UNIVERSITY OF CAPE COAST

WORK LIFE BALANCE AND EMPLOYEES' PERFORMANCE: A CASE

OF STAFF OF UNIVERSITY OF CAPE COAST
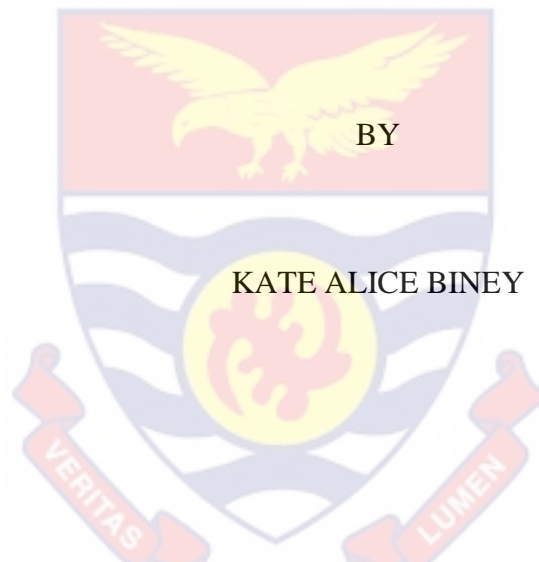
KATE ALICE BINEY

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UNIVERSITY OF CAPE COAST

WORK LIFE BALANCE AND EMPLOYEES' PERFORMANCE: A CASE

OF STAFF OF UNIVERSITY OF CAPE COAST

BY

KATE ALICE BINEY

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

JANUARY 2025

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 this university or

elsewhere.

Candidate' Signature…………………….... Date…………………………

Name: Kate Alice Biney

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were

supervised in accordance with the guidelines on supervision of dissertation

laid down by the University of Cape Coast.

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

Name: Dr. Nick Fobih

ABSTRACT

This study was aimed to examined the effect of work life balance on employee performance of University of Cape Coast. Specifically, to analyse the work life balance policies for staffs at the University of Cape Coast; to analyse the perceived level of performance among staffs of the University of Cape Coast; and to examine the effect of work life balance on performance of staff of the University of Cape Coast. The study was centered on the social exchange theory and social cognitive theory. The study employed the explanatory research design since the study tested the relationship between the various variables. The data collection instruments were questionnaire. The study employed the quantitative research approach. The simple random sampling technique was used in selecting a respondent of 385. Descriptive statistics and structural equation model were employed to analyse the objectives of the study. The study found that, there was work life balance influences performance of employees of University of Cape Coast. The study recommended that management must implement flexible work arrangements such as flexible hours, compressed workweeks, or remote work options. This flexibility allows employees to manage their personal and professional commitments more effectively.

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DEDICATION

To my parents, siblings and Samuel Ekow Abraham

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CHAPTER ONE

INTRODUCTION

Workers often confronted with a heavy burden and long working hours in today's dynamic economy, has a significant effect on their personal life as well as the lives of their families. The inability to successfully combine work and family life is a major challenge for today's independent workers (Halpern, 2005). As a result, the study investigates the relationship between work-life balance and employee performance in this research. As a result, the backdrop of the study, the issue, the goals, and the question, as well as how the research is being structured, are all presented in this chapter.

Background to the Study

In today's fast-paced global economy, achieving a balance between work and personal life has emerged as a critical concern for organizations and employees alike. Work-life balance (WLB) refers to the equilibrium where an individual is able to adequately meet work demands while simultaneously fulfilling personal and family responsibilities (Greenhaus & Beutell, 1985). The performance of employees is significantly influenced by their ability to achieve this balance, as workplace stress and overcommitment can adversely affect productivity and well-being (Chandra, 2012). Globally, approximately 60% of employees report that work-related stress has negatively impacted their performance, according to the International Labour Organization (ILO, 2022). This statistic underscores the need for organizational interventions to promote WLB as a mechanism for enhancing employee outcomes.

The importance of WLB is evident in global workforce trends. A report by Statista (2023) shows that about 43% of employees in developed

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countries, such as the United States, the United Kingdom, and Canada, express concerns about long working hours affecting their personal lives. Similarly, in developing countries, where economic pressures are higher, employees face challenges in balancing their work and non-work roles due to limited access to organizational support structures (ILO, 2022). For instance, in sub-Saharan Africa, over 70% of employees in formal sectors report difficulties in balancing their roles, contributing to lower job satisfaction and reduced productivity (World Bank, 2023).

Organizations worldwide have increasingly recognized the benefits of supporting WLB. Empirical evidence suggests that firms that implement family-friendly policies such as flexible work schedules, telecommuting options, and on-site childcare services experience higher employee engagement, reduced turnover rates, and improved overall performance (Kossek et al., 2014). In contrast, workplaces that neglect the significance of WLB often witness increased absenteeism, burnout, and lower levels of organizational commitment (Clarke et al., 2016).

In Ghana, the issue of WLB is gaining attention due to its implications for workforce productivity and organizational growth. The Ghana Living Standards Survey (GLSS, 2021) indicates that approximately 65% of employees work more than 40 hours a week, with many expressing challenges in managing their personal lives. This is particularly prevalent among university staff, who are often required to juggle administrative, teaching, and research responsibilities alongside family obligations.

The University of Cape Coast (UCC) serves as a microcosm for understanding these dynamics. With a workforce comprising academic and

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non-academic staff, UCC employees often face high workloads, tight deadlines, and the pressure to achieve academic excellence. These demands can impede their ability to maintain a healthy balance between work and life, thereby influencing their job performance.

The relationship between WLB and employees' performance is well-documented in organizational literature. WLB positively correlates with job satisfaction, motivation, and mental health, which, in turn, enhances performance outcomes (Guest, 2002). When employees achieve WLB, they are likely to be more focused, less stressed, and better equipped to meet organizational goals (Allen et al., 2000). Conversely, an imbalance can lead to fatigue, reduced cognitive function, and diminished output (Bakker & Demerouti, 2007).

Empirical studies further substantiate this link. A study by Nwaeke and Aljayi (2021) in Nigeria found that employees with flexible work arrangements reported 25% higher performance levels compared to their counterparts with rigid schedules. Similarly, a study conducted in South Africa by Mokone et al. (2020) revealed that WLB policies significantly reduced employee turnover intentions by 30%, fostering a more stable and productive workforce. These findings highlight the potential benefits of integrating WLB practices within organizational frameworks, particularly in higher education institutions.

The higher education sector poses unique challenges and opportunities for exploring WLB and employee performance. Studies conducted in universities across Africa emphasize the dual burden faced by academic staff, who often balance teaching and research responsibilities with family

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obligations (Adisa et al., 2017). At UCC, the situation mirrors broader trends observed in African universities, where limited institutional support exacerbates the challenges of achieving WLB.

Research conducted by Addai et al. (2019) in Ghanaian universities found that 68% of lecturers reported moderate to high levels of work-related stress due to inadequate time for personal and family activities. This stress was directly linked to reduced research output and teaching effectiveness. In contrast, departments that implemented supportive measures, such as allowing staff to work remotely or offering professional counseling services, observed marked improvements in employee performance and morale.

The interplay between WLB and employees' performance can be explained through theoretical perspectives such as role strain theory and social exchange theory. Role strain theory posits that individuals experience stress when the demands of multiple roles, such as work and family, exceed their capacity to fulfill them effectively (Goode, 1960). This aligns with the challenges faced by university staff at UCC, who must balance academic roles with familial expectations.

Social exchange theory further elucidates the connection by emphasizing the reciprocal relationship between employees and employers (Blau, 1964). When organizations invest in WLB initiatives, employees perceive this as a demonstration of organizational support, fostering a sense of loyalty and commitment that enhances performance (Cropanzano & Mitchell, 2005).

The case of UCC offers a compelling context for examining WLB and employees' performance. As a leading academic institution in Ghana, UCC's

workforce dynamics reflect broader national trends while presenting unique challenges. The institution's strategic focus on achieving academic excellence necessitates a high level of performance from its staff. However, achieving this requires addressing the WLB challenges that hinder employees from reaching their full potential.

The insights gained from this study will not only contribute to the academic discourse on WLB but also provide practical recommendations for policymakers and university administrators. By identifying the specific factors influencing WLB and their impact on performance, the study aims to inform the development of tailored interventions that promote employee well-being and organizational effectiveness.

Statement of the Problem

Achieving work-life balance (WLB) has become a pressing concern for employees and organizations globally, yet its practical realization remains elusive, particularly in higher education institutions. The University of Cape Coast (UCC), one of Ghana's premier universities, epitomizes this challenge. Staff members at UCC, both academic and non-academic, often grapple with heavy workloads, tight deadlines, and overlapping responsibilities that blur the boundaries between work and personal life. These issues undermine employees' ability to maintain equilibrium, which in turn affects their performance outcomes. According to the Ghana Living Standards Survey (GLSS, 2021), approximately 65% of employees in formal sectors, including education, report work-related stress as a significant obstacle to their productivity. This problem is particularly acute at UCC, where the pressure to

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meet academic excellence and operational efficiency exacerbates the stress faced by employees.

The intense demands of academic and administrative roles at UCC leave employees with little time for personal and familial responsibilities. Academic staff, for example, are required to fulfill multiple roles, including teaching, research, mentoring, and administrative duties. Similarly, non-academic staff, who handle the university's operational needs, face high expectations to meet institutional goals under tight schedules. This imbalance often leads to burnout, reduced job satisfaction, and a decline in employee performance. Research has shown that work-life conflicts are strongly correlated with low productivity and poor mental health (Greenhaus & Beutell, 1985).

A report by the International Labour Organization (ILO, 2022) highlights that prolonged work hours and inadequate support systems are key contributors to workplace stress, a trend that resonates with the experiences of UCC staff. Anecdotal evidence from the university indicates that employees frequently sacrifice personal well-being to meet professional demands, resulting in increased absenteeism, diminished creativity, and higher turnover intentions. The lack of formal WLB policies within the institution further exacerbates these challenges, limiting employees' ability to achieve peak performance.

The implications of poor WLB extend beyond individual employees, affecting the overall performance and reputation of UCC. When staff members are unable to balance their work and personal lives effectively, the university risks compromising its core objectives of providing quality education,

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fostering research excellence, and delivering administrative efficiency. Moreover, the prevalence of work-related stress among employees creates a ripple effect that impacts organizational climate, student satisfaction, and the broader community.

Addressing WLB issues is not merely a matter of enhancing employee well-being; it is also a strategic imperative for improving organizational outcomes. Studies indicate that organizations with robust WLB policies experience higher employee engagement, better retention rates, and improved performance metrics (Kossek et al., 2014). For UCC, prioritizing WLB could serve as a catalyst for achieving sustainable institutional growth and strengthening its position as a leading academic institution in Ghana and beyond.

Numerous studies have explored the relationship between WLB and employee performance, providing valuable insights into the dynamics at play. Chandra (2012) found that employees with access to flexible work arrangements reported higher levels of job satisfaction and performance. Similarly, Kossek et al. (2014) demonstrated that organizations with comprehensive WLB policies experienced a 20% reduction in turnover rates and a significant increase in productivity.

