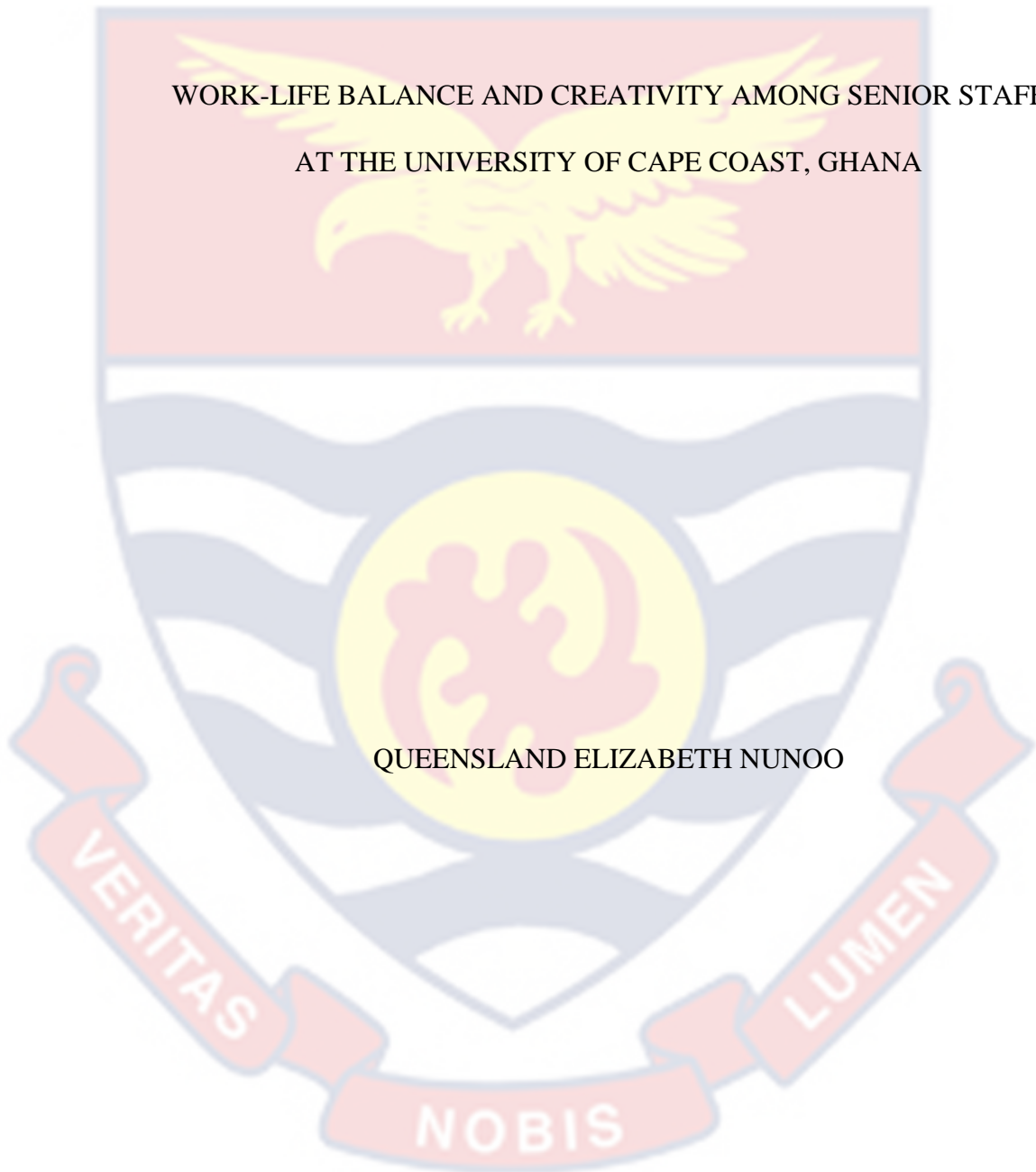


UNIVERSITY OF CAPE COAST

WORK-LIFE BALANCE AND CREATIVITY AMONG SENIOR STAFF

AT THE UNIVERSITY OF CAPE COAST, GHANA

QUEENSLAND ELIZABETH NUNOO



2022

UNIVERSITY OF CAPE COAST

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AT THE UNIVERSITY OF CAPE COAST, GHANA

BY

QUEENSLAND ELIZABETH NUNOO

Dissertation submitted to the Department of Human Resource Management,
School of Business, College of Humanities and Legal Studies, University of
Cape Coast in Partial Fulfillment of the Requirements for the Award of Master
of Business Administration degree in Human Resource Management

JULY 2022

DECLARATION

Candidate's Declaration

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

Candidate's signature..... Date.....

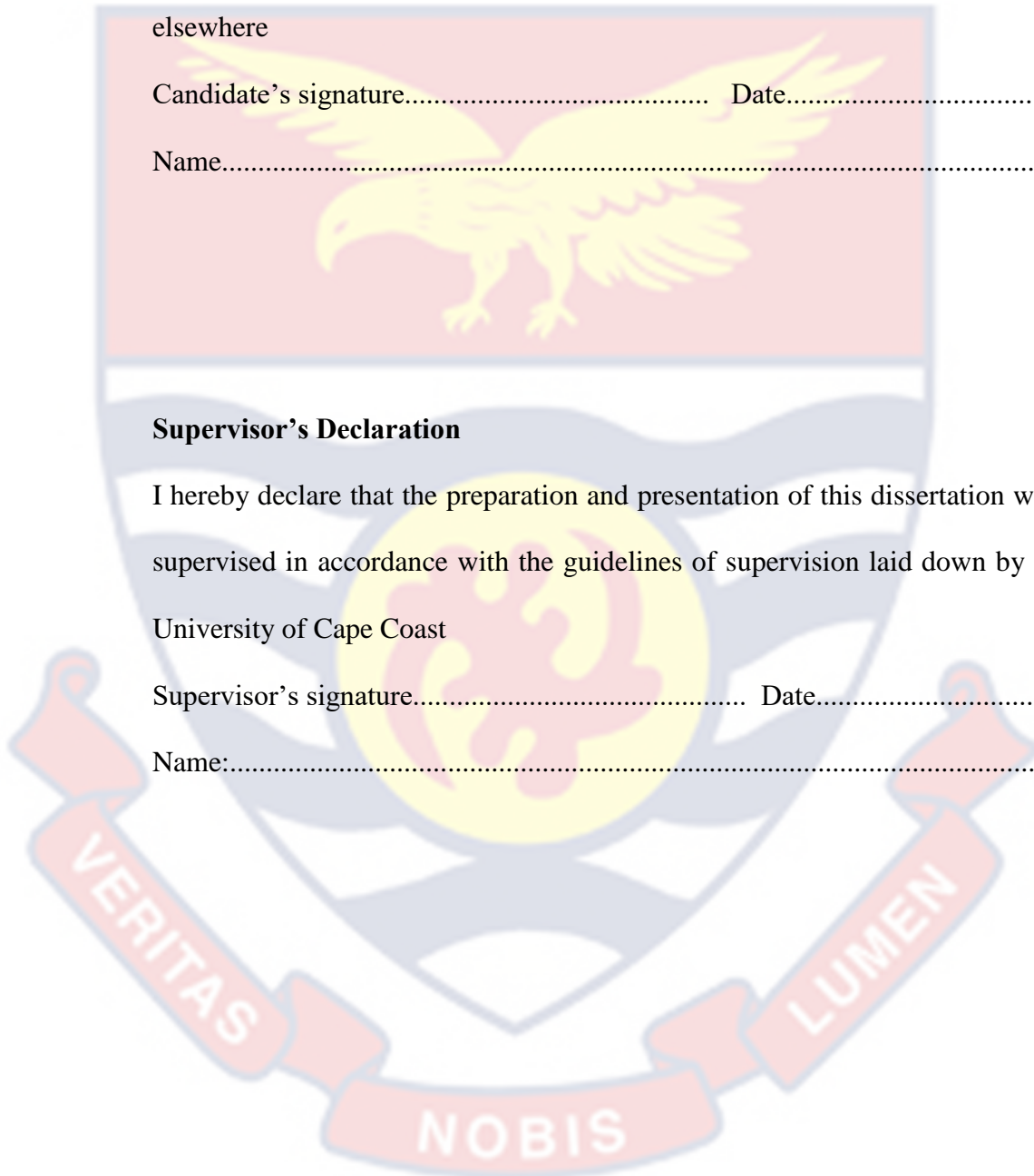
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Supervisor's Declaration

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

Supervisor's signature..... Date.....

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ABSTRACT

Work life balance and employee creativity are very significant for ensuring sustained and productivity from the employees of an organization. It is an impressive contribution to the development of the University of Cape Coast. The main objective of this study is to determine the influence of work life balance on creativity among senior staff employees in University of Cape Coast. The study employed a descriptive survey research design. The study used a quantitative approach. The population was 550 and the sample size of 200 staff was determined using the Morgan Sample Determination Table. A self-administered questionnaire was the main research instrument. The statistical tools used to analyse the study were the frequency table, percentages, Pearson Product-Moment correlation analysis and Multiple Regression. Overall, results showed that there was a positive and significant relationship between work life balance and employee creativity (Beta = 0.533). Also, a positive relationship between time balance and employee creativity. Moreover, involvement balance was positively related to employee creativity. Finally, there was a positive relationship between satisfaction balance and employee creativity. Due to the highest correlation between involvement balance and employee creativity ($r = 0.438$), management should endeavor to empower their staff. In an organisation where employees are empowered, collective decision-making and the balanced distribution of authority and responsibility not only increase the employee's efficiency, work satisfaction and organizational commitment, but also improves the employee's capacity of meeting expectations and of adapting to change, and being creative. It is recommended that the University of Cape Coast, particularly, the Human Resource Unit should put in measures that would give staff enough time to enjoy their personal lives without limiting their potential to execute their official duties.

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Also, special thanks go to all my families and friends who helped me through all these endeavours.



DEDICATION

To my family and friends



KEY WORDS / PHRASES

Work-Life Balance

Time Balance

Involvement Balance

Satisfaction Balance

Employee Creativity



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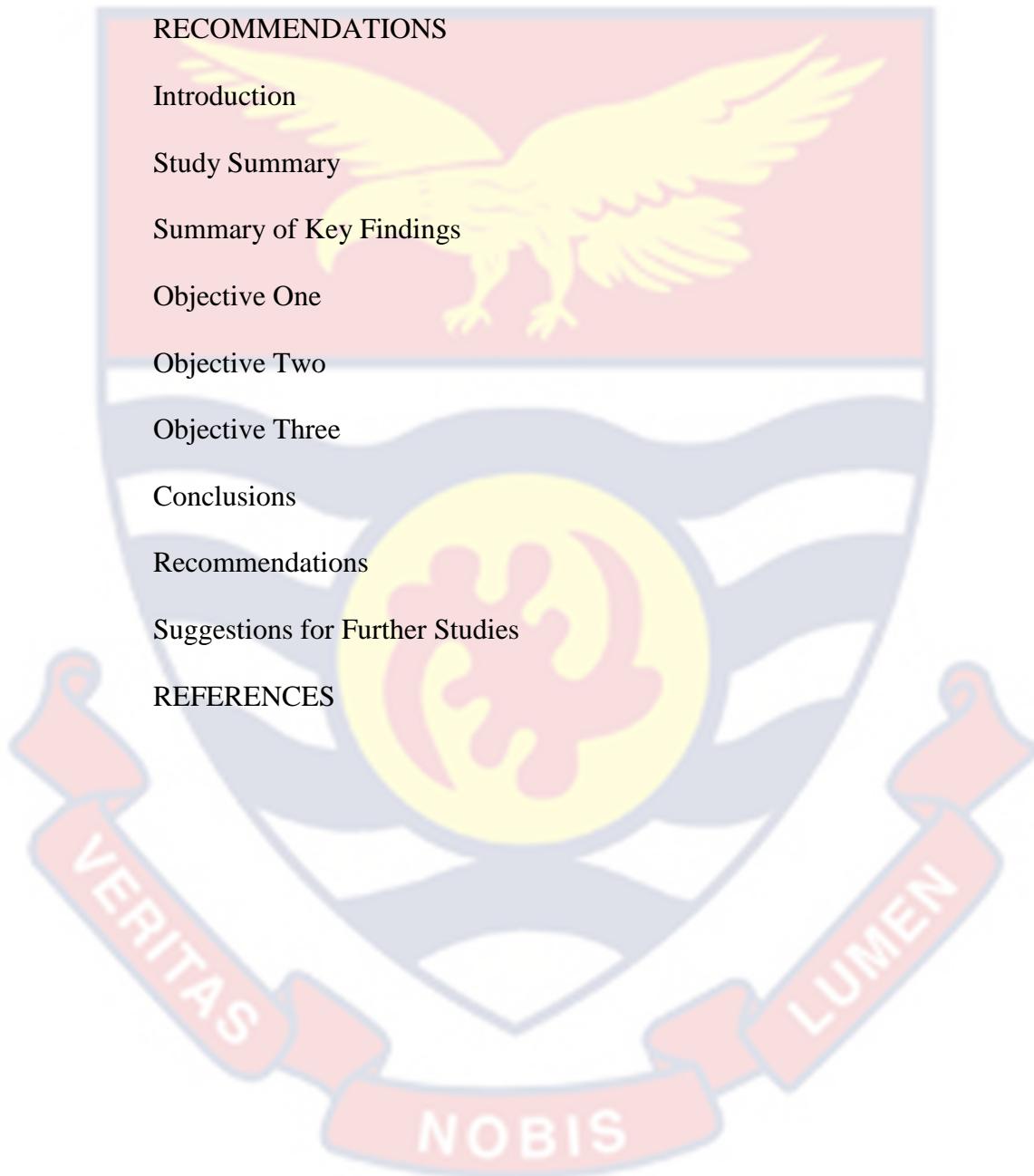
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CHAPTER ONE

INTRODUCTION

Background to the Study

Organisations have increasingly become interested in both creativity and innovation, in part as a response to the pressures associated with globalization, competition, economic factors, and technology changes. Many organizational leaders recognize creativity as an opportunity for gaining a sustainable competitive advantage. To remain competitive in the global market, organizations must continuously develop innovative and high quality products and services, and renew their way of operating. In the heart of all innovation lies creative ideas and it is individual employees, who alone or in groups, generate, promote, discuss, modify and realize these ideas (Scott & Bruce, 1994). It is therefore not surprising that innovative employees are the chief currency for contemporary organizations.

