

UNIVERSITY OF CAPE COAST

WORK LIFE BALANCE AND EMPLOYEE PERFORMANCE AMONG
UNIVERSITY OF CAPE COAST ADMINISTRATORS

BY

ANASTASIA ADU DANKWA

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

JUNE 2020

DECLARATION

Candidate's Declaration

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

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

Name: Anastasia Adu Dankwa

Supervisor's Declaration

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

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

Name: Dr. (Mrs.) Rebecca Dei Mensah

ABSTRACT

The purpose of the study sought to examine the effect of work-life balance and employee (Administrators) performance at University of Cape Coast. The study adopted a quantitative approach and the design was both the descriptive and explanatory research design. The study also used a simple random technique to select 310 respondents from a population of 1659. The Research instrument used was questionnaire and the findings were that the administrators were not entirely able to balance both work and personal/life roles and there were differences in mean score for male and female in balancing work and life roles. Also, it was found that a moderate and positive significant relationship between work life balance and performance of administrative staff. The study concluded that there is difference in mean score for work-life balance for male and female and work life balance practice is an important factor in increasing employee performance. The study recommends that the authorities must institute effective work load management to minimise the causes of imbalance and strategies for upgrading the quality of lives to create the life and work goals, especially for the female counterparts.

ACKNOWLEDGEMENTS

I extend my utmost gratitude to my supervisor; Dr. (Mrs.) Rebecca Dei Mensah of the Department of Human Resource Management Studies, School of Business, College of Humanities and Legal Studies, University of Cape Coast for her support including encouragement, meticulous reading, constructive criticisms and useful suggestions that has brought this work to its present state.

I would also want to extend my appreciation to Mr. Isaac Tetteh Kwao for giving me their unequivocal support throughout, as always, for which my mere expression of thanks likewise does not suffice. To my family, you were my source of inspiration. I further thank friends for their guidance and support. Also, to the administrators of the University of Cape Coast, I am truly grateful for readily granting me your support and participating in my work.

DEDICATION

To the blessed memory of my mother, Janet Adabanka

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CHAPTER ONE

INTRODUCTION

This chapter dwells on the background to the study, problem statement, objectives as well as research questions. The significance, scope or delimitation and how the study was organised were presented.

Background to the Study

Research has uncovered that employment and family are the two most vital domains within the lifetime of an individual (Kofodimos, 2003; Lewis, Gambles & Rapoport, 2007; McCarthy, Cleveland, Hunter, Darcy & Grady, 2013). As per Gilley, Waddell, Hall, Jackson and Gilley (2015), whereas some could argue that people notice themselves through work and having the ability to achieve unto the terribly pinnacle of their chosen career, a very comprehensive self-actualisation but, can integrate each their work and life (family, personal life, community service). At the point when a person is consequently employed in an establishment, the person doesn't surrender his/her life reciprocally for work. Rather he/she endeavours to stay up a harmony among them and this balance is important for a healthy life (Gilley, et al., 2015).

Work-life balance means bringing work, paying little mind to whether done at work or at home, and leisure time into balance to live to its fullest (Weer & Greenhaus, 2017). The ever-changing demands of clients and the job directly affect the personal life of employees making it difficult for them to complete the household responsibilities. On the other hand, personal life can also be

demanding if you have a kid or aging parent. People have to make tough choices to achieve this balance. Females in the workforce are now a significant and ongoing pressure group calling for flexibility at work.

Although, both men and women share work to fulfil their needs but still burden is more on women shoulders with respect to family expectations, managing home, taking care of children and parents. In our culture women thus face more challenges to strike balance between personal and professional life (Jones & Taylor, 2017). Work life imbalance can lead to absenteeism from work, creating stress and lack of concentration at work. The issue of work-life balance is increasingly becoming important as families are increasingly becoming nuclear and dual earners. Stress and other conflicts are increasing because of increasing and changing demands of organisation as well as increasing responsibilities of families.

The multi-faced demand between work and home responsibilities have assumed increased relevance for employees in recent years. This is due to demographic and workplace changes, such as; transformation in family structures, growing reluctance for 'long number of hours', greater number of women in the workforce and technological advancement. All these may result in the employees having difficulty in prioritizing between their work roles and their personal lives. For example, a more prominent number of women in the workforce (double vocation couples), change in family structures (an ascent in the number of single guardians), a developing hesitance to acknowledge the more

drawn out hours culture, the ascent of the 24 per 7 society, and technological headways (McPherson & Reed, 2007).

How work-life balance may be achieved and increased is a crucial issue within the field of human resource management and has received vital attention from employers, workers, government, tutorial researchers, and therefore the standard media. (Xiao & Cooke, 2012). Work life imbalance may be a drawback that poses a giant risk to staff well-being and their performance (Michel, Hieronymus Bosch & Rexroth, 2014). Several staff typically have difficulties in making an attempt to balance employment responsibilities with their social life. Work-life balance is anchored on social identity theory by Tajfel and Turner (1979) that postulates the conditions underneath that spill over between the work small system and therefore the family small system happens. It will either be positive or negative. If work- family interactions square measure stiffly structured in time and area, then spill over in term of your time, energy, behaviour and job performance is negative (Shockley & Singla, 2011). Whereas once flexibility happens it allows people to integrate and overlap work and family responsibilities in time and area result in positive spill over that is instrumental in achieving healthy work life balance and job performance (Clark, 2010).

Various workers, paying little attention to sexual orientation are now troubled with more family and individual assignments and concerns making it constantly basic for organisations that need to hold their workers relate to work-life balance concerns (Gassman & Pines, 2011). While work life balance challenges are sensibly indistinct crosswise over countries and sexual direction

with various countries familiarizing exercises with arrangement with it, inconsistencies still have large amounts which requires training (Colichi, Bocchi, Lima and Popim, 2017). Right now, ladies' exposure to educational opportunities is substantially higher than it was some decades ago, especially in the urban setting ((Shockley & Singla, 2011). This has opened new scenes, expanded mindfulness and raised desires of self-improvement (Nelson, Boyer, Villarreal & Smith, 2017).

This, beside economic pressure, has been instrumental in influencing women's call to enter the workforce (Nohe, Meier, Sonntag & Michel, 2015). Work life Balance of female workers has become a vital subject in today's world wherever each, men and women equally share the responsibility of earning for the betterment of their family life (Maheshwari & Joseph, 2018). Thus, it is necessary to grasp how the female balance their personal roles and domestic roles. Expectations and cope designs as regards work-life balance appear completely different across gender. This study can establish whether or not there are gender variations in work life balance considerations.

Employee performance in an organisation is a significant concept in the work environment. Employee performance can support the firm to increase and utilize the capacity of the human resources it has. It translates into good service delivery and interaction in which affects every area of the organization (Cahill, McNamara, Pitt-Catsouphes & Valcour, 2015). To achieve this, organization need to make polices that will encourage employee performance. An employee's job performance depends on or is a consequence of some combination of ability,

effort, and opportunity. But the measurements can be done in terms of outcomes or results produced (Truelove, Yeung, Carrico, Gillis & Raimi, 2016). Performance is also seen as the record of outcomes produced on a specified job function or activity during a specified time period. (Gladisa & Susanty, 2018). According to this definition performance is set of outcomes produced during a certain time period. Hence Truelove, Yeung, Carrico, Gillis and Raimi (2016) have developed the working definition of employee performance as achievement of targets of the tasks assigned to employees within particular period of time.

Inadequate work life balance is a problem that poses a big risk to workers well-being (especially workers in the educational sector), their performance as well as the organizational performance. Many employees often have difficulties in attempting to balance employment responsibilities with their social life. Work-life imbalance could lead to negative influence on employees and employers because the Ghanaian Culture highly values its family system (Edwards & Oteng, 2019). Failure of a family system is often regarded as failure on an individual's part which affects the success of the individual. There is considerable pressure on both employers and employees because their families expect them to fulfil their social roles whilst the institution expects them to also perform effectively (Darko-Asumadu, Sika-Bright & Osei-Tutu, 2018).