In the African context, studies have highlighted the unique challenges faced by employees in balancing work and personal responsibilities. Adisa et al. (2017) examined the experiences of academic staff in Nigerian universities and found that work overload and lack of institutional support were major barriers to achieving WLB. The study revealed that employees who struggled with work-life conflicts exhibited lower levels of performance and higher

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stress levels. Mokone et al. (2020), in a South African study, corroborated these findings, emphasizing the role of organizational policies in mitigating WLB challenges and enhancing employee outcomes.

In Ghana, Addai et al. (2019) conducted a study on WLB among university staff and found that approximately 68% of employees experienced moderate to high levels of work-related stress. The study attributed this to the absence of formal WLB frameworks, inadequate childcare support, and rigid work schedules. These findings highlight the pressing need for tailored interventions to address WLB issues in higher education institutions.

While existing studies provide a robust foundation for understanding the relationship between WLB and employee performance, several gaps remain. Firstly, most empirical research has focused on developed countries, with limited attention given to the unique cultural and institutional contexts of sub-Saharan Africa. Secondly, studies in Ghana have predominantly examined WLB in corporate sectors, with minimal emphasis on higher education institutions such as UCC. This creates a knowledge gap in understanding how WLB challenges manifest in academic and administrative roles within universities.

Moreover, while prior research has established the general benefits of WLB policies, there is a lack of granular analysis on the specific interventions that are most effective in improving employee performance in the Ghanaian context. For instance, questions remain about the role of flexible work arrangements, telecommuting, and professional counseling services in enhancing WLB at UCC. Addressing these gaps is critical for developing

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targeted solutions that align with the unique needs and priorities of university staff.

Purpose of the Study

The main purpose of the study was to analyse the effect of work life balance on performance of staff of the University of Cape Coast.

Research Objectives

Specifically, the study sought;

1. To analyse the work life balance policies for staffs at the University of Cape Coast.

2. To analyse the perceived level of performance among staffs of the University of Cape Coast.

3. To examine the effect of work life balance on performance of staff of the University of Cape Coast.

Research Questions

1. What is work life balance policies for staffs at the University of Cape Coast?

2. What is the perceived level of performance among staffs of the University of Cape Coast?

3. What is the effect of work life balance on performance of staff of the University of Cape Coast?

Significance of the Study

The significance of this study lies in its potential to provide valuable insights into the relationship between work-life balance (WLB) and employee performance, particularly within the context of the University of Cape Coast (UCC), Ghana. This research is timely and relevant, given the increasing

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challenges faced by employees, particularly in academic institutions, in balancing their professional and personal lives. By focusing on UCC, the study aims to shed light on the specific barriers and enablers that affect staff performance and well-being, providing actionable recommendations for both the institution and broader higher education stakeholders.

This study is particularly significant in guiding institutional policies and practices at UCC. The findings could serve as a foundation for developing or refining work-life balance policies aimed at improving the well-being of university staff. For UCC, where academic and administrative staff often experience high stress levels due to their heavy workloads, understanding how WLB influences performance could drive the implementation of initiatives that alleviate these pressures. Practical solutions such as flexible work schedules, support for family responsibilities, and mental health resources could be developed to create a more balanced and productive work environment. Moreover, the study could influence policy discussions at the national level, where work-life balance remains an emerging issue in public sector institutions, especially in higher education.

From an organizational perspective, this study is significant because it explores a crucial aspect of employee performance: the ability to maintain a balance between work and personal life. When employees are overburdened with work-related demands and lack sufficient time for personal and family obligations, their performance suffers. By examining the link between work-life balance and performance, this research provides empirical evidence on how improving WLB can positively affect employee motivation, job satisfaction, and productivity. The findings may encourage UCC to invest in

initiatives that support employees' personal and professional needs, thereby enhancing the overall performance of staff across departments.

In the academic field, this study contributes to the growing body of literature on work-life balance, particularly in the context of African universities. Most existing studies on WLB have focused on developed countries, with limited research conducted in sub-Saharan Africa. This study will help fill the gap by providing an in-depth examination of how WLB challenges and interventions play out in the Ghanaian academic setting. Furthermore, the research extends existing theories of WLB by applying them to a new geographical and cultural context, which could lead to a better understanding of how work-life balance affects employees in different settings.

Existing literature on work-life balance has primarily focused on its impact in corporate sectors, with fewer studies addressing the nuances of higher education institutions, particularly in Africa. By focusing on the University of Cape Coast, this study contributes to an under-explored area in the WLB literature. In addition, while many studies emphasize the positive effects of WLB policies on employee satisfaction and performance, there is limited research on the specific interventions that are most effective in African higher education institutions. This study will explore these interventions in-depth, thereby offering practical, culturally relevant strategies for universities in Ghana and similar African contexts to improve staff performance.

The implications of this study extend beyond the university to the broader community. When employees experience better work-life balance, they tend to have improved mental and physical health, which has positive

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implications for their personal lives and their interactions with others. This study's findings could help generate awareness about the importance of work-life balance within the wider Ghanaian society, where traditional roles and expectations often place heavy burdens on individuals, particularly women. The study may also inspire other academic institutions in Ghana to take a more proactive approach in addressing work-life balance, leading to a more supportive environment for staff in higher education across the country.

At the national level, the findings of this study could be used to influence policy-making in higher education institutions across Ghana. As the government and educational administrators seek to improve the quality of education and the working conditions of staff, this research provides evidence-based recommendations that can help shape future workforce development strategies. Internationally, the study contributes to the ongoing global conversation on work-life balance, particularly in resource-constrained settings like sub-Saharan Africa, where higher education systems face unique challenges. The insights from this research may be of interest to international organizations, such as the United Nations Educational, Scientific and Cultural Organization (UNESCO), which advocates for improved working conditions in higher education institutions worldwide.

Delimitation of the Study

One of the primary delimitations of this study is that it focuses solely on the staff of the University of Cape Coast (UCC). Although work-life balance is a universal issue that affects employees across various sectors and institutions, this study is confined to a single university. This decision is made in consideration of the need to maintain focus on a specific sample to ensure a

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thorough and detailed analysis of the challenges and benefits of work-life balance in the unique context of a Ghanaian higher education institution. The findings, therefore, may not be generalizable to other institutions, particularly those outside the higher education sector in Ghana. While UCC represents a significant case study, the specific nature of the institution may limit the broader applicability of the results.

The study specifically examines the staff of UCC, which includes both academic and non-academic employees. By concentrating on this population, the research is able to explore the experiences and perceptions of employees who perform diverse roles within the university. This decision is guided by the understanding that academic staff may face different work-life balance challenges compared to non-academic staff. However, the exclusion of other sectors or industries means that the study's findings will be tailored to the higher education context and may not fully reflect work-life balance challenges in other sectors such as the corporate or public sectors. Therefore, the study's findings are not intended to be generalized beyond university employees.

This study adopts a cross-sectional design, which means that data will be collected at a single point in time. This design is chosen for practical reasons, as it allows the researcher to gather a snapshot of employees' work-life balance and performance at UCC. However, this cross-sectional approach limits the ability to make causal inferences about the relationship between work-life balance and employee performance. The study does not track changes over time or assess the long-term impact of work-life balance policies, which could provide more comprehensive insights into the evolving

nature of work-life balance and its effects on performance. Consequently, the findings represent a static view of the relationship between these variables at a particular moment in time.

The study will focus on a selected sample of UCC staff, which is a deliberate choice to make the research manageable. The sample will be drawn from both academic and non-academic staff members. While this approach allows for a diverse range of perspectives, it does not involve every staff member at UCC. The sample size and the method of selection will be determined by the availability and willingness of participants, as well as practical constraints such as time and resources. This means that some staff members who may experience unique challenges or benefits related to work-life balance may not be included in the study, potentially limiting the comprehensiveness of the findings. Additionally, while efforts will be made to ensure that the sample is representative of the overall staff population, there may be inherent biases in the selection process due to non-random sampling methods.

Limitations of the Study

One significant limitation of this study is the issue of generalizability. The research focuses exclusively on the staff of UCC, a single institution in Ghana, and therefore, the findings may not be applicable to employees in other universities or organizations, especially those in different regions or countries. Since the study is conducted in a specific geographic and institutional context, it may not reflect the broader diversity of work-life balance experiences across various sectors or organizations. Moreover, the unique work culture, management practices, and socio-cultural dynamics at UCC may influence the

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results, limiting the study's ability to generalize its conclusions to other institutions or countries with different operational and cultural contexts.

Another limitation of this study is its cross-sectional design, which involves collecting data at only one point in time. This design allows for a snapshot view of the relationship between work-life balance and employee performance but does not capture the dynamic nature of these variables over an extended period. Work-life balance and employee performance may change over time due to various factors such as policy changes, shifts in the organizational environment, or personal life events. A longitudinal approach, which tracks these variables over time, would provide more comprehensive insights into the long-term effects of work-life balance on employee performance. The cross-sectional nature of the study prevents the exploration of causality, meaning that while the study can identify associations between work-life balance and performance, it cannot definitively determine if work-life balance directly causes changes in employee performance.

The sample for this study is drawn from a specific group of employees at UCC. Although efforts will be made to ensure a representative sample, the research is subject to the limitations of the sampling method used. If the sample is not sufficiently diverse or large enough, it may not fully capture the different experiences and perspectives of all staff members. Additionally, the voluntary nature of participation in surveys or interviews may result in a self-selection bias, where employees who feel strongly about work-life balance are more likely to participate, thus skewing the results. A more randomized or stratified sampling approach could improve the representativeness of the sample, but such methods may not be feasible due to practical constraints like

time and resources. Furthermore, the study will not be able to fully address the individual nuances that exist within different departments, roles, or employee demographics, which may influence their perceptions of work-life balance and performance.

The data collection process is subject to several biases, particularly social desirability bias and recall bias. Social desirability bias occurs when respondents provide answers that they believe are socially acceptable rather than their true opinions, particularly when asked about sensitive topics such as work-life balance and performance. Respondents may overstate their work-life balance or underreport stress or performance issues in an attempt to present themselves in a favorable light. Recall bias can also influence the accuracy of responses, especially when employees are asked to reflect on past experiences with work-life balance or performance. These biases may affect the reliability and validity of the data, limiting the overall accuracy of the study's findings.

Organisation of the Study

The research was divided into five sections. Chapter one discusses the study's context, the issue description, and the research questions. Followed by Chapter two which reviewed extensive literature on the concepts of the study including empirical studies. The third chapter, which is also the last chapter, detailed the research design and the general paradigm under which this study fits; the techniques of data collecting, participant selection, the instrumentation procedure, and the analysis of the gathered data. The results and discussion section summarises the findings of this research, which were derived through an examination of the quantitative data. The discussion makes the required conclusions based on the quantitative findings. The study concludes with a

summary, conclusion, and recommendation chapter that summarises the research's general results, conclusions, recommendations, and ideas for further research.