Beyond knowledge and skills, innovativeness requires intrinsic motivation and a certain level of internal force that pushes the individual to persevere in the face of challenges inherent in the creative work (Shalley & Gilson, 2004). These denote that employee is a very vital asset in an organisation and the most important in performing the organizational process and achieving organisational goals. However, the challenge of every organization is how to optimize employee creativity. Taking into account today's organisations facing a dynamic environment, which is characterized by rapid technological change and globalisation, employees' creativity plays an important role in defining organisational success (Shalley & Gilson, 2004; Woodman, Sawyer, & Griffin, 1993; Zhou & Shalley, 2011). Considerable

evidence indicates that employee creativity can substantially contribute to organizational innovation, effectiveness, and survival (Amabile, 1996; Madjar, Oldham, & Pratt, 2002; Shalley, Zhou, & Oldham, 2004).

Among the human resources management procedures available, enriching work-life balance has been well-thought-out as one of the major high performance HRM practices that increasingly promotes the enhancement of employee creativity (Hyde, Sparrow, Boaden & Harris, 2013, Semlali & Hassi, 2016, Helmle et al., 2014). The impact of work-life balance on employee creativity and on the general success of any organisation cannot be overemphasized. According to Orogbu, Onyeiugbe and Chukwuemeka (2015), the individual is an integral part of the family in particular and the society in general, therefore, work life balance is an important phenomenon and is of great concern to both private and public sector organizations. Consistent with Marks and MacDermid (1996), the definition of work-life balance is broad enough to include positive balance and negative balance.

Since the role engagement can be further divided into elements of time and psychological involvement, this study proposes the conceptualization of work-life balance; Time balance (an equal amount of time devoted to work and family role); Involvement balance (an equal level of psychological involvement in work and family roles), and Satisfaction balance (an equal level of satisfaction with work and family roles). Each component of work-life balance can represent positive balance or negative balance depending on whether the levels of time, involvement, or satisfaction are equally high or equally low. It is viewed as a matter of degree, a continuum anchored at one end by extensive imbalance in favor of a particular role (for example, family)

through some relatively balanced state to extensive imbalance in favor of the other role (e.g., work) as the other anchor point.

In addition, balance is conceptualized as independent of an individual's desires or values. Lambert (1990) discussed "maintaining a particular balance between work and home" (p. 252). Similar researchers appear to be using the term balance to represent a range of different patterns of commitment, rather than an equality of commitments across roles. The ability of an employee to have a satisfactory fit between his job and other roles is a very crucial factor in determining his performance on the job, since organizations have various goals and objectives which are attained through employees' efficiency and effectiveness in the given time period. However, when organizations are not able to generate the outcomes in the available time, employees are needed to work in their off timings too. On the other side, employees remain in touch with their families during the office time and they have communication with them during the office work, which keeps their attention diverted to different things (Lockett, 2012). This ultimately causes serious problems for the management of the organization to keep its employees focused toward their work and meet the targets. Therefore, achieving work-life balance in this era of fast pace globalization and competitiveness as well as creating a balance between professional and personal life is a challenge for most individuals in the workplace (Sivatte, Gordon, Rojo, & Olmos, 2015).

As a result, the need for a balance between an employee's work and personal life should be struck. The Work-Life Balance (WLB) concept is designed to increase work predictability and career sustainability. Paryani (2014) opined that WLB and stress are intertwined concepts. The WLB

concept will only work effectively where there are well-framed policies that would minimize the workload of employee without affecting the productivity of the organization (Ojo, Salau & Falola, 2014). Even though, there exists a great deal of information about the nature of work-family conflict and its antecedents and consequences, there still remains a lack of information about how work-family conflict can be avoided and resolved (Allen et al., 2000; Major & Morganson, 2011), in order to achieve creativity among employees. WLB has indeed become a primary concern to those wishing to have good quality of life (Breitenecker & Shah, 2018). In this regard, balance is achieved when there is harmony between work and life. WLB is largely associated with matters of workers' creativity, productivity, performance and job satisfaction.

The work-family border theory explains the fact an appropriate balance between work and life predisposes employees to putting in their best shots at work by being creative, and thus because their families are contented. WLB has been viewed as crucial to both organizations and people, and it has indeed been found to greatly contribute in the improvement of productivity of employees which in turn impacts the performance of organizations in positive manner (Guthrie, 2012). Effective policy of work-life balance embraced by the organization allows the employees to socialize with the community while assuring that cost and turnover are under control, productivity is improved (Helmle et al., 2014), as well as their creativity.

Another major issue that may hinder employee creativity is when work life balance incentives like, leave entitlement, flexi time, and family and welfare policies, are not adhered to by management. These may lead some

employees to work round the clock with little attention to themselves and their families, which may result in broken home and poor parental upbringing. The consequences of these issues prompted this research investigation. Hence, the study of WLB and employee creativity is imperative. WLB has received a lot of attention in the West but far less attention has been devoted to it in developing countries specifically, Ghana. This paper focuses on the importance of employees' work life balance towards achieving optimum productivity through creativity. It seeks to review literature in assessing the three concepts of work life balance (time balance, involvement balance and satisfaction balance) in Ghana and suggest suitable solutions for overcoming the problem of work life imbalance, which leads to encouraging the employee's creativity to enhance organizational output.

Problem Statement

The critical situation of employee creativity caused by endless working hours, rigidity and lack of spare time to meet personal and family needs has inflicted the individuals' stress levels in an organization thereby reducing disposition which affects employee creativity at work and hampering concentration. Most organizations are not aware of employee' needs in order to provide them with flexibility, permitting them to combine work and personal spheres to meet professional and personal goals. Also, when employees accumulate specific knowledge about the organization they become crucial for its performance, as it is more difficult to find comparable substitutes.

In the past, employers of labour have lamented that employees perform their work efficiently when they are newly employed but with time,

their efficiency and productively decreases. The employees have attributed decrease in efficiency and productivity to the fact that employers do not provide adequate incentives and motivation to enable them put in their best. The wellbeing of workers who kept their employment can be negatively affected by job insecurity (Scherer, 2009). Many individuals feel under pressure to work longer hours to keep their job (Wayman, 2010), and to meet their family expenses (Edwards & Rothbard, 2000). Higher demands on employees' duties and longer working hours reduce the time workers have to spend with their families (Hill, 2005). In Ghana, heavier work demands faced by employees also result in higher levels of stress, which negatively impacts workers' physical and psychological well-being.

According to Julie Cohen (2009), employees are working for the organizations even in their off timings and holidays. This is no doubt being rewarded by the organization as well, which ultimately helps employees, but there is no replacement of pleasant and satisfaction that one receives from his or her family. Similarly, social life also requires the deliverance of proper timing and attention for maintaining healthy relationship. Hence, family life has been found to be seriously affected with the merger and overlapping of work and social life. Where employees are unable to suitably balance work and family life, they tend to find it difficult to manage tasks at the workplace and this subsequently affects their level of creativity thereby shrinking productivity.

Organizations and managers need to understand the importance of work life balance, and its impact on employees' creativity, proactiveness and responsiveness. These challenges and higher demands from work and family

life have been found to have negative effects on the wellbeing of workers and their families, and resulted in family-work conflicts and work-family conflicts (Aryee, Srinivas & Tan, 2005). Based on these facts, this study would add to literature by investigating the relationship between work life balance and employee creativity.

Majority of the studies focused on WLB and retention, job satisfaction, job performance, organizational commitment, employee engagement, and also in various sectors including information technology (Mehtha, 2012); banking (Deepika & Rani, 2014; Isaacs, 2016), police department (Tiwari, 2017; Jacob, 2008; Bird, 2006); education (Hughes & Bozionelos, 2017; Howard et al., 2004; Fisher et al., 2004); transportation (Guest, 2002; Higginsetal, 2000). However, Alegre & Pasamar (2018) gave a new approach and benefits of work life balance which focuses on innovativeness, where He suggested that organisations should provide its employees with motivation, engagement and connecting creativity at workplace.

These studies were conducted in the United States, Los Angeles, and India. In African countries such as Nigeria; 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. Also, Fapohunda (2014) investigated the effect of work life balance on productivity, and in Ghana - Darko-Asumadu, Sika-Bright and Osei-Tutu (2018) explored the influence of work-life balance on employee commitment in the banking sector. From the foregoing, there is little evidence of previous empirical works showing the relationship between work life balance and

employee creativity in developing countries. Therefore, there exist a literature gap which has informed the study on the construct of work life balance and creativity in the educational sector. This study seeks to highlight the importance of WLB on employee creativity in the Ghanaian context, specifically, the University of Cape Coast.

Research Objectives

The main objective of the study is to determine the influence of work life balance on creativity among senior staff at the University of Cape Coast, Ghana. The study conceptualizes work life balance into three main; time balance, involvement balance and satisfaction.

The specific objectives of the study are:

1. To examine the relationship between time balance and employee creativity
2. To ascertain the relationship between involvement balance and employee creativity
3. To establish the relationship between satisfaction balance and employee creativity

Research Hypotheses

H1: There is significant relationship between time balance and employee creativity

H2: There is significant relationship between involvement balance and employee creativity

H3: There is significant relationship between satisfaction balance and employee creativity

Significance of the Study

The concepts: WLB and employee creativities are important issues for the management of any organization. The outcome of this study contributes to the theory and practice of both WLB and Creativity. The outcome of this provides relevant information that helps management to provide a good working environment where employees can work without stress, where necessary information for accomplishing tasks be made available. Also, the findings of the study will have an influence in human resource development policies that focus on improving the WLB initiatives and policies of employees in regards to time balance, involvement balance and satisfaction balance. Moreover, the findings of the study will help to enhance the employees' personal and professional wellbeing and add to the existing literature on WLB.

Delimitations

The study limits itself to WLB and creativity and any other concept is not considered in the study. Senior members and senior staff were the focus, and which excluded the junior employees because their work role does not require any form of creativity. Also, the study includes all issues of WLB and creativity at UCC, and the views on the topic were taken from the respondents that have a direct interest. Thus, the results of the study are not far from objects.

Limitation to the study

Every study that is undertaken is based on a research methodology which provides guidance as to how data is to be collected and analyzed. The methodology of this study has limitations and as such its inherent limitations

provide a limitation to the study. Also, this study should be regarded as an initial exploration. Since this study proposed correlational and regression approaches, there can be differing results in the relationships between the independent variables and dependent variable when different respondents are employed. Accordingly, future studies can focus on private companies.

Furthermore, future studies should also consider any possible role of other mediating and moderating constructs such as personality traits, leadership styles, role ambiguity, social support, perceived organizational support and other related factors to provide new perspectives and to contribute to the body of knowledge in question.

Definition of Key terms

1. Work Life Balance – the extent to which an individual is equally engaged in, and equally satisfied with his or her work role and family role (See Marks & MacDermid, 1996)
2. Time Balance - an equal amount of time devoted to work and family roles.
3. Involvement Balance - an equal level of psychological involvement in work and family roles.
4. Satisfaction Balance - an equal level of satisfaction with work and family roles.
5. Employee Creativity - employees' generation of novel and useful ideas concerning products, procedures, and processes at work, which is examined through goal orientation.

Organization of the Study

The study is conducted in five chapters. Chapter one focuses on introducing the topic and the motivation behind the study. It reveals the background to the study, problem statement, objectives of the study, and research questions of the study. Chapter two of the study reveals how the concepts of the study have been examined in the literature. The chapter reviews existing literature on the issues.

Chapter three of the study focuses on the right tools and techniques employed to conduct the study. It shows the overall research methodology adopted for the study. The chapter discusses the research design, sampling, method of data collection and data analysis. Chapter four focuses on analysis and discussion of data collected and Chapter five highlights a summary of findings, conclusions and recommendations.

Chapter Summary

This chapter discussed the background to the study, and highlighted the theory supporting the study - work-family border. It further provided the problem statement. The main aim of the research was proposed, as well as the specific objectives to the study. Research hypotheses were formulated, the significance of the study were highlighted, delimitations and limitations to the study were provided, and finally, key terms were defined with respect to the context of the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

The chapter provides the analysis of theories underpinning the work; work-family border and spillover theories, and continues with the conceptual review that provides a comprehensive discussion on the concepts of WLB and creativity; time balance, involvement balance and satisfaction balance. Further, review on empirical studies on the influence of work-life balance on creativity among employees in both developing and developed countries were highlighted and discussed. In the end, the chapter presents a conceptual framework analysis, which spells out the three constructs of WLB, and thus, provides direction for the study.