Obstruction between work and individual duties has various negative results that have been established in the literature. In terms of job attitudes, employees reporting high levels of both work-to-life conflict tend to exhibit lower levels of job satisfaction and job performance (Obiageli, Uzochukwu & Ngozi,

2015). Behavioural outcomes include diminished work exertion, decreased performance, and absenteeism and turnover (Singh, Greenhaus & Parasuraman, 2017). Work-to-life conflict or imbalance has additionally been related with stress and burnout cognitive difficulties such as staying awake, lack of concentration, and low alertness, and reduced levels of general health and energy. While the majority of work-life balance research focuses on employees' family responsibilities, there are also a number of studies that recognize commitments to friends and community groups, expanding the affected population to virtually all employees (Tausig & Fenwick, 2011).

The implications for organizations are clear: unable to balance work responsibilities and non-work responsibilities can have negative repercussions for employee performance (Tausig & Fenwick, 2011). According to the business case as advocated by many firms and government bodies, these costs to organizations can be avoided by implementing programs to help employees manage their work-life conflict (Shanahan & Jones, 2007). This view proposes that work-life balance practices will assist employees in balancing their work and family demands, which can in turn lead to enhanced employee performance and significant business improvements. By enabling employees to schedule their time in order to better balance competing demands from work and from home, and by helping employees to procure third-party assistance with care-giving responsibilities, such practices are intended to reduce or eliminate levels of work-life conflict, and thereby augment employee performance (Metcalf & Fenwick, 2009). It is against this background that the study sought to determine the effects of organizational

work-life balance programs on University of Cape Coast administrators' performance.

Statement of the Problem

Work-life balance is a vital facet of a healthy work atmosphere. Maintaining work-life balance helps cut back stress and helps stop burnout within the workplace (Deery & Jago, 2015). Studies reveal that people who maintain a positive work-life balance are much more productive than those who do not (Direnzo, Greenhaus & Weer, 2015). Poulouse and Sudarsan (2018) are of the view that balance between work role and life roles facilitate improve employee's health and wellbeing, higher productivity and enjoyment in your job. Similarly, there are stronger relationships, increased personal development and larger success in achieving goals.

An anecdotal evidence with some administrators of the University of Cape Coast exhibited that workers in the diverse offices generally experience the ill-impacts of the heaviness of excessive work. They are routinely performing various tasks and long working hours and they sometimes bring their office work home. They further announced that they are confronted with managing their wards, home and gatherings of companions. Female administrators usually put in longer working hours in order to battle with their male accomplices in their work zone for advancement and promotions (Vasan, 2018). In context on this, the female administrators experience impedance from their work with their family life

owing to less asset left to allocate to their family employments after expanded periods spent in completing authority work.

Most of the employees lamented that often, they think about their work even after their work period and this has caused a great deal of stress/tension at home. Some staff expressed they are unable to spend enough time with family. Most of the staff especially women bemoaned that they have inflexible working hours and are at times call back to work when on leave. This has resulted in their inability to perform still better (Pahuja, 2016).

Also, there have been a number of valuable studies regarding work-life balance and employee performance. In the educational context, there are less researches based on the topic 'work life balance'. Current studies in the educational sector were conducted in the western world (Roberts, Vincent, Ferguson, Reynolds & Jay, 2019; Muraya, Govender, Mbachu, Uguru & Molyneux, 2019; Sheikh, Ashiq, Mehar, Hasan & Khalid, 2018) and they differ in terms of environment so applying their recommendation may not be suitable in the study area. There is no substantive empirical study that has been conducted to investigate, what is the relationship between work-life balance and employee performance at the University of Cape Coast. Therefore, this study seeks to examine the effect of work-life balance on administrators' performance at the University of Cape Coast.

Purpose of the Study

The purpose of the study is to examine the effect of work-life balance on administrators' performance at the University of Cape Coast.

Research Objectives

Specifically, the study sought to achieve to the following objectives;

1. To examine the work-life balance among administrators at University of Cape Coast considering their personal and organisational roles.
2. To examine the differences in work-life balance between male and female administrators.
3. To examine the effect of work-life balance on employee performance.

Research Questions

1. What is the work-life balance among administrators at University of Cape Coast considering their personal and organisational roles?
2. What is the difference for work-life balance for male and female administrators?
3. What is the effect of work-life balance on employee performance?

Significance of the Study

As an essential component of an organisation, findings of the study will help the university identify the work life balance practices that need to be strengthened in order to reduce the negative impact on administrative staff

performance within the university. The findings of this study may be beneficial to the management as well as the human resource managers of the university. This is because it is expected to provide possible answers to why employees underperform, thus providing some answers as to how to tackle the critical management issue of employee underperformance. Finally, the study will serve as a reference point for further research and add to existing literature on the subject.

Delimitation

The main variables of this study are work life balance and employee performance. The area covered by this study is the University of Cape Coast. As such all other tertiary universities are excluded from this study. However, they can adopt the recommendations thereof.

Limitation

Indifference on the part of respondents were limitations to the study as some of the employees felt uncomfortable and others were simply not bothered. The absence or inaccessibility of reliable records and reports on administrators' activities within the past ten years also limited the research investigation. The unwillingness of management to divulge strategic information in the name of confidentiality is a limitation to the study.

Definition of Terms

Work life balance involves proper prioritizing between "work" (career and ambition) on the one hand and "life" (Health, pleasure, leisure, family and spiritual development) on the other

Performance is also seen as the record of outcomes produced on a specified job function or activity during a specified time period.

Organisation of the Study

The study is organised in five chapters. These are Chapter one which entailed the background to the study, statement of the problem, objectives of the study, research questions, significance of the study, scope and limitation of the study, organisation of the study and definition of terms. Chapter two was devoted to the review of literature related to the study of work life balance and employee performance. Chapter three contained the description of methodology and procedure for conducting the study. Chapter four dealt with the actual analysis of data and discussions of data. Chapter five was made up of the summary of findings, conclusions, recommendations and areas for further research.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This section of the study covers the views of other authors on the subject of study. Among the various themes covered include concept of work life balance and employee performance. The section also covers theory underpinning the study. Further, the section reviews empirical studies on the relationship between work life balance and employee performance and ends with a conceptual framework.

Social Identity Theory

Social identity theory was developed by Tajfel and Turner in 1979. The theory according Stets and Burke (2000) is relevant in Work Life Balance (WLB) research. The premise of the theory is that different social contexts may trigger an individual to think, feel and act on basis of his personal, family or national ‘level of self’ (Turner, Swerdlow & Bate, 1987). Social identity theory is a theoretical perspective on the relationship between self-concept (individual level) and group behaviour (work, family, community and friends). The basic idea of social identity theory is the social category within which one falls and to which one feels one belongs, provides a definition of which one is in terms of defining characteristics of the category a self-definition that is a part of the self-concept (Hogg & Terry, 2001).

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

Further, social identity theory maintains that the multiple roles and related identities that a person holds are differentiated with respect to their importance for defining oneself. More specifically, there is an assumption that roles and identities are hierarchically organized. In other words, some identities are more important than others and such identities are conceptualized as being positioned at the top of the hierarchy and the less important ones closer to the bottom. Different identities have a differential effect on individual's self-concept and, in turn, on their behaviour, as people invest more in those identities that are more important to their self-concept (Stryker & Serpe, 2010; Fredriksen-Goldsen &

Scharlach, 2011). Social identity theory argues that the choice of activity will be largely determined on the basis of how important the identities are in the hierarchical order to the individual in question.

Every individual has a variety of social identities and he/she alternates them based on where and with whom he is in a particular time. These identities are called multiple identities (Ashforth & Johnson, 2011). Multiple identities can take different forms, from which the embedded identities and cross-cutting identities are relevant for the on WLB. Certain identities are embedded within others (Ashforth & Johnson, 2011).

While nested identities are connected to formal social categories, cross-cutting identities are attached to categories that are either formal or informal (Ashforth & Johnson, 2011). In the work non-work settings, the work-related nested identities could be considered cross-cutting non-work identities and vice versa. Shifts in salience between social identities, whether nested or cross-cutting, are facilitated by overlap in identity content, generalization of identification and transition scripts. However, in contemporary organizational environments, which become more and more complex and organic, identities may be salient simultaneously. The simultaneous existence of multiple identities may lead to conflicting situations between them and depending on which identity will prevail in the individual's mind; it may influence his/her overall well-being.