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CHAPTER TWO

LITERATURE REVIEW

Introduction

This section reviews relevant literature on work-life balance. The literature review has been written in terms of a theoretical, conceptual and empirical review. Theoretical review focusses on the key theory which is applicable and is relevant to explain the variables in the study; the conceptual review looks at concepts of WLB relevant to the study; while the empirical review addresses the findings of studies conducted by other researchers regarding employees' WLB.

Theoretical Review

This section analysed the theories underpinning the study. The social exchange theory and social cognitive theory were used to explain the concepts underpinning the study.

Social Exchange Theory (SET)

Social Exchange Theory proposes that social behaviour is the result of an exchange process. Blau (1964) developed this theory to explain why the psychological contract existing between an employee and employer is critical in influencing how workers behave within the organisation. Numerous studies have gradually embraced the social exchange theory as the theoretical foundation for the employee-employer interaction throughout the years (Shibiti, 2019; Meirun, SooHooiSin & Wei, 2018). Social exchange theory has been defined as an undefined cooperative effort between two or more partners that benefits everyone (La Barbera & Ajzen, 2021). Social exchange involves

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undefined responsibilities in a connection between two parties, in which one party performs the other a favour in exchange for an unknown future return.

It could be deduced from the theory in relation to the present study that when employers put in place policies and programs such as employees taking leave for family related matters, encouraging working at home, taking part-time jobs, involving family members in organisational festivities, leave entitlement, family and welfare policies, flexible work hours and showing of empathy to family issues of the employees, they will be able to balance their work life to improve their job performance (Haryono, Ambarwati & Saad, 2019). As a result, it is self-evident that when an organisation provides sufficient choices for managing work and family responsibilities, it is rewarded with the chance to achieve higher performance from its workers.

Social Cognitive Theory

Social cognitive theory suggests that self-efficacy drives an individual's exercise of control over his or her actions (thus, creative versus routine options to choose at the beginning, greater versus less effort in the process, and higher or lower persistence when faced with failures and obstacles) via human agency (Beauchamp, Crawford & Jackson, 2019). Firstly, efficacy beliefs profoundly influence the choice and journey that people pursue during their courses of action (to be creative or follow prescribed routines) (Abdullah, 2019). Efficacious individuals feel psychologically safe in taking risks and thus are more likely to engage in creative actions rather than habitual routines which affects performance in the long run (Ford, Lavigne, Fiegener & Si, 2020).

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Accordingly, efficacious employees are prone to 'think out of the box' and challenge the status quo, culminating in boosted innovativeness. Secondly, after embracing creative choices, efficacious individuals also exert more self-regulatory effort while pursuing innovativeness. Thirdly, innovativeness requires risk-taking and persistence in that it is achieved through a risky 'trial-and-error' process where obstacles and failures are common. An individual's efficacy belief would motivate one to take risks, adjust coping strategies, and persevere during the difficult journey which affect their performance. In addition, efficacious individuals are optimistic and have positive mindsets (Stajkovic & Sergent, 2019; Marcionetti & Castelli, 2022; Dore & Richards, 2022), which promote resilience in the event of failures and motivation to carry on and ultimately achieve creative outcomes (Otaye-Ebede, Shaffakat & Foster, 2020; Parke, Becker, Graves, Baily, Paul, Freeman & Allen, 2021).

According to the updates of Bandura's researches after on (2001), the main theory that self-efficacy theory was established on is the social cognitive theory, which views people as proactive agents in setting and organizing their actions, reasoning, motivation, and emotions" (Di Felice & Powell, 2021). Within this social cognitive framework of human performance, self-efficacy plays an important role as the core facilitating factor for determining people's behaviors that are stimulated by their emotions such as happiness, sadness, arrogance, shame, etc. (Bandura, 2001). A strong sense of self-efficacy improves people's achievements and personal welfare; people who have high confidence in their capabilities advance to perform difficult tasks and perceive them as challenges to be accomplished perfectly rather than as threats to be avoided (Bandura, 2001).

In addition, other theories support the association between self-efficacy and performance. The social psychology view of self-efficacy maintains that self-efficacy leads to a wide variety of beneficial human functioning, including 'better physical and psychological health, innovativeness, cognitive flexibility' (Asayesh & Vakili, 2020, p. 311). Similarly, in the theory of individual creative action, Ford et al. (2020) suggested that 'strong positive capability beliefs can facilitate people's performance'. Previous empirical evidence also supports our prediction. Kaur (2018) demonstrated that self-efficacy is an important precursor of employee performance. Muzafary, Chen, Wafayar & Wahdat (2019) showed that job self-efficacy promotes creative self-efficacy, which is vital to employee performance. Juxtaposing the above theoretical rationale and the empirical evidence, we expect that self-efficacy is positively associated with employee performance.

Conceptual Review

This section analysed and explained the concepts underpinning the study. The concept of work life balance and employee performance were explained.

Concept of Work Life Balance

The term "Work Life Balance" is frequently used to mean policies measures that were formerly referred to as "family-friendly" but are now wider. WLB benefits both parents and non-parents via flexible employment arrangements (Yuile, et al., 2012). The origins of WLB techniques may be traced back to work-life conflict. Inter-role conflict occurs when an employee's work conflicts with other responsibilities such as husband, parent, or other religious or recreational interests.

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Work-Life Conflict recognises that the majority of people work two jobs. Work-life balance techniques assist in minimising work-life conflict and addressing its underlying causes. (Darcy, McCarthy, Hill & Grady, 2012). In 2012, Darcy et al., explain that work-life issues include excessive job expectations and job overloads. WLB, according to Obiageli, Uzochukwu, and Ngozi (2015), involves employers working together with employees to develop plans that balance work and personal obligations. WLB rules and practises can only be implemented effectively if companies and employees work together.

These efforts are: flexible work arrangements (telecommuting, compressed hours); leave arrangements (annual and parental leaves); child care and crèche support (De Cieri & Bardoel, 2009). Work-family responsive policies are all terms used in the literature to describe WLB methods. In 2005, Hudson, indicates that work-family balance in recent years been replaced by WLB. Again, he added that WLB is also required for personal development, recreation, and eldercare. WLB is defined as an appropriate 'fit' amid a person's different obligations.

WLB is described as upholding some sense of harmony while balancing work and personal interests. WLB requires an understanding of the various demands put on employees and their personal resources - time and energy. Employees who have some control over their work environment are less likely to be hurt by stress-related illnesses, which obviously impacts WLB (Bell, Rajendran & Theiler, 2012; Lazar, Osoian & Ratiu, 2010).

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Work Life Balance Policies

WLB programmes may help employees better manage work and family responsibilities, improve their general health, and benefit the business. job sharing, telecommuting, compressed work weeks, flexible work hours, part- time employment, maternity leave, and on-site childcare are all offered (Hartel, 2007).

Leave is the length of time an employee may be away from work without penalty. The business pays for this time off, and workers may seek it for whatever reason they want to be absent from work. Additionally, it enables employees to de-stress at work and maintain a healthy balance amid work and personal interests. WLB enables workers to undertake additional tasks outside of work, thus balancing work and personal interests (Obiageli, Uzochukwu & Ngozi, 2015). WLB/conflict integration problems are equally essential to Ghana's private sector and public sector employees and other Ghanaian employees. This significance is reflected in section 42 of the Ghanaian Labour Act 2003 (Act, 651), which says every worker be allowed 48 consecutive hours of rest for every seven days of regular labour, and that the average weekly hours worked should not exceed 40.

Flexible time enables workers to set (or participate in setting) their start and finish times for the workday, so far as a minimum hour is worked. This enables them to be committed to families or personal and even unforeseen circumstances throughout the day or to minimise their commute time by beginning and finishing work earlier (Lazar, Osoia & Ratiu, 2010).

It is becoming more usual for individuals to work from home on at least part of their daily tasks rather than heading into the workplace. Often,

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this arrangement is known as "telework" or "telecommuting," and it may benefit employees by allowing them to schedule their workday around personal and family commitments; reduce work-related expenses; shorten travel times; and work in a less worrying and troublesome setting. Additionally, it may assist in accommodating workers who are unable to leave their homes due to certain impairments. The fact that teleworkers may use their increased flexibility to capitalise on their own peak production times can also have a positive effect on a business's bottom line. Notwithstanding these benefits and the increased public awareness around telecommuting, very few collective bargaining agreements provide telework options. The scarcity of telework provisions is partially explained by the fact that not all professions lend themselves to this arrangement. Additionally, businesses may be worried about the initial implementation costs, possible legal obligations, and challenges associated with monitoring and evaluating teleworker performance (Aslam, Shumaila, Azhar & Sadaqat, 2011). Trade unions may reject work-at-home arrangements if they feel that they are in more isolation from employees, less job stability and opportunities for progress and weaker protection in health and safety.

A work week is a work schedule in which workers work more hours in return for a shorter work cycle (Goyal & Babel, 2015). This may benefit employees by giving more days off (for example, longer weeks for a short holiday) and decreasing travelling time while companies can extend their working hours without using additional hours. Compressed working week arrangements may be of particular use to employees who want to minimise their weekly working hours but cannot afford to reduce their working hours.

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While workers frequently start compressed weeks of work, businesses may also begin them in order to enhance operational efficiency, boost production (because of reduced daily starting costs), or establish longer business hours to better customer service (Goyal & Babel, 2015; Lazar, Osoia & Ratiu, 2010). Working 10 hours a day, four days a week is a common arrangement for a 40-hour work week; working an additional hour a day on one off day every two weeks; or working an additional half hour a day off every three or four weeks.

Part-time employment agreements may also enable individuals with health issues, disabilities, or restricted time to enter the labour market and gain valuable skills and experience. They may assist persons who have taken professional breaks, particularly mothers (or fathers), who stay at home to raise their children, re-join the workforce or give retired employees a gradual leaving process. From the employer's perspective, part-time employees may assist optimise human resource utilisation and operational flexibility by providing extra coverage during peak times (Ogechi & Nwaeke, 2019). Part-time employment may also be unpleasant for workers who would like to work longer hours in order to improve their income and provide a better quality of life for their family. According to the European Working Conditions Survey, 85% of individuals who work fewer than 30 hours a week are satisfied with their balance of work and life. In addition, part-time staff and those working less than 35 hours a week had the least physical and psychological problems.

Employment sharing is an agreement in respect of which two (or occasionally even more) employees share one full-time job, divided or divided between responsibilities and working hours. In cases when part-time work or other alternatives are limited, job sharing may be appropriate. Besides the

apparent advantage of freeing workers' time for other duties such as family responsibilities, sharing work allows partnerships in which employees learn from one other while supporting each other (Yasmin, Krishna & Scholar, 2019). Employers may also benefit by enhancing productivity, enhancing staff retention and integrating a range of skills and experience into one role. In certain cases, such arrangements may also provide additional coverage during the periods of peak, while ensuring continuity during sick leave or vacation for a partner. Flexible working conditions may be a challenge for companies with a big number of employees who are responsible for the administration, maintenance or customer. Where the client determines work hours, companies face employee flexibility limitations, this is exactly when family-friendly services such as childcare would be most advantageous. The Sydney Star City Casino's 24-hour childcare facility is an excellent example of childcare support. As shown by Australia's lowest turnover rate, the management believes it has benefitted both employees and the business (Lazar, Osoian & Ratiu, 2010).