Theoretical Framework

Work–Family Border Theory

The main theory underpinning this study is the border theory/work-family border theory, which is one of the theories upon which the argument for the work-life balance initiatives and how it predicts employees' behavioral outcomes such as creativity. Clark (2000) referred to this theory as new concerning work-family balance. To him, it "explains how individuals manage and negotiate the work and family spheres and the borders between them in order to attain balance. Central to this theory is the idea that 'work' and 'family' constitute different domains or spheres which influence each other. Given their contrasting purposes and cultures, work and home can be likened to two different countries where there are differences in language or word use,

differences in what constitutes acceptable behavior and differences in how to accomplish tasks".

This theory differs from boundary theory in that its definition of borders encompasses not only those psychological categories but also tangible boundaries that divide the times, place and people associated with work versus family". Clark (2000), states that border theory is a theory about work-family balance, suggesting that work-family balance can be attained in multiple ways depending on factors such as the similarity of the work and family domains and the strength of the boundaries between domains. Border theory in comparison to boundary theory is a relatively newer theory that improves our understanding of the relationship between work and family in modern societies (Chen et al., 2005).

WLB has become a cause for concern for employers, employees, academics and policy makers (Grzywacz & Carlson, 2007). In particular, employers seek to address challenges faced by employees in managing their home and work spheres in order to improve their work performance through creative thinking. This is sought through the creation of an organizational culture that supports employees in their roles both at home and at work. This research aims to expand on this theory, and propose a supportive work-life culture which intends increases the permeability of the border between the work and family domains. Therefore, the study seeks to expand on work-family border theory by conceptualizing work life balance and culture as an aspect of the border permeability.

Spill-over Theory

This study is anchored on spill-over theory by Guest (2002), which is the supporting theory for the study. It postulates the conditions under which spill-over between the work micro system and the family micro system occurs.

It can either be positive or negative. If work- family interactions are rigidly structured in time and space, then spill over in term of time, energy and behavior is negative. When flexibility occurs which enables individuals to integrate and overlap work and family responsibilities in time and space lead to positive spill over which is instrumental in achieving healthy work life balance. According to Guest (2002), the determinants of work life balance are located in the work and home contexts. Contextual determinants include demands of work, culture of work, demands of home and culture of home. Individual determinants include work orientation (i.e. the extent to which work (or home) is a central life interest), personality, energy, personal control and coping, gender and age, life and career stage. The variables of the study are under the contextual determinants, which are leave policy and service delivery. The leave policy is the culture of work, while the service delivery is the demand of work.

The relevance of this theory to the study is to explain the conditions which results in positive or negative spill over work micro system and the family micro system. If family interactions are rigidly structured in time and space, then spillover in terms of energy, time and behavior is generally negative. Work flexibility, helps to integrate various factors of time and space between work and family resulting in positive spillover and its instrumental in achieving healthy work and family balance. This is to say that organisations

are expected to adopt positive work life balance policies that will enable employee have a positive work life balance in which will make them be effectively committed to achieving the organization's goals.

Moreover, the spillover theory is the most admired view of relationship between work and family was put forth by Spillover theory. Several researchers suggested that workers carry the emotions, attitudes, skills and behaviors that they establish at work into their family life (Belsky et al., 1985; Kelly and Voydanoff, 1985; Piotrkowski, 1979; Piotrkowski and Crits-Christoph, 1981) and vice-versa (Belsky et al., 1985; Crouter, 1984). Spillover can be positive or negative. Positive spillover refers to fact that satisfaction and achievement in one domain may bring along satisfaction and achievement in another domain. Negative spillover refers to the fact that difficulties and depression in one domain may bring along the same emotion in another domain (Xu, 2009).

Conceptual Review

This section first discusses the two variables; WLB and Creativity in detail. Also, the three components of WLB were discussed – time, involvement and satisfaction balance. It further explains the relationship existing between WLB and Creativity, and finally the relationship existing between time balance and creativity, involvement balance and creativity, and satisfaction balance and creativity were explained.

Concept of Work-Life Balance (WLB)

There is no consensus on the meaning of WLB, as several authors have defined it in different ways. 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 placed on the employee, e.g. Kirchmeyer (2000, p. 80), defined it as "achieving 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, p. 513), also defined it as "the extent to which an individual is engaged in and equally satisfied with his or her work role and family role." Haar, Russo, Sune and Ollier-Malaterre (2014) posit that it is an individual's assessment of how he balances multiple life roles effectively. All these definitions reveal that WLB is an interface of work and family, and many scholars have illustrated that the concept of work embraces the setting of formal tasks to be undertaken by employees in a bid to accomplish goals (e.g. Helmle, Botero, & Seibold, 2014; Semlali&Hassi,2016) and life is shown to relatively encompass an assortment of numerous activities which most often do not associate with work, for example activities such as house chores and childcare, in which case work-life balance is accomplished when there is existing harmony between work and life. For the purpose of this study, the definition by Barrera (2007) will be adopted.

The term WLB is commonly used as a more comprehensive expression to describe policies that have been previously termed 'family-friendly', but are now extended beyond the scope of the family. Quality of Work-life refers to the flexible working arrangements that allow both parents and non-parents to

avail of working arrangements that provide a balance between work responsibilities and personal responsibilities (Redmond Valiulis & Drew, 2006). The origin of WLB practices spans from work-life conflict experienced by employee. Work Life Conflict is the inter-role conflict that results when one's roles as an employee is incompatible with one other area such as being a spouse, parent or with other religious and leisure activities.

The concept of Work Life Conflict recognises that most individuals have multiple roles. Work-life balance practices help minimise the amount of Work Life Conflict and also target the antecedents (Lero & Bardoel, 2007). Some of the antecedents of work-life conflicts include heavy job demands and job overloads. Work Life Balance as proposed by Barrera (2007) would be adopted because it is broad and encompassing "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" Barrera (2007). It comprises both employees and employers who are both central to the subsequent use and successful implementation of Work Life Balance policies and practices. This can only be achieved as a joint effort between employers and employees.

A review of the work-life literature reveals that WLB initiatives can be broadly divided into four dominant categories which include flexible working arrangement (home working, compressed hours); leave arrangement (annual leave, Parental leave); dependent care assistance (Child care arrangements and Crèche) and general services (Employment assistant programs) (De Cieri, Holmes, Abbott & Pettit, 2005; De Cieri & Bardoel, 2009). Work life balance is a practice that are meant to help employees better manage their work and

non-working times are called in the literature as work-family policies, family-friendly or family-responsive policies.

In recent years, the term “work-life balance” has replaced what used to be known as “work-family balance” (Hudson Resourcing, 2005), there are other life activities that need to be balanced with employment may include study, travel, sport, voluntary work, personal development, leisure or eldercare. Work life balance in its broadest sense, is defined as a satisfactory level of involvement or „fit“ between the multiple roles in a person’s life. According to Clarke, Koch and Hill (2004), 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. To understand work-life balance, it is important to be aware of the different demands upon us and our personal resources- our time and our energy- that we can deploy to address them.

Work-life balance was defined as an employee effort to balance their work and family life (Daipuria & Kakar, 2013). The concept of work-life balance was based on the employees who tried to balance work and family life so that the life of employees was perfect. The organizations had to facilitate the work-life balance in order to raise positive impact on employee, such as increase the motivation, reducing job stress, creating higher productivity, and minimizing turnover rates (Johari et al, 2017). Choudhury & Jyotirmayee (2015) suggested that the work life balance had three dimensions: time balance, involvement balance, and satisfaction balance. The time balance involved the time given by the company to do work in office and outside office. The involvement balance involved the employee psychological work

and activities outside the work. Moreover, the satisfaction balance concerned with the level of the employee satisfaction so long as they felt in working and doing things outside of work.

Greenhaus (1985) also defined WLB to be the satisfaction and good functioning at work with minimum role conflict. The WLB concept covers both the men and female security in terms of job security. Work-life balance to be the general satisfaction with an individual's life as against the notion that WLB is the equal distribution of time between professional and personal activities (Berry, 2010). Ashkenas (2012) noted that no one has taken into consideration the role that limitations arising from the digital age plays in the work-life integration. WLB concerns itself with gaining control over work time and leisure. Fitzpatrick (2013) opined that the WLB concept which usually misunderstood doesn't happen by chance rather it occurs based on a well-organized plan.

The subject of work-life balance became the subject of interest among scholars in the mid-60s that. For instance, Kahn et al. (1964) concluded that for employees, work-family conflicts are a substantial stress source. Relevantly, the notion of equilibrium between family and professional life (work-family balance) is recently employed when referring to the successful development of both domains. At present time, in order to fine-tune the organizational structures to the needs of the employees or to respond to government regulations with respect to gender equality, integration, and protection of families, a lot of organizations dedicate their resources to the initiatives of work-life (Susana and Ramón 2013). As has been emphasized by a number of scholars, at present time, it is likely to have employees that

demand the initiatives of work-life balance from the organization. Such demand has been closely linked to the increasing commonness of dual-career couples, family or dependent accountabilities, or the wish to devote more time to friends or enjoy leisure undertakings (Lavoie, 2004).

In studies on work-life, the focal point has been the effect of organizational services and policies that are established for providing assistance to employees regarding the conflicts that occur between their work and their life. Accordingly, the extant literature attempted to comprehend the role played by organizations to help reduce the conflict experienced by the employees that occurs from the demands of work and the role they are obliged to play at home (Emslie, & Hunt, 2009; Hon & Chan, 2013).

As evidenced from the findings, employees with access to services including flexible schedules, childcare, parental leave, and support from supervisor appear to be more likely have less conflicting work-life, greater job satisfaction, less stress, and are less inclined to want to quit (Helmle et al., 2014). In research on the issue regarding work-life, gender has also been explored, particularly with respect to how the roles and expectations of gender impact the perceptions regarding work and family roles. Here, as evidenced by the findings, in certain situation, gender expectations in a situation impact how far individuals feel incompatibility between work and life roles, and this can cause the perceived level of stress and the perceptions of conflict between the roles of work and life to increase (Lawson et al., 2013).

Consequences of Work Life Balance

Scholarios and Marks (2004) suggested that WLB has important consequences for employee attitudes towards their organisations as well as for

the lives of employees. Roehling et al., (2001) suggested that there is a direct relationship between WLB programs and retention. Burke & Collinson (2004) further indicated that professionals viewed flexible workplace schedules as key to employee retention and placed this working condition in the top three ways for achieving employee retention. Wilkinson (2008) however concluded that the consequences of an imbalance between work and personal or family life is emotional exhaustion, cynicism and burnout. Perry-smith et al., (2000) focused on WLB policies; he suggested that organisation with more extensive work– family policies have higher perceived firm level performance. Therefore, it is important for employees to maintain a healthy balance between work and their private lives.

Moreover, Kanwar et al., (2009) found that WLB and job satisfaction were positively related to each other. Baral (2009) found that family significantly contributes to work in terms of enhancing performance and positive emotions at the workplace. Thus, the availability of healthy Work Life Balance Policies (WLBPs) reduces employee absenteeism (Dex and Scheibl, 1999). To reduce the work-family conflict and efficient in improving attitudes, work-life programs are found to be more effective (Konrad and Mangel, 2000). Employees have an increased concern about balancing their work and personal lives (Grant- Vallone and Donaldson, 2001). A successful work life balance strategy reduces stress levels and raises job satisfaction of the employee while increasing productivity and health care costs for the employer (Thompson, Andreassi, & Prottas, 2003). Eaton (2003) suggested that family supportive practices involving flexibility increase commitment on the part of the workers increasing productivity and reducing turnover.

Further, research conducted by Clark (2000) found that workplace flexibility has a positive impact on employees' wellbeing and Work Life Balance. Employees with flexible work schedules achieve better work life balance, which results in higher job satisfaction, higher home activity satisfaction, and lower role conflict (Clark, 2000). Thiede and Ganster (1995) inferred that supportive practices, especially flexible scheduling and supportive supervisors had direct positive effects on employee perceptions of control over work and family matters. Galinsky, Bond and Friedman (1996) found that employees experience less stress when they have more control over their schedule, which suggests that they may also perceive less work-family conflict.

Constructs of WLB

The independent variable, WLB has three dimensions – time balance, involvement balance and satisfaction balance, which has been discussed in detail

Time Balance

Kirchmeyer (2000) emphasized that the definitions of work–family balance implicitly consider balanced role, work and family - with an approximately equal level of attention, time, involvement, or commitment. Positive balance suggests an equally high level of attention, time, involvement, or commitment, whereas negative balance refers to an equally low level of attention, time, involvement, or commitment. These inputs reflect an individual's level of role engagement - in terms of time devoted to each role or psychological involvement in each role. It is difficult to imagine a

balanced individual who is substantially more or less engaged in the work role than the family role.

