Marler, and Gueutal (2008) observe that employers are increasingly granting their employees some level of autonomy and work flexibility to control and manage when and where they work from. According to Agha, Azmi, and Irfan (2017), non-standard work hours have a detrimental impact on work-life balance,

and employees who work 46 hours or more per week are more likely to burn out, resulting in lower productivity. According to study by Shagvaliyeva and Yazdanifard (2014): Bueauregrad and Lesley, the adoption of flexible work arrangements policies has resulted in attracting, hiring, and keeping highly qualified personnel to their businesses (2008). Employees believe that their employers care about their well-being and non-working life because they have the option to plan their work Casper and Harris (2008). This leads to greater job satisfaction for both employees and employers, as well as enhanced work dedication, productivity, and lower staff turnover and absenteeism.

For employees, the advantages of flexible work arrangements initiatives are numerous. However, despite their apparent benefits, some employees, primarily males, believe that such methods result in lower pay and greater job instability. Others, according to Hofacker and Konig (2013), perceive flexible work arrangements as a method to strengthen their organisational dedication, whereas women link flexibility with a better work-life balance. According to evidence, flexible working methods suit women more than males and are more likely to be employed by women due to maternal ideology views. Humbert and Lewis, 2010. According to previous studies, women request and obtain flexible working hours more frequently than males Skinner and Pocock (2011). Flexible work arrangements are steadily being used by males these days as they meet work-life obligations Hofacker and Konig, owing to shifting demographics and gender norms, as well as a surge in the female workforce (2013).

## **Employee Health and Wellness Programmes (EHWP)**

Wellness management aims to improve employee health and well-being. Employees and their dependents should benefit from employer-provided Employee Health and Wellness Programs to manage their physical and mental well-being because they spend so many hours at work and job problems cannot be separated from their personal and social life. Terblanche and Pillay (2012). Chronic health disorders, such as those caused by the Human Immunodeficiency Virus (HIV) and Acquired Immunodeficiency Syndrome (AIDS), trauma, drug misuse, and interpersonal issues are just a few of the issues that affect absenteeism in the workplace.

Employee Assistance Program (EAP) is the foundation of a workplace wellness management program (EAP). Traditionally, the Employee Help Program (EAP) has mostly supported individual wellbeing through counseling, childcare assistance, and educational initiatives such as stress management, change management, and wellness promotion techniques Pillay and Terblanche (2012). Employee Wellness Programs, according to Sieberhagen et al (2011), are intervention techniques aimed at improving employee well-being. They have the potential to be both therapeutic and preventive in nature. The goal of implementing a wellness program at a company is to raise awareness of wellness concerns, to facilitate personal change and health management and to promote a healthy and supportive workplace. Wellness Management is a priority in today's organisation due to increasing recognition that the health, safety and wellness of employees directly impact on the productivity of the entire organisation.

An employee's wellbeing, according to Roche and Rolley (2011) and Juniper et al (2011), is a holistic ideal that includes individual factors that aid happiness such as personal growth, purpose in life, positive relationships with others, and social contribution, as well as the environment in which we live. Wellness, according to Kanjere, Thaba, and Makgato (2014), has three dimensions: Employees' real, physical, and mental health, as characterized by symptomology and epidemiological rates of physical ailments and diseases; which can relate to mental, physical, and emotional health, physiological or emotional aspects of employees as indicated by emotional states and epidemiological rates of mental illness and diseases. In addition to the two dimensions are societal dimensions of health and well-being, such as alcoholism and drug abuse rates and their consequences.

Physical wellness, according to the Employee Health and Wellness Framework (2008), is the ability to maintain a healthy quality of life that allows individuals to go about their daily activities without undue fatigue or physical stress, as well as the ability to recognize that our behaviours have a significant impact on our wellness and adopting healthful habits such as routine checkups, a balanced diet, and regular exercise. Most workplaces now offer wellness programs, with the most commonly targeted behaviours being exercise, weight loss, and nutritional habits Cavico et al (2014).

Traditional Employee Assistance Programs (EAPs) focus on preventing and addressing psychosocial hazards such as stress, physical and emotional violence, overload, and substance abuse, among others, through risk assessments

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and policies, as well as organisational, environmental, and individually focused interventions. Health, marital, familial, financial, alcohol, drug, legal, emotional burnout, stress, grief, or personal problems that may influence productivity are all included under this description. Terblanche and Pillay (2008); Steinmann (2008)

(2012).

Organisations that adopt wellness programs are more likely to stay ahead of their competition because they will continue to improve. Employees that are physically fit are more resilient and can handle more successfully with stressors like work overload, pressure, and job instability. One of the main reasons for implementing a wellness program was to enhance employee health, minimize organisational expenses, boost morale, and reduce illness-related absence rates. Organisations, on the other hand, seldom assess the efficacy of these programs in achieving these objectives, as Parks and Steelman point out (2008).

According to McClearn et al (2010), drug and alcohol addiction has a detrimental impact on many employees and their families. As a result of extended absence, these abuses have a direct impact on work productivity and service delivery. In the United Kingdom, absenteeism is the single greatest source of lost productivity in the workplace (U.K). Employers claimed higher absenteeism, lower productivity, and increased healthcare costs as effects of employee substance addiction, according to Ally (2009). Other causes of absenteeism include serious accidents and illness, low morale, poor working conditions, boredom on the job, lack of job satisfaction, inadequate leadership and supervision, personal problems,

(financial, marital, substance abuse, child care among others), poor physical fitness, inadequate nutrition, transportation problems, stress and work load Babatia (2008).

Organisations can enhance productivity and minimize absenteeism by tracking absences and supporting employees' health and well-being. This may be accomplished by establishing proactive health and absence management policies that encourage employees to take charge of their own health and well-being. Employees with small children require daycare, which is critical for balancing work and family life. Childcare facilities are crucial since they are meant to care for youngsters while also helping working parents. Njoroge, WLB (2014). Tinuke (2008) claims that childcare help can increase employee productivity and notivation. It also lowers absenteeism, turnover, and accidents. Vlems (2008) agrees that childcare choices as a method of assisting employees in achieving WLB is becoming increasingly important. Crèche, day-nursery, after-school childcare, and adolescent care are just a few of the child-care choices available.

Local governments in the United Kingdom and other Western nations are required to offer adequate childcare support for working parents and those transitioning to work if no one else is prepared to give it; however, there is no legal structure in Kenya for employer-sponsored childcare. According to Njoroge (2014), the socioeconomic condition in each nations surrounding childcare is different. Many Kenyan employees hire home managers, nannies, or housekeepers to help them care for their children. With Kenya being identified as a primary site of origin, this may be upsetting and stressful for working parents, transit and

destination of victims of trafficking particularly women and children, National Crime Research Centre (2014).

According to Tinuke (2014), businesses may encourage and implement a variety of critical mechanisms to enhance employee health and wellness, stress change management, technology management, and leisure management, management. Self-management is the recognition that effectively filling in the gaps in our lives is essential, and that we have limited resources, time, and life. It entails taking control of our own life. Self-management, on the other hand, may be difficult, particularly in terms of getting enough sleep, exercising, and eating well. Making the greatest possible use of one's day and the sustaining assets that may be called on is what time management entails. Time management is improved by setting appropriate goals and recognizing not just what is important but also what is urgent. The way one reacts to change is referred to as stress. It has an impact on the nervous system, cardiovascular system, and brain, and if an individual's nervous system, cardiovascular system, and brain are all overstimulated, they will have chronic stress activation. It encompasses a person's physical, social, spiritual, intellectual, and environmental health. Bloona is a character in the game Bloona (2007).