Performance of Employees

Employee performance is critical in the workplace. It may assist the business in increasing and using the capability of its people resources. It translates into effective service delivery and engagement, which has a ripple effect across the organisation. To do this, organisations must implement policies that reward employee success. Job performance is dependent on or determined by a combination of skill, opportunities and effort. However, its measurements may be made in terms of outputs (Asrar-ul-Haq & Kuchinke, 2016). According to Asrar-ul-Haq and Kuchinke (2016), performance is the

record of results generated over a defined time period for a particular job function or activity. According to the author, performance is a collection of results generated over a specified period of time. Not only performance is an activity, but also about judgement and assessment. Iqbal, et al., in 2013 explained that performance is defined as the actions taken by the employed person in carrying out his or her responsibilities, and the activities that are observable and quantifiable are portrayed. A business requires excellent performance from its workers in order to accomplish its objectives and maintain a competitive edge (Frese, 2002). The success of an organisation is contingent upon employee's performance.

As a result, to have an experienced way of managing and training their employees. Irum, Ayesha, Syed, Shagufta and Farida (2014) viewed employees' performance as the output of quality and quantity, work presence, adaptive, convenience output and favorable atmosphere. Obiageli, Uzochukwu and Ngozi (2015) argued that employees' performance is usually based on the outputs after combining their capacities, endeavors and possibilities. In view of this, employees' performance deals with some facets and an important tool in deciding an organisation's accomplishments or flops (Sendawula, Kimuli, Bananuka & Muganga, 2018). This is also corroborated by (Sendawula et al., 2018) where they posited that employee's performance is key if organisations intend to achieve its goals and objectives.

Employees WLB and Performance Nexus

Mendis and Weerakkody (2014) posited in their research study that there's a solid WLB and the performance employee's nexus and also an effective employees' WLB could improve the performance of employees.

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Anyim, Shadare and Adio (2020) are of the opinions in their research study data analysis results that there's an impactful link between balancing employees work life and their performances and that the roles of family and society are crucial in sustaining normal workplaces WLB. Parkash and Jyoti (2013) observed that performance of employees revealed a significant relationship with WLB at the workplace. Also, this would be achievable if employees and management synergizes. In the findings of Mwangi et al. (2017), they opined that households' importance disputes disrupt employee's performance. Also, WLB influences family and work that should be adopted so as to better the performance of employees. Obiageli, Uzochukwu and Ngozi (2015) pointed out in their research paper that when an organisation applied WLB, it improves the employees' performance and for this reason, workplaces managers should make it sacrosanct to establish separate work life benefits in order to improve employee's performance.

Mmakwe and Ukoha (2018) argued in their study both the measures of performance employees and WLB has a concrete link and for organisation to achieve growth, workers' duties and commitments needs to be balanced and to improve employee's performance, a well-defined structures and regulation should be spelt out. A study carried out by Muhammad (2017), discovered how employees' performance is impacted by WLB and the outcomes illustrate that transactional leadership impacts on the subject matter. Lula (2018) emphasised in his research work that family work life preference impacts the performance of employees. Additionally, job demands impacted the employee's home life. He said that as a consequence of increased work demand, the majority of workers were forced to make adjustments in order to

fulfil their family obligations, and the extended work hours exposed them to an excessive amount of stress owing to a lack of organisational support.

Empirical Review

Numerous studies have been conducted on WLB.

Work life balance policies for staffs at the University of Cape Coast

Vishwa et al. (2015) typically conducted empirical research to ascertain the effect of WLB policies on employee satisfaction and performance. The purpose of this study was to ascertain the relationship between WLB policies and job satisfaction among employees. A total of 240 individuals responded to the questionnaire. Correlation analysis was performed on the quantitative data using the Statistical Package for Social Sciences. The study's findings underscored the importance of each WLB policy as a predictor of job satisfaction on its own.

Azeem and Akhtar (2014) examined the effect of WLB and job satisfaction on health care workers' organisational commitment. The purpose of this study was to determine the effect of WLB and job satisfaction on the company loyalty of healthcare workers. Two hundred and seventy-five (275) individuals from the healthcare industry completed a questionnaire. The quantitative data were analysed using SPSS, which included correlations and reliabilities. The empirical evidence indicates that health care workers have a low perception of WLB, job satisfaction, and commitment. Positive correlations exist between WLB, job satisfaction, and organisational commitment.

Ojo, Salau, and Falola (2014) conducted an investigation into WLB policies and practises in three sectors of the Nigerian economy: banking,

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education, and energy. The types of WLB initiatives available in the three sectors were examined, as well as the associated barriers to implementation. Quantitative research on WLB practises in three sectors of the Nigerian economy was conducted. This was achieved via an in-depth study of case studies from various sectors. The data set consists of 586 answers to questionnaires sent to banking management and staff. The educational sector gathered 531 questionnaires, while the power sector collected 577 questionnaires. The findings indicate that respondents' perceptions of WLB are quite diverse. The quantitative data were analysed quantitatively, using the Statistical Package for Social Sciences, including Anova (SPSS). There is a significant disconnect between corporate WLB practises and employee perceptions of the word; the study makes many policy recommendations to assist in the implementation of WLB policies in the industries examined.

Fapohunda (2014) examined the relationship between working hours and productivity. The purpose of this study was to examine the relationship between work-life balance and organisational productivity, as well as the possibility that WLB practises reduce employee turnover and absenteeism. The study gathered 200 responses from experts in the banking sector. To collect data, a systematic questionnaire was utilised. The data were analysed using the chi square test. The study discovered a correlation between employee turnover and WLB practises. Furthermore, it discovered an insufficient degree of managerial support.

Level of performance among staffs

Kamau, Muleke, Makaya, and Wagoki (2013) conducted a study to determine the effect of eco banks. Kenya's work-life balance policy regarding

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employee performance. This study's primary aim was to ascertain the impact of WLB on employee performance in a company. We chose fifty-five (55) Eco Bank workers who also responded to survey questions using quota sampling. Spearman's Correlation Analysis was used to evaluate the WLB and organisational effectiveness of applicants. The empirical study demonstrates that there is a correlation between WLB and employee performance. Hye (2013) examined the relationship between work-life balance and employee performance: the mediating role of emotional commitment, with the goal of determining the effect of work-life balance on affective commitment and job performance. The survey received 293 responses. The quantitative data were analysed quantitatively using the Statistical Package for Social Sciences, which included reliability and multiple regressions (SPSS). It was shown that employees' attitudes about WLB increased their emotional involvement.

Dissanayaka and Ali (2013) conducted a study to determine the relationship between WLB and performance. The aim of this study was to determine if there is a correlation between WLB and employee performance. Ninety-six (96) workers were surveyed, and they were given a questionnaire from which the data were gathered. The data were analysed using Pearson moment correlation. According to the study, there is a positive correlation between WLB and employee performance. Additionally, deliberate efforts to improve an employee's WLB are necessary for performance enhancement.

Ojo (2012) conducted a survey of management and employees in the Nigerian banking sector to ascertain their perceptions of WLB practises and laws. The purpose of this study is to determine whether or not Nigerian organisations have WLB policies/practices. Data were gathered from 600

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respondents via a questionnaire. The data were analysed using Spearman's correlation analysis. The findings of the empirical study suggest that workers should be educated about various WLB alternatives. Sakthivel, Kamalanabhanb, and Selvarania (2011) examined the effect of work-life balance reflections on employee happiness. The purpose of this study was to establish a link between job satisfaction and work/life balance. Career opportunities, recognition, job responsibilities, compensation, benefits, superior-subordinate relationships, employee satisfaction, and work/life balance were all considered in this study. 210 people who worked at an information technology firm answered a questionnaire. The quantitative data were analysed using SPSS, which includes multiple correlation and regression. Through a mediator variable, WLB, the empirical results show a significant relationship between job task and employee satisfaction.

Effect of work life balance on performance of staff of the University of Cape Coast

Furthermore, in 2010, Simonetta and Manfred investigated WLB by performing an evaluation of employee experiences at Oxford Brookes University in order to ascertain the university's significance of work-life practises. They examined the university's different WLB policies and how they were implemented by university employees. The sample consisted of 492 members of staff at Oxford Brooks University. The study demonstrates the critical need of striking a balance amid personal life and paid job, since this allows individuals to operate more effectively. The team concluded that achieving this goal requires a collaborative effort between companies and employees. There is a dearth of literature on the usage and availability of

WLB studies in developing nations, as well as the execution of these programmes. There is still much to learn about Ghana and how to best assist its capacity to facilitate workers' WLB, particularly with regard to leave arrangements during times of heightened economic strain. This knowledge chasm is what research tries to close.

While fulfilling many roles at work and at home helps people, it becomes a burden when the responsibilities at work negatively impact workers' social lives. This results in the work-family conflict hypothesis, which was developed in 1986 in response to workers' struggles to combine work and personal obligations (Lockwood, 2003). Hobson, Delmus, and Kesic (2001) shown that employees' inability to balance work and family responsibilities resulted in a high rate of absenteeism, decreased performance and productivity, decreased job satisfaction, and poor organisational commitment. Similarly, and consistent with the current study, conflicting work and family obligations reduce job satisfaction and commitment. Sociodemographic variables such as marriage status, age, gender, and parental status are considered in studies on WLB and commitment attitudes on WLB.

Lessons Learnt

Literature has pointed a myriad of issues on how WLB promotes and facilitates employees job performance in organisations. Although, prior researchers have given various viewpoints on how the concepts interact, the approach and conclusions drawn from the review are varied. Methodologically, the studies were mostly quantitative and the designs utilised was descriptive design and correlational. The authors employed a self-administered questionnaire to employees of the organisations used and

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measured the study variables, using a five-point Likert scale. The reason cited for the predominant use of the survey design was to arrive at conclusions applicable to representative proportions of the population involved in each case. For homogenous populations, simple random sampling was used.

Statistically, the technique predominantly used by the researchers for data analysis was SPSS with the researcher looking at describing how WLB policies and programs are developed and applied in various organisations as well as how WLB correlates with job performance of employees in each setting. Although, the findings of the scholars were prominent and applicable in organisational settings, such studies were limited in the Ghanaian context. This study therefore presents the conceptual framework in the next section.

Conceptual Framework

One of the important components of research is the how well to represent one's ideas diagrammatically for easy comprehension of readers. Adom, et. al. (2016) argued that the conceptual framework forms the blueprint of every research and gives clarity to the ideas being expressed in such research. The framework gives direction and impetus for a research work (Adom et al., 2016). Grant and Osanloo (2014) emphasised the importance of a conceptual framework by stating that, it is the foundation upon which research is constructed. Thus, the conceptual framework for this present study is represented in Figure 1.