According to this reasoning, balanced individuals with flexible schedules experience low levels of stress when enacting roles. In fact, Marks and MacDermid (1996) found that balanced individuals with time experienced less role overload, greater role ease, and less depression than their imbalanced counterparts. Those individuals who devote only a limited amount of time to their combined work and family roles and distribute the limited time equally between the two roles exhibit negative time balance. Employees are afforded the autonomy to vary starting time and finishing time such that it does not affect the smooth working of the organization (Galea, Houkes, & Rijk, 2014). The idea behind flexi-time is that giving employees the freedom to manage their working time is more beneficial than limiting their work hours (Schabracq, Winnubst, & Cooper, 2007).

In certain contexts, flexi-time and work autonomy are considered different in the sense that flexi-time continues adhering to some restrictions, for instance, the number of hours that an employee may have to work whereas such restrictions do not exist in the autonomous work (Chung & Lippe, 2020). Another variation of this is, what is known as, continuous working days or annual hours strategy, wherein the total number of hours, that an employee has to work, is calculated for a given period (week, month, year etc.) and then the employee is given the choice to organize the working schedule for that period provided he/she works for the stipulated time (León, Olmedo- Cifuentes, & Vidal, 2019).

Involvement Balance

Marks and MacDermid (1996) define involvement balance as “the tendency to become fully engaged in the performance of every role in one’s total role system, to approach every typical role and role partner with an attitude of attentiveness and care. Put differently, it is the practice of that evenhanded alertness known sometimes as mindfulness” (Marks & MacDermid, 1996, p. 421). However, they also note that this expression of full engagement reflects a condition of “positive” role balance, in contrast to negative role balance in which individuals are fully disengaged in every role. A balanced involvement in work and family roles may reduce chronic work–family conflict because balanced individuals are fully engaged in both roles, they do not allow “situational urgencies” to hinder role performance chronically (Marks & MacDermid, 1996).

Instead, they develop routines that enable them to meet the long-term demands of all roles, presumably avoiding extensive work–family conflict. Similarly, individuals who invest a substantial amount of psychological involvement in their combined roles and distribute their substantial involvement equally between their work and family roles exhibit positive involvement balance, whereas those who distribute their limited involvement equally exhibit negative involvement balance.

According to Greenhaus, Collins and Shaw (2003), involvement balance is defined as an equivalent level of psychological contribution in job and family parts. Likewise, a person who devotes and allocate an ample amount of psychological involvement in their mixed role (work and family), tends to illustrate a positive balance in involvement compared to an individual

who gives definite amount equivalently, possess the negative balance (Greenhaus, Collins & Shaw, 2003). These psychological involvement exemplifies one's physical and emotional endowment in their role. Executives are believed to hold a superior demands in the work which they could be particularly affected by challenges in balancing with work and family (Stock, Bauer & Bieling, 2014). Greenhaus, Collins and Shaw (2003) suggested that higher spending of time in work and family minimize stress and conflicts, while heighten positive balance on both of the roles. Flexibility in working schedule believe to be enhancing work and family balance.

Satisfaction Balance

One outcome frequently included in definitions of balance is satisfaction (Clark, 2000; Kirchmeyer, 2000; Kofodimos, 1993). Positive balance implies an equally high level of satisfaction with work and family roles, and negative balance suggests an equally low level of satisfaction with each role. Again, it is difficult to picture individuals as having achieved work–family balance if they are substantially more satisfied with one role than the other. In fact, one of Marks and MacDermid's (1996) measures of positive role balance (discussed shortly) assesses the extent to which an individual is equally satisfied in all life roles. Similarly, Kirchmeyer views living a balanced life as “achieving 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” (Kirchmeyer, 2000, p. 81, italics added).

In a similar vein, Clark views work–family balance as “satisfaction and good functioning at work and at home with a minimum of role conflict” (Clark, 2000, p. 349). According to Kofodimos, balance refers to “a

satisfying, healthy, and productive life that includes work, play, and love... ” (Kofodimos, 1993; p. xiii). Satisfaction Balance. Also, Greenhaus and Allen’s (2006) definition of work–family balance is compelling; however, it overemphasizes individual satisfaction in work and family. Satisfaction within and across life domains is important, but defining balance in terms of satisfaction is conceptually problematic. The primary problem is that defining balance in terms of satisfaction isolates individuals in their work- and family-related activities from the organizations and families in which these activities are performed.

The fundamental issue raised here is whether work–family balance is a psychological or social construct. By claiming that work–family balance is “inherently in the eye of the beholder,” Greenhaus and Allen situate balance as a psychological construct. However, is work and family balanced if an individual is satisfied and feels “effective” in both domains but this satisfaction and appraisal of effectiveness is at the expense of another (e.g., a working wife who picks up the slack at home as her husband climbs the corporate ladder)? Decontextualized views of balance focused on introspective, and to a certain degree hedonistic, elements of daily work and family life such as satisfaction do not adequately capture the fundamental meaning of work–family balance.

However, defining balance in terms of satisfaction also raises practical problems. Developing effective and sustainable interventions to enhance satisfaction within and across domains is challenging because it, like other concepts that have little observable meaning outside of the individual, is inherently retrospective and under constant reconstruction based on recent and

accumulated experiences (Gergen, 1973; Spence, 1944). If work–family balance is, in fact, in the eye of the beholder, an extreme view would argue that there is little that can be done to create systematic strategies to help individual workers balance work and family, because the experience of work–family balance is inherently idiosyncratic. Even more concerning, is the potential for reducing work–family balance down to an individual-level problem.

Viewing work–family balance as an individual-level problem borders on victim blaming because individuals shoulder the burden of the work–family challenge; yet the challenge itself is the consequence of demographic transitions in the workforce and the American family, and transitions in how work is performed (Bianchi, Casper, & King, 2005). Of course, work–family balance is likely shaped by both individual and contextual factors, thereby necessitating a view of the construct that is not exclusively psychological. This is not to say that the psychological perspective should be abandoned; rather, alternative perspectives are needed, and we propose that a social perspective of work–family balance is valuable.

Concept of Employee Creativity

A growing base of research suggests that contemporary organizations increasingly depend on creativity and innovation to sustain a competitive edge in the market (Buzzacchi, Colombo, & Mariotti, 1995; Debruyne et al., 2002; Dewett & Jones, 2001; Greve & Taylor, 2000; Thompson, 2003). For instance, studies found that creativity and innovation play an integral role in the profitability of organizations (Eisenhardt & Tabrizi, 1995), and are also positively related to other key aspects of organizational functioning such as

organization planning processes (Mumford, Bedell-Avers, & Hunter, 2008); teamwork, collaboration, and organization citizenship behaviors (Ayers, Dahlstrom, & Skinner, 1997; McGourty); increased job satisfaction (Amabile, Schatzel, Moneta, & Kramer, 2004); and organization's ability to respond to crisis. Thus, creativity has become a progressively more valuable asset as contemporary organizations continue to acknowledge its importance in contributing to organization success (McLean, 2005; Mumford, Scott, Gaddis, & Strange, 2002; Shalley & Gilson, 2004).

There are many definitions to creativity in general, depending on the context and the scientific backgrounds of the researchers and scientists. In this study, the researcher has selected the definitions that are most relevant to creativity in workplace. Creativity is the ability to approach the situation at hand with a fresh perspective, and link together previously unrelated or uncombined concepts, to generate new and unexpected ideas that solve a problem or capture an opportunity (Stegmeier, 2008). Generally, it is the production of novel and useful ideas in any domain, and also it is the development of ideas about products, practices, services or procedures that are novel and potentially useful to the organization (Amabile, Conti, Coon, Lazenby, & Herron, 1996).

Leigh and Tremblay (2012) defined creativity as the ability to approach the situation with a fresh perspective, linking together previously unrelated or uncombined concepts to generate new and unexpected ideas that solve a problem or capture an opportunity (Leigh, Huber, & Tremblay Jr, 2012). Zhou and Shalley also defined creativity as the production of new and useful ideas concerning products, services, processes and procedures. Also

included under this definition is the generation of novel solutions to business problems, creative business strategies, and creative changes in job processes (Zhou & Shalley, 2003). Overall, the definition that can be more comprehensive and more relevant to this study is the one developed by Amabile: “the development of ideas about products, services, practices, processes, and procedures that are judged to be (a) original and novel, and (b) appropriate and potentially useful” (Amabile, Conti, Coon, Lazenby, & Herron, 1996).

According to Tidd (2001), the creative behavior of the employee has definitely recognized and develop organizations those who have the traditional practice in their organization work place with no creative thinking and ideas has comparatively lose their credibility, competitive environment and sustainability. Cekmecelioglu & Gonsel (2013), stated that creative behavior is the focus point which related to the diversity of task, various managers realized the reality that the need of time to remain stay in the competitive market the requirement is their employees to be dynamically self- determined in their job and struggle to produce unique ideas, developments and valuable procedures. Cheung and Wong (2011) found that the creativity is the employee’s diversified skills, abilities, knowledge, views, and experience to generate new ideas for making effective decisions, problem-solving, and completion of tasks in efficient and effective ways. Creativity and innovations serve as the center of initiatives (Verhees & Meulenberg, 2004).

Further research shows that there are three ways through which creativity evolves. One is at the individual level whereby employees have creative and novel ways to develop their work through their own intelligence

and gained skills such as problem-solving skills. Creativity on the group level entails fixed groups who collaborate with each other to arrive at amazing ideas in order to attain unique and excellent performance by the groups. Creativity at the organization level on the other hand, has to do with organizations with high performance norms where the workflow is ideal and creative through individual and group efforts.

The theoretical relationship between Work Life Balance and Creativity

According to Paludi (2007), organizations have found that it is not appropriate for an individual to dedicate their life completely to the organization and ignoring their personal lives. The work-family border theory establishes the link between WLB and creativity in that, work-life balance initiatives predict employees' behavioral outcomes such as creativity. Clearly, in order to have healthy relations and social life of employees help organization in improving and developing the personalities of employees in the organization. It is so because healthy social atmosphere gives an individual to think healthy. They will also be motivated to utilize their skills and knowledge in an effective and most appropriate way, which helps in the extraction of favorable outcomes for the organization itself.

In order to have a healthy mind of employees, organizations are involved in providing different facilities to their employees such as the holidays, vacations, leaves, tours and other ways through employees get relaxed and have a healthy time with their families and it has also resulted positively. It doesn't only depend on organization's policies for managing the work-life balance of employees, but it also depends over the nature of an employee that how much focused and determined they are with their own

work. When an employee utilizes the facilities and favors provided by the organization negatively, the purpose would not be served of having the incentives to have a healthy social life. (Kaiser, Ringsletter, Eikhof, 2011).

Considering the limitation of resources, the issue is on how an individual could manage to have satisfactory personal life while also delivering excellent results at work, when there is imbalance between effort and reward, fatigue, poor performance and declined life quality can result (Johariet al., 2018). Among scholars, there are generally three primary concerns pertaining work-life imbalance considering that it is impacted by technological influence. The first concern is on the developments at work which can be a hazard the work life balance, while the second concern is on the shifting nature of work activities particularly tasks that are associated with technology which requires updated knowledge of the field, and the third concern is regarding the shifting work demands. (Helmle et al., 2014). There have been a lot of explanations regarding work life balance and the notion would have different meaning to different individuals with generational differences which greatly contribute to these differing perspectives. As evidenced by a number of works, younger employees are likely stress on work life balance because they do not desire having the demands of work impacting their lifestyles. Nonetheless, younger and older workers both want flexibility in terms of schedules and arrangements. It is just unfortunate that some supervisors are unwilling to employ flexible arrangements, due to unpredictability and potential abuse of these methods (Hon and Chan, 2013; Susana and Ramón, 2013).

The assertion of Purcell (2002) suggests that the interest of the entire organization in the management of work-life balance is predicated on the fact that „there is little doubt any more that there is a clear connection between the way people are managed and organizational performance“ and that with the expected skill scarcity, the quality of attraction and retention of employees that can serve as a veritable means of competitive advantage would be greatly influenced by available work-life balance opportunities and initiatives. Ideally, an effective management of quality of work-life places a demand on organizations to successfully accommodate employees“ work and non-work roles while not jeopardizing institutional goals and reducing negative outcomes that may be associated with multiple-role conflict, stress and job dissatisfaction (Greenblatt, 2002; De Bruin & Dupuis, 2004).

Efforts have been initiated by organizations to achieve a reasonable level of employee work-life balance as they have tended to adopt a number of programme policies and initiatives that covers needs across work and non-work roles of the employees (Hacker & Doolen, 2003; Hyman & Summers, 2004). These policies and initiatives have attempted to increase the flexibility by which employees carry out their work-roles whilst simultaneously enabling them to function within their non- work environment to an appreciable extent. In the context of organizations and people, work life balance has demonstrated its significance since the past decades. Work life balance has indeed been found to be the major factor in the productivity improvement of employees and this has a positive impact on the general performance of organizations (Semlali&Hassi, 2016). An organization needs to implement effective work-life balance policy, that is, a policy that allows employees to remain socially

connected with society while cost and turnover are controlled, and productivity improved as well one's level of creativity (Helmle et al., 2014).

Time Balance and Employee Creativity

Greenhaus et al. (2003) proposed three components of WLB. They posited that to achieve WLB, individuals need to commit equivalent amounts of time and psychological involvement, as well as attain identical levels of role-related satisfaction in both work and life roles. The concept of balancing work and life, hence, is a zero-sum game where committing resources to one domain is seen as taking away resources from the other, resulting in constant contention between the domains (Hill et al., 2007). Zhang et al. (2012) stated that the currently, organizations has been dealing with issues related to managing employee balance between work and family.