# **Career Development**

Regardless of size, industry, market, or profile, career development strategies are critical strategic considerations for all businesses. Employee capacity and capability development has a significant impact on an organisation's efficiency, effectiveness, morale, and profitability. High-performing companies are growing

increasingly concerned about the validity of their recruiting methods, as well as their workers' career development, in order to guarantee that they perform at their best now and in the future Mwanje (2010). Apprenticeship and graduate programs, further education assistance, performance management, training and development aligned to performance management, professional associations/industry staffhips, promotion, salary increments, and research opportunities are all included in career development, according to Mcmahon and Pocock (2011).

According to Greenhaus et al (2010), career development is a continuous process that occurs throughout one's working life. Career advancement is beneficial not just to the individual but also to the company. Employee development for future roles ensures that a company will have a supply of competent, dedicated individuals to replace higher-level employees who may leave. Job obligations such as forced overtime, shift work, on-call duties, and evening/ weekend/holiday coverage have been placed on employees' personal and family lives as a result of university competition for student numbers, according to Agha et al (2017). As a result, non-standard work hours have a detrimental impact on WLB, and if an individual works 46 hours or more per week, the person is likely to burn out, resulting in poor productivity. Increasing academic accountability, escalating pressure to publish research, rising workloads, frequent restructuring, usage of short-term contracts, and more external scrutiny, on the other hand, are all thought to contribute to rising workplace stress, according to Swift et al (2009).

Academics are also faced with competing demands such as combining teaching and research, as well as seeking to combine conventional responsibilities

with worldwide markets and through online means. Briggs, Briggs, Briggs, Brig (2009). Swift et al. state that academics are also expected to bring money into the university through research funding or publications (2009).

Professional development, according to current research, is a fundamental driver of the employee–organisational relationship, which relates career progress to important outcomes such as organisational commitment. Weng and his coworkers (2010). According to Weng's (2010) multi-dimensional conception, career growth consists of four factors: accomplishing career objectives, developing professional capabilities, and receiving promotions and compensation that match those abilities.

Many staff have been trained, however Kakui (2016) observes that many have remained static with no indication of professional development. Advancement in a professional position, source of stability within a single occupational sector, and the developing sequence of a person's work experience are three main themes that revolve around a person's career. Many impediments to job advancement exist, including company culture and family concerns. Stereotypical perceptions of an employee's traits, interests, and convictions tend to describe organisational and management ideals in companies. These factors impact judgments regarding who is qualified for a specific role, who is viewed as having potential, who is seen to have potential, who is preferred for a training session, who is entitled to research sessions and so forth (Acheampong, 2013).

Employees may enhance their perceived professional success, according to Tymon et al (2011), by balancing long and short-term objectives, enhancing their

competence, and speaking freely with their supervisors. According to Pope (2009), the professional development process begins with the person getting to know himself or herself and then connecting their interests, goals, and talents with education and employment possibilities.

# Leave Arrangements

A period of time during which an employee must be away from their principal work while keeping their employment status is known as leave. In Kenya, the government is responsible for all workers through the ministries of labor, Musyoka, Ogutu, and Awino (2013). It is responsible for establishing rules on minimum wage, leave programs, and employee health and safety, among other things. It is consequently the government's responsibility, in collaboration with the Federation of Kenyan Employers (FKE) and the Coalition of Trade Unions (COTU), to develop fundamental conditions that would assist to decrease stress and enhance productivity, among other things. Hours of work, yearly leave, maternity leave, sick leave, housing, water, food and medical attention are among the criteria. Pertaining leaves and off days Kihagi (2016) explains that the Kenyan Employment Act enforces statutory leaves such as 3 month paid maternity leave and 21 day paid annual leave, 10-day paternity leave, at least 1 day off each week, and seven days of fully paid sick leave.

Exceptional circumstances, such as adoptive parental leave, educational/study leave, caregiving, compassionate leave, jury duty, school open days, and emergency services, may compel an employee to take time off work.

According to Zakirova (2011), learning may allow employees to develop their careers and have a better knowledge of their professions. Retaining experienced workers who can apply fresh information and renew their commitment to their jobs helps the company. As a result, study leave is intended to assist workers in pursuing full-time or part-time education in order to improve their qualifications or performance at work. Njoroge (2014) agrees that study leave is a way for employees to satisfy their requirements while also keeping up with current society's advancements. Study leave allows you to keep up with your education and training. Kenya is now required by an International Labour Organisation agreement to establish and execute a policy that supports the provision of paid education leave, but no laws or regulations have been approved.

Employees who need to respond to urgent home tragedies, such as bereavement or circumstances where a close member or friend is critically ill or has been engaged in an accident, can take compassionate leave Njoroge (2014). According to Boushey and Glynn (2012), offering paid family and medical leave when people are unable to work due to caregiving duties helps people stay employed, which may seem paradoxical. It keeps people away from work in the short term, but it decreases the number of individuals who have to abandon their employment when they need time off to care for a critically ill family member, when they have a new kid, or when they require time off to care for a seriously ill family member. The fact is that most employees are responsible for providing care at some point in their careers.

# **Concept of Employee Performance**

Anitha, (2013) define employee performance as a pointer of financial or other outcome of the employee that has a direct linking with the performance of the organisation as well as its accomplishment, further revealed that working atmosphere, leadership, team and co-worker relationship, training and career development, reward programme, guidelines and procedures and workstation wellbeing as well as employee engagement are major factors that determine employee performance. Ahmad and Khurram (2011), also argue that employee performance represents the extensive belief of the employees about their behaviour and contributions towards the achievement of the organisation. According to Ahmad and Shahzad (2011), apparent employee performance embodies the whole belief of the employee about their conduct and contributions to the achievement of the organisation and further stated that reward practices, performance evaluation and promotional practises as a determinant of employee performance.

Employee performance has always been a significant concern for managers of organisations (Kelidbari, Dizgah, & Yusefi, 2011). Similarly, employee performance is key edifice of an organisation therefore, facets that place the grounds for great performance must be examined critically by the organisations for them to succeed (Abbas &Yaqoob, 2009). According to Dong, Yang, Li, Liao, Tian, & Guan, (2012), employee performance is the standard for advancements, redundancy, rewards, punishments, reviews and salary changes. It also satisfies the needs for employees to realize themselves. Ahmad and Khurram (2011), also argue that employee performance represents the extensive belief of the employees about

their behaviour and contributions towards the achievement of the organisation. According to Ahmad and Shahzad (2011), apparent employee performance embodies the whole belief of the employee about their conduct and contributions to the achievement of the organisation and further stated that reward practices, performance evaluation and promotional practices as a determinant of employee performance.

Similarly, Anitha, (2013) define employee performance as a pointer of financial or other outcome of the employee that has a direct linking with the performance of the organisation as well as its accomplishment, further revealed that working atmosphere, leadership, team and co-worker relationship, training and career development, reward programme, guidelines and procedures and workstation wellbeing as well as employee engagement are major factors that determine employee performance. However, a study conducted by Alagaraja1 and Shuck (2015) intended to discover dominant viewpoints of organisational configuration and employee engagement in order to understand the reasons associated with enhancing individual performance argue that employee performance can be enhanced or improved through training and development.

Furthermore, Thomas and Feldman, (2010) espoused measures of employee performance as core task performance, which includes in-role performance, safety performance, and creativity, followed by citizenship performance, characterized into both targets-specific and general organisational citizenship behaviours and lastly, counterproductive performance that consists of general counterproductive work behaviours, workplace aggression, substance use,

tardiness, and absenteeism. Therefore, employee performance conveys about innovation performance and firm performance as a whole, in such a way that successful effort of fulfilled, inspired, and devoted human resources produce innovative ideas for new products or services and increase quality performance, operative performances, and client gratification directly (Sadikoglu & Cemal, 2010). Although there are some relentless arguments about the positive and negative effects about such changes, an effective scrutiny of employee performance therefore becomes a necessity (Krishna, 2010).