WBL
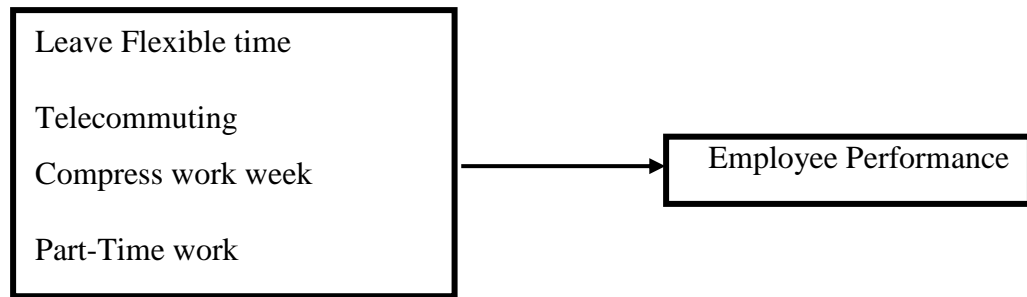
Figure 1: Conceptual Framework
Source: Author's Own Construct (2023)

The conceptual framework demonstrates a connection between WLB and employee performance. In this research, WLB is used as the independent variable, while employee performance is used as the dependent variable. The aim of this study is to determine if WLB has an impact on an employee's ability to work successfully.

Chapter Summary

The review of the literature brought to light WLB policies usually implemented in some organisations be it banking, manufacturing or communication. The chapter reviewed extensively the effect of WLB on employees' performance. Theory underpinning the study was reviewed; concepts and terminologies relating to the study were also discussed to give thorough understanding of the issues at hand. The review exposed the researcher to how various constructs of the study were analysed.

CHAPTER THREE

RESEARCH METHODS

Introduction

This part deals with the methodological approach to the main data gathering, analysis and presentation. Study technique is the overall strategy the researcher uses in carrying out the research endeavour (Williams, 2007). It identifies the analytical methods, illuminates their limitations and resources, clarifies their underlying assumptions and implications, and connects their potentials to the twilight zone at the frontiers of knowledge (Igwenagu, 2016). The Chapter discusses critical issues such as the study's design, demographic, sample size and sampling techniques, methodology, research field, equipment, data collection procedures, and how data is being analysed.

Research Approach

The quantitative research method was used because of the nature of the study purpose under consideration, the particular objectives, and the type of the main data to be gathered and evaluated throughout the research process. The constructs were, by their very nature, quantifiable and manipulable via statistical methods. According to Creswell (2014), the quantitative approach is associated with comprehending events via the gathering of numerical data and the analysis of that data using mathematically based methods (in particular statistics). Quantitative research methodology is a research approach that incorporates quantification throughout the data gathering and analysis stages (Bryman, 2012). Quantitative methods (which are typically based on deduction) seek regularities in human life by dividing the social world into empirical components known as variables, which can be numerically

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represented by frequencies or rates and whose relationships can be explored using statistical techniques and are accessible via stimuli and systemic measures introduced by researchers (Ben-Shlomo, Brookes & Hickman, 2013). Data collection based on a hypothesis is the first step in this method, which is followed by the use of descriptive or inferential statistics (Tashakkori & Teddlie, 2003). When it comes to quantitative techniques, deductive reasoning is often used to explain them. This is because inferences drawn from testing of statistical hypotheses lead to general conclusions about the features of a population.

A disapproval press against quantitative techniques is that they are predicated on the notion that a singular truth exists that is independent of human experience (Lincoln & Guba, 1985). Because it includes a bigger sample that was chosen at random, the quantitative results are more likely to be generalizable to the whole population or a subset of the entire population (Carr, 1994). Some drawbacks of quantitative research methods include the fact that they capture snapshots of a phenomena rather than in-depth examinations, and also, they ignore testers and test-takers expertise when they are asked to test something (Rahman, 2016).

Research Design

Research design is a collection of rules and instructions to be followed in solving the research issue (Leedy & Omrod, 2010). (Leedy & Omrod, 2010). Zikmund (2000) further provides that research design is a blue print which defines the precise data method or strategy that the researcher will go through to accomplish the goals of the study. The research design approach is the overarching method for connecting conceptual research questions to

relevant (and viable) empirical study. It describes the methods required for collecting the information needed to organise or solve marketing research issues.

Given the nature of the scientific question behind this investigation, the study used an explanatory research design. Thus, following the logic of cause-and-effect relationships between the relevant variables – WLB (Independent variable) and employee performance (Dependent variable) – (Dependent Variable). According to Zikmund, Babin, Carr, and Griffin (2012), explanatory design research is used to ascertain the number and kind of causal relationships. This research is, by definition, a causal investigation. Explanatory studies concentrate on a particular scenario or issue in order to provide light on the patterns of connections between variables (Creswell, 2014). The primary objective of explanatory research is to understand why certain occurrences occur and to forecast when they will recur in the future (Maxwell, 2012). Additionally, the statement that the data are quantitative in nature and nearly always need the application of a statistical test in order to demonstrate the validity of the connections contributes to the choice to approach the research quantitatively.

Study Area

The study area for this research is the University of Cape Coast (UCC), located in Cape Coast, Ghana. The university is one of the prominent public educational institutions in Ghana, offering undergraduate and postgraduate programs across various fields of study, including education, business, science, and the humanities. Established in 1962, UCC has become a major

center of academic excellence and research, attracting a diverse body of students and faculty members from across the country and beyond.

As an institution of higher learning, UCC places significant importance on the welfare of its staff, recognizing that the performance and well-being of employees are crucial to the university's success. Staff members at UCC, who range from academic faculty to administrative and support staff, play an integral role in the daily operations of the institution. With this diversity in staff roles, work-life balance (WLB) policies have become increasingly relevant to ensure that employees can effectively manage their professional and personal responsibilities.

Work-life balance refers to the equilibrium that individuals achieve between their work and personal life. In the case of UCC, staff members are likely to encounter varying challenges in balancing their academic responsibilities, research commitments, administrative duties, and personal lives. These challenges are particularly relevant in Ghana, where work expectations can sometimes be demanding, and cultural norms may emphasize work as a central aspect of life. As such, employees may struggle with time management, stress, and personal well-being, which can ultimately affect their job satisfaction, productivity, and overall performance.

In recent years, organizations worldwide, including academic institutions like UCC, have started implementing work-life balance policies to alleviate these pressures. These policies often include flexible working hours, remote work options, parental and caregiving leave, and family-oriented initiatives that support the staff's personal and professional lives. At UCC, the administration has introduced several such policies, though the effectiveness

and extent of their implementation remain areas of interest and potential improvement.

Understanding the work-life balance policies at UCC is vital because employees' well-being has a direct impact on their performance and, by extension, the university's overall productivity and reputation. Employees who experience a healthy work-life balance are more likely to exhibit higher levels of job satisfaction, engagement, and retention (Greenhaus & Allen, 2011). Conversely, staff members who struggle to balance their work and personal lives may experience burnout, dissatisfaction, and stress, leading to reduced performance and, in extreme cases, increased turnover rates (Kossek et al., 2011).

At UCC, the implementation of effective work-life balance policies is essential to fostering a conducive working environment for staff across the various sectors. The university's role as an educational institution also means that it must set an example of sustainable work practices for the wider community, particularly for its students. As such, exploring how UCC can improve its work-life balance policies and practices is an important undertaking that could have positive effects not only on employees but also on the students and the institution as a whole.

Population

Leedy and Ormrod in 2010 indicates that population may be thought of as the group about whom researcher want to learn more and draw conclusions. The research population consisted of all workers in the University of Cape Coast. The target audience comprised of staff of the University of Cape Coast.

The total population was 1,638 employees (Directorate of Human Resource, UCC report, 2022).

Sample and Sampling Procedure

A probability-sampling strategy was considered suitable for this study's aim. This research used the stratified sampling technique. Three hundred and eight five (385) sample size was determined using a stratified sampling method from staff. Moreover, stratified sampling was deemed fit for the study because of the claim made by Saunders et al. (2016) that, when using different target groups with specific characteristics, then a stratified technique is appropriate. Notwithstanding, stratified technique is cumbersome and make data collection rigorous as researchers may find it difficult retrieving information from various cluster strata (Sekaran & Bougie, 2016). The sample of 385 would be chosen from each faculty of the university of Cape Coast.

Data Collection Instrument

The major data collecting tool in this research was a structured questionnaire. Close-ended questions are included in the questionnaire. This is because, Respondents will find it simple and fast to reply, and response choice may help to explain the question wording for them. It will also make it simpler to compare answers with other respondents or surveys, and it will be quicker and less expensive to analyze. Causal investigations are highly organised by nature (Maxwell, 2012), necessitating the gathering of primary data using structured methods. A questionnaire is a set of structured questions intended to gather information (Singer & Couper, 2017). Closed ended questions demands that respondents choose from a predetermined set of possible options and to assess each option independently of the others. The data collecting tool was a

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self-admininistered structured questionnaire with three sections (A-C) covering WLB, demographic information, and performance. The research collected sociodemographic data on sex, age, education, marital status, and number of children. Section B assessed WLB using a standardised eight-item questionnaire designed and verified by Daniel and McCarraher (2000). The research recorded work performance via the use of six questions that will be used to quantify job performance. Hussein (2013. The answer format goes from lowest level of agreement (1) to highest level of agreement (7).

Data Collection Procedures

The researcher gathered data in cooperation with two field assistants who had been educated on the study's objectives as well as the issues that might arise from the data collecting instrument used in the study. It was obtained that letters of introduction from the Department of Human Resource at the University of Cape Coast were received. The introduction letters were distributed to the Departments that had agreed to participate in the research project. Once the research obtained permission from the heads of the departments involved, the administrative heads of the prospective respondents' departments were contacted in order to arrange a day and time for the actual data collecting activity.

With the aid of two colleagues, I presented the questionnaires to workers, and in certain instances, employees from different departments helped to make the process more efficient and effective. Responses to the questionnaires were given enough time to complete them before they were collected. The surveys took an average of fifteen (15) minutes to complete, according to the respondents. The purpose of the research was communicated

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to workers in each department, and they were guaranteed of absolute secrecy and anonymity throughout the process. This method was utilized to gather information from all of the departments that took part in the research.

Data Processing and Analysis

The term "data analysis" refers to a broad variety of qualitative and quantitative operations. In behavioural research, it is customary to make extensive use of quantitative analysis and statistical methodologies and procedures. Because statistical methods and approaches offer solutions to problems, they have a unique place in research. Pandey and Pandey (2015) describe data analysis as the process of examining organised data in order to unearth hidden truths. The data collected was thoroughly reviewed and verified for accuracy. Following that, the surveys were coded and put into SPSS version 26. SPSS was chosen because it aided in the organisation and summarisation of data, thus providing critical parameters for data analysis. The study objectives were addressed via the use of means and standard deviation presented in tables and multiple regression.