This was because there was an imbalance of the work time and family time. As employees have long working hours, they were not able to do any activities outside working hours such as doing sports and recreation with family and gathering with friends. When the organization able to provide the work time balance to employees through job flexibility, employees experience time balance between the work and the activities outside the work and that subsequently increases their level of creativity. The work-life balance provided by the organization created the avenue for creativity to take place.

Flexible working hours, flexi-time or flexible schedules are commonly used and quite extensively studied. Flexible working arrangements are usually made between employer and employee in which they agree to schedule the work flexibly, aiming to gain benefits to both parties as evidenced from findings, employees with access to services including flexible schedules,

childcare, parental leave, and support from supervisor appear to be more likely have less conflicting work-life, greater job satisfaction, less stress, and are less inclined to want to quit (Helmleet al., 2014). Employees have to muddle through increased role demands and new technology has also made it possible to communicate and work wherever and whenever, thus managing multiple roles as individuals has become even more difficult (Rothbard, Phillips & Dumas, 2005). Also, the likelihood and anticipation to work unusual times has created health risks (Greubel, Arlinghaus, Nachreiner, & Lombardi, 2016).

Involvement Balance and Employee Creativity

Involvement balance was one of the work-life balance dimensions that was able to be a factor affecting employee creativity at workplace. Involvement balance is concerned with the employee psychological state on work and activity outside the work. When employees were involved in decision-making, non-formal corporate members, and formal and non-formal events, the employees tend to use their cognitive abilities to produce creative outcomes at the workplace in that, they are able to focus on their job role as well as manage family issues effectively. Employees perceive that they are needed, valued, and considered by the company so that employees preferred to stay longer in the organization.

Moreover, a balanced involvement in work and family roles may also reduce chronic work–family conflict. Because balanced individuals are fully engaged in both roles, they do not allow “situational urgencies” to hinder role performance chronically (Marks & MacDermid, 1996). Instead, they develop routines that enable them to meet the long-term demands of all roles, presumably avoiding extensive work– family conflict. This is to say that a

balanced engagement in work and family roles is expected to be associated with individual well-being because such balance reduces work– family conflict and stress, both of which detract from well-being (Frone, Russell, & Cooper, 1992). However, the beneficial effects of balance are based on the assumption of positive balance. We suggested that an equally high investment of time and involvement in work and family would reduce work–family conflict and stress thereby enhancing an individual’s creativity and in general, quality of life.

Satisfaction Balance and Employee Creativity

One of the factors that determines creative outcomes was the satisfaction perceived by employees. Once employees gain satisfaction both at work and home, they are able to stay focused at work and perform the job role as expected, and which may increase their level of creativity when it comes to delivering their best. Satisfaction balance referred to the level of the employee satisfaction with which the employee performed work and the activities outside work. As the organization provided the flexible time, the job sharing, the bonuses, sports facilities, and the children playroom facilities, the employee made employees feel the satisfaction balance because the employees felt the balance of the work activities and the activities outside the work, they are able to produce creative outcome, thereby increasing performance (See Kofodimos, 1993).

Empirical Review

Adah (2018) investigated the influence of quality of work life on employee innovativeness in deposit money banks in Port Harcourt, Nigeria. The objective of the study was to establish the relationship between quality of

work life and employee innovativeness. The research design adopted for the study was survey research design. A total of one hundred and eighty (180) copies of the distributed questionnaire were retrieved. These copies were analyzed and the hypotheses were tested using the Spearman Rank Correlation Coefficient with the aid of SPSS Version 20. The result revealed that; there is a significant relationship between job security and creative thinking, job security and proactiveness, safety and well-being and creative thinking, safety and well-being and proactiveness, employee empowerment and creative thinking, employee empowerment and proactiveness.

Corporate culture was seen to positively influence the relationship between quality of work life and employee innovativeness. Based on these, the null hypotheses were rejected and the alternate hypotheses accepted. The study therefore concluded that an improvement of employee welfare will play a major role in employee innovativeness. The study recommends thus; that the deposit money bank managers should create a pro-innovation and encouraging organizational environment, to create an appropriate vision and decide on the strategies which will make it possible to benefit from the organizations' values as much as possible, and to plan tasks in a way that will empower employees and support innovation.

Also, Akanji, Mordi and Ojo (2015) undertook a study titled 'Reviewing Gaps in Work-Life Research and Prospecting Conceptual Advancement' in which they examined the concept of work life balance by reviewing extant literature. As part of this study, the authors conducted a fieldwork between January to May, 2015 in which they highlighted the perspectives of work life conflict realities in Nigeria by interviewing 50

Nigerian middle-line management employees working in service management organisations. This qualitative study revealed that the provision of types of work life balance policies at the managerial level were weak and this was largely the cause of work life conflict in the Nigerian context.

The study further revealed some reasons for the lack of WLB policies to be “high level of unemployment, fear of job loss, lack of WLB awareness, government insensitivity and organisational focus on performance and profits at the expense of employee wellbeing” (2015:25). The authors proposed the following conditions that can enhance the adoption of WLB practices in the Nigerian context; flexible work arrangements to be enforced by government legislations that will statutorily empower employees to request for atypical work patterns, raising the awareness of organisations to the advantages of protecting workers’ rights to various leave initiatives that will improve employee wellbeing, provision of dependent care facilities by organisations especially, for working mothers and managerial training to ensure managerial support for the demands of these policies.

Furthermore, Mushfiqur et al. (2018) conducted a study titled ‘The Impacts of Work Life Balance Challenges on Social Sustainability: The Experience of Nigerian Female Medical Doctors’ in which they examined the implications of WLB challenges for Nigerian female doctors. Qualitative interpretivist approach was adopted in this study which explored how Nigeria’s institutional environment and workplace realities give rise to WLB challenges. The authors carried out 43 semi-structured interviews and focus group discussion sessions involving 8 participants. This study viewed the concept from a nonwestern context and results revealed that work pressure,

cultural expectations, unsupportive relationships, challenging work environment, gender role challenges, lack of participation and high stress level moderate the ability of female medical doctors to achieve WLB.

Ojo, Salau and Falola (2014) investigated 'Work-Life Balance Practices in Nigeria: A Comparison of Three Sectors' carried out a study on WLB policies and practices in the Banking, Educational and Power Sectors of the Nigerian Economy. They investigated the policies and practices of WLB existing in these sectors and also identified the various hurdles that hinder the implementation of these policies. Quantitative method was used and they relied on a case study analysis to identify existing WLB practices in these sectors. Questionnaires were administered and items on the questionnaire were adapted from Hooker, Neathy, Casebourne, and Munro (2007).

A total of 1,624 questionnaires were retrieved, comprising Banking sector 586, Educational sector 531 and Power sector 507. Data analysis was done with the Statistical Package for Social Sciences, including Anova. The findings of this study showed a wide gap between WLB practices and employees' understanding of the implementation of WLB policies in the sectors studied. The authors posit that there is a general belief among workers that WLB policies and practices are mainly for the female folk as most of the initiatives are inclined towards women, e.g. Maternity leave and childcare arrangements. However, this is not the case, as these arrangements are available for male employees as well.

Lazar and Ratiu (2010) established whether work-life balance initiatives and practices can be considered as strategic human resource management decisions that can translate into improved individual and

organizational performance. The results of a number of studies reviewed in this paper show the outcomes and the benefits of implementing work life balance practices not only for employees themselves, but also for their families, organizations and society. Despite the fact that work-life conflict has significant business costs associated with lack of engagement, absenteeism, turnover rates, low productivity and creativity or poor retention levels, there are some factors of organizational work-life culture that may compromise availability and use of these practices.

In Ghana, Darko-Asumadu, Sika-Bright and Osei-Tutu (2018) explored the influence of work-life balance on employee commitment and this should be of interest to social workers. In the banking sector where employees' work interferes with their social life, it is crucial to examine their commitment. The objectives of the study were to explore employees' perceptions on work-life balance and the relationship between work-life balance and commitment. The study employed a descriptive cross-sectional survey design with 115 employees responding to questionnaires and seven employees participating in interviews.

The study found among others that unmarried employees balanced their work and family roles better than their married counterparts. Women also experienced more work-life conflict than men. There was a weak positive relationship between work-life balance and commitment among employees because they were not satisfied with paternity leave, study leave, and part-time work. The study concluded that work-life balance policies did not influence employee commitment that much. It was therefore recommended that bankers should benefit from paternity leave, study leave and part-time work to enhance

work-life balance. In addition, industrial social workers should educate bankers on how to balance their work and social responsibilities in order to manage both domains and perform efficiently and effectively at the workplace.

Nevertheless, Sen and Hooja (2018) in their review paper conceptualized work-life balance based on the perception-centered approach that considers work-life balance to be a holistic concept (Kosseket al, 2014) and it is the subjective assessment of balance between work and the life beyond work domain (Guest, 2002). There has been a struggle to agree on a common definition of work-life balance (Greenhaus& Allen, 2011) and most studies do not consider the individual's broader - wholesome lives and only focus on parts of it (Haar, Russo, Sune&Ollier-Malatee, 2014). In line with this approach, this paper focuses on the term work-life balance, as the term reflects the myriads of personal life situations and role involvement decisions that nowadays characterize the contemporary society. This paper has emphasized the role of examining work-life balance in high stress environment like police organizations, keeping in mind, the call for increasing awareness on work-life issues in developing countries as stressed by Joplin et al (2003) and further highlighted by Greenhaus and Allen (2011) as one of the least studied concepts of work-life research

Similarly, Gragnano, Massimo, Miglioretti and Simbula (2020) investigated the importance of other nonworking domains in the WLB with a particular focus on health in Italy. Moreover, the importance of the effects of the work-family balance (WFB) and the work-health balance (WHB) on job satisfaction was investigated. Finally, we explored how the effects of the WFB

and the WHB on job satisfaction change according to worker characteristics (age, gender, parental status, and work ability). This study involved 318 workers who completed an online questionnaire. The importance of the nonworking domains was compared with a t-test. The effect of the WFB and the WHB on job satisfaction was investigated with multiple and moderated regression analyses. The results show that workers considered health as important as family in the WLB. The WHB explained more of the variance in job satisfaction than the WFB. Age, gender and parental status moderated the effect of the WFB on job satisfaction, and work ability moderated the effect of the WHB on job satisfaction. This study highlights the importance of the health domain in the WLB and stresses that it is crucial to consider the specificity of different groups of workers when considering the WLB.

In Sirgy et al., (2001), Virakul and Huang (2007), Sirgy, Reilly and Efraty (2008), there exist a positive significant relationship between organizational commitment and quality of work-life in the sense that employees' feel comfortable and happy when their needs are met by the organization. It is one of the most crucial part of firms commitment when employers respond to the needs of its employees (Rhoades and Eisenberger, 2002). Humanizing the workplace and improving productivity & efficiency of the organization can be seen as two major aims of QWL by Kotze (2005), balancing the need of employees with that of the organization and also fostering measures to make them work. According to Efraty, Sirgy and Siegel (2000), Motivation to work, ability to show good performance at work are characteristics of employees who have good quality of work-life and generally committed to their work.

In the study of Sousa (2018), the relationship between creativity and work-nonwork enrichment, having meaningfulness at work as a mediator was investigated. Most literature focus on the precedents of creativity, instead of its consequences, and since it can have major impact on the individual that performs it, it is a relevant topic to understand. We also decided to study the work-nonwork dynamic since most studies are related to work-family. Since people are having children later in life or not having them at all, we consider important to be more inclusive in our study. To access our hypothesis, we presented a questionnaire to 164 employees of one Consultancy Company. We discovered that creative behaviors at work can contribute to enrich the private life of the employee. Additionally, we also found out that meaningfulness at work mediates this relationship.

Lessons learnt from Review

Empirical review is used for evaluating many hypotheses and advancing human knowledge, and it is used to expand in a number of different disciplines. As per the above empirical literature, it can be seen that Work Life Balance has had significant impact on innovativeness, performance, organizational commitment and other dependent and moderating variables that is, either influencing negatively or positively. So in order to attain a good work life balance, management must commit time and resources to enacting policies aimed at enhancing the work-life of employees, and hence reducing the adverse impacts of poor quality of work life.

Also, the majority of these studies focus on the private sector. As a result, more research is needed to complete the research gaps that have been discovered in the public sector. Clearly, it can be deduced from the review that

no work has been done on the constructs of work life balance; time, involvement and satisfaction balance operationalized against creative work performance specifically in the educational sector, and this study seeks to explain that.

Conceptual Framework

The study is guided by the concepts of WLB and employee creativity. WLB was further operationalized into time balance, involvement balance and satisfaction balance. Using the work-family border theory to map the relationship existing between the time balance and creativity, involvement balance and creativity, and satisfaction balance and creativity.