Theoretical relationship between Work Life Balance and Employee
Performance

The outcome of good work-life balance is very viable by creating a culture of honesty and trust where staff can admit to home problems and get support (Maxwell & McDougall, 2004). Hall and Ritcher (1998) argued that the employee needs to have clear boundaries between the two domains and some degree of separation (too much overlap between work and home can cause employee burnout and dissatisfaction). Supportive work-family culture enhances the psychological resources base for employees by increasing a perception of self-approval and flexibility which can aid individuals develops positive affection towards work (Baral & Bhargava, 2010). It also leads to self-efficacy, which is a person's belief about whether they can successfully perform a task (Jex & Gudanowski, 1992). This may suggest that when people are happier with their work role and family life, they will be more likely to help others and be more enjoyable to work with. It is possible for positive spill-over to occur where an employee could utilize skills used

in the workplace, such as setting agendas, collecting feedback, directing and counselling, with a few modifications, in the home (DeLong, 1992).

# **Empirical Review**

The empirical review will be developed in line with the specific objectives of the study. This captures the relationship between flexible working arrangement and employee performance, the relationship between leave arrangement and employee performance, the relationship between dependent care assistance and employee performance and the relationship between wellness and personal development and employee performance.

# Work Life Balance and Employee Performance

Vishwa et al (2015) investigated Empirical analysis of work life balance policies and its impact on employee's job satisfaction and performance. The aim of the research was to analyze the relationship between work life balance policies and employee job satisfaction. Questionnaire was filled by 240 respondents who were used for the survey. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data using correlation. The findings of this study emphasized that each of the work life balance policies on its own is a predictor of job satisfaction.

Azeem and Akhtar (2014) investigated the influence of work life balance and job performance on organisation commitment of health care employee. This was aimed at exploring the influence of work life balance and job satisfaction has on organisation commitment among healthcare employee. Questionnaire was distributed to 275 respondents in the healthcare sector. The Statistical Package for

Social Sciences (SPSS) was used to analyze the quantitative data including correlation and reliabilities. The finding of the empirical test shows that employee in the health care sector have a moderate level of perceived work life balance, job satisfaction and commitment. There is a positive relationship between work life balance, job satisfaction and organisation commitment.

Ojo, Salau and Falola (2014) investigated the concept of work-life balance policies and practices in three sectors of the Nigerian Economy namely the Banking, Educational and Power Sector. The types of Work Life Balance initiatives available in the three sectors were explored and the barriers to implementation of the Work Life Balance initiatives were identified. Quantitative method was used to investigate the work-life balance practices in three sectors of the Nigerian Economy. This was achieved using an in-depth case study analysis of these sectors. The data set comprised of responses from both managers and employees in the Banking sector with five hundred and eighty-six copies of the questionnaire retrieved. The Educational sector comprised of both managers and employees with five hundred and thirty-one copies of the questionnaire retrieved; while five hundred and seven copies retrieved from the Power Sector. The findings reveal that there is diversity in terms of how respondents perceive the concept of Work-Life Balance. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data including Anova. There is a wide gap between corporate Work Life Balance practices and employees' understanding of the concept; the paper suggests some policy implications which would aid the implementation of Work Life Balance policies in the studied sectors.

The International Labour Organisation (ILO) Convention on hours of work, points out that flexible work arrangement is a contentious issue but Lambert, Marler and Gueutal (2008) observe that employers are increasingly granting their employees some level of autonomy and work flexibility to control and manage themselves as to when and where they work from. According to Agha, Azmi and Irfan (2017), non-standard hours of work have a negative bearing on work life balance, and if an employee works 46 hours or more in a week then that employee will often experience a burn-out hence poor productivity. The introduction of flexible work arrangements policies has resulted to attracting, recruiting and retaining highly qualifies staff to their organisations research by Shagvaliyeva and Yazdanifard (2014): Bueauregrad and Lesley (2008). With employees' ability to schedule their work, they feel that employers care about their well-being and nonworking lives Casper and Harris (2008). This leads to increased job satisfaction and employer resulting to higher work commitment increased productivity and reduced employee turnover and absenteeism.

Benefits of flexible work arrangements initiatives are quite vast for employees. But despite their apparent advantages some employees, mostly men think that such practices result in lower income and higher employment insecurity Hofacker and Konig (2013), others see the flexible work arrangements as a way to develop their organisational commitment, while women associate flexibility with the work- life balance improvement. Evidence suggests that flexible working practices fit women more than men and are more likely to be employed by women due to the ideology beliefs of motherhood Lewis and Humbert 2010. Previous

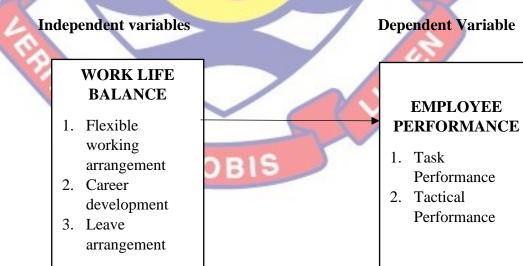
researches also assert that women request and access the flexible working hours more frequently than men Skinner and Pocock, (2011). However due to changing demographics and gender norms as well as rise in women work-force, flexible work arrangements are slowly being utilized by men these days as they fulfill work-life responsibilities Hofacker and Konig (2013).

Roche and Rolley (2011) and Juniper et al (2011) explain that an employee's wellbeing is a holistic ideal and includes individual factors that aid happiness such as personal growth, purpose in life, positive relationships with others and social contribution and it is also about the environment that we live in.According to Kanjere, Thaba and Makgato (2014), wellness has a three dimensional concept: Health and wellbeing can refer to the actual, physical and health of employees as defined by symptomology and epidemiological rates of physical illnesses and diseases; which can refer to mental, physiological or emotional aspects of employees as indicated by emotional states and epidemiological rates of mental illness and diseases. In addition to the two dimensions are societal dimensions of health and well-being, such as alcoholism and drug abuse rates and their consequences.

Physical wellness according to Employee Health and Wellness Framework (2008), is the ability to maintain a healthy quality of life that allows individuals to get through their daily activities without undue fatigue or physical stress and the ability to recognize that behaviours have a significant impact on our wellness and adopting healthful habits that include routine checkups, balanced diet, exercise among others while avoiding destructive behaviours like drug and substance abuse. Wellness programmes have become common in most organisations with the most frequently targeted behaviours exercise and weight loss and dietary practices Cavico et al (2014).

# **Conceptual Framework**

The conceptual framework was drawn from theoretical underpinnings of Spill over Theory and Compensation Theory knowledge gaps identified from empirical literature. This section will present how relationships have been operationalized and connected in this study. The conceptual framework for this study is presented in figure 1. Clarke et al. (2007) define the conceptual framework as a visual drawing that summarizes the primary study variables, key factors, or concepts as well as the alleged connections among them. In this study, a conceptual framework helped the researcher to develop the knowledge and an understanding of the concept under investigation. The theoretical expectations in this research is that work-life balance is an independent variable hence they influenced the employee performance (dependent variable).



**Figure 1: Conceptual framework** Source: Author's construct, Boakyewaa (2021)

# **Chapter Summary**

This chapter has served as the foundation for the development of the study. It focused on the literature review and from the view it has become obvious that employees view of how work life balance should be done to necessitate their performance within the organisation. This was ascertained by the review of relevant literature on work life balance and organisational performance from the perspective of senior staff. This was followed by further discussions as to the view of how work life balance policies should be done as perceived by the senior staff themselves to generate an influence on their performance within the organisation.