The overall assessment of the objectives was done using mean and standard deviations values generated for the statements with a mean score range 1 to 2.9 representing not applicable and 3 to 7 representing applicability of an item or statement made; a 0.1 cut-off point. Additionally, any computed standard deviation that is more than two standard deviations above or below the mean is deemed untrustworthy for the purposes of this study. This criteria for assessment were applied by Jadoo, Aljunid, Dastan, Tawfeeq, Mustafa, Ganasegeran and AlDubai (2015).

Additionally, objective three was analysed using regression methods to determine the influence of WLB on employee's performance at UCC. The objective analysis was performed using correlation coefficients (R), coefficients of determination (R squared), and statistical significance, as well as the extent of the impact of WLB on performance. R denotes the direction and strength of the connection between the independent and dependent variables in a study. Cohen (1992) offers the following criteria for interpreting the size of the correlation coefficient: r=0.10 to 0.29 or r=–0.10 to –0.29 little, r=0.30 to 0.49 or r=–0.30 to –0.49 moderate, and r=0.50 to 1.0 or r=–0.50 to –1.0 perfect.

Additionally, the R-squared shows the proportion of variation explained by the independent variable in the dependent variable (s). Ringle and Sarstedt (2011) define R2 values of 0.75, 0.50, or 0.25 as significant, moderate, or weak for dependent variables. A statistical significance of variables or constructs are achieved when a 95% confidence interval probability is less or equal to 0.05 0r 5%; t-statistic of 1.96 or more (Pallant, 2016). In light of the above the results of the variables objectives were assessed and reported in tables that ensue under each objective.

Ethical Considerations

As indicated by Saunders, Lewis and Thornhill (2016), any social researcher should seek permission from the respondents stating clearly their intentions and being guided by research ethics. The respondents were therefore informed of the following rights:

- Anonymity and confidentiality: the researcher assured the respondents that their names would not be disclosed or linked to any description.

As such, all information received from them (respondents) was treated with maximum confidentiality.

- The researcher also informed the respondents that they were free to terminate or cease to give any response if they so wish.

- The researcher did not withhold any information about the study's possible risks, discomfort or benefits or deliberately deceive study subjects on these matters.

Validity and Reliability Test

To check for the validity and reliability of the scaled variable, the Cronbach alpha was computed. Since, Cronbach alpha values are above 0.70 as shown in Table 4, it shows a reliability.

Table 1: Validity and Reliability Test

Dimensions	No. of items	Cronbach Alpha
WLB (employees' perception	8	0.845
Employee Performance	6	0.822

Source: Field Survey (2023)

Chapter Summary

This chapter discussed in detail and methodically the methodology utilised in the study, which covered the research setting, research design, study population, sampling and sampling techniques used in the study, the equipment used, and processes used in data collection and analysis.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This study sought to examine the effect of work life balance on employee performance of staff in the University of Cape Coast. This chapter presented the results and discussion of the study. In addition, the chapter covered the analysis and findings of the research using both descriptive and inferential statistics. Specifically, the characteristics of the respondents were discussed.

Demographic Characteristics of the Respondents

The analysis evaluated the demographic profiles of the gathered data from the respondents. The respondents were asked to state their sex, age, the highest level of education, marital status. Table 2 shows the demographic characteristics of the respondents.

Table 2: Demographic Characteristics

Variable	Frequency	Percent
Sex		
Male	212	55.1
Female	173	44.9
Age of respondents		
20-29	127	33.0
30-39	109	28.3
40-49	104	27.0
50-59	45	11.7
Highest Educational Attainment		
Postgraduate	45	11.7
Graduate	198	51.4
Technical/vocational	99	25.7
Secondary	43	11.2
Marital Status		
Married	248	64.4
Single	132	34.3
Divorced	5	1.3
Total	**385**	**100.0**

Source: Field Survey (2023)

Out of 385 respondents, two hundred and twelve (212) were males. This represented 55.1 percent of respondents. One hundred and seventy-three (173) were females. This also represented 44.9 percent of respondents.

With regards to the age of respondents, 127 of the respondents were 20-29 years. This represented 33 percent of the respondents. One hundred and nine (109) of the respondents were between the ages of 30 to 39 years. This represented 28.3 percent of the respondents. One hundred and four (104) of the respondents were between the ages of 40 to 49 years. This represented 27 percent of the respondents. Forty-five (45) of the respondents were between the ages of 50 to 59 years. This represented 11.7 percent of the respondents.

Regarding to the level of educational attainment, one hundred and ninety-eight (198) of the respondents were graduates with first degree. This represented 51.4 percent of the respondents. Ninety-nine (99) of the respondents were technical and vocational students. This represented 25.7 percent of the respondents. Forty-five of the respondents were holding postgraduate certificate. This represented 11.7 percent of respondents. Forty-three (43) of the respondents were holding secondary certificate. This represented 11.2 percent of respondents.

Two hundred and forty-eight of the respondents were married. This represented 64.4 percent of respondents. One hundred and thirty-two (132) of the respondents were single. This represented 34.3 percent of the respondents. Five (5) of the respondents were divorced. This represented 1.3 percent of respondents.

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Work-life balance polices for staff at the University of Cape Coast

The first objective of the study was to analyse the work life balance policies of staffs at the University of Cape Coast. The mean and standard deviation was used in analysing the study's objective. The results from the descriptive statistics have been presented on Table 3.

Table 3: Work-life balances practices at the University of Cape Coast

	Mean	S.D
My organisation gives me leave to care and support my dependents or family members.	3.872	0.381
Employees are provided opportunities to work at home sometimes instead of coming to office	3.421	0.325
The council encourages the involvement of employees' family members in work celebrations	3.217	1.342
Work design is made flexible for employees in this institution.	3.112	0.483
My organisation allows employees with special need develop their skills then get work experience.	3.105	1.341
An arrangement which allows more than two employees to fill one fulltime job jointly with tasks and working time.	2.215	0.245

Source: Field Survey (2023)

The work-life balance (WLB) policies for staff at the University of Cape Coast (UCC) have been analyzed using descriptive statistics, specifically the mean and standard deviation (S.D.), to assess the various practices in place to support employees' balance between their professional and personal lives. Table 3 presents the responses from the staff regarding these WLB practices, offering insights into their perceptions of the policies implemented at the university. The mean score represents the average response for each statement,

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while the standard deviation indicates the variability or dispersion of the responses. Below is an interpretation of the table, along with explanations for each item, justifications for the recorded means and standard deviations, and a review of empirical studies that align with or contradict these findings.

The first item on the table is, "My organisation gives me leave to care and support my dependents or family members," which recorded a mean score of 3.872 with a standard deviation of 0.381. This relatively high mean score suggests that staff members at UCC feel that their institution provides adequate leave to care for their dependents or family members. The low standard deviation indicates that responses are clustered around the average, showing a consensus among employees regarding the institution's policy on leave for caregiving. The justification for this high mean is likely tied to a cultural expectation within Ghanaian organizations that prioritize family responsibilities, which may be reflected in the policies at UCC. This aligns with findings from other studies, such as the research by Allen (2013), who found that family-friendly policies, including leave for dependents, have a positive influence on employees' work-life balance. However, while policies may exist in this regard, variations may still exist in how they are applied to different staff categories.

The second item, "Employees are provided opportunities to work at home sometimes instead of coming to the office," recorded a mean of 3.421 and a standard deviation of 0.325. This moderate score indicates that while some flexibility is granted to employees, the opportunities for telecommuting or working from home are not as frequent or universally implemented as other work-life balance measures. The low standard deviation suggests that there is

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some agreement among the staff on this matter, but with less enthusiasm than the first item. The trend of offering employees the option to work from home has been gaining traction globally, particularly with the rise of digital tools that allow remote work. Studies like those by Golden and Veiga (2005) have shown that flexible work arrangements, including telecommuting, enhance job satisfaction and improve work-life balance. However, the slightly lower mean score here could indicate institutional challenges, such as a lack of infrastructure or a cultural resistance to remote work, which may still persist in some organizations, including at UCC. For instance, the infrastructure and culture at UCC may not yet fully support widespread remote work, which could explain the moderate score.

The third item, "The council encourages the involvement of employees' family members in work celebrations," has a mean score of 3.217 with a standard deviation of 1.342. The mean indicates a relatively neutral to positive view of family involvement in work-related celebrations. However, the high standard deviation shows a significant degree of variation in the responses, suggesting that while some employees may feel positively about the inclusion of family members, others may not share the same sentiment. This could reflect varying personal preferences and cultural attitudes towards work-life integration. On one hand, involving family in work celebrations may be seen as a gesture of inclusivity, helping employees feel more supported in their dual roles at work and at home. On the other hand, some employees may prefer to keep their work and family lives separate. According to studies by Kossek et al. (2011), such integration is often seen as a strong organizational

support practice, but its effectiveness depends on how it aligns with employees' personal boundaries and preferences.

The next item, "Work design is made flexible for employees in this institution," has a mean score of 3.112 and a standard deviation of 0.483. This score indicates that there is moderate flexibility in work design, but it is not a predominant feature of the work culture at UCC. The low standard deviation implies a relatively uniform opinion among the staff regarding this aspect. Flexibility in work design can include things like flexible working hours, job-sharing opportunities, or customized work tasks, all of which contribute to better work-life balance. However, a mean score of 3.112 suggests that while some degree of flexibility is available, it may not be consistent across all departments or roles. This could be due to structural limitations, such as rigid departmental practices or a lack of widespread adoption of flexible work arrangements. Research by Hill et al. (2008) supports the idea that flexibility in work design is positively correlated with work-life balance, but the impact is contingent on the extent of its implementation across an organization.

The statement "My organisation allows employees with special needs to develop their skills and then gain work experience" scored a mean of 3.105 with a high standard deviation of 1.341. This score indicates that UCC provides some support for employees with special needs in terms of skill development and work experience, but the variability in responses suggests that there is inconsistency in the extent to which this is applied. The high standard deviation points to a divergence in employees' experiences and opinions, which could be related to the specific needs of the staff involved. The presence of special needs employees in a workforce often requires

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tailored policies and accommodations, which can be difficult to implement consistently. While UCC may have provisions for such employees, these may not be universally accessible or well-communicated, resulting in a wide range of opinions. Empirical studies such as those by Holwerda et al. (2012) have emphasized that inclusive work environments, including support for special needs employees, contribute positively to work-life balance, but only when these policies are well-defined and equitably applied.

The final item, "An arrangement which allows more than two employees to fill one full-time job jointly with tasks and working time," scored the lowest with a mean of 2.215 and a standard deviation of 0.245. This suggests that job-sharing arrangements are either not implemented or are not a common practice at UCC. The low mean score reflects limited availability or implementation of such policies, and the low standard deviation indicates that there is little disagreement among staff on this matter, suggesting a consensus that job-sharing is not a significant feature of the institution's work-life balance policies. Job-sharing has been found to be effective in providing work-life balance, particularly for those with caregiving responsibilities, but it requires a substantial commitment from both the organization and the employees to be successful (Oliviero et al., 2012). Given that UCC staff members appear to have limited exposure to or access to such an arrangement, it is clear that job-sharing is not a prominent policy for improving work-life balance at the institution.