Independent Variable

Dependent Variable

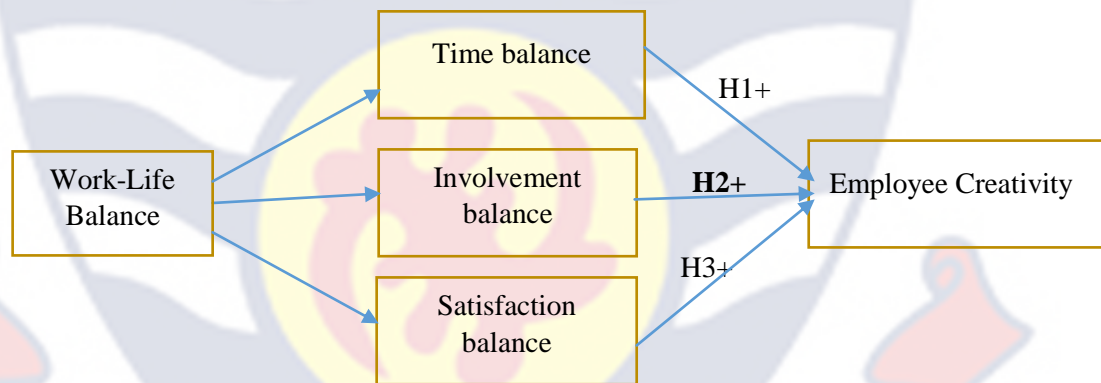


Figure 1 is the conceptual model for the study.

Chapter Summary

This chapter highlighted and explained the theories underpinning the study; work-family border and spillover theories. It further reviewed the main concepts and constructs of the study and provided an empirical literature on WLB, as well as creativity. Lessons learnt from the review were highlighted and finally, a conceptual framework for the study was drawn.

CHAPTER THREE

RESEARCH METHODS

Introduction

Having reviewed literature, it was necessary to discuss the methods and approaches employed in collecting data and analyzing the available information as this provides the information by which the study's validity is judged. This chapter is dedicated to establishing the methods, tools and techniques employed in the interpretation, analysis and collection of the data. Key issues captured here include research approach, research philosophy, research design, unit of analyses, sampling process, methods of data collection and analysis as well as ethical consideration employed in analyzing data.

Research Philosophy

The selection of the positivist philosophy for the study was informed by the fact that the positivist approach favors quantitative research design and therefore advances the mathematical rigor of the study which could provide more useful findings and explanations. Furthermore, positivism allows researchers to move away from unobservable beliefs and desires and to focus on objective facts. As Friedman (1953) states, the design of positivism and the quantitative approach to research is to provide a system of generalization that can be used to make correct predictions about the consequences of events.

Research Approach

From the foregoing, the deductive research approach was adopted in assessing the influence of work-life balance and creativity among senior staff employees in UCC. In agreement with Malhorta (2017), the deductive approach starts with an uncertain hypothesis to explain a theory to explain a

situation or specific problem and then proceeds as observations to test the hypothesis rigorously (confirm the hypothesis). The quantitative research method can take the form of a deductive approach. This technique adopts numerical and statistical procedures in analyzing and processing information gathered, while corroboration between the variables and experimenting with the theories to draw a valid conclusion (Creswell, 2014).

Study Design

According to Singh (2000), research design is essentially a statement of the objective of the inquiry and the strategies for collecting the evidence, analyzing the evidences and reporting the findings. Research design is a plan which specifies how data relating to a given research should be collected, measured and analyzed (Sekaran & Bougie, 2016). Research design can further be categorized into three broad categories based on the purpose of the study namely, exploratory, descriptive and casual designs.

The study adopted the descriptive survey. Descriptive design is often employed by researchers in order to afford them the opportunity to describe and understand the characteristics of the study variables (Sekaran and Bougie, 2016). This design helped to examine the influence of work-life balance on creativity among senior staff at the University of Cape Coast. The bone backing the use of descriptive design in the study is to have a better understanding of the behaviour, attitude and opinion of the senior staff employees under study.

Study Unit

The University of Cape Coast was established in October, 1962 as a University College affiliated to the university of Ghana, Legon. On 1st

October, 1971, the University College became an autonomous institution with the authority to confer its own degrees, diplomas and certificates by an Act of Parliament - The University of Cape Coast Act, 1971 [Act 390]. The first Act was subsequently replaced with the University of Cape Coast Law, 1992 [PNDC Law 278]. It was established out of a dire need for highly qualified and skilled manpower in education. Its original mandate was therefore to train graduate professional teachers for Ghana's second cycle institutions and the Ministry of Education in order to meet the manpower needs of the country's accelerated education programme at the time. Today, with the expansion of some of its Faculties/Schools and the diversification of programmes, the University has the capacity to meet the manpower needs of other ministries and industries in the country, besides that of the Ministry of Education.

Their mission is to offer an equal opportunity; uniquely placed to provide quality education through the provision of comprehensive, liberal and professional programmes that challenge learners to be creative, innovative and responsible citizens. One of the goals of the University of Cape Coast, as set out in the research policy, is to encourage creativity and prompt and open dissemination of ideas and inventions by recognising and rewarding individual members of faculty, non-teaching staff and students. The commitment to develop new knowledge includes facilitating the practical application of that knowledge for public use. The University wishes to demonstrate that the public and private investments in funded research at UCC result in the creation of ideas and inventions that benefit society. This study area was selected because of the candidate's familiarity with the environment and subjects to be

studied, and also familiar with the conditions of work in the University of Cape Coast when it comes to work-life balance practices.

Population of the study

According to Dunn (2001), before asking any question, a researcher must identify a population of interest. The unit of analysis addresses the question of who (individual or groups etc.) or what is analyzed within the research work. As stated by Li et al. (2017), the right alignment among research questions, research design and data analysis is important in ensuring good results in research work. The selection of the appropriate unit of analysis prevents erroneous results in research work and has significant effects on the research design, responses to surveys, as well as reliability of results and conclusion of the research (Li et al., 2017). The population for this study from which primary data were collected are senior staff employees at the College of Humanities and Legal Studies, UCC comprising 550. These staff belonged to both the teaching and non-teaching staff. The unit of analysis was nominated within the constraints of time and resources to increase and help get a good representation of the entire population.

Sample and Sampling Procedures

The sampling frame was 226 staff. From the point of Israel (1992), there are a number of approaches that can be used in determining the sample size. These include using census for small populations, imitating a sample size of similar studies, using published tables, and applying formulas to calculate sample size. In the context of this study, a census was used because of the relatively small number of staff. Using Kjecie & Morgan (1970), a sample size of Two Hundred and Twenty-Six (226) was determined from the Morgan

Table. This denotes that all employees have the same opportunity to participate. Some employees may still choose not to participate, but at least the opportunity to do so is presented and no one person or group can feel left out.

Data Collection Instrument

The selection criteria for selecting participants in the study was determined by the requirement of the potential participant to have voluntarily consented to participation in the study. The number needed was randomly selected. The instrument used for data collection was a self-administered questionnaire. Questionnaire is a set of questions with a definite purpose designed for a target group of people to be administered by themselves within a particular time frame. According to Plano (2010), questionnaire guarantees high efficiency in data collection and high generalizability of results over the more intensive research designs. However, Creswell & Plano (2011) emphasise that questionnaire lacks flexibility in that once a questionnaire has been designed and distributed out it becomes difficult to change the categories of data collected. Questionnaire was selected for this kind of study, because it is a self-reported measure which guarantees confidentiality and therefore it is more likely to elicit truthful response with regard to the information required from the respondents.

The questionnaire was composed in a brief and appropriate language to avoid ambiguity and to attract respondent's interest. The questionnaire consisted of different types of questions. Information about the demographic data of the participants is gathered from the multiple choice questions (closed), which just required that the right answers be ticked by the respondents. There were also open-ended questions that required the respondents to reply in their

own words and give freedom of opinions. Open ended questions also allowed the researcher to explore ideas that would not otherwise be heard (Creswell & Plano, 2011).

Data Collection Procedure

As the study depended on primary data for the fulfilment of the specific research objectives, it became vital for dependence on reliable method that could guarantee access to the respondents as well as the right kind of data needed. These prospective respondents were personally contacted through mobile phone before the actual day for the primary data collection was agreed on with each would-be respondent. This was done after the formal authorization for the gathering of the primary data had been granted by the authorities of the University, specifically, the Directorate of Human Resource. The questionnaire were administered personally to the senior staff employees of the College under study. The sharing and retrieval of questionnaire lasted for three months.

Response Rate

A total number of 226 were issued from which 200 were filled and returned which represented a response rate of (88%) whilst 26 representing 12% was not returned. The fundamental reason for this success rate could be ascribed to the hard work of the researcher who administered the questionnaires personally to the respondents. In addition, a lot of efforts were made in making many follow-up calls to clarify queries by the researcher with the intention to enhance the high response rate. The response rate is represented in Chapter Four, in a table.

Data Collection Issues

The non-response of participants in a sample size is a daunting challenge in collecting the data. Researchers anticipate getting the smallest sample size to generate outcomes that are statistically consistent and generalizable as an insufficient sample can weaken the correctness of the conclusions (Barlett, Kotrlik, and Higgins, 2001). It can unequivocally be said that the accuracy of quantitative research results hinges on the sample size of the population. Non-response rate should be decreased to the bare minimum. By so doing, a letter should be sent to the respondents in advance to reduce non-response rate (Hox, 2007). An advance letter will pre-inform and prepare the respondent towards the answering of the questionnaire.

Instrument Design

The analysis relied on only a primary source of data that is, by means of questionnaire only. The study was undertaken at the College by directly interviewing sampled staffs using a semi-structured questionnaire. The survey of staff was broken down into five sections. Part one concerning demographics and information-building. Part two dealt with Time balance. Part three was about the Involvement balance. Part four dealt with Satisfaction balance, and Part five was about the Employee Creativity.

Specifically, the study presents a brief background of the respondents including the level of education, age group and gender. The study adopted the descriptive statistics to analyze the level of agreement of the effect of time balance on employee creativity; the effect of involvement balance on employee creativity, and the effect of satisfaction balance and employee creativity. The influence of work-life balance and creativity among senior staff

employees was assessed by asking participants to specify their level of agreement on five-point Likert scales, established on "1" = Strongly disagree" and "4" = Strongly agree."

Validity and Reliability

According to Joppe (2000), reliability and validity start from the instrument used and this transcends to ensure that, the study can be repeated in a similar environment with all things being equal and the same results will be achieved. In a quantitative design, validity is looked at from the point of construct validity and content validity, which are the prerequisite for reliability (Wainer and Braun, 1998). At the content and construct validity levels, the questionnaires are designed in such a way that they make meaning for respondents without any ambiguity. To ensure validity, questionnaires were adapted from authors who have published in recognized journals. For the reliability, the Cronbach alpha was used to test the instrument. Results are presented in a table.

Results of the Cronbach's Alpha in This Study

Table 1 shows the Cronbach's alpha of all indicators, which measures the reliability of the gathered data,

Table 1: Reliability of Scales and Cronbach's Alpha of Study Variables

Variables	No. of Items	Cronbach's Alpha
Work-Life Balance (WLB)		
Time Balance	8	0.928
Involvement Balance	5	0.981
Satisfaction Balance	6	0.965
Employee Creativity	7	0.978

Table 1 above provides the values of Cronbach alpha values for all the variables. It appears from the table that the values of Cronbach's alpha is between 0.928 and 0.981. These values are way above the minimum value of 0.70 and considered highly acceptable. In this case, it can be concluded that the measures have a high acceptable level of reliability.

Data Processing and Analysis

To provide answers to the research questions, the data obtained from the data sources were processed and analyzed. Information analysis required a close review of the data collected to identify and correct errors. It was done to ensure the data is reliable and compatible with other collected data. After data editing, it was necessary to group or classify data under various categories or patterns that were consistent with the objectives of the study.

The results of the survey were evaluated using descriptive statistics and an analysis of correlation. The review of the survey consisted of four principal parts: (i) socio-demographic information; (ii) the effect of time balance on employee creativity; (iii) the effect of involvement balance on employee creativity; and (iv) the effect of satisfaction balance on employee creativity.

The data analysis and presentation of findings was carried out using the Statistical Package for Social Sciences (SPSS) Version 22. Descriptive Statistics used were percentages and frequencies for the demographic variables. The inferential data analysis techniques such as correlation analysis and regression analysis were also used to analyze the collected data. The Product-Moment Correlation Coefficient was used to test the relationship between Work-Life Balance and Employee Creativity. This was to enable the study to test the extent the WLB variables were able to determine creativity

behavior among employees. Further, a regression analysis was used to ascertain the amount of variations in Employee Creativity, which can be associated with changes in the degree of the WLB. Other tests done were analysis of variance (ANOVA), and t-test were undertaken.