# **CHAPTER THREE**

# **RESEARCH METHODS**

# Introduction

The previous chapter focused on the theoretical basis which guarded the study which was to examine the influence of work life balance on performance of senior staff at the University of Cape Coast in Cape Coast, Ghana. This chapter presents the methodology of the study. It covers the research approach, research design, study organisation, population, sampling procedure, data collection instrument, ethical considerations, and data processing and analysis. The chapter ends with a chapter summary.

# **Research Approach**

The research approach is a plan and procedure that consists of the steps of broad assumptions to detailed methods of data collection, analysis, and interpretation. It is, therefore, based on the nature of the research problem being addressed. Sekaran and Bougie (2016) postulated that, the epistemological underpinning of a quantitative motif holds that there exist definable and quantifiable social facts. The study therefore employed the quantitative research approach based on the nature of the study purpose under consideration, specific objectives, and the nature of the primary data to be collected and analysed. Creswell (2014) asserted that quantitative approach deals with explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics).

This approach typically begins with data collection based on a hypothesis or theory and it is followed with application of descriptive or inferential statistics (Tashakkori & Teddlie, 2010). Quantitative methods are frequently described as deductive in nature, in the sense that inferences from tests of statistical hypotheses lead to general inferences about characteristics of a population. Quantitative methods are also frequently characterized as assuming that there is a single "truth" that exists, independent of human perception (Lincoln, Lynham & Guba, 2011). It was also found that the findings from quantitative research can be predictive, explanatory, and confirming (Williams, 2007 as cited in Bernard & Bernard, 2012). **Research Design** 

According to Singh (2006), research design is essentially a statement of the objective of the inquiry and the strategies for collecting the evidence, analysing the evidences and reporting the findings. Research design is a plan or a guide which specifies how data relating to a given research should be collected, measured and analysed (Sekaran & Bougie, 2016). According to Kothari (2004), research designs deal with creation of decisions regarding the techniques which are utilized in gathering data, the type of strategies and instruments for sampling, and ways in which the constraints of time and cost can be dispensed. According to Sekaran and Bougie (2016), and Saunders and Lewis (2016) research design can be categorised into three broad categories based on the purpose of the study; namely, exploratory, descriptive and causal designs.

This study adopted the experimental research design. The research adopted the experimental research design because, it is often employed by researchers in

order to establish the cause and effect between the relationship that exist between variables (Sekaran & Bougie, 2016). This design was important for use in the study because experimental research is a study that strictly adheres to a scientific research design. It includes a hypothesis, a variable that can be manipulated by the researcher, and variables that can be measured, calculated and compared. Most importantly, experimental research is of the essence to establish such relationship with work life balance and its influence on employee performance.

# Study Area

The University of Cape Coast is one of the public collegiate research universities in Ghana located in the colonial city of Cape Coast. The university is located on a hill overlooking the Atlantic Ocean, making it one of the rare sea front universities in the world. The government of Ghana established the university in 1962, after recognizing the gap and need for highly skilled and qualified human resources to man the educational sector. The university at its establishment was equipped and mandated to train graduate teachers for teacher training colleges and technical institutions. Currently, the university has added other disciplines to its core mandate including the training of doctors and other allied health professions, as well as, administrators, physicists, agriculturalists, education planners (www.ucc.edu.gh).

The university is five kilometers west of Cape Coast, and operates on two campuses, the Northern campus and the Southern campus. The University is organized into five (5) Colleges headed by Provosts, namely: College of Health and Allied Sciences, College of Agricultural and Natural Sciences; College of

Humanities and Legal Studies, College of Distance Education, and eighteen (18) Faculties/Schools headed by Deans. The University also has eleven (11) Directorates. The University constitutes various categories of staff to which each category has its' own roles and responsibilities associated as such.

# **Population**

A population is well-defined individuals or objects in a group known to have similar traits that are identified by criteria determined by the researcher (Banerjee & Chaudhury, 2010). The target population were senior administrative staff working in the University of Cape Coast regardless of their religion, language and other socio-demographic background. Both male and female with permanent employment at the university were included. According to the Directorate of Human Resource of the University of Cape Coast, the staff constitutes Senior members, Senior staff and the Junior staff. Out of which one thousand, five hundred and seventy-eight (1578) are Senior staff (Directorate of Human Resource, 2020)

# **Sampling Procedure**

The sample size is the number of observations that constitute it. The sample size is an essential feature of any empirical study in which the aim is to make inferences about a population from a sample. In this study, the researcher used the Krejcie and Morgan (1970) sample determination table which pegs the sample at 310 senior staff of the University of Cape Coast. Basically, two types of sampling methods exist, which are probability sampling and non-probability sampling. The sampling technique used in this study was the simple random sampling. This is in line with the argument by Oakshott (1998) that every member of the target

population has an equal chance of being selected. The choice of this technique was to avoid the occurrence of any bias in the chosen sample of the population.

# **Data Collection Instrument**

Structured questionnaire was used as the main primary data collection instrument in this study. The questionnaire contains close-ended questions. Causal studies are very structured by nature (Maxwell, 2012) thereby demanding structured means of primary data collection. Questionnaire is a formalized set of questions for obtaining information from respondents (Singer & Couper, 2017). The closed ended questions require respondents to choose from among a given set of responses and require the respondents to examine each possible response independent of the other choice.

The instrument for the collection of data was a self-report structured questionnaire which consisted of three section (A-C) demographic data, work life balance, and job performance. Socio demographic variables captured in the study include; sex, age, education, marital status and number of children. Wu, Rusyidi, Claiborne, and McCarthy's (2013), 8-item questionnaire was adapted to measure work-life balance. Employee performance was measured by 10 items adopted from Wright, Kacmar, McMahan and Deleeuw (1995). Items include; "On the job, I always get things done on time" and "My superior is never disappointed in the quality of work that I produce".

# Validity and Reliability

Validity in research simply means the extent to which instruments (questionnaires or structured interview schedules) measure what they intend to measure. In other words, validity means to what extent that the selected tool measures the intended research objectives (Bowling, 2009). In the context of this study, several strategies were undertaken to validate and refine the content of the questionnaire. To address the face validity, the researcher read the questionnaires and the appropriate corrections were made before it was given to the senior staff at the University of Cape Coast. Peer review was also of immense importance.

Content validity was further enhanced by asking experienced experts in the field to go through the questionnaire before it was administered to the respondents. All efforts and views of experts were taken to consideration as to whether to add or drop certain items from the questionnaire. Many items of domains and sub-domains were manipulated and reconstructed with minor language and adjustments to enhance clarity, and to be assured that the instrument is entirely applicable.

With regards to reliability, it can be seen as the extent to which the application of a scale produces consistent results if repeated measures are taken (Vadlin, Åslund, & Nilsson, 2015). It is achieved when keeping results at a consistent level despite changing of time and place (Bowling, 2009). Internal consistency: internal consistency comprises testing the homogeneity that assesses the extent to which personal items are inter-correlated, and the extent to which they correlate with overall scale findings and this can be performed by using Cronchbach's alpha test (Beck, Coffey, Foy, Keane, & Blanchard, 2009). In terms

of observation, reliability of observations refers to the same inferences or activities of intra-observation (one observation at different time) and inter-observation reliability (more than one observer) (Beck, Coffey, Foy, Keane, & Blanchard, 2009).

The Cronbach's coefficient alpha ( $\alpha$ ) was used in this study to determine the reliability of items in the questionnaire. The value of Cronbach's alpha ranged from 0 to 1. It is worthy to note that, the closer the value of  $\alpha$  to 1, the better its reliability.