However, it is likely that depending on the actual environment, the contextually irrelevant social identity will become more salient. As an example, the case of a manager who is overloaded with work tasks and therefore has not

enough time to spend with his partner and family may be taken. At home, he thinks about work and on the other hand, at work, his thoughts are running away from work tasks and the family identity prevails. This situation, in which multiple conflicting identities are salient, does not bring any good to any of the parties concerned. This further influences his/her job satisfaction as well as personal well-being and ultimately the WLB.

An individual's identity is closely linked with the role that he/she plays (Di Ceglie, 2000). A closer identification with the family role lead to higher investment of time in the family and a closer identification with the work role result in higher time investment at workplace (Rothbard & Edwards, 2003). Dumas (2005) also examined the relation between identification with work and family roles. She examined two types of groups, one that identified with both roles equally and the other that identified unequally with both the roles. Her research revealed that the participants who identified equally with work and non-work roles encountered a higher WFC, as they integrated these two roles. But the participants who segmented work and family roles encountered less WFC comparatively.

The relevance of the social identity theory to the study is that it will help the organizations to adopt positive work life balance policies that will enable employee have a positive work life balance which in turn make employees be effectively committed to achieving the organization's goals.

Concept of Work-Life Balance

Work life balance is an area of increasing importance to both employees and employers. Employees need it to balance work and non-work roles and employers require it to increase productively and reduce cost (Abbott & De Cieri, 2018). The drivers for work life balance can be attributed to changes in the demographic distribution of the labour force, technological advancement and the 24/7 opening hour's culture in Morden society (Beauregard & Henry, 2017; O'Driscoll, Brough & Kalliath, 2004). While there is no consistent definition of work-life balance, there are some consistent themes which have emerged these include: employees achieving an acceptable balance between their work and personal lives, employers work initiative which would aid improve employees productivity providing a range of targeted work-life initiatives that enhance firm performance and not result into considerable increase in cost to the employers (Deery & Jago, 2015).

Work-life balance involves proper prioritizing between "work" (career and ambition) on the one hand and "life" (Health, pleasure, leisure, family and spiritual development) on the other. Related, though broader, terms include "lifestyle balance" and "life balance". Work-life balance, in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life (Shanafelt, Hasan, Dyrbye, Sinsky, Satele, Sloan & West, 2015). Observing the day to day lives of many employees, two main issues to be addressed to achieve work life balance are time and stress (Gupta & Sharma, 2013). Managing these two variables is the secret of a perfect work life balance.

Thus, formula of work life balance: Work life balance= Time management + Stress management. As derived by Gupta and Sharma (2013).

From the very beginning it is important to understand that work-life balance does not mean to devote an equal amount of time to paid work and non-work roles; in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life. Although definitions and explanations may vary, work-life balance is generally associated with equilibrium between the amount of time and effort somebody devotes to work and personal activities, in order to maintain an overall sense of harmony in life (Bell, Rajendran & Theiler, 2012).

To understand work-life balance, it is important to be aware of the different demands upon us and our personal resources- our time and our energy- that we can deploy to address them. With this awareness, we are able to review and value the choices we have in terms of how we allocate our precious resources. Such conscious decision-making provides a sense of control over our working arrangements in order to better accommodate other aspects of our lives, while still benefiting the organizations. Kumar and Mohd (2014) say that work life balance is about people having measure of control over when, where and how they work. There is a view that work-life balance only in the framework of what the company does for the individual.

Interference between work and non-work responsibilities has a number of negative outcomes that have been well established in the literature. In terms of job attitudes, employees reporting high levels of both work-to-life and life-to-work

conflict tend to exhibit lower levels of job satisfaction and organizational commitment. Behavioural outcomes of both directions of conflict include reduced work effort, reduced performance, and increased absenteeism and turnover (Starmer, Frintner & Freed, 2016).

Both work-to-life and life-to-work imbalance have also been associated with increased stress and burnout cognitive difficulties such as staying awake, lack of concentration, and low alertness, and reduced levels of general health and energy. While the majority of work-life balance research focuses on employees' family responsibilities, there are also a number of studies that recognize commitments to friends and community groups, expanding the affected population to virtually all employees (Tausig & Fenwick, 2011). The implications for organizations are clear: work-life conflict can have negative repercussions for employee performance.

According to the business case as espoused by many firms and government bodies, these costs to organizations can be avoided by implementing programs to help employees manage their work-life conflict (Human Resources and Social Development Canada, 2006). This view proposes that work-life balance practices will assist employees in balancing their work and family demands, which can in turn lead to enhanced employee productivity and significant business improvements. By enabling employees to schedule their time in order to better balance competing demands from work and from home, and by helping employees to procure third-party assistance with caregiving responsibilities, such practices are intended to reduce or eliminate levels of work-

life conflict, and thereby augment employee performance and organizational effectiveness.

Gender Differences on Work-Life Balance

Jenkins (2010) observe that issues like child rearing, the need to balance multiple roles etc. have consequences on work and life relationships. Securely attached individuals experienced positive spill over in both work and family (Brumley, 2014). There are pointers that there are gender differences in coping with work life issues. Women still primarily take care of domestic tasks, irrespective of their employment status. So, many women employees continue to face difficulties in balancing these two forces than their men counterparts (Hyman & Summers, 2014). Work based support to women is positively associated with job satisfaction, organisational commitment and performance (Marcinkus, 2017). The home working can lead to greater flexibility and independence, but it can make people work for longer periods of time, including weekends and evenings. Home environment also plays a very important role in the quality of life. Home working could be stressful, if young children have to be managed (Valcour, 2015). Gender has an important effect on home working (Gunkel, Lusk, Wolff & Li, 2017).

Both women and men prefer working in organisations that support work-life balance. Men appeared to benefit more than women (Watts, 2012). Men feel more satisfied when they achieve more on the job even at the cost of ignoring the family. On the other hand, women stress that work and family are both equally

important and both are the sources of their satisfaction. For them the former is more important. When work does not permit women to take care of their family, they feel unhappy, disappointed and frustrated. They draw tight boundaries between work and family and they do not like one crossing the other (Watts, 2012).

A number of demographic variables such as gender, age, income, experience, marital status influences the employees in their work-life balance. Various studies were conducted in this direction to determine the impact of demographic variables on work-life balance of employees. Studies by Deery and Jago (2015), Shanafelt, Boone, Tan, Dyrbye, Sotile, Satele and Oreskovich (2012), Rajadhyaksha and Velgach (2009) reported gender differences with respect to work family balance. Higgins, Duxbury and Lee (2014) indicated that women reported more work interference in family than men, despite spending about same numbers of hours in paid work as men. Although women spent more hours in family work than men, they reported the same level of family interference in work.

Albertsen, Rafnsdóttir, Grimsmo, Tómasson and Kauppinen (2008) examined the impact of gender and life cycle stage on three components of work life balance (role overload, interference from work to family and interference from family to work). The results indicated significant differences for gender and life cycle. Women reported experiencing significantly greater role overload than men. Again, women were found to experience greater work to family interference than men. Interference was highest when the children were young, and lowest in

families with older children. Further, women reported significantly higher levels of family interference with work than men in early years, but interferences levels were comparable to men's in the third life cycle stage (children 10 to 18 years). This finding was supported by the findings of studies by Leupp (2017) and Beauregard & Henry, 2019)

Leupp (2017) found that there was gender asymmetry in the permeability of the boundaries between work and family lives. Family intruded more on work among women and work intruded more on family among men. Annor and Burchell (2018) found that gender was negatively related to family work conflict, suggesting that men did not experience as much family work conflict as women. Rajadhyaksha and Velgach (2019) also found that women experienced significantly higher family interference with work as compared to men. However, there were no significant differences between men and women in the experience of work interference with family.

Further, Milkie & Peltola (2016) found that women and men report similar levels of success in balancing work and family and kinds of work family trade-offs. Hill et al. (2011) too reported that gender was not significantly correlated to work family balance indicating that men and women report similar levels of work-family balance. Ali and Abid (2015) also did not find any gender differences in the experience of work to family or family to work conflict and argued that it was because the financial resources were now being used to pay for the household activities which earlier women had to do and moreover, men had also started to share some work at home. Doble & Supriya (2010) studied work-

life balance across genders. The results did not show any significant gender differences in spillover of work into family life and both the genders showed a similar negative spillover from work to family.