Several studies have examined work-life balance policies and practices in various institutional settings, yielding findings that align with those observed at UCC. For example, a study by Hammer et al. (2011) found that

family-friendly policies, such as caregiving leave and flexibility in work hours, significantly improve employees' work-life balance and overall job satisfaction. Similarly, Allen (2013) reported that organizations that offer the opportunity for employees to work from home or integrate family involvement in work activities tend to experience higher employee engagement and retention. However, the findings also reflect the challenges faced by many organizations in fully implementing these policies. The moderate level of flexibility at UCC, as indicated by the score of 3.112 for work design, mirrors similar findings in the global context, where many institutions offer some flexibility but often fall short of providing comprehensive, widespread options.

On the other hand, some empirical studies present contrasting views. For example, a study by Tannenbaum et al. (2019) showed that despite having formal policies for work-life balance, many organizations fail to implement them effectively, leading to employee dissatisfaction. These studies found that employees who felt that policies were inconsistently applied or unavailable to them reported lower job satisfaction and higher levels of work-family conflict. The low score for job-sharing arrangements at UCC (mean = 2.215) could reflect a similar issue, where although the policy may exist in theory, it is not sufficiently implemented or widely known by employees. Moreover, research by McDonald et al. (2015) found that employees in organizations that did not support flexible work arrangements, such as telecommuting or job-sharing, exhibited higher levels of stress and burnout.

In conclusion, the work-life balance policies at the University of Cape Coast show a mixed picture, with some policies being well-received and

others requiring further attention. While policies such as caregiving leave and flexible work hours have garnered positive responses, opportunities for remote work, family involvement in work events, and job-sharing arrangements seem to be less commonly implemented or available. These findings are consistent with global trends but highlight the need for UCC to further expand and institutionalize these practices to improve employee satisfaction and performance. Future studies should explore how the implementation of these policies can be made more consistent and how they can be better tailored to meet the diverse needs of staff at UCC.

Perceived level of employee's performance of the University of Cape Coast

The second objective of the study was to analyse the perceived level of employee performance of University of Cape Coast. This objective was achieved by employing the descriptive analysis. The mean and standard deviation of the study were computed and analysed. The result has been presented on Table 4.

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Table 4: Level of Employee Performance

	Mean	Std. Deviation
I actively seek feedback to enhance my performance and skills.	4.14	.779
I take initiative to solve problems and make improvements in my work area.	4.14	.954
I effectively collaborate with my colleagues to achieve common goals.	4.14	.853
I am adaptable and flexible in handling changes and challenges.	4.11	.909
I effectively utilize the resources and tools provided to perform my job.	4.08	.861
I continuously strive to enhance my knowledge and skills relevant to my role.	4.08	.884
I demonstrate a high level of accuracy and attention to detail in my work.	4.07	.977
I demonstrate a strong work ethic and commitment to achieving results.	4.04	.751
I effectively prioritize my tasks and manage my time to meet deadlines.	3.97	.904
I consistently meet the expectations and goals set for my role.	3.88	.956

Source: Field Survey (2023)

The Table 3 presents the mean scores and standard deviations for various aspects of employee performance of University of Cape Coast. From the table, "I actively seek feedback to enhance my performance and skills" was the indicator with the highest average. This recorded an average of 4.14 with a corresponding standard deviation of 0.779. The high mean score suggests that, on average, employees actively seek feedback to improve their performance and skills. They are proactive in seeking input from others to

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enhance their abilities. The low standard deviation indicates a relatively narrow range of responses, indicating that there is a consistent level of feedback-seeking behavior among employees. This means that employees actively ask for advice and comments from others to help them improve their work and develop their skills. Employees are open to receiving feedback and using it to become better at what I do.

"I take initiative to solve problems and make improvements in my work area" was the next item with the highest average. This recorded an average of 4.14 with a corresponding standard deviation of 0.954. The mean score indicates that employees, on average, demonstrate a proactive approach to problem-solving and making improvements in their work areas. They take the initiative to address challenges and find ways to enhance their work. The higher standard deviation suggests some variability in employee responses, indicating that some employees may take more or less initiative than others. This means that employees do not wait for someone else to tell them what to do. They take the lead in finding solutions to problems and making things better in their work area. Employees are proactive and resourceful.

"I effectively collaborate with my colleagues to achieve common goals" was the next item with a higher average. This recorded an average of 4.14 with a corresponding standard deviation of 0.853. The mean score suggests that employees, on average, are effective collaborators who work well with their colleagues to achieve shared goals. They actively engage in teamwork and cooperation. The standard deviation indicates a moderate level of variability in employee responses, suggesting that some employees may have better or weaker collaboration skills. This means that employees work

well with their coworkers. They cooperate and work together as a team to achieve our shared objectives. They communicate, support each other, and contribute to the overall success of the team.

"I am adaptable and flexible in handling changes and challenges" recorded the next higher average. This recorded an average of 4.11 with a corresponding standard deviation of 0.909. The mean score suggests that employees, on average, demonstrate adaptability and flexibility in dealing with changes and challenges. They can adjust their approach and tackle new situations effectively. The standard deviation indicates a moderate level of variability in employee responses, implying that some employees may exhibit higher or lower levels of adaptability. This means that employees can easily adjust to changes and deal with difficult situations. Employees are flexible in their approach and can handle unexpected or new circumstances without much difficulty.

"I effectively utilize the resources and tools provided to perform my job" was the next performance item with the highest average. This item recorded an average of 4.08 with a corresponding standard deviation of 0.861. The mean score indicates that employees, on average, effectively utilize the resources and tools provided to perform their job tasks. They make efficient use of the available resources. The standard deviation suggests a moderate level of variability in employee responses, implying that some employees may utilize resources more effectively than others. This means that employees make good use of the resources and tools that are available to them for doing their job. Employees know how to use them efficiently and effectively to accomplish their tasks.

"I continuously strive to enhance my knowledge and skills relevant to my role" recorded the next higher average. This indicator recorded an average of 4.08 with a corresponding standard deviation of 0.884. The mean score suggests that employees, on average, have a continuous desire to improve their knowledge and skills relevant to their roles. They are motivated to learn and grow professionally. The standard deviation indicates a moderate level of variability in employee responses, suggesting that some employees may prioritize self-development more than others. This means that employees are always looking for ways to improve themselves and learn more about the things that are important for their job. Employees are motivated to develop new skills and expand their knowledge to be better at what they do.

"I demonstrate a high level of accuracy and attention to detail in my work" recorded the next higher average. This indicator recorded an average of 4.07 with a corresponding standard deviation of 0.977. The mean score indicates that employees, on average, demonstrate a high level of accuracy and attention to detail in their work. They pay close attention to ensure precision and quality. The higher standard deviation suggests some variability in employee responses, indicating that some employees may exhibit higher or lower levels of accuracy and attention to detail. This means that employees pay close attention to the small details and make sure that their work is accurate and precise. Employees take care to avoid mistakes and deliver high-quality results.

"I demonstrate a strong work ethic and commitment to achieving results" was the next item with a higher average. This indicator recorded an average of 4.04 with a corresponding standard deviation of 0.751. The mean

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score suggests that employees, on average, demonstrate a strong work ethic and commitment to achieving results. They are dedicated and driven to perform well in their roles. The low standard deviation indicates a relatively narrow range of responses, indicating that there is a consistent level of work ethic and commitment among employees. This means that employees are dedicated and committed to doing their job well. Employees have a strong sense of responsibility and put in the effort needed to achieve the desired outcomes. Employees take pride in their work and strive for success.

"I effectively prioritize my tasks and manage my time to meet deadlines" was the next item with a higher average. This indicator recorded an average of 3.97 with a corresponding standard deviation of 0.904. The mean score suggests that employees, on average, effectively prioritize their tasks and manage their time to meet deadlines. They can organize their workload efficiently. The standard deviation indicates a moderate level of variability in employee responses, suggesting that some employees may have better or weaker time management skills. This means that the employees can organize their work and prioritize the tasks based on their importance and deadlines. Employees can manage their time efficiently to ensure that they complete their work on time and meet the required deadlines.

"I consistently meet the expectations and goals set for my role" was the indicator with the least average. This item recorded an average of 3.88 with a corresponding standard deviation of 0.956. The mean score indicates that employees, on average, feel they consistently meet the expectations and goals set for their roles. They perform to the standards and objectives set for them. The higher standard deviation suggests some variability in employee

responses, implying that some employees may feel more or less successful in meeting expectations and goals. This means that employees regularly meet the requirements and objectives that are set for their job. They also fulfill the expectations and achieve the goals that are expected from them in their role. These items reflect different behaviors and attitudes that contribute to employee performance. By demonstrating these qualities, employees can be more effective, productive, and successful in their work within a small and medium enterprise (SME) setting. The results and finding confirms with the study by Paais and Pattiruhu (2020) and Ridwan, Mulyani and Ali (2020) who found similar factors as the level of performance of employees. Their studies done in the hospital and the banking sector respectively. They all found that employees seek for feedback to enhance their performance and skills as well as taking initiatives to solve problems and make improvements in the work area.

Effect of work life balance on employee performance of University of Cape Coast

The third objective of the study was to analyse the effect of work life balance on the employee performance among University of Cape Coast. In order to achieve this objective, the structural equation model was employed. The outcome has been explained in the subsequent sections.

Assessment of Measurement Models for the Study

The measurement models that were used for the investigation are the primary emphasis of this section. The evaluation of the indicator loadings comes first in this part of the section. Indicator loadings, internal consistency reliability (also known as composite reliability), convergent validity (AVE-

average variance extracted), and discriminant validity are some of the aspects of the measurement model that are evaluated throughout the process (Fornell-Lacker and HTMT). In order to provide indications for the evaluation of the measurement model, a dependable PLS algorithm was put through its paces. The findings are summarised in the tables that are shown below.

Assessing Indicator Loadings

The data in Table 5 reveals that some of the indications have been removed. In order to make the overall model more reliable, we eliminated any and all indicators that had a loading score lower than the suggested threshold of 0.7, which was established by Hair et al (2016). 15 of the 16 measurement items scored significantly over the threshold, which was established at 0.7, while all of the ones that fell within the individual variables were kept.

Table 5: Cross Loadings

	Employee Performance	WLB
EmplPerf1	**0.806**	0.767
EmplPerf10	**0.799**	0.671
EmplPerf2	**0.8**	0.766
EmplPerf3	**0.841**	0.711
EmplPerf4	**0.869**	0.7
EmplPerf5	**0.837**	0.646
EmplPerf6	**0.875**	0.71
EmplPerf7	**0.875**	0.725
EmplPerf8	**0.894**	0.754
EmplPerf9	**0.742**	0.602
WLB1	0.6	**0.782**
WLB3	0.594	**0.793**
WLB4	0.56	**0.827**
WLB5	0.61	**0.816**
WLB6	0.584	**0.812**

Source: Field Survey (2023)

All the indicators on table loaded 0.7 and above. This indicates that, the items explained each of the constructs appropriately.