This study, therefore, met the minimum threshold for all the variables that were considered as shown in Table 1 below:

 Table 1: Cronbach Alpha values for the variables

Variable	Alpha value
Employee Performance	.710
Work Life Balance	.783

# **Data Collection Procedures**

The researcher requested consent from the Directorate of Human Resource, University of Cape Coast. Further, an introductory letter from the Department of Human Resource Management, University of Cape Coast, was obtained. Thereafter, permission was sought from the Colleges considered in the study. Respondents were given the full assurance that the study was for academic purposes and that their responses would be treated with the utmost confidentiality. The researcher administered the questionnaire to the respondents and the same was completed by the respondents and returned to the researcher at the spot and were subsequently checked for any missing information.

# **Data Processing and Analysis**

Data processing and analysis operations carried out included data editing, cleaning and classification. Data editing cleaning is the examination of the collected data to detect omissions and errors and to correct them whenever possible. Data classification is the arranging of the collected data in classes or groups with common characteristics. Similar data was then tabulated before being further analysis was conducted. The tabulated data were then analysed using quantitative techniques. Descriptive statistics were used for the analysis of the collected data which included parameters such as measures of central tendencies and the measure of dispersion. Descriptive and Inferential data analysis techniques such as regression analysis were also used to analyse the collected data.

The responses from the questionnaires were then edited, coded using Statistical Package for Social Science (SPSS) version 26.0 for processing. This statistical software is recommended for use in studies in social sciences (De Vaus & de Vaus, 2013). In analysing the data, categories were identified and put into themes for presentation and discussion. Both inferential statistics and descriptive statistics were computed. In terms of the first and second objectives, the results were analysed using mean and standard deviation to assess the various work life balance policies in UCC, and the levels of employee performance in the university. Also, with reference to the third objective, pearson's correlation coefficient (r) and regression was used to determine the relationship between work life balance policies and employee performance and the extent of its influence on employee

performance. This measured the strength and direction of the relationship between work life balance policies and employee performance.

The results were presented using tables. The quantitative data collected was organized in accordance with the research questions. The responses received from the respondents were initially tabulated according to five Likert-Scale (options) contained in the questionnaire. These continuous scales were 1 - Least level of Agreement through to 7 - Highest level of Agreement.

# **Ethical Considerations**

A study by Patten and Newhart (2017) as cited in Bless and Higson-Smith (2000) revealed major ethical issues that need to be considered in every research. According to them, these major ethical issues include voluntary participation, right to privacy, anonymity and confidentiality of information. As such, all efforts were geared towards ensuring that all these ethical issues were attended to. For instance, with voluntary participations, every respondent was allowed to participate in the data collection exercise on his or her own free will. Also, the possible issues of right to privacy was realised by allowing respondents to answer the questionnaires on their own and unclear questions were appropriately attended to through their own convenient medium.

Further, the issue of anonymity was attended to by restricting respondents from providing their detailed information about themselves on the questionnaire in relation to names, contact numbers and personal addresses. Respondents were also assured that none of their identities would be leaked to the public domain nor used for purposes other than this study. Finally, the study ensured confidentiality of

information by assuring respondents that all information provided would be kept confidential. They were also assured that, none of the information neither provided would be used against them nor found in the public domain. In summary, the study ensured that all major ethical issues were appropriately addressed.

# **Chapter Summary**

This chapter was to describe the methods used in achieving the aim of this study. It has revealed the study design and the researcher's reason for choosing a particular design. The population, as well as the sample size for the study and the sampling techniques used had been discussed. For analysis sake, the chapter touched on the methods for collecting the data and the instruments employed in collecting the data. The chapter has shown enough information about analysing the data and complying with ethical stance. The next chapter which is Chapter four gives a presentation of the results of the collected and analysed data.



# **CHAPTER FOUR**

# **RESULTS AND DISCUSSION**

# Introduction

This is study aimed to assess the influence of work life balance on performance of senior staff at the University of Cape Coast. This chapter presents an analysis of the data collected from respondents. The main instrument used for this study is a structured questionnaire. The statistical tools employed were; mean, standard deviation (SD), frequencies, percentages and correlation and regression analysis. This chapter reflects on the core research objectives as outlined in chapter one in line with the main research goal. The first section discusses the response rate and personal data of respondents; however, the second section discusses the study's research objectives.

# **Response Rate**

Data was collected from sample of senior staff of the University of Cape Coast. The population size was 1578 staff and for proper representation, the 310 was sampled using Krejcie and Morgan sample size determination table. This means that a total of 310 questionnaires were issued from which 281 were filled and returned which represents a response rate of 90.6%. This response rate was considered satisfactory on the basis of the assertion made by Mugenda and Mugenda (2008) that a response rate of 50% is satisfactory enough for quantitative analysis. The success rate in this study could be attributed to the self-administration of the questionnaires applied by the researcher from which the intended

respondents from the various offices were pre–notified on the actual date before the data collection. The response rate is represented in Table 2.

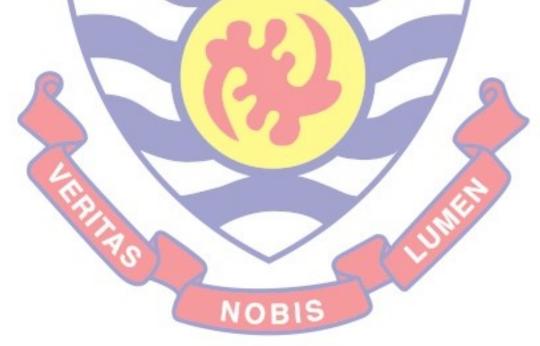
# Table 2: Response Rate

Questionnaire	Count	Percentage (%)
Returned	281	90.6
Non- Returned	29	9.4
Total	310	100
Source: Field survey (2022)		
<b>Demographic Characteristics of</b>		

This section provides results on the nature of the respondents for this study.

The demographics variables of interest were descriptively measured (frequency and

percentage) and presented in Tables for easy understanding.



Background characteristics	Frequency	Percentage
Sex	_ •	
Male	168	60
Female	113	40
Total	281	100
Age		
21-30	99	35
31-40	135	48
41-50	36	13
51-60	10	3.5
Above 60	1	0.5
Total	281	100
Marital status		
Single	142	51
Married	139	49
Total	281	100
Education		
Postgraduate	39	14
First degree	138	49
SHS/HND	89	32
Professional certificates	15	5
Total	281	100
Work Experience		
1-5 years	139	49
6-10 years	88	31
11-15 years	39	14
16 and above	15	5
Total	281	100
Source: Field survey (2022)		2

 Table 3: Demographic Characteristics for Respondents

The demographic features of the respondents from Table 3 indicates that 168 staff out of the total 281 were males, representing a total of 60% of the study sample, whiles the remaining 113 were females representing a total of 40%. The figure represents a male-dominated industry, as is always common, but there is no cultural explanation or justification for the small number of female employees. Another interesting result is concerning the age of respondents. The results indicated that most of the employees (135) age was between 31-40 years,

representing 48%, followed by those between the ages of 21-30 years who were 99 (35%). Next, was those between the ages of 41-50, numbering 36 representing 13%, those who fell in the age groups 51-60 constituted (10), thus 3.5%. There was only one person in the age group that is above 60 years.

Table 3 also showed that 139 of the respondents are married representing 49% whereas 142 respondents are single, representing 51%. Another demographic result is the academic qualification of the respondents. When it comes to the educational qualification, those with the Postgraduate degree were 39 (14%), followed by those with First degree 138 (49%) and those with Professional Certificate 15 (5%), while those with an SHS/HND constituted 89 (32%). Also, regarding the working experience of respondents, the majority were those who have worked for 1-5 years were 139 (49%), followed by those who had worked for 6-10 years, 88 (31%). Next, were those who had worked between 11-15 years were 39, representing 14% and those with 16 years and above working experience constituted 15 (5%).