Employee Performance

The term “employee performance” signifies individual’s work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around (Karakas, 2010). Performance is a multicomponent concept and on the fundamental level one can distinguish the process aspect of performance, that is, behavioural engagements from an expected outcome ((Mallick, Pradhan, Tewari & Jena, 2014). The behaviour over here denotes the action people exhibit to accomplish a work, whereas the outcome aspect states about the consequence of individual’s job behaviour (Campbell, 2014). Apparently, in a workplace, the behavioural engagement and expected outcome are related to each other (Borman, & Motowidlo, 2013), but the comprehensive overlap between both the constructs are not evident yet, as the expected outcome is influenced by factors such as motivation and cognitive abilities than the behavioural aspect. Performance in the form of task performance comprises of job explicit behaviours which includes fundamental job responsibilities assigned as a part of job description.

Task performance requires more cognitive ability and is primarily facilitated through task knowledge (requisite technical knowledge or principles to

ensure job performance and having an ability to handle multiple assignments), task skill (application of technical knowledge to accomplish task successfully without much supervision), and task habits (an innate ability to respond to assigned jobs that either facilitate or impede the performance) (Lievens, Conway & De Corte, 2008). Therefore, the primary antecedents of task performance are the ability to do the job and prior experience. In an organizational context, task performance is a contractual understanding between a manager and a subordinate to accomplish an assigned task. Entrusted task performance is broken into two segments: technical–administrative task performance and leadership task performance.

The expected job performance comprising of planning, organizing, and administering the day-to-day work through one’s technical ability, business judgment and so on are called as technical–administrative task performance. Leadership task performance is labelled through setting strategic goals, upholding the necessary performance standards, motivating and directing others to accomplish the job through encouragement, recognition, and constructive criticisms (Pattnaik & Tripathy, 2018). Borman and Motowidlo (2013) defined job performance in the context of task performance as “effectiveness with which job occupants execute their assigned tasks, that realizes the fulfilment of organization’s vision while rewarding organization and individual proportionately.”

Carr (2015) has synthesized the earlier propositions of task performance through relating it to organizational formal reward stating as “the demonstrated

skill and behaviour that influences the direct production of goods or service, or any kind of activities that provides indirect supports to organization's core technical processes." An individual's ability to acclimatize and provide necessary support to the job profile in a dynamic work situation is referred to as adaptive performance (Baard, Rench, & Kozlowski, 2014). Earlier studies have found that once the employees derive a certain amount of perfection in their assigned tasks, they try to adapt their attitude and behaviour to the varied requirements of their job roles (Huang et al., 2014).

An effective adaptive performance necessitates employees' ability to efficiently deal with volatile work circumstances (Baard, Rench, & Kozlowski, 2014), for example, technological transformations, changes in one's core job assignment, restructuring of organization and so on. Evolutions of various new occupations as an offshoot of technological innovation need employees to engage in fresh learning and get oneself adaptable with changes in an efficient manner (Griffin, Parker, & Mason, 2010). The employees are also expected to adjust their interpersonal behaviour in such changed circumstances to work successfully with a wide range of peers and subordinates. In the context of wholesome work performance, Griffin, Neal, and Parker (2007) cited that job proficiency may aid for task performance, but adaptability and proactiveness to one's job role is important to address uncertain business environments.

Along with the task and adaptability, efforts have been carried out toward ascertaining the significance of non-job components of performance to create a better workplace (Viswesvaran, & Ones, 2000). Industrial psychologists have

referred such non-job components as organizational citizenship behaviour contextual performance that refers to voluntary actions of employees (Champ, 2013) that benefit employers intangibly. Contextual performance is a kind of social behaviour demonstrated by individuals in a work set-up. Such behaviours are expected of an employee but they are not overtly mentioned in one's job description. These kinds of unstated expectations are called social behaviour or extra role behaviour.

Motowidlo (2016) defined it as a behaviour that is (i) accomplished by a member of an organization, (ii) which is directed towards an individual, group, or organization with whom the member interacts while carrying out his or her organizational role, and (iii) finally such behaviour is performed with the intention of encouraging the betterment of individual, group, or organization towards which it is directed. Supporting the aforesaid ideology, many prominent researchers in this field have advocated that expected job performance carries two vital dimensions; one as the work required by an organization concomitant to one's role and the other one as the discretionary work behavior (LePine, Erez, & Johnson, 2002; Van Dyne, & Lepine, 1998).

Impressing on the importance of voluntary work behaviour or non-task performance, later psychologists have coined it as contextual performance which connotes helping others to adapt with the varied job roles (Borman, & Motowidlo, 1993; Motowidlo, & Van Scotter, 1994; Motowidlo, Borman, & Schmit, 1997). Bergeron (2007) recommends that contextual performance should consist of multiple "sub-dimensions" such as teamwork, allegiance, and determination. It is

believed that an engaged employee works with a sense of passion which leads to translation into not only high performance but extra role behaviour as well (Kahn, 1990). The contextual performance is elaborated on the ground of “feeling and viewpoint” that employee embraces about their colleagues (team spirit).

A kind of fellow feeling gets intensified through team spirit, wherein employees are able to share their issues and problems willingly and freely with each other within the organization (Jaworski, & Kohli, 2013). Earlier researchers in this context have advocated that growth in team spirit within an organization results in better employee performance and a happier workplace (Alie, Beam, & Carey, 2018; Boyt, Lusch, & Naylor, 2018). Contextual performance is a kind of attitude like volunteering for extra work, helping others in solving difficult task, upholding enthusiasm at work, cooperating with others at the time of need, sharing critical resources and information for organizational development, abiding by the prescribed rules and regulations, and supporting organizational decisions for a better change (Coleman, & Bond, 2016; Crook, Beier, Cox, Kell, Hanks & Motowidlo, 2011).

This kind of behaviour contributes for creating a stimulating culture and climate of the organization which aids in achieving individual productivity and organizational effectiveness. For selecting and inducting the right personnel in organizations, introducing personality tests and group discussion for measuring a prospective candidate’s ability for contextual performance along with the efficiency tests (ability and experience tests) to measure their task performance is proposed. Several frameworks and taxonomies have been developed in the last

previous years, keeping these aspects in mind, to measure employee performance.

Table 1 identifies approaches to work performance and lists the key constructs.

Table 1: Identification of Key Constructs on Employee Performance

Authors	Aspects of Employee Performance
Kennedy, Lassk, & Burns (2001)	Work role empowerment, Behaviour toward customers, and Teamwork
Borman et al. (2001)	Conscientious initiative and Personal and organizational support
McCook (2002)	Perceived effort, Satisfaction with co-workers, and Opportunity for reward
Johnson (2003)	Job performance and Contextual performance
Parker, Williams, & Turner (2006)	Proactive work behaviour, Problem-solving, and Idea implementation
Griffin et al. (2007)	Individual task proficiency, Individual task adaptivity, Individual task proactivity, Team member task proficiency, Team member task adaptivity, Team member task proactivity, Organizational task proficiency, Organizational task adaptivity, and Organizational task proactivity
Schepers (2011)	Work performance and Disciplined effort
Audrey, & Patrice (2012)	Creativity, Reactivity in the face of difficulties, Interpersonal adaptableness, Training efforts, and Handling work related stress
Koopmans, Berhnaards, Hildebrandt, Vet, & Berk (2014)	Task performance, Contextual performance, and Counterproductive work behaviour

Source: Researcher's review

It is understood from all these earlier studies that performance contains a cluster of behaviours that results from one's technical knowledge (knowledge of specifics in one's area of expertise), skill and adaptability (knowing the process to perform and executing it according to circumstances), and interpersonal relations (building team spirit, allegiance, and interconnectedness). It is expected that these kinds of behaviours explained in bits and pieces by earlier models may lead to distal organizational outcomes in the form of productivity enhancement, customer satisfactions, organizational development and growth and so on.

Empirical Review of Work-Life Balance on Employee Performance

A number of studies have been carried out that is related to work life balance. Typically, Obiageli, Uzochukwu and Ngozi (2015) investigated empirical analysis of work life balance policies and its impact on employee's performance. The aim of the research was to analyse the relationship between work life balance policies and employee performance. Questionnaire was filled by 240 respondents who were used for the survey. The Statistical Package for Social Sciences (SPSS) was used in coding and the analysis was analyzed using quantitative data using correlation. The findings of this study emphasized that each of the work life balance policies on its own is a predictor of job satisfaction and performance.