Assessing Internal Consistency Reliability

In this particular investigation, the composite reliability was used in order to determine the level of internal consistency and dependability possessed by the various structures. Cronbach's alpha is not the most effective way to quantify internal consistency; the composite reliability is a more acceptable metric (Rossiter, 2002). According to the findings shown in Table 5, which show that all of the latent variables investigated in this research are trustworthy since their loadings were all very close to the 0.7 criterion. The employee performance had the highest composite reliability measure (0.953). This was followed by Work-life balance (0.937). The findings of the convergence validity are shown in Table 4.

Table 6: Validity and Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Performance	0.951	0.953	0.958	0.697
Worklife balance	0.934	0.937	0.943	0.625

Source: Field Survey (2023)

Before a data gathering device can be considered dependable, Cronbach (1951) suggests that its Cronbach alpha value should be at least 70 percent. According to the findings shown in the table that is located above, the levels of reliability achieved were higher than those considered to be acceptable (Cronbach's alphas >.70, Average Variance Extracted >.50, and composite reliability >.70), as suggested by researchers (Fornell & Larcker)

(1981). In addition, the factor loadings, which ranged from 0.7-0.9, demonstrated high convergent validity. More than half of the volatility in the model's indicators can be explained by the model's constructs, which are able to account for that much variance. The discriminant validity of the measurement model was also evaluated as part of the overall evaluation process.

Assessing Discriminant Validity

In order to establish discriminant validity, a construct has to demonstrate that it is singular and can reflect phenomena that are not captured by any of the other constructs in the model (MacKinnon, 2008). In order to determine the discriminant validity of the HTMT and the Fornell-Lacker criterion's results, this research was carried out. The Fornell-Larcker criteria is a comparison that is made between the square root of the AVE values and the correlations of the latent variables (Fornell & Larcker, 1981). To be more specific, the square root of the average variance explained for each construct need to be higher than the greatest correlation it has with any other construct (Hair et al, 2013). According to the findings in Table 7, the square root of each variable has a correlation that is much higher than its correlations with the other constructs that were investigated in this research. This indicates that every construct is one of a kind and that no two constructions capture the same phenomena in the same way.

Table 7: Fornell-Lacker Criterion

	Employee Performance	Worklife balance
Employee Performance	**0.835**	
Work-life balance	0.649	**0.791**

Source: Field Survey (2023)

Assessing Coefficient of Determination and Predictive Relevance

According to Hair et al. (2014), a level of significance of 0.25, 0.5, or 0.75 for a structural model's coefficient of determination (R^2) is considered to have a low level of significance, moderate level of significance, and large level of significance, respectively. In addition, the author said that a predictive relevance (Q^2) of "0.02, 0.15 and 0.35," as well as an effect size (f^2) of "0.02, 0.15 and 0.35," are each regarded as being "little," "mid," and "large," respectively, for structural models. The following conclusion is one that may be drawn from the data that is shown in Table 7: worklife balance showed a moderate coefficient of determination (0.72) and it accounts for 72 percent of the variation in employee performance. The results show that the model has a modest level of predictive relevance when it is applied to the endogenous variable. This is based on the examination of the predictive relevance of the model (0.352). This indicates that the independent variables are capable of generating accurate predictions about the dependent variable. The results of the impact size indicate that each variable has a very little influence on the endogenous variable.

Table 8: Regression

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
WLB -> Employee Performance	0.849	0.856	0.038	22.47	0.00

Source: Field Survey (2023)

From the Table, there was a positive and significant relationship between work-life balance and employee performance [B=0.849, t(324)=22.47, p<0.05]. A unit increase in work life balance would lead to a

0.849 increase in employee performance. Work-life balance policies, such as flexible work hours and remote work options, can help employees manage their personal and professional commitments more effectively. This reduces stress and lowers the risk of burnout, as employees can better adapt their work to their individual needs.

When employees have the flexibility to balance their work and personal lives, they tend to be more satisfied with their jobs. This satisfaction can lead to higher levels of motivation and engagement, which, in turn, positively affect their performance. Employees who are less stressed and more satisfied tend to be more focused and productive. Work-life balance policies can help employees better manage their time and energy, resulting in improved task completion and efficiency.

Organizations that offer work-life balance policies are often more attractive to potential employees. In addition, these policies can help retain existing talent, as employees are less likely to seek alternative employment opportunities when they feel their personal lives are supported. Encouraging work-life balance can have a direct impact on the physical and mental health of employees. Healthy employees are generally more productive, take fewer sick days, and are less likely to experience performance issues associated with health problems.

Employees with a better work-life balance can bring a more refreshed and focused mindset to their tasks. They can also tap into their creativity more effectively, which is essential for problem-solving and innovation. Work-life balance policies can lead to a reduction in absenteeism and presenteeism.

Employees are more likely to come to work when they are well-rested and motivated, which positively affects overall performance.

Employees who have the flexibility to address personal challenges and responsibilities are better able to adapt to changes and overcome obstacles in their professional lives. This adaptability and resilience are valuable for maintaining consistent performance. When team members have the opportunity to maintain a healthy work-life balance, it can lead to better working relationships and collaboration. Positive team dynamics often result in increased productivity and efficiency.

In conclusion, work-life balance policies can significantly influence employee performance by improving job satisfaction, reducing stress, and enhancing overall well-being. When employees feel supported in balancing their personal and professional lives, they are more likely to be engaged, productive, and committed to their organizations. The findings correspond with Goswami (2020) and Abdullahi et al., (2023). They found that, there was a positive and significant relationship between work life balance and employee performance.

Chapter Summary

This chapter was centered on the results and discussion of the study. The first objective of the study was to analyse the worklife balance policies existing in the university of cape coast. This objective was achieved by using the mean and standard deviation. The second objective was to analyse the level of employee performance among staffs of the University of Cape Coast. This objective was also achieved by using the descriptive statistics. The final objective of the study was to analyse the effect of work life balance on

employee performance. This objective was achieved by using the structural

equation model. The chapter also discussed the demographic characteristics of

the respondents.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

Introduction

It just so happens that this is the very last chapter of the research. In this chapter, we will go through the results and conclusions, as well as the policy implications and suggestions that stem from the research. In addition, the chapter provides some ideas for additional research.

Summary

This study was aimed to examined the effect of work life balance on employee performance of University of Cape Coast. Specifically, to analyse the work life balance policies for staffs at the University of Cape Coast; to analyse the perceived level of performance among staffs of the University of Cape Coast; and to examine the effect of work life balance on performance of staff of the University of Cape Coast.

The study was centered on the social exchange theory and social cognitive theory. The study employed the explanatory research design since the study tested the relationship between the various variables. The data collection instruments were questionnaire. The study employed the quantitative research approach. The simple random sampling technique was used in selecting a respondent of 385. Descriptive statistics and structural equation model were employed to analyse the objectives of the study.

Conclusion

In conclusion, work-life balance policies have a multifaceted impact on employee performance, job satisfaction, and overall well-being. These policies can reduce stress and burnout, increase job satisfaction, enhance productivity,

and improve talent attraction and retention. By promoting health and well-being, fostering creativity, reducing absenteeism, and encouraging adaptability, work-life balance policies contribute to a more resilient and productive workforce. Furthermore, they can positively affect team dynamics and ensure compliance with legal requirements. When implemented effectively, work-life balance policies create a win-win situation for both employees and organizations, leading to improved performance and a more harmonious work environment.

Recommendations

Based on the findings of the study, the following recommendations were made:

- Flexible Work Arrangements: Implement flexible work arrangements such as flexible hours, compressed workweeks, or remote work options. This flexibility allows employees to manage their personal and professional commitments more effectively.

- Clear Communication: Communicate work-life balance policies and their benefits effectively to all employees. Ensure that they are aware of the options available and how to access them.

- Customized Approaches: Recognize that one size does not fit all. Allow employees to tailor their work-life balance solutions to their specific needs and circumstances.

- Training and Education: Provide training and resources for employees and managers on how to effectively manage work-life balance. This can include time management, stress reduction, and coping strategies.

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- Wellness Programs: Implement wellness programs that focus on physical and mental health. These programs can include fitness facilities, counseling services, and stress management workshops.

- Regular Feedback and Evaluation: Continuously assess the impact of work-life balance policies on employee performance and well-being. Use feedback from employees to refine and improve these policies.

Suggestions for further studies

Due to time constraints, this research was cross sectional and was also restricted to the university of cape coast in the Ghana. In future, longitudinal study should be undertaken to assess the effect of work life balance on employee performance. Such a study will have the potential to reveal if the practices leading to employee performance which is measured at one time will be the same or vary from the outcomes at a later point in time. This can help in the decision that management may take at each point in time.

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APPENDIX

UNIVERSITY OF CAPE COAST

QUESTIONNAIRE

This questionnaire has been designed to obtain information on WORK LIFE BALANCE AND EMPLOYEES' PERFORMANCE: A CASE OF STAFF OF UNIVERSITY OF CAPE COAST. We, therefore, seek your assistance since the information given is strictly for academic purposes. Any information provided will be treated as confidential.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

1. Sex   male   [   ]   female [   ]

2. Age of respondent: 20-29 [   ]   30-39 [   ]   40-49 [   ] 50-59 [   ]

3. Highest Educational attainment?

Postgraduate [   ]   Graduate [   ]   Technical/vocational   [   ]

    Secondary [   ]

4. Marital status Married [   ] Single [   ] Divorced [   ]

SECTION B: WORK LIFE BALANCE

On a scale of 1 to 7, please rate the extent to which the following describes your perception. Where 1-Never   7-Always

No	Statements	1	2	3	4	5	6	7
1	I feel that I have enough time for my personal life outside of work.							
2	I am able to leave work-related tasks and concerns behind when I'm not at work.							
3	I can effectively manage my work responsibilities without it negatively impacting my personal life.							

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4	My work schedule allows me to spend quality time with my family and friends.							
5	I have the flexibility to adjust my work hours to accommodate personal needs or emergencies.							
6	I feel supported by my employer in maintaining a healthy work-life balance.							
7	I regularly take breaks during the workday to recharge and reduce stress.							
8	I am satisfied with the amount of vacation and personal time off I receive.							
9	My workload is manageable, and I don't frequently have to work long hours.							
10	I am able to pursue hobbies and interests outside of work.							

SECTION C: EMPLOYEE PERFORMANCE

On a scale of 1 to 7, please rate the extent to which the following describes your perception. Where 1-Never   7-Always

No	Statements	1	2	3	4	5	6	7
1	I actively seek feedback to enhance my performance and skills.							
2	I take initiative to solve problems and make improvements in my work area.							
3	I effectively collaborate with my							

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	colleagues to achieve common goals.								
4	I am adaptable and flexible in handling changes and challenges.								
5	I effectively utilize the resources and tools provided to perform my job.								
6	I continuously strive to enhance my knowledge and skills relevant to my role.								
7	I demonstrate a high level of accuracy and attention to detail in my work.								
8	I demonstrate a strong work ethic and commitment to achieving results.								
9	I effectively prioritize my tasks and manage my time to meet deadlines.								
10	I consistently meet the expectations and goals set for my role.								

THANK YOU