# **Findings of the Research Questions**

This section presents results and analysis based on the three key questions of this study. Both descriptive and inferential statistics are used in analysing the data. As it had been indicated in the methods, the design of this research is descriptive and adopts a quantitative method. The results and analysis are presented chronologically based on the stated objectives of this study.

# Research Question One: What is the level of work life balance of senior staff at the University of Cape Coast?

The first objective of this study sought to assess the level of work life balance of senior staff at the University of Cape Coast. In achieving this objective, seven indicators were measured on a seven-point Likert scale as shown in Table 4. Score '7' showed the highest level of agreement while score '1' showed the least level of agreement. These scores are generalised based on respondents' level of agreement with each of the statements provided under "Work Life Balance" of the questionnaire.

Table 4: Work Life Balance Among Senior St			
Statament	Std.		
			Deviation
There is a good fit between my personal life	281	4.7282	1.16480
and work life	1		
There is a good fit between my family life and	281	5.8544	1.07929
work life	-		
I receive support and recognition from family	281	5.8932	1.13684
staff			2
There is a good fit between my job and my	281	5.0000	1.05719
personal health			
I am able to do my job and not burnout	281	5.0291	1.24031
This job enables me to continue living where I	281	4.9126	1.00095
live now			
I have sufficient emotional energy for the job	281	5.8350	1.10869
Source: Field survey (2022)	-	(19)	

From Table 4, seven indicators were used to measure the work-life balance among the senior staff and the assessment of this was done using means and standard deviations. From Table 4, the respondents least agreed that, there is a good fit between my personal life and work life (M = 4.7282; SD = 1.16480). This was followed by respondent indicating that there is a good fit between my family life

and work life (M = 5.8544; SD = 1.07929). Again, they declined that they receive support and recognition from family staff (M = 5.8932; SD = 1.13684).

Correspondingly, the respondents further mentioned that there is a good fit between my job and my personal health (M = 5.0000; SD = 1.05719). This was followed by I am able to do my job and not burnout (M = 5.0291; SD = 1.24031). Further, they opened that the job enables me to continue living where I live now (M= 4.9126; SD = 1.00095). The respondents asserted that they have sufficient emotional energy for the job (M = 5.8350; SD = 1.00095).

These seven indicators were least agreed to by the respondents according to Dess, Lumpkin and McFarlin (2005) who opined that on a scale of 1 to 7, the midpoint mean is 4.0, hence any mean score above 4.0 is considered as high and below 4.0 is low. The implications are that, imbalance between work and personal roles may also result in absenteeism, stress and turnover.

The findings were in line with many studies (Starmer, Frintner & Freed, 2016; Shanafelt, Hasan, Dyrbye, Sinsky, Satele, Sloan & West, 2015; Kumar & Mohd, 2014; Michielsens, Bingham & Clarke, 2014; Tausig & Fenwick, 2011). Shanafelt et. al., (2015) for instance mentioned that in the educational sector, there is a low satisfactory level of involvement or' fit' between the multiple roles in a person's life. Thus, employees find it difficult to satisfactorily balance their work and personal roles. Also, the result is consistent with Kumar and Mohd (2014) who stated that employees sometimes do not enjoy better mood at work because of their personal life. There is a view that work-life balance only in the framework of what the organisation does for the individual.

The findings were in agreement with Starmer, Frintner and Freed (2016) statement that behavioural outcomes of both directions of conflict include reduced work effort, reduced performance, and increased turnover. Tausig and Fenwick (2011) also mentioned that and burnout cognitive difficulties such as staying awake, lack of concentration, and low alertness, and reduced levels of general health and energy. However, it is in contrast with Clarke, et al (2012) that work-life balance is generally associated with equilibrium between the amount of time and effort somebody devotes to work and personal activities, in order to maintain an overall sense of harmony in life. As such, it can be concluded that, the level of work life balance at the University of Cape Coast is minimal, depending on the results of the study.

Research Objective two: To assess the level of employee performance at the University of Cape Coast.

The second objective of this study sought to assess the level of employee performance among senior staff at the University of Cape Coast. In achieving this objective, ten indicators were measured on a five-point Likert scale as shown in Table 5. Score '7' showed the highest level of agreement while score '1' showed the least level of agreement. These scores are generalised based on respondents' level of agreement with each of the statements provided under "Employee Performance" of the questionnaire.

# Table 5: Level of Employee Performance

Statement	Ν	Mean	Std.
			Deviation
On the job, I exhibit zeal about the job and a	281	4.7132	1.13280
consequent willingness to work hard and			
energetically			
On the job, I exhibit a willingness to go beyond	281	5.4108	1.17739
what the job requires and act before being asked		_	
I exhibit an ability to see the whole, parts and	281	4.0411	1.10084
relations and use this to set priorities, plan,	12		
anticipate and evaluate	-		
On the job, I always get things done on time	281	<b>5.38</b> 17	1.06819
My superior is never disappointed in the quality of	281	<b>4.27</b> 78	1.32011
work that I produce			
My work habits (tardiness, length of breaks etc.)	281	<b>5.20</b> 87	1.02895
are exemplary			
I continue to be productive even when my superior	281	<b>5.24</b> 05	1.02895
is out of the workplace for an extended period of			
time			
My superior never has to check up on me	281	5.3408	1.13095
I get along well with my co-workers	281	5.1318	1.12285
On the job, I express an underlying concern for	281	5.1307	1.24975
doing things better, for improving situations	100		
Source: Field survey (2022)			

From Table 5, the mean of "On the job, I exhibit zeal about the job and a consequent willingness to work hard and energetically", as an indicator, from a sample of 281 is 4.7132, showing high level of agreement from respondents. In the same vein, the median of "On the job, I exhibit a willingness to go beyond what the job requires and act before being asked", as an indicator, from a sample of 281 is 5.4018, suggesting high level of agreement from respondents. Equally, the mean of "I exhibit an ability to see the whole, parts and relations and use this to set priorities, plan, anticipate and evaluate.", as an indicator, from a sample of 281 is 4.0411, showing high level of agreement from respondents as shown in the Table 5. Correspondingly, the mean of "On the job, I always get things done on time", as an

indicator, from a sample of 281 is 5.3817, demonstrating high level of agreement from respondents.

In addition, the mean of "My superior is never disappointed in the quality of work that I produce", as an indicator, from a sample of 281 is 4.2778, indicating high level of agreement from respondents. Likewise, the mean of "My work habits (tardiness, length of breaks etc.) are exemplary", as an indicator, from a sample of 281 is 5.2087, demonstrating high level of agreement from respondents. Similarly, the mean of "I continue to be productive even when my superior is out of the workplace for an extended period of time", as an indicator, from a sample of 281 is 5.2405, showing high level of agreement from respondents.

Likewise, the mean of "My superior never has to check up on me", as an indicator, from a sample of 281 is 5.3408, demonstrating high level of agreement from respondents. And finally, the mean of "On the job, I express an underlying concern for doing things better, for improving situations", as an indicator, from a sample of 281 is 5.1307, demonstrating high level of agreement from respondents. The results show high level of employee performance among staff at the University of Cape Coast, Ghana.

# Research Question three: What is the effect of work life balance on the performance of senior members at the University of Cape Coast?

The last objective sought to examine the effect of work-life balance on employee performance among senior staff at the University of Cape Coast. Regression analysis was done where the linearity and the relationship between the two variables were analysed with work-life balance as the independent variable and employee performance as the dependent variable. Also, in order to use regression to analyse the effect of work life balance on employee performance, it is imperative to check that assumptions of regression (Tabachick & Fidell, 2012). The result showed a linear relationship between the variables, there was normality with dependent variable and no multicollinearity, auto-correlation and homoscedasticity (Tabachick & Fidell, 2012). The Table 6 gives the report on the model summary of the relationship between work life balance and employee performance.