Again, Azeem and Akhtar (2014) investigated the influence of work life balance and job performance of administrators in the tertiary institution. This was aimed at exploring the influence of work life balance and on performance among

employees. Questionnaire was distributed to 275 respondents and the Statistical Package for Social Sciences (SPSS) was used to analyse the quantitative data including correlation and reliabilities. The finding of the empirical test shows that employee in the educational sector have a moderate level of perceived work life balance. There is a positive relationship between work life balance and employee performance.

Correspondingly, Fapohunda (2014) investigated on the exploration of the effect of work life balance on productivity. The aim of the study was to explore the connection between work life balance and organization productivity and whether work life balance practice possibly decreases employee turnover and absenteeism. 200 respondents in the banking industry were used for the survey. A structured questionnaire was used to collect data. Chi square was used to analyze the data. The finding of the result was that there is a positive relationship between work life balance practice and employee productivity. It also found out that management support was not satisfactory.

Asiedu-Appiah, Aduse-Poku and Acheampong (2014) also conducted a survey on work-life balance on the lecturers' performance and career progression in Ghana Felicity at KNUST. Questionnaire were given to 121 respondents and was analyses using simple regression statistical tool. The findings were that lecturers who were able to balance both work and life roles saw improvement in performance and career progression than the other counter who finds it difficult to balance the two.

In 2013 Kamau, Muleke, Makaya and Wagoki investigated work life balance practices on employee job performance at Eco Bank Kenya. The main objective was to determine the effect of organization work life balance on employee performance. Fifty-Five (55) Eco Bank employees were drawn through quota sampling method who also responded to survey questionnaires. Spearman's Correlation Analysis was used to test the candidates' work life balance, their performance to the organization. The finding of the empirical study shows that there was correlation between work life balance and employee performance.

Typically, Fapohunda, (2014) investigated "the work life balance and employee's performance: the mediating role of affective commitment" which was aimed at investigating the effect of work life balance on affective commitment and in role performance. 293 respondents filled the questionnaires which were used for the survey. The Statistical Package for Social Sciences (SPSS) was used to analyse the quantitative data including reliabilities and multiple regressions. The finding of the empirical test demonstrated that employee experience of work life balance increases affective commitment.

Likewise, Dissanayaka and Ali (2013) also investigated the impact of work life balance on employee performance. The aim of the study was to analyse the relationship between work life balance and employee performance. 96 employees were used for the survey and questionnaire was distributed to them in which the data was used to run analysis. Pearson moment correlation was used to analyse the data. The finding of the result was that there is a positive relationship between work life balance and employee performance. Also, there is a need for

systematic effort to enhance work life balance of the employee to achieve better employee performance.

Similarly, Goyal and Arora (2012) measured the impact of work pressure on family life and the expectations of family on the work commitments on 120 teachers of different educational institutes. The study revealed that factors like negative attitude of family, family commitments, health issues, long working hours, meetings, work load created an imbalance in their personal and professional lives.

Conceptual Framework

A conceptual framework represents the researcher's synthesis of literature on how to explain a phenomenon (Eldridge, Lancaster, Campbell, Thabane, Hopewell, Coleman & Bond, 2016). It maps out the actions required in the course of the study given previous knowledge of other researchers' point of view and observations on the subject of research. From the literature review and the purpose of the study, it can be concluded that there is direct positive correlation between work life balance and employee performance. Work life balance denotes how individual balances work roles and non-work roles. The ability of the individual to balance these two differing roles, the likelihood he or she is to increase performance as alluded by the social identity theory. The relationship is presented pictorially on Figure 1.

Work life balance as used in the study is the independent variable employee performance as the dependent variable. Base on the framework, the

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

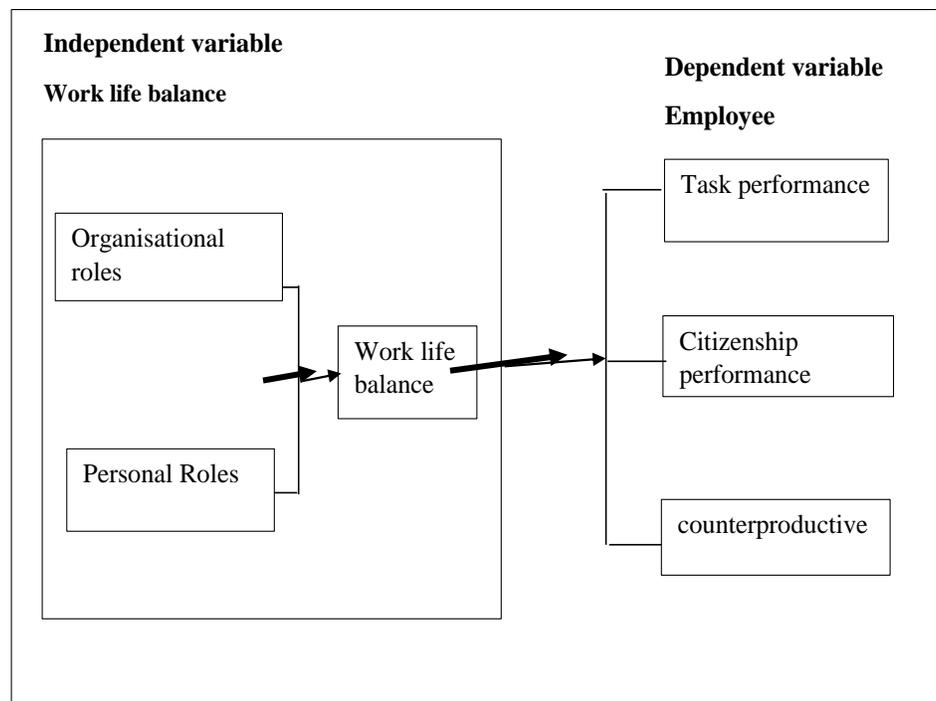


Figure 1: Conceptual Framework

Source: Author's construct (2019)

Also, citizenship performance relates to behaviours that go beyond task performance and technical proficiency, instead supporting the organizational,

social, and psychological context that serves as the critical catalyst for tasks to be accomplished. Lastly, counterproductive performance is employee behaviour that goes against the legitimate interests of an organization. According to the researcher, the individual ability to balance both work and life roles would enhance his or her task and citizenship performance but reduce his or her counterproductive performance at the work place, vice versa. As such it can be concluded that there is a positive relationship between work life balance and employee performance.

Chapter Summary

The chapter discussed the theory related to the study variable and that there should be balance between work role and family roles to enable workers perform well in the organisation. Hence, the study of work life balance and employee performance is imperative in the tertiary institution, especially the administrators. The issue of work life balance involves both the psychologically and the emotional wellbeing of employee and these actions may result in increment in employee performance such as, better service delivery and good health. Without a doubt, one of the biggest disadvantages is that poor work-life balance is poor employee performance. Work life balance entails adjustment of working patterns to enable employees combine work with their other family responsibilities

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter focuses on the research techniques adopted for this study with the aim of achieving the research objectives. It elaborates the research design and provides details regarding the population, sample and sampling techniques and the research instruments that were used in collecting data for the study. It also discusses the data collection methods, reliability, validity, ethical issues and data analysis plan.

Research Design

The research design determines which established convention has been chosen for conducting a piece of research (Bryman, 2017). The choice of research design is based on the research problems and questions of a study. Both the descriptive and explanatory research designs were used for this study. The descriptive research design was used due to objective one and two as it tends to examine the work-life balance among the employees. The explanatory research design explanatory research design was used due to objective three which examine the relationship between work-life balance and employee performance at University of Cape Coast. Explanatory research design is conducted in order to identify the extent and nature of cause-and-effect relationships. It can be conducted in order to assess impacts of specific changes on existing norms, various processes etc. Both explanatory and descriptive research design was

chosen mainly because it comprises a cross-sectional design in relation to which data are collected predominantly by questionnaire (Quittner, O'Donnell, Salathe, Lewis, Li, Montgomery & Barker, 2015).