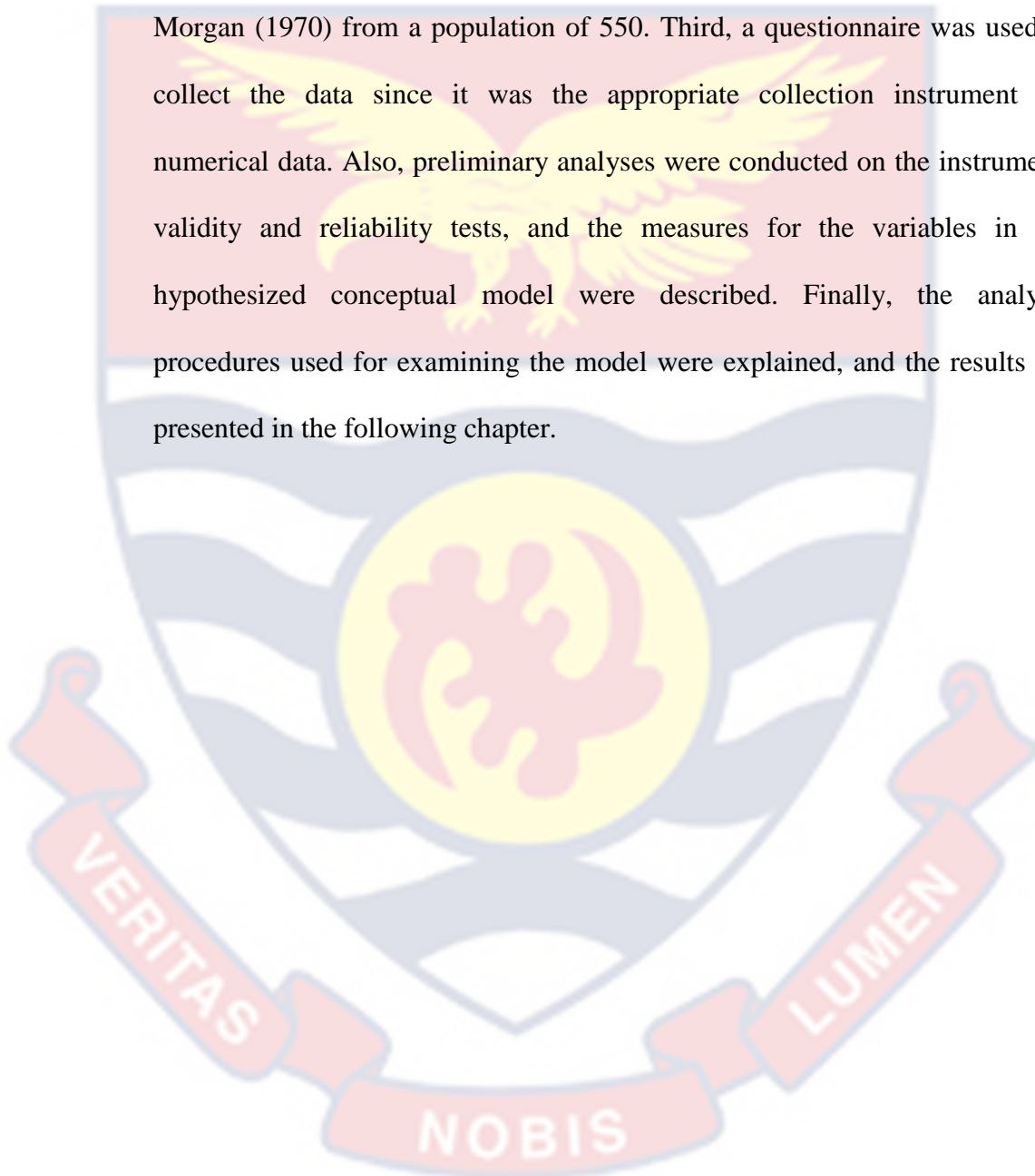
Ethical Issues

The researcher was very much sensitive to the ethical factors in research where three main ethical reasons were applied; (i) seeking the consent of respondents, (ii) ensuring the anonymity of participants and (iii) declaring to respondents about the confidentiality of the information they provided. The permission of respondents was first sought before administering questionnaires to them. Employees had their consents sought through the management. A research is expected to be free from any biases and it must be scientifically sound and reported honestly, thoroughly and completely (Malhotra & Birks, 2007).

As such, employees were informed about the purpose of the research and what objective it sought to achieve. They were encouraged to feel free and express their views as objectively as possible and that they have the liberty to choose whether to participate or not. They also had the option to withdraw their consent at any time and without any form of adverse consequences. Individual staff was informed of the reason for the whole exercise and the tremendous benefit the institution would derive if the research was carried out successfully. Anonymity and confidentiality were guaranteed and the researcher did not cause harm or mental stress to those who choose to participate. This research and its associated methodology adhered to all of these ethical considerations.

Chapter Summary

This chapter described the methodology that was used in the study. First, a quantitative approach and descriptive survey were adopted and discussed. Second, 226 respondents were determined using Kjecie and Morgan (1970) from a population of 550. Third, a questionnaire was used to collect the data since it was the appropriate collection instrument for numerical data. Also, preliminary analyses were conducted on the instrument; validity and reliability tests, and the measures for the variables in the hypothesized conceptual model were described. Finally, the analysis procedures used for examining the model were explained, and the results are presented in the following chapter.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

In this study, the main research objective has been, “*to determine the influence of work life balance (WLB) on creativity among senior staff employees in UCC.*” Based on this main research objective, specific objectives were used to achieve the study goal. In line with these original research objectives and the method used, this chapter provides the findings and discussions which reflect on the core study specific objectives as outlined in Chapter One.

Response Rate

The senior staff employees returned the questionnaires; however, a total 26 survey questionnaires were not returned, hence excluded from the study. Thus, the response rate was determined, which is illustrated in Table 2.

Table 2: Response Rate

Questionnaire	Count	Percentage (%)
Returned	226	88
Non Returned	<u>26</u>	<u>12</u>
Total	200	100

Table 3: Demographic Characteristics of the Respondents

The demographic variables include gender, age, level of education and employees' years of work at the University of Cape Coast

Variables	Options	Frequency	Percent
Gender	Female	76	38.0
	Male	<u>124</u>	<u>62.0</u>
	Total	200	100.0
Age	21-30	38	19.0
	31-40	52	26.0
	41-50	61	30.5
	51 years and above	<u>49</u>	<u>24.5</u>
	Total	200	100.0
Level of Education	SSS	23	11.5
	Diploma	32	16.0
	1st Degree	51	25.5
	2nd Degree	58	29.0
	Professionals	<u>36</u>	<u>18.0</u>
	Total	200	100.0
Employees' Years of Work	1-5 years	23	11.5
	6-10 years	55	27.5
	11-15	26	13.0
	16 years and above	<u>96</u>	<u>48.0</u>
	Total	200	100.0

Source: Field Survey (2022)

Table 3 clearly illustrates that there were more male staff employees than female counterparts in this survey. More than half of the respondents (62%) were males while the remaining respondents, despite the fact that the females were 38%. This implies that a lot of males are employed in the service which is not surprising considering the gender inequality in terms of employment in the country. According to the Annual Report of Ghana Statistical Service, (2020) generally, labour force participation rate of females remains lower than that of males. In Ghana, the labour force participation rate of females has often trended below that of men even though females constitute over half of the entire population.

On the age distribution of the respondents, it was found out that the majority of the respondents (61) are between the age of 41 and 50 years representing 30.5%, which gives a positive impression that most of the respondents are in their middle age and that the institution can be considered to have had a lot of potentials in terms of development in the future. Again, the result shows that 52 respondents representing (26%) were between 31 to 40 years. In addition, 49 of the respondents representing (24.5%) were between the ages 51 and above years implying quite a percentage of matured officers in the service, and the least group was those between 21 to 30 years – 19%, implying that few young staff are employed in the service, which could mean that either the service is of no interest to the young adults or the public sector is not considering the young adults.

With the educational levels of the employees, it was also realized that majority were second degree holders – 29%, first degree holders – 25.5%, and those with professional education represented 18% of the sample population.

These imply that most of the workers in UCC consider education as important to the growth of the country. In terms of the how long the each employee has worked in the institution, it was found that most of them fell within 16years and above. Within these years, 96 (48%) has worked within them, while 55 (27.5%) has worked within the years of 6 – 10years. This was followed by those who have worked between 11 and 15 years – (13%), and while those who have worked for less than 5 years make up a total number of 11.5%.

Findings of the Research Objectives

This section presents results and analysis based on the three key questions of this study. The inferential statistics was used in analysing the data. The results and analyses are presented chronologically based on the stated objectives of this study. In line with the study objectives, a correlation was first done on the three constructs of Work Life Balance in order to assess those that are significantly correlated to Creativity. Correlation analysis helps with policy formulation where employers would be able to formulate policies regarding the time or schedule balance, involvement/engagement balance and satisfaction balance, and further know how best the policies could be implemented to improve the WLB and employee creativity at UCC.

The correlation coefficient ranges between -1 to +1. A coefficient of +1.0 means that there is perfect positive correlation between the variables indicating that increase in independent variable will result to an increase in dependent variable by the same measure. A coefficient of -1.0 means that there is perfect negative correlation, indicating that increase in independent variable will result to decrease in dependent variable. A coefficient of zero

means there is no relationship between the two items and that a change in the independent item will have no effect in the dependent item.

Table 4: Correlation Analysis

		TIME BALANCE	INVOLVEMEN T BALANCE	SATISFAC TION BALANCE	EMPLOY EE CREATIV ITY
TIME BALANCE	Pearson	1	.389**	.978**	.333**
	Correlation				
	Sig. (2-tailed)		.000	.000	.000
	N	200	200	200	200
INVOLVEMENT BALANCE	Pearson	.389**	1	.387**	.438**
	Correlation				
	Sig. (2-tailed)	.000		.000	.000
	N	200	200	200	200
SATISFACTION BALANCE	Pearson	.978**	.387**	1	.335**
	Correlation				
	Sig. (2-tailed)	.000	.000		.000
	N	200	200	200	200
EMPLOYEE CREATIVITY	Pearson	.333**	.438**	.335**	1
	Correlation				
	Sig. (2-tailed)	.000	.000	.000	
	N	200	200	200	200

Source: Field data (2020)

As presented in Table 4, there was correlation between time balance and Employee Creativity because the correlation significance level is 0.00. This indicates that time balance has a significant positive correlation with employee creativity ($r = 0.333$ $p < 0.000$). This implies that the variable time balance and employee creativity change in the same direction, the presence of time balance will lead to high employee creativity and less or no time balance

will lead to low employee creativity. Therefore, this correlation analysis confirms the hypothesis (H1) that time balance positively influences employee creativity.

Moreover, the results in Table 4 also shows the correlation between Involvement balance and Employee Creativity because the correlation significance level is 0.00. This indicates that Involvement balance has a significant positive correlation with Employee Creativity ($r= 0.438$ $p<0.000$). This implies that the variable Involvement balance and employee creativity change in the same direction, the presence of Involvement balance will lead to high employee creativity and less or no Involvement balance will lead to low employee creativity. Therefore, this correlation analysis confirms the hypothesis (H2) that Involvement balance positively influences employee creativity.

Finally, the results in Table 4 indicate that there is correlation between Satisfaction Balance and employee creativity because the correlation significance level is 0.00. This indicates that Satisfaction Balance has a significant positive correlation with employee creativity ($r= 0.335$ $p<0.000$). This implies that the variable Satisfaction Balance and employee creativity change in the same direction, the presence of Satisfaction Balance will lead to high employee creativity and less or no Satisfaction Balance will lead to low employee creativity. Therefore, this correlation analysis supports the hypothesis (H3) which indicates that Satisfaction Balance positively influences employee creativity.

In order to take into account the correlation between the independent variables and the dependent variable, a regression analysis was run to predict

the extent to which WLB (X) influences employee creativity (Y) at UCC. Thus, the total effect of WLB on employee creativity. This has been presented from Table 4 to Table 13.

Determining the influence of the three dimensions of Work Life Balance on Creativity among employees at the University of Cape Coast

With regard to the extent of influence that combined three components of WLB has on Employee Creativity, multiple regression analysis was performed which is explained by the model in Table 5, and Table 6

Table 5: Model Summary for the Combined Effect

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.533 ^a	.433	.410	1.088

a. Predictors: (Constant), INVOLVEMENT BALANCE, TIME BALANCE, SATISFACTION BALANCE

Table 6: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.959	3	18.986	45.597	.000 ^b
	Residual	231.836	196	11.183		
	Total	258.795	199			

a. Dependent Variable: Employee Creativity

b. Predictors: (Constant), INVOLVEMENT BALANCE, TIME BALANCE, SATISFACTION BALANCE

Table 4 above shows that the adjusted R square is 0.433 and R is 0.533 at 0.05 significant levels. The coefficient of determination means that the combined three dimensions of WLB was 43.3%, while the rest of 56.7% are explained by other variables, which are not considered in this study.

Table 5 corresponds and indicate the significance of these two variables: Independent (WLB) and dependent (Employee Creativity) was confirmed by the F-test, with ($p=0.000$) which is less than 0.05 and the value of F-test (45.597) hence implying that WLB has a strong positive significant outcomes on employee creativity.

Accordingly, the first objective was examined:

Objective One: Examine the effect of Time Balance on Employee Creativity

In order to predict the extent of influence that time balance has on employee creativity, linear regression analysis was employed. Model summary shows the coefficient of determination (R^2) which tells us the percentage of the variation in employee job satisfaction explained by the model.

Table 7 : Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
	.333 ^a	.111	.106	.976

a. Predictors: (Constant), Time Balance

Table 8 : Coefficients

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.127	.209		10.160	.000
	TIME	.327	.069	.333	4.705	.000
	BALANCE					

Dependent Variable: Employee Creativity

Table 7 shows that the adjusted R square is 0.106 and R is 0.333 at 0.05 significant levels. This indicate that 10.6% of the increase in employee creativity is explained by time balance, while the rest of 89.4% are explained by other variables, which are not considered in this study.

Table 8 indicates the significance of these two variables; Independent (time balance) and dependent variable (employee creativity) shows the t-value with ($p=0.00$) which is significant, and the value of t-test (4.705) hence implying that there is a significant influence of time balance on employee creativity among the senior staff employees. In addition, results show that there is a positive association between time balance and employee creativity as shown by a correlation coefficient of 0.333.