Table	6:	Model	Su	mm	ary
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Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
120	.402 <sup>a</sup>	.162	.154	0.31234
		nstant), Work iable: Employe	Life Balance ee Performance	

Source: Field survey (2022)

Table 6 gave the model summary of the output and it displayed the 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 (employee performance) and the independent variable (work-life balance). Hence from Table 6, work-life balance

and employee performance are positively correlated, and the strength of the relationship is moderate at (.402).

Regarding this relationship between work-life balance and employee performance, the correlation shows a moderate positive and significant relationship between the two variables. The R Square explains the amount of variation that exists in the dependent variable (employee performance) caused by the independent variable (work-life balance). Therefore, the result further indicates that (16.2%) variation in administrators' performance (as dependent variable) is explained by the independent variable (work-life balance) and the remaining (83.8%) is explained by the residual (other factors not captured by the model). The implication is that, ability to balance both work and personal roles would result in a medium increase in senior staff's performance and as such, work-life balance together with other factors influence senior staff performance.

Table 7 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 divided by the residual mean square. 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  $\rho$ -value is well below .05 ( $\rho$  = .000). Therefore, it can be concluded that, the R and R2 between work-life balance and employee performance is statistically significant.

#### Table 7: T-value on the relationship between Work Life Balance and

Model	Unstan	dardized	Standardized	Т	Sig.
	coeffic	ients	coefficients		
	В	Std.	Beta		
		Error		_	
1 (Constant)	1.056	0.203		5.210	0.000
Work life	0.723	0.067	0.402	10.814	0.000
Balance			5-		
A. Dependent Var	riable: Er	nployee l	Performance		
Source: Field survey (20	(22)		5		

### **Employee Performance**

The Table 7 also provides information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and subcolumn 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 in this case (representing the independent variables), is the value for the slope (b) for the regression equation. Based on these results, the researcher can report the following regression equation, predicting senior staffs' performance based on their ability to balance work and life roles.

Hence, 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 they cannot balance work and life roles, thus, when work-life balance is zero, senior staffs' performance will be at 18.509, and according to the slope, ability to balance work and life roles, there will be an increase in senior staffs' performance by (40.2%). Therefore, ability to balance work and life roles have a significant influence on senior staffs' performance.

This finding was in line with many studies (Obiageli, Uzochukwu & Ngozi, 2015; Azeem & Akhtar, 2014; Fapohunda, 2014; Kamau, Muleke, Makaya and Wagoki, 2013; Dissanayaka & Ali, 2013). For instance, Obiageli, Uzochukwu and Ngozi (2015) study revealed that each of the work life balance policies on its own is a predictor of job satisfaction and performance. Also, Azeem and Akhtar (2014) empirical test showed that employee in the health care sector have a moderate level of perceived work life balance. There was a positive relationship between work life balance and employee performance. The findings were in line Fapohunda (2014) who also found out that there is a positive relationship between work life balance practice and employee productivity though management support was not satisfactory.

The result was consistent with Kamau, Muleke, Makaya and Wagoki (2013) there is a positive relationship between work life balance and employee performance. However, the strength was moderate so there was the need for systematic effort to enhance work life balance of the employee to achieve better employee performance. Similarly, the result coincides with Asiedu-Appiah, Aduse-Poku and Acheampong (2014) who found out 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.

A study conducted by Abioro, Oladejo and Ashogbon (2018) in examining the influence of work-life balance practices on employees' productivity. They showed from their results that there is a significant effect of work-life balance on employees' productivity. Also, Lazar, Osoian and Ratiu (2010) in their work tried

to establish whether work-life balance initiatives and practices can be considered as strategic human resource management decisions that can translate into improved individual and organisational performance. It was found out that the outcomes and the benefits of implementing work-life balance practices not only for employees themselves, but also for their families, organisations and society.

Furthermore, Tamunomiebi and Oyibo (2020) did a study on work life balance and employee performance in Nigeria. It was revealed from the study that employees who have balanced work and non-work roles are more likely to perform better, thus it is essential for employers to promote policies and structures that enhance work life balance of employees in their organisations. Additionally, Opoku-Addai, (2012) also found that most bank staff usually find their job interfering with their personal priorities more than their personal priorities interfering with their job.

Mmakwe and Ukoha (2018) on investigating the relationship between work-life balance and employee performance in the banking sector in Port Harcourt, Rivers state. The findings to the revealed a strong correlation between the measures of work life balance and the measures of employee performance. Obiageli, Uzochukwu and Ngozi, (2015) examined work-life balance and employee performance in selected commercial banks in Lagos State discovered that there is a significant positive relationship between leave policy and service delivery. It further revealed that leave policy motivate employee ability to deliver services efficiently and effectively, the researchers concluded that work life balance practice is an important factor in increasing employee performance.

Adnan Bataineh (2019) also conducted a study to investigate relationship between work life balance, happiness, and employee performance. hypotheses. The results indicated that work life balance and happiness positively and significantly affect employee performance. Babatunde, Olanipekun and Babalola (2020), with the aim of examining a specific impact of work flexibility and environment on the performance of academic staff with a focus on the selected tertiary institutions in Kwara State. The result of the study showed that work-life balance through its variables (work flexibility and work environment) significantly affects the employees' performance.

#### **Chapter Summary**

The chapter presented findings from the data collected from respondents on work life balance and employee performance among senior staff of the University of Cape Coast. It was noticed that the senior staff find it difficult in balancing both work role and family or personal roles. Also, the performance of senior staff at the University of Cape Coast were recorded as high. Lastly, there is a positive relationship between work life balance and employee performance.

#### **CHAPTER FIVE**

#### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

In this chapter, an overview of the purpose of the study, the research objectives and the research methods employed are presented. The researcher presented the summary, conclusion, and recommendations based on the findings and interpretations of the research. Further, the researchers provide suggestions for further research on the area and close the chapter by providing implications for policy and practice that can emanate from the findings of the research.

The study sought to assess the influence of Work-life balance on employee performance among senior staff at the University of Cape Coast. The research objectives which guided the study are; assess the level of Work Life Balance among senior staff at the University of Cape Coast; assess the level of employee performance; and assess the effect of Work Life Balance on employee performance. The study was based on a random sampling of 281 senior staff at the University of Cape Coast. A questionnaire was the data collection instrument used for data collection.

#### **Summary of Findings**

The first objectives sought to assess the level of work life balance of senior staff at the University of Cape Coast. As a result, means and standard deviations were used to measure the responses. The results revealed that administrators were not entirely able to balance both work and personal/life roles. They indicated that they put personal on hold for work and as a result miss personal activity because of

work. Also, it was found that they get too tired to be effective at work as well as their work suffers because of personal life. Their personal life does not give them satisfactory energy for my job. Hence, it was found that, the level of work life balance at the University of Cape Coast available to senior staff was minimal.

The second objective also sought to examine the level of performance of senior staff at the University of Cape Coast. The findings were that there were high levels of employee performance among senior staff at the University of Cape Coast. This indicated that the diversities in the work life balance within the organisation does not in adverse effect their performance. It was also found that this may be due to other workplace related issues within the organisation. The level of performance of employees at the University of Cape Coast was thereby deemed to be high, with emphasis from the results.

The third objective of the study sought to examine the effect of work-life balance on employee performance among senior staff at the University of Cape Coast. Based on this objective, the study first carried out a correlation analysis and found a moderate and positive significant relationship between the two variables. Moreover, based on the regression results, using the slope and intercept, it was found that, work life balance has a moderate significant prediction on senior staff performance. Thus, for any ability to balance both roles, there will be an increase in senior staff performance by (40.2%).