Study Area

The area under study is the University of Cape Coast. The University of Cape Coast is a prestigious public collegiate research university located in Cape Coast, Ghana. The university was established in 1962 out of a dire need for highly qualified and skilled manpower in education. It was established to train graduate teachers for second cycle institutions such as teacher training colleges and technical institutions, a mission that the two existing public universities at the time were unequipped to fulfil. The university has since added to its functions the training of doctors and health care professionals, as well as education planners, business men, administrators, and agriculturalists. It operates on two campuses: The Southern Campus (Old Site) and the Northern Campus (New Site). Two of the most important historical sites in Ghana, Elmina and Cape Coast Castle, are only a few kilometres from the university. It currently has five colleges- College of Health and Allied Sciences, College of Education, College of Allied and Natural Sciences, College of Distance Education and College of Humanities and Legal Studies.

Population

Babbie, Halley and Zaino (2007) posit that study population is the group or community that a researcher intends to carry out a research on for the purpose of generalisation. Kotzab (2005) refers to a study population as the entire group of respondents or elements relevant to a research. The population for this research is administrative staff of the University of Cape Coast. The total number of administrators was one thousand six- hundred and fifty-nine (1659). The population is categorised into Assistant Administrators, Senior Administrators, Principal Administrative Assistant and Chief Administrative Assistant.

Sample and Sampling Procedure

It was impractical to collect data on the whole population due to the size, as well as the time available for the study. It was therefore necessary to select a sample that would represent the whole population. A subset of some part of a larger population that shares some set of characteristics of the larger group is termed as a sample (Zikmund, Babin, Carr, and Griffin, 2013). Bambale (2014) emphasized that a sample of a population consists of that proportion of the number of units selected for investigation. Gravetter (2012) described sampling as the deliberate choice of a number of people who are to provide the data from which conclusions about those people can be drawn.

The sample size for the study was 310 administrative staff which were determined using the Bartlett, Kotrlik, and Higgins (2001) sample size determination table. The simple random sampling technique was used in selecting

the respondents from the population. This technique was used since it ensures that each person within the population had an equal chance of being included in the sample and also, it is probability sampling technique used in quantitative studies (Saunders & Lewis, 2012).

Data Collection Instruments

Research instrument is any type of written document which is used to measure variables. The type of instrument used for data collection depends on the data and the type of data to be collected. A choice of instrument would depend on many factors including validity and reliability, ease of administering, ease of acquisition of response, and ease of interpretation (Ryan, Coughlan & Cronin 2009). The researcher having taken the above factors into consideration gathered primary data through the use of questionnaire which were personally administered on one-on-one basis.

The questionnaire comprised of three (3) sections, A, B and C. Section 'A' covered items of demographic issues while Section 'B' concerned work-life balance among the employees. The last, Section 'C' also contained items on employee performance. The questionnaires were closed questions. Close-ended questions were relevant for the reason that they were easy to ask and quick to answer. This is significant since data had to be collected quickly to meet the time frame for the research (Creswell & Clark, 2017). Another reason was that analysis of closed-ended questions is easy and straight forward (Zuur, Ieno, & Elphick, 2010). A closed-ended question generates a limited set of responses that can be

coded easily in a database with some number or symbol that represents a response (Gravetter, 2012). Multiple-choice, ordinal, interval and ratio questions generate closed-ended responses.

Validity and Reliability of Instrument

According to Sekaran and Bougie (2003), validity of an instrument relates to the extent to which it actually measures what it is supposed to measure. Siniscalco and Auriat (2005) state that an instrument has content validity when an agreement is obtained from a panel of judges or experts on a topic that the statements in the instrument do not relate to what they are supposed to measure. The questionnaire was given to experts who are well versed in research for scrutiny, taking into consideration how well the items are developed and whether the objectives of the study, research questions and hypotheses, as well as the variables of interest. This helped ascertain the face and content validity of the research instrument. This purpose is to examine whether the items are related to the research questions and also if they comprehensively cover the content needed to provide appropriate response to the research questions.

Reliability as indicated by Sekaran (2003) is the consistency and stability of a measuring instrument regardless of the stability of test takers. Sekaran (2003) stipulates that the reliability of a measuring instrument is the extent to which the instrument is free from error, thus measuring consistency over time variables of interest. The reliability of the instrument was checked using the Cronbach Alpha formula to establish the reliability co-efficient. Reliability was done for each of

the scales as they measured different issues (thus internal consistency). According to Pallant (2005), a Cronbach’s Alpha Coefficient of 0.70 or more is considered adequate. Therefore, the instrument can be considered to be reliable for the study if it scores a Coefficient of 0.70 or more. Table 1 summarizes the reliability score for the individual constructs of the study.

Table 2: Reliability Results

No	Construct	Cronbach’s Alpha	No of items
1	Employee Performance	0.841	13
2	Work-life balance	0.941	13
3	Overall scale	0.823	26

Source: Field survey (2019)

Data Collection Procedure

The questionnaire was personally administered to the one hundred and four (104) employees of the hospitals. Prior to the collection of data, a letter of introduction from the Department of Business Studies was taken to the various hospitals. On arrival, the purpose of the study was explained to them. The administration and collection of copies of the questionnaire were administered the same day but continuously over a period of three weeks, from 15th November 2019 to 12th December, 2019. The data was collected at respondents various offices and the questionnaire was given to them so they have enough time to assimilate the content and answer questions therein.

Data Analysis

In order to address the research questions formulated, the data obtained from respondents were filtered to remove any irrelevant responses and coded using Statistical Package for Service Solution (SPSS) version 25.0. After, the data was analysed using descriptive statistics, independent sample t-test and regression analysis. For the purpose of the study, frequencies and percentage count tables were used to analyse the demographic data from the respondents, mean and standard deviation was employed to analyse research question one, independent sample t-test was used to analyse research question two and regression analysis was used to analyse research questions three.

Ethical Considerations

The conduct of a research requires not only expertise and diligence, but also honesty and integrity. To render the study ethical, the rights to self-determination, anonymity, confidentiality and informed consent was observed. Subjects' consent was obtained the questionnaire was administered to them. The research participants were informed on the purpose of the study and the procedures used to collect the data. Anonymity and confidentiality were maintained throughout the study by not disclosing the subjects' name on the questionnaire and research reports and detaching the written consent from the questionnaire.

Chapter Summary

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

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the findings that were obtained after the primary data were processed in SPSS (Version 25.0) configured with SPSS Process Macro through the application of appropriate statistical techniques. The study sought to examine work-life balance and employee performance at the University of Cape Coast. The findings were chronologically presented to reflect the order of the specific objectives considered in this study. The findings were presented in Tables in a summarized form which provided the platform for easy understanding and interpretation. This section takes into consideration discussion of the findings in relation to previous empirical studies and findings.

Demographic Characteristics of Respondents

Before the main analysis, information relating to gender, level of education, age, work experience and employment status of respondents were captured. Table 3 shows that, out of 295 respondents, 136 (46.1%) of the respondents are male while 159 (53.9%) are female. Table 1 also shows the age profile of the respondents in years, 42 respondents representing 14.2% are aged between 25 –30 years, 68 representing 25.4% are aged between 31 - 35 years, 65 representing 22% are aged between 36 - 40 years, 52 representing 17.6% are aged 41 – 45 years, 44 representing 16.4% are aged 46 – 50 and 24 representing 8.9% aged above 50 years.

Table 3: Demographic characteristics of Respondents

Variables	Sub-scale	N	%
Gender	Male	136	46.1
	Female	159	53.9
Age range	less than 25 years	00	0.0
	25-30 years	42	14.2
	31-35 years	68	25.4
	36 - 40 years	65	22.0
	41- 45 years	52	17.6
	46 – 50 years	44	16.4
	Above 50 years	24	8.9
	Educational background	Diploma	54
1 st Degree		148	50.2
Post graduate		93	31.5
College	Humanities	75	25.4
	Health and Allied	53	17.9
	Agric and Natural Sciences	50	16.9
	Education	55	18.6
	Medical science	11	3.7
	Distance education	25	8.4
	Administration	19	6.4
	Hall	7	2.3
Length of stay	less than 1 year	12	4.0
	Between 1 -5 years	53	18.0
	Between 6 – 10 years	93	31.5
	Between 11 – 15 years	86	29.2
	16 years and above	51	17.3

Source: Field survey (2019)

This shows that majority of the respondents are in the youthful age with 76.9% between the ages of 25 and 45 years. People in the youthful ages are considered more energetic. This is because energy level is very important for all work, particularly in today's competitive business environment that needs people in the middle ages to set fruitful paths for the future generation. With respect to respondents' highest educational background, Table 3 revealed that, 54 (18.3%) had diploma, 148 (50.2%) had 1st degree and 93 (31.5%).