Objective Two: Analyse the effect of Involvement Balance on Employee Creativity

In respect to the extent of influence that Involvement balance has on employee creativity, linear regression analysis was used. Model summary shows the coefficient of determination (R^2) which tells us the percentage of the variation in employee creativity explained by the model.

The result is shown in Table 9 and Table 10.

Table 9 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.438 ^a	.544	.541	.699

a. Predictors: (Constant), Involvement Balance

Table 10 : Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	.994	.150			6.604	.000
INVOLVEMEN T BALANCE	.736	.051	.438		14.571	.000

Dependent Variable: Employee Creativity

Table 9 above shows that the adjusted R square is 0.541 and R is 0.438 at 0.05 significant levels. This indicate that 54.1% of the increase in employee job satisfaction is explained by work-life balance, while the rest of 45.9% are explained by other variables, which are not considered in this study.

Table 10 indicates the significance of these two variables; Independent (involvement balance) and dependent variable (employee creativity) shows the t-value with (p=0.00) which is significant, and the value of t-test (14.57) hence implying that there is a significant influence of involvement balance on employee creativity among the employees. In addition, results show that there

is a positive association between involvement balance and employee creativity as shown by a correlation coefficient of 0.438.

Objective Three: Establish the effect of Satisfaction Balance on Employee Creativity

With regard to the extent of influence that satisfaction balance has on employee creativity, linear regression analysis was performed. Model summary shows the coefficient of determination (R²) which tells us the percentage of the variation in employee creativity explained by the model in Table 11. The result is shown in Table 11 and 12.

Table 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.335 ^a	.112	.107	.975

Predictors: (Constant), Satisfaction Balance

Table 12: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	2.134	.206			10.347	.000
SATISFACTION BALANCE	.326	.069	.335		4.747	.000

Dependent Variable: Employee Creativity

Table 10 above demonstrates that the shows that the adjusted R square is 0.107 and R is 0.335 at 0.05 significant levels. This indicate that 10.7% of the increase in employee creativity is explained by satisfaction balance, while

the rest of 89.3% are explained by other variables, which are not considered in this study.

Table 11 indicates the significance of these two variables; Independent (satisfaction balance) and dependent variable (employee creativity) shows the t-value with ($p=0.00$) which is significant, and the value of t-test (4.747) hence implying that there is a significant influence of satisfaction balance on employee creativity among the employees. In addition, results show that there is a positive association between satisfaction balance and employee creativity as shown by a correlation coefficient of 0.335.

Discussions

This study has sought to explain the influence of WLB on employee creativity in UCC. Thus, the study sought to establish the nature of associations between the variables captured in the conceptual model. The initial variable relationships were established through correlations analysis. After correlations, the variables were then tested for relationships with the outcome variable through linear and multiple regression. In analyzing the extent of influence that the Work-Life Balance has on Employee Creativity, result showed that WLB has a strong positive correlation on creativity, and very significant. This implies that the three WLB are being practiced in UCC, even though, each dimension has its own degree of influence. Therefore, when combined and practiced in any organisation, it is likely to enhance creativity positively by a degree.

Research Objective One: Examine the effect of Time Balance on Employee Creativity

Time Balance was found to be the least important indicator of employee creativity (Beta = 0.333). However, the spillover theory which suggested that one domain can influence the other in either a positive or negative way. The work-life of an individual can influence family-life and similarly, family-life can affect work experiences. Such experiences of spillover are evident when the individual is either on flexible work schedules or has opted for work from home option. This result finding is in line with the studies of Rastogi, Rangnekar & Rastogi, 2015, Zülch, Stock & Schmidt (2012), Mmakwe & Ojiabo (2018) and also with Wheatley (2016), whose results revealed that flexi-time promotes employee's work-life balance and wellbeing because it reduces work-life conflict, pressure and stress, and thereby enhances creativity at the workplace. In a study of Macky and Boxall (2008) reported that employees working longer hours are slightly more likely to report a greater imbalance in the work life relationship, which affects the creative performance of the senior staff employees. Evidently, initiatives such as flexible working hours, alternative work arrangements, leave policies and benefits, and employee assistance programs – collectively referred to as work-life benefits and practices (WLBP's) have been introduced (Morgan & Milliken, 1992; Osterman, 1995) to enhance creative performance.

Research Objective Two: Analyse the effect of Involvement Balance on Employee Creativity

Involvement Balance was found to be the largest important positive indicator of employee creativity (Beta = 0.438). When employees are positive about their work, they are in return likely to engage in activities that are beneficial for the organization on the whole (Organ, 1988). Sometimes the experience of work engagement may itself even be equal to high performance or it occurs simultaneously with innovativeness (Quinn, 2005). This result is in corroboration with Mushfiqur, Oruh, Nwagbara, Mordian and Turner (2018), whose study revealed that lack of participation among others moderate the ability of female medical doctors to achieve WLB.

Macky and Boxall (2008) reported that even when organizations were offering work-life balance policies, the work pressures through high involvement variables like power to make decision and act autonomously, information provision, rewards, knowledge of the job and team working still made employees feel a greater imbalance of work-life. Similar results highlighting the role of higher level of job skills was reported by Steiber (2009). It was found that both men and women felt that their job resulted in giving less time to engage in non-work-related activities. Various organizations have accepted the issue and have introduced innovative practices to help employees deal with the imbalance (Tenbrunsel, Brett, Maoz, Stroh & Reilly, 1995).

Research Objective Three: Establish the effect of Satisfaction Balance on Employee Creativity

Satisfaction Balance was found to be the second important indicator of employee creativity (Beta = 0.335). This result finding is in line with Amabile et al (2005), who convincingly demonstrate in their longitudinal study that the more positive the employee is about his or her work, the more likely is his or her creativity in a work setting. Also in line with Taylor et al (2003), Grund & Sliwka's (2007), and Alegre & Pasamar (2018) whose study revealed that Overall, satisfaction with various parts of life is interdependent; employees with high job satisfaction are also highly satisfied with other parts of their lives, in support of Dette (2005).

Chapter Summary

In this chapter, the discussion has centered on the main research objective which reflects on the influence of WLB on creativity among senior staff at UCC. Based on this main research objective, three specific objectives were discussed this chapter. However, the first section discussed the response rate and the demographic features of the respondents, while the second section, addressed the main specific research questions relating to the study. These objectives were to examine the effect of time, involvement and satisfaction balance on employee creativity. So far the results have indicated that WLB has significant influence on Employee Creativity.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents a summary of the findings that emerged from the study and data analysis. It draws conclusions and makes recommendations as well. Finally, the suggestion for future research is also made.

Study Summary

The study set out to examine the influence of WLB on creativity among senior staff employees at UCC. There were three main specific objectives, which the study aimed to achieve and these included to:

1. To examine the effect of time balance on employee creativity;
2. To analyze the effect of involvement balance on employee creativity; and
3. To establish the effect of satisfaction balance on employee creativity.

The study was based on the views of 200 senior staff employees in UCC. A self-administered questionnaire was the main instrument. The questionnaire contained several questions (items) and was subdivided into subscales. The maximum and minimum score for each question ranged from 4 to 1 where 4 stands for Strongly Agreed, 3 is Agreed, 2 is Disagreed and 1 is Strongly Disagreed. The results from the survey were analyzed with Correlation and Regression Analyses.

Summary of Key Findings

Objective One

There was a growing concern that as the hours of work are getting longer along with added pressures and demands of work, it leaves very little time for quality time beyond work environment. Work-life balance is an amalgamation of a positive approach from both the individual and the organization to realize the importance of a balanced and satisfied work life and life beyond work boundaries. Employees with improved work-life balance in organizations that focus on efficient and creative performance can contribute more meaningfully towards organizational growth and subsequent success (Naithani, 2010)

The “face time” being visibly at workplace, often for long hours - is seen as a sign of commitment, of loyalty, of competence and high potential (Beauregard and Lesley 2008, 9-12), but also is seen as a major barrier to achieving work/life balance. Employees who do not give the maximum amount of time possible to the organization are often defined as less productive and less committed, and are therefore less valued than employees working longer hours;

Objective Two

Involvement Balance is crucial to any institution and organisation because the impact it has on specific areas like creativity, innovation, efficiency, and productivity. But it helps keep employees happy, genuinely interested in the success of their work. In as much as it is crucial to the organization, employee involvement in family life equally brings about a positive work life balance, thereby, securing employee retention, driving

creativity and innovation, increasing workplace performance and reducing family life conflicts.

Objective Three

Also, managerial support is consistently emphasized in discussions and studies as a factor influencing work-life balance. Managers play an important role in the success of work/life programs because they are in a position to encourage or discourage employees' efforts to balance their work and family lives. Where supervisors enthusiastically support the integration of paid work and other responsibilities, employees will be more likely to take up available work-life programs. On the other hand, it has been suggested that even in 'family-friendly' organizations, managers may send negative signals indicating that the use of flexible benefits is a problem for them, their colleagues and the organization as a whole (Hudson Resourcing, 2005).

Conclusions

It is evidently established empirically that all three dimensions of WLB; time balance, involvement balance and satisfaction balance, causes a moderate positive relationship with employee creativity among staff at UCC. Time balance accounted for a 33%; involvement balance accounted for a 34%; and satisfaction balance accounted for a 45% in the level of creativity among the staff. A desirable work-life balance leads the individual towards feeling less apprehensive in their abilities to manage work and non-work commitments and hence make them less prone to thoughts that may lead to depleting their physical and mental resources (Rothbard, 2001). Further, individuals who perceive their work-life to be balanced will experience a sense of harmony in life and optimal psychophysical conditions that enable

them to meet the long-term demands of work and non-work roles (Greenhaus, Collins & Shaw, 2003). The more control employees feel they have over their lives, the more able they are to balance work and family.

Recommendations

Following the results of this investigation, it is recommended that the various stakeholders should rely on the practical recommendations to improve time balance, involvement balance and satisfaction balance, and employee creativity, particularly in UCC.

Firstly, it is recommended that the management of UCC, and for that matter the Human Resource Unit, to put in measures that would give staff enough time to enjoy their personal lives without limiting their potential to execute their official duties. One of such interventions could be policies that encourage holidays among staff of UCC. Also, management should empower their staff. This is great for boosting creativity, less so for improving routine performance. Previous research has regularly demonstrated that employees feel empowered at work, it is associated with stronger job performance, job satisfaction, and commitment to the institution. This helps employees to perform their job role as expected, thus create a satisfaction balance between work and home. In an organization where employees are empowered, collective decision-making and the balanced distribution of authority and responsibility not only increase the employee's efficiency, work satisfaction and organizational commitment, but also improves the employee's capacity of meeting expectations and of adapting to change, and being creative.

Secondly, it is recommended that UCC should adopt the Gold Standard strategies proposed by the United Nations (Brough & O'Driscoll, 2010) in its

work-life balance policy so as to create achievable workloads for employees. Notable among such interventions are job sharing, compressed work week, overtime compensation for all staff, child care allowance and specific work-life balance activities. If employees are allowed the freedom to give back while working, they will generally feel good about themselves and about their work role. The benefits of providing a good working environment to the employees are tremendous for both the organization and its employees.

Finally, it is recommended that UCC should make employees feel a part of the institution because this makes employees more responsible about their work, and push themselves to find better results. In order to achieve a balance between employees' involvement, they should be given the opportunity to engage in personal growth and development programs such as workshops and trainings so as to develop a growth mindset, learn new things, develop emotional intelligence, improve their public speaking skills, as well as unleash their passions and interests and bring them into reality. Also, interventions such as suggestion boxes, staff surveys, and open day policies can be used to achieve the desired level of engagement from employees.

Suggestions for Further Studies

This study was based on quantitative analysis as a result the employees were not able to describe the situation and also explain in detail the reasons behind the answers that were given, a mixed method will provide a deeper explanation to the data in the near future. Conducting further studies in all the public Universities would give a general representation on work-life balance. Demographic characteristics such as age, job position, class of qualification,

marital status and so forth could also be controlled for or treated as moderators in similar studies in the University of Cape Coast and beyond.



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Krejcie and Morgan (1970)Sample Size Determination-----
N = Population size S = Recommended sample size

N	S	N	S	N	S
10	10	220	140	1 200	291
15	14	230	144	1 300	297
20	19	240	148	1 400	302
25	24	250	152	1 500	306
30	28	260	155	1 600	310
35	32	270	159	1 700	313
40	36	280	162	1 800	317
45	40	290	165	1 900	320
50	44	300	169	2 000	322
55	48	320	175	2 200	327
60	52	340	181	2 400	331
65	56	360	186	2 600	335
70	59	380	191	2 800	338
75	63	400	196	3 000	341
80	66	420	201	3 500	346
85	70	440	205	4 000	351
90	73	460	210	4 500	354
95	76	480	214	5 000	357

100	80	500	217	6 000	361
110	86	550	226	7 000	364
120	92	600	234	8 000	367
130	97	650	242	9 000	368
140	103	700	248	10 000	370
150	108	750	254	15 000	375
160	113	800	260	20 000	377
170	118	850	265	30 000	379
180	123	900	269	40 000	380
190	127	950	274	50 000	381
200	132	1 000	278	75 000	382
210	136	1 100	285	1 000 000	384

Exhibit 1: Sample size for any given population

Source: Krejcie & Morgan (1970:608)