#### Conclusions

This study has provided an overview and relevant discussion on work-life balance and performance of senior staff at the University of Cape Coast. From the study's findings, it was concluded that, many of the senior staff were unable to balance work and life roles, in such a way that majority miss personal activity because of work. Also, it was found that they get too tired to be effective at work as well as their work suffering because of personal roles.

Also, based on the second objective of the study, it was concluded that, there is a high levels of employee performance of senior staff at the University of Cape Coast. This indicated that the diversities in the work life balance within the organisation does not in adverse effect their performance.

On the third objective, the study concluded that work life balance philosophy is associated with real benefits for employees. Thus, work life balance practice is an important factor in increasing employee performance. It is also concluded that a better work life balance creates a number of positive consequences for workers and organisation whereas imbalance between work and personal of an individual holds a negative effect which is responsible for some serious issue for individual as well as for the organisations.

#### Recommendations

Based on the study's findings and conclusions, the following recommendations were hereby made. First, the study recommended that, authorities in the University should conduct training programmes on time management and

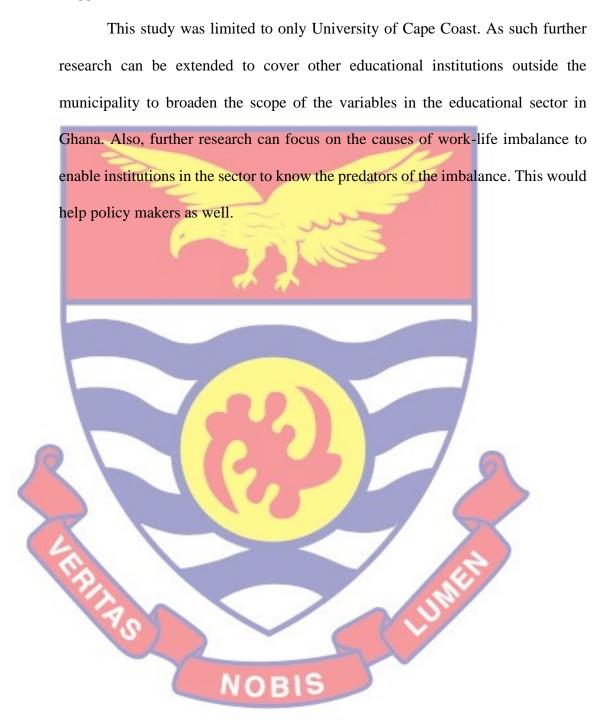
personal effectiveness so that the senior staff can manage their time well and become effective.

It is recommended that, management must create a favourable condition for senior staff in relation to the right work life balance policies would best address certain negative influences on employee performance and dissatisfaction. Also, giving senior staff the platform to be able to make recommendations, give opinions and suggestion on issues which affect them in relation to some of the needed work life balance policies and practices that may be beneficial from the perspective of the employee. Moreover, it is expedient of the management of the University of Cape Coast to organise training and seminars to groom employees as to when and how these policies within the organisation are beneficial in meeting its associated work life balance policy for a greater influence.

It is also recommended that the management of the University of Cape Coast should adhere to employing work life balance policies in order to serve the interest of employees and further improving on their level of satisfaction and performance in the university. Findings from the current study are important to both employees and employers in terms of a deeper understanding of Work Life Balance, which consequently affects organisations' productivity and performance.

It was also recommended that, for the workers to be effective, the authorities must institute effective work load management to explain the causes of imbalance and strategies for upgrading the quality of lives to crate the life and work goals.

# **Suggestions for Further Research**



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#### **APPENDIX A: QUESTIONNAIRE**

### **UNIVERSITY OF CAPE COAST**

#### SCHOOL OF BUSINESS

### DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Dear Respondent,

I am a student of University of Cape Coast, offering Master of Business Administration (Human Resource Management) programme at the School of Business, Department of Human Resource Management. This questionnaire is designed to ascertain information for my research work on the topic: "WORK LIFE BALANCE AND EMPLOYEES' PERFORMANCE IN THE UNIVERSITY OF CAPE COAST". This research is in partial fulfilment of the requirement for the award of a Master of Business Administration Degree in Human Resource Management at the University of Cape Coast.

All the answers you provide will be treated with the utmost confidentiality and for academic purpose only. Please feel free to answer the questions as candid as possible.

Thank you

**RITA BOAKYEWAA** 

NOBI

# UNIVERSITY OF CAPE COAST COLLEGE OF HUMANITIES AND LEGAL STIDIES DEPARTMENT OF HUMAN RESOURCEMANAGEMENT

I am a student of University of Cape Coast, Department of Human Resources, pursuing MBA Degree in Human Resource Management. As part of my program requirements, I am submitting this questionnaire to seek your opinion on the topic "*work life balance and employee performance at the University of Cape Coast*". All responses will be treated strictly confidential and will solely be used for Academic Research.

Section A: Demographic Characteristic of Respondents

Tick ( $\sqrt{}$ ) in the most appropriate column.

- 1. Sex: Male [ ] Female [ ]
- 2. Age: 20 30 years [] 31 40 years [] 41 50 years [] 51 – 60 years [] Above 60 years []
- 3. Marital status: Married [ ] Single [ ] Divorced [ ]
- 4. Education: Postgraduate [ ] Graduate [ ] Technical/Vocational [ ] Secondary [ ]

## Section B: Work Life Balance

The statements below relate to your perception about the Work Life Policies/Programs and Work Life Balance in your institution. Using the scale from 1 (least agreement) to 7 (highest agreement), to what extent do you agree with each of them. Tick ( $\sqrt{}$ ) in the most appropriate column. The following are statements

about your ability to balance work and life demands. Please indicate the extent to which agree to each statement by ticking  $\lceil \sqrt{\rceil}$  one number of each item.;

	Statement	1	2	3	4	5	6	7
1.	There is a good fit between my personal life and work life	1	2	3	4	5	6	7
2.	There is a good fit between my family life and work life	1	2	3	4	5	6	,
3.	I receive support and recognition from family staff	1	2	3	4	5	6	,
4.	There is a good fit between my job and my personal health	1	2	3	4	5	6	,
5.	I am able to do my job and not burnout	1	2	3	4	5	6	
6.	This job enables me to continue living where I live now	1	2	3	4	5	6	,
7.	I have sufficient emotional energy for the job	1	2	3	4	5	6	

# 1- Least level of agreement, 7- Highest level of agreement

to measure work-life balance.

ΝΟΒΙ

1.01

# Section 'C': EMPLOYEE PERFORMANCE

The following are statements about the extent to which work life balance has improved your performance. Please indicate the extent to which you agree to each statement by ticking  $[\sqrt{}]$  one number of each item.;

1-	Least level of agreement, 7- the Highest level of	ag	reen	nen	at			
s/n	Statement	1	2	3	4	5	6	
	On the job, I exhibit zeal about the job and a							
	consequent willingness to work hard and							
1.	energetically.							
				7				
	On the job, I exhibit a willingness to go beyond							
	what the job requires and act before being							
2.	asked.			5	2			
0	I exhibit an ability to see the whole, parts and			5	1			
2	relations and use this to set priorities, plan,	0						
3.	anticipate and evaluate.							
V	anterpate and evaluate.	S	2	/				
4.	On the job, I always get things done on time.	/						-
	My superior is never disappointed in the							
5.	quality of work that I produce.							
	-							

	My work habits (tardiness, length of breaks
6.	etc.) are exemplary.
	I continue to be productive even when my
	superior is out of the workplace for an
7.	extended period of time.
8.	My superior never has to check up on me.
9.	I get along well with my co-workers.
	On the job, I express an underlying concern for
10	doing things better, for improving situations.

Employee performance was measured by 10 items adopted from Wright, Kacmar, McMahan and Deleeuw (1995).

# THANK YOU FOR PARTICIPATING

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