Also the study sought to know the current college respondents work with and Table 3 revealed that 75 (25.4%) are working with the college of Humanities and Legal Studies, 53 (17.9%) are in college of Health and Allied Sciences, 50 (16.9%) work with the college of Agriculture and Natural Sciences, 55 (18.6%) work with the College of Education, 11 (3.7%) work with the school of Medical Science, 25 (8.4%) work with the College of Distance Education, 19 (6.4%) work with the Administration and 7 (2.3%) work with the Halls. Lastly, the respondents were asked to indicate their length of stay in their respective offices and again Table 3 discovered that 12 (4.0%) had worked for less than 1 year, 53 (18%) had worked between 1 – 5 years, 93 (31.5%) had worked between 6 – 10 years, 86 (29.2%) had between 11 – 15 years and 51 (17.3%) had worked 16 years and above.

Work-Life Balance Among Administrators at University of Cape Coast

The first objective sought to examine the work-life balance practices among the employees considering their personal and organisational roles in the University of Cape Coast was presented. Thirteen (13) indicators were used to

measure the work-life balance among the employees and the assessment of this was done using means and standard deviations. From Table 4, the respondents least agreed that, their personal life suffers because of work ($M = 1.72$; $SD = 1.16$). This was followed by respondent indicating that their job does not makes their personal life difficult ($M = 1.89$; $SD = 1.13$). Again, they declined that they neglect personal needs because of work ($M = 1.85$; $SD = 1.07$).

Correspondingly, the respondents further mentioned that they put personal roles on hold for work roles ($M = 2.00$; $SD = 1.05$). This was followed by a declaration from the respondents that they do not miss personal activities because of work ($M = 2.02$; $SD = 1.24$). Further, they opened that their personal life does not drain them of energy for work ($M = 1.82$; $SD = .91$). The respondents asserted that they were not too tired to be effective at work ($M = 1.87$; $SD = 1.8$). These could motivate them in their work performance. Similarly, they do not it hard to work because of personal matters ($M = 1.83$; $SD = 1.00$).

These eight indicators were least agreed to by the respondents according to Dess, Lumpkin and McFarlin (2005) who opined that on a scale of 1 to 5, the midpoint mean is 2.9, hence any mean score above 2.9 is considered as high and below 2.9 is low. However, respondents declined that their personal life gives me energy for my job ($M = 1.922$; $SD = 1.03$). This was same for them declining that their job gives them satisfactory energy to pursue personal activities ($M = 1.83$; $SD = 1.00$). Contradictory, it was indicated that they were not at better mood at work because of lack of concentration ($M = 1.83$; $SD = 1.00$). These resulted in not being in a good mood because of their job leading to reduced work effort ($M =$

1.92; $SD = 1.10$). The implications are that, imbalance between work and personal roles may also result in absenteeism, stress and turnover.

Table 4: Work-Life Balance Among the Employees

Statement	Mean	Std. Deviation
My personal life suffers because of work	1.7282	1.16480
My job makes personal life difficult	1.8544	1.07929
I neglect personal needs because of work	1.8932	1.13684
I put personal on hold for work	2.0000	1.05719
I miss my personal activities because of work	2.0291	1.24031
My personal life drains me of energy for work	1.8252	.91209
I am too tired to be effective at work	1.8738	1.09078
My work suffers because of my personal life	1.9126	1.03948
I find it hard to work because of personal matters	1.8350	1.00095
My personal life gives me satisfactory energy for my job	1.9223	1.03554
My job gives me energy to pursue personal activities	1.8350	1.00095
I am at better mood at work because of lack of concentration	1.8350	1.00095
I am at better mood because of my job	1.9223	1.10869

Source: Field survey (2019)

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

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

Difference for Work-Life Balance for Male and Female Administrators at the University of Cape Coast

This objective looked at the difference for work-life balance for male and female administrators at the University of Cape Coast. Independent t-test was used to measure the difference between male and female on their ability to balance both work and life roles. The t-test assesses whether the means of two groups, or conditions, are statistically different from one other. They are reasonably powerful tests used on data that is parametric and normally distributed. An assumption of the independent t-test is that the two comparing groups have a similar dispersion of scores (otherwise known as homogeneity or equality of variance). If the value of F is significant, it indicates that there are statistically significant differences in the way the data are dispersed, and the assumption of homogeneity has not been met. Table 5 and 6 present the descriptive statistics and t-test.

Table 5: Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
WLB	Male	14	26.2143	12.56478	3.35808
	Female	89	24.1910	11.32964	1.20094

Source: Field survey (2019)

Results showed that the male participants had a mean and standard deviation scores (M=1.60, SD= 12.56) lower than the female counterpart (M=29.19, SD=11.33). However, it is the independent t-test that would help to find that differences in mean score existing for male and female is significant.

Table 6: Independent Samples Test

		Levene's Test for Equality of Variances				t-test for Equality of Means			95% Confidence Interval of the Difference	
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
WLB	Equal variances assumed	5.01	.031	2.331	101	.025	2.0232	3.305	4.53352	8.58007
	Equal variances not assumed			.567	16.4	.578	2.0232	3.566	5.51857	9.5651

Source: Field survey (2019)

The independent t-test found the difference between male and female to be significant, $t(16.50) = 2.33, p < 0.05$. Together this suggests that in balancing work and family roles, how male balance theirs is different from their female counterparts. This may be as a result of women still primarily take care of domestic tasks, irrespective of their employment status. Also, due to the fact that men feel more satisfied when they achieve more on the job even at the cost of ignoring the family.

The findings were in line Studies by Shanafelt, Boone, Tan, Dyrbye, Sotile, Satele and Oreskovich (2012), Higgins et al. (1994), Deery and Jago (2015), Rajadhyaksha and Velgach (2009) whose studies reported gender differences with respect to work family balance. Also, it is consistent with Albertsen, Rafnsdóttir, Grimsmo, Tómasson and Kauppinen (2008) whose results

indicated significant differences for gender and life cycle and that women reported experiencing significantly greater role overload than men. This was supported by Loscocoo (2017) and Annor and Burchell (2018). Loscocoo (2017) found that there was gender asymmetry in the permeability of the boundaries between work and family lives. It was also consistent with Annor and Burchell (2018) who found that gender was negatively related to family work conflict, suggesting that men did not experience as much family work conflict as women. Rajadhyaksha and Velgach (2019) also found that women experienced significantly higher family interference with work as compared to men.

Effect of Work-Life Balance on Employee Performance at University of Cape Coast

The last objective sought to examine the effect of work-life balance on employee performance at University of Cape Coast. Regression analysis was done where the linearity and the relationship between the two variables were analysed with work-life balance as the independent variable and employee performance as the dependent variable. Also, in order to use regression to analyse the effect of work life balance on employee performance, it is imperative to check that assumptions of regression (Tabachick & Fidell, 2012). The result showed a linear relationship between the variables, there was normality with dependent variable and no multicollinearity, auto-correlation and homoscedasticity (Tabachick & Fidell, 2012). Table 7 gave the model summary of the output and it displayed the R, R squared, adjusted R squared, and the standard error. R is the Pearson product

moment correlation coefficient which indicates the strength and direction of the linear relationship between the dependent variable (employee performance) and the independent variable (work-life balance). Hence from Table 7, work-life balance and employee performance are positively correlated, and the strength of the relationship is moderate at (.402).

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

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.402 ^a	.162	.154	12.14634

a. Predictors: (Constant), WLB

Source: Field survey (2019)

Table 8 is the ANOVA table which provides the test significance for R and R² using the F-statistic. The F statistic is the regression mean square (MSR) divided by the residual mean square (MSE). If the significance value of the F statistic is small (smaller than say 0.05) then the independent variables do a good job explaining the variation in the dependent variable. In this analysis, the p-value is well below .05 ($p = .000$). Therefore, it can be concluded that, the R and R² between work-life balance and employee performance is statistically significant.

Table 8: ANOVA^a

		Sum	of			
Model		Squares	df	Mean Square	F	Sig.
1	Regression	2878.535	1	2878.535	19.511	.000 ^b
	Residual	14900.902	101	147.534		
	Total	17779.437	102			

a. Dependent Variable: EP

b. Predictors: (Constant), WLB

Source: Field survey (2019)

The Table 8 also provides information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The numerical value on the second row, labelled as work-life balance in this case (representing the independent variables), is the value for the slope (b) for the regression equation.

Based on these results, the researcher can report the following regression equation, predicting administrators’ performance based on their ability to balance work and life roles.

$$Y (\text{Administrators performance}) = 18.509 + 0.727X (\text{work-life balance})$$

Hence, taking the values for the slope and the intercept in the resulting regression equation, the researcher can make the following accessions: According to the intercept, when they cannot balance work and life roles, thus, when work-life balance is zero, administrators’ performance will be at 18.509, and according to the slope, ability to balance work and life roles, there will be an increase in administrators’ performance by (72.7%). Therefore, ability to balance work and life roles have a significant influence on administrators’ performance.

Table 9: Coefficients^a

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	66.593	2.833		23.509	.000
	WLB	.464	.105	.402	4.417	.000

a. Dependent Variable: EP

Source: Field survey (2019)

This finding was in line with many studies (Obiageli, Uzochukwu & Ngozi, 2015; Azeem & Akhtar, 2014; Fapohunda, 2014; Kamau, Muleke, Makaya and Wagoki, 2013; Dissanayaka & Ali, 2013). For instance, Obiageli, Uzochukwu and Ngozi (2015) study revealed that each of the work life balance

policies on its own is a predictor of job satisfaction and performance. Also, Azeem and Akhtar (2014) empirical test showed that employee in the health care sector have a moderate level of perceived work life balance. There was a positive relationship between work life balance and employee performance. The findings were in line Fapohunda (2014) who also found out that there is a positive relationship between work life balance practice and employee productivity though management support was not satisfactory.

The result was consistent with Kamau, Muleke, Makaya and Wagoki (2013) there is a positive relationship between work life balance and employee performance. However, the strength was moderate so there was the need for systematic effort to enhance work life balance of the employee to achieve better employee performance. Similarly, the result coincides with Asiedu-Appiah, Aduse-Poku and Acheampong (2014) who found out that lecturers who were able to balance both work and life roles saw improvement in performance and career progression than the other counter who finds it difficult to balance the two.

Chapter Summary

The chapter presented findings from the data collected from respondents on work life balance and employee performance among administrators of University of Cape Coast. It was noticed that the administrators find it difficult in balancing both work role and family or personal roles. Also, the way male administrators balance their work roles with that of personal roles were different

from their female counterparts. Lastly, there is a positive relationship between work life balance and employee performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

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

Summary of Findings

The purpose of the study was to examine the relationship between work-life balance and employee performance at the University of Cape Coast. In order to achieve the main purpose, the following research questions were asked to guide the study:

1. What are the work-life balance practices among administrators at the University of Cape Coast considering their personal and organisational roles?
2. What are the differences in work-life balance between male and female administrators?
3. What is the effect of work-life balance on administrators' performance?

The quantitative research method and the descriptive research design were employed in the study. The target population consisted of one thousand six-hundred and fifty-nine (1659) staff at the University of Cape Coast. Structured questionnaires were distributed to the population respondents of which 310 of

them were appropriate for analysis. Data obtained were analysed using mean, standard deviation, independent t-test and regression tools.

The first objectives sought to examine work-life balance practices among the employees considering their personal and organisational roles. As a result, means and standard deviations were used to measure the responses. The results revealed that administrators were not entirely able to balance both work and personal/life roles. They indicated that they put personal on hold for work and as a result miss personal activity because of work. Also, it was found that they get too tired to be effective at work as well as their work suffers because of personal life. Their personal life does not give them satisfactory energy for my job.

The second objective also sought to examine the difference for work-life balance for male and female administrators at University of Cape Coast. The findings were that there were differences in mean score for male and female. This indicated that different methods or male counterpart were more able to balance their work and life role than the females. It was also found that this may be due to the females seen as responsible for family chores than the males.

The third objective of the study sought to examine the effect of work-life balance on employee performance at University of Cape Coast. Based on this objective, the study first carried out a correlation analysis and found a moderate and positive significant relationship between the two variables. Moreover, based on the regression results, using the slope and intercept, it was found that, work life balance has a moderate significant prediction on administrators'

performance. Thus, for any ability to balance both roles, there will be an increase in administrators' performance by (46.4%).

Conclusions

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

Also, based on the second objective of the study, it was concluded that, there is difference in mean score for work-life balance for male and female. Indicating that women employees continue to face difficulties in balancing these two forces than their men counterparts.

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

Recommendations

Based on the study's findings and conclusions, the following recommendations were hereby made. First, the study recommended that, authorities in the University should conduct training programmes on time management and personal effectiveness so that the administrators can manage their time well and become effective.

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

Suggestions for Further Research

This study was limited to only University of Cape Coast. As such further research can be extended to cover other educational institutions outside the municipality to broaden the scope of the variables in the educational sector in Ghana. Also, further research can focus on the causes of work-life imbalance to enable institutions in the sector to know the predators of the imbalance. This would help policy makers as well.

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UNIVERSITY OF CAPE COAST
DEPARTMENT OF BUSINESS STUDIES
QUESTIONNAIRE

Dear respondent, the researcher is a final year student from the Department of Human Resource Management, College of Humanities and Legal Studies, University of Cape Coast, Ghana. The purpose of the study is to examine the work-life balance and administrators' performance at the University of Cape Coast. Your sincere answers to the questions below would be most appreciated. Any information provided would be used purely for academic purpose and would be treated confidentially. Filling the questionnaire will take 10-15 minutes. Please tick (✓) answers or options where appropriate and provide answers where applicable.

Section A: Demographic Characteristics

1. Age
 - a. 20-24 []
 - b. 25-29 []
 - c. 30-34 []
 - d. 35-39 []
 - e. 40-44 []
 - f. 45-49 []
 - g. 50 and above []
2. Gender
 - a. Male []
 - b. Female []
3. Highest Educational Qualification.....
4. Number of years with the organisation.....

SECTION B: Work-life balance Among the administrators

Please indicate your level of agreement with regards to each of the following items on their work life balance at your institution. The responses

would be measured numerically such that 1 denotes least agreement and 5 denote strong agreement.

Items	1	2	3	4	5
Work Life Balance					
My personal life suffers because of work					
My job makes personal life difficult					
I neglect personal needs because of work					
I put personal life on hold for work					
I miss my personal activities because of work					
My personal life drains me of energy for work					
I am too tired to be effective at work					
My work suffers because of my personal life					
I find it hard to work because of personal matters					
My personal life gives me energy for my job					
My job gives me energy to pursue personal activities					
I am at better mood at work because of my personal life					
I am at better mood because of my job					

SECTION C: Employees Performance

To what extent do you attribute these statements of employee performance to your ability to balance both work and personal roles at your institution? Where 1 denotes least agreement and 5 denotes strong agreement each item.

Performance Indicators	1	2	3	4	5
Demonstrates effective positive client service					
Present at work always					
Demonstrates willingness to learn new skills					
Shares of information					
Develops professional working relationships with co-workers					
Maintains professional working relationships with co-workers					
Performs the full range of duties and responsibilities associated with the job					
Meets deadlines in a timely and efficient manner					
Uses resources well					
Develops and implements effective solutions					

Thank you very much

Appendix B

Sample Size Determination Table

Population size	Continuous data (margin of error=.03)			Categorical data (margin of error=.05)		
	Alpha = .10, t=1.65	alpha = .05, t= 1.96	alpha = .01, t= 2.58	alpha = .50, t=1.65	alpha = .50, t= 1.96	alpha =.05, t=2.58
100	46	55	68	74	80	87
200	59	75	102	116	132	154
300	65	85	123	143	169	207
400	69	92	137	162	196	250
500	72	96	147	176	218	286
600	73	100	155	187	235	316
700	75	102	161	196	249	341
800	76	104	166	203	260	363
900	76	105	170	209	270	382
1,000	77	106	173	213	278	399
1,500	79	110	183	230	306	461
2,000	83	112	189	239	332	499
4,000	83	119	198	254	351	570
6,000	83	119	209	259	362	598
8,000	83	119	209	262	367	613

10,000	83	119	209	264	370	623
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Bartlett, Kotrlik, and Higgins (2001) sample size Determination Table.