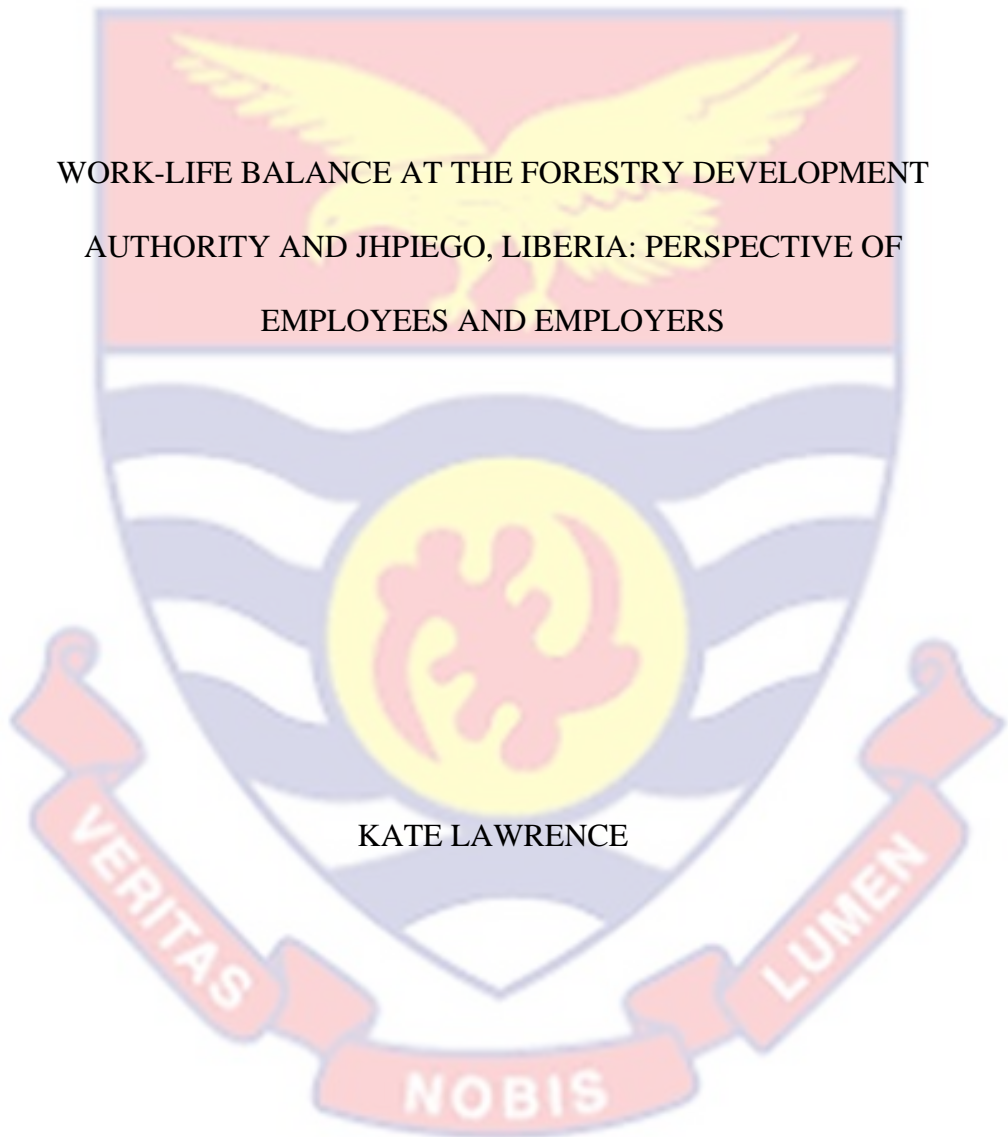


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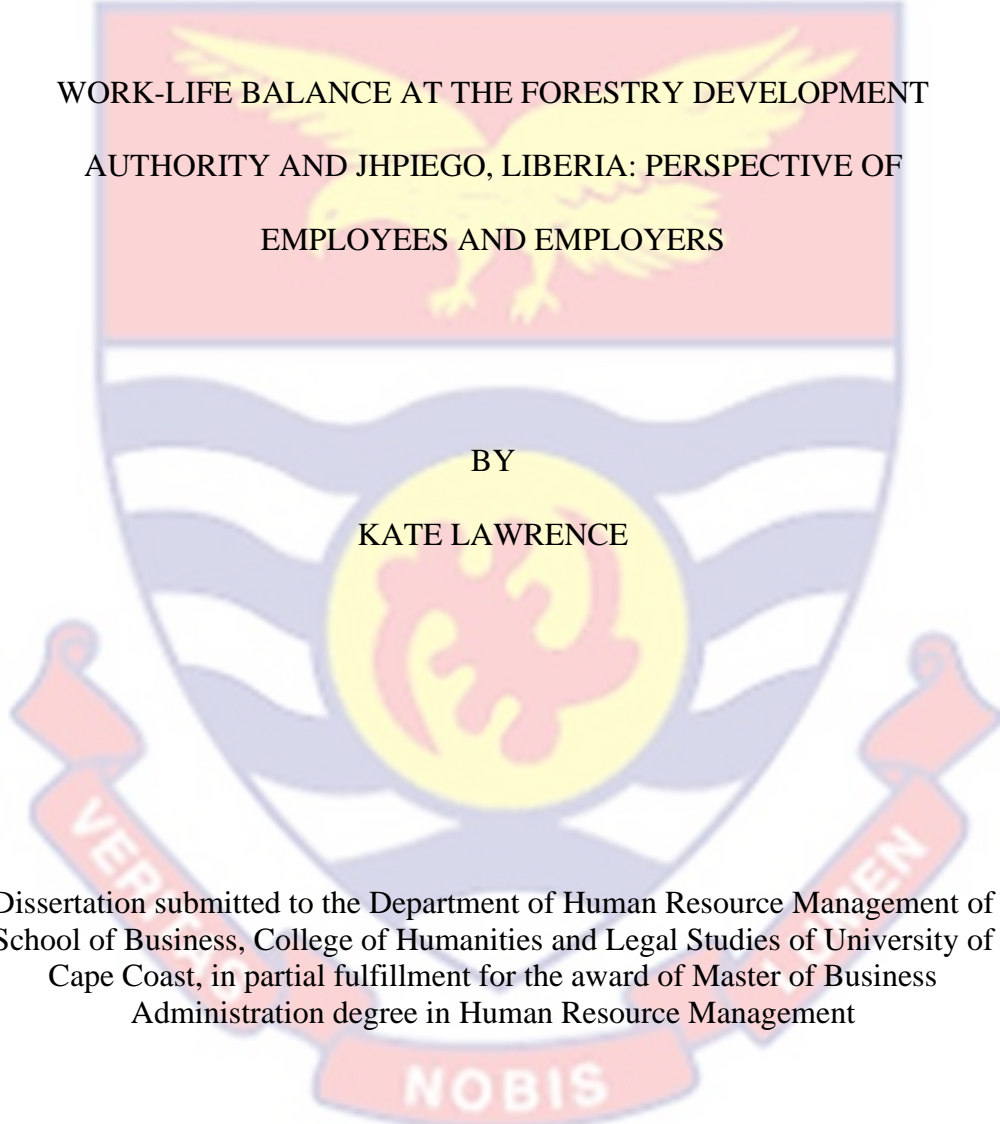
WORK-LIFE BALANCE AT THE FORESTRY DEVELOPMENT  
AUTHORITY AND JHPIEGO, LIBERIA: PERSPECTIVE OF  
EMPLOYEES AND EMPLOYERS

KATE LAWRENCE



2022

UNIVERSITY OF CAPE COAST



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EMPLOYEES AND EMPLOYERS

BY  
KATE LAWRENCE

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

SEPTEMBER 2022

## DECLARATION

### Candidate's Declaration

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

Name: Kate Lawrence

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

### Supervisor's Declaration

We 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.

Name: Dr. Felix K. Opoku

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

## ABSTRACT

The purpose of the study was to study perspectives of the employer and employee about work-life balance in Monrovia, in the Forestry Development Authority and JHPIEGO. The study used the structured survey questionnaires for the gathering of the primary data. Interview guide was also used as the tool to gather data from employers. The data collected through the self-administered questionnaire and interview guide were the main source of primary data. For the purpose of this study preliminary statistics such as descriptive statistics (percentage distribution, frequencies, mean and standard deviation), was obtained for all the variables on the questionnaire. The qualitative data obtained from the semi- structured interviews was transcribed verbatim in order to aid easy analysis. The study found that employee's understanding of work-life balance was not within job security, and organisational impact. Again, it was found that the employers' understanding of work-life balance was high and concerns an individual's work, family and other activities that the individual engages in, and for the management of health policies at their organisation, employees have been helped to keep fit. It was recommended among other things that stakeholders should take the right action by intensifying the involvement of employees when planning and executing work-life balance policies in the organisation. However, more emphasis should be directed to the conditions that positively affect the efficient implementation of work-life balance concerning employees.

**KEYWORDS**

Family Demand

Forestry Development Authority

JHPIEGO

Liberia

Work Demand

Work Life Balance



## ACKNOWLEDGEMENTS

It is with great appreciation that I acknowledge the contributions and support of my supervisor; Dr. Felix K. Opoku, whose endless support, intellectual advice and encouragement contributed to the successful completion of this thesis.





## DEDICATION

To my husband, Rev. Ronnie K. Lawrence Sr.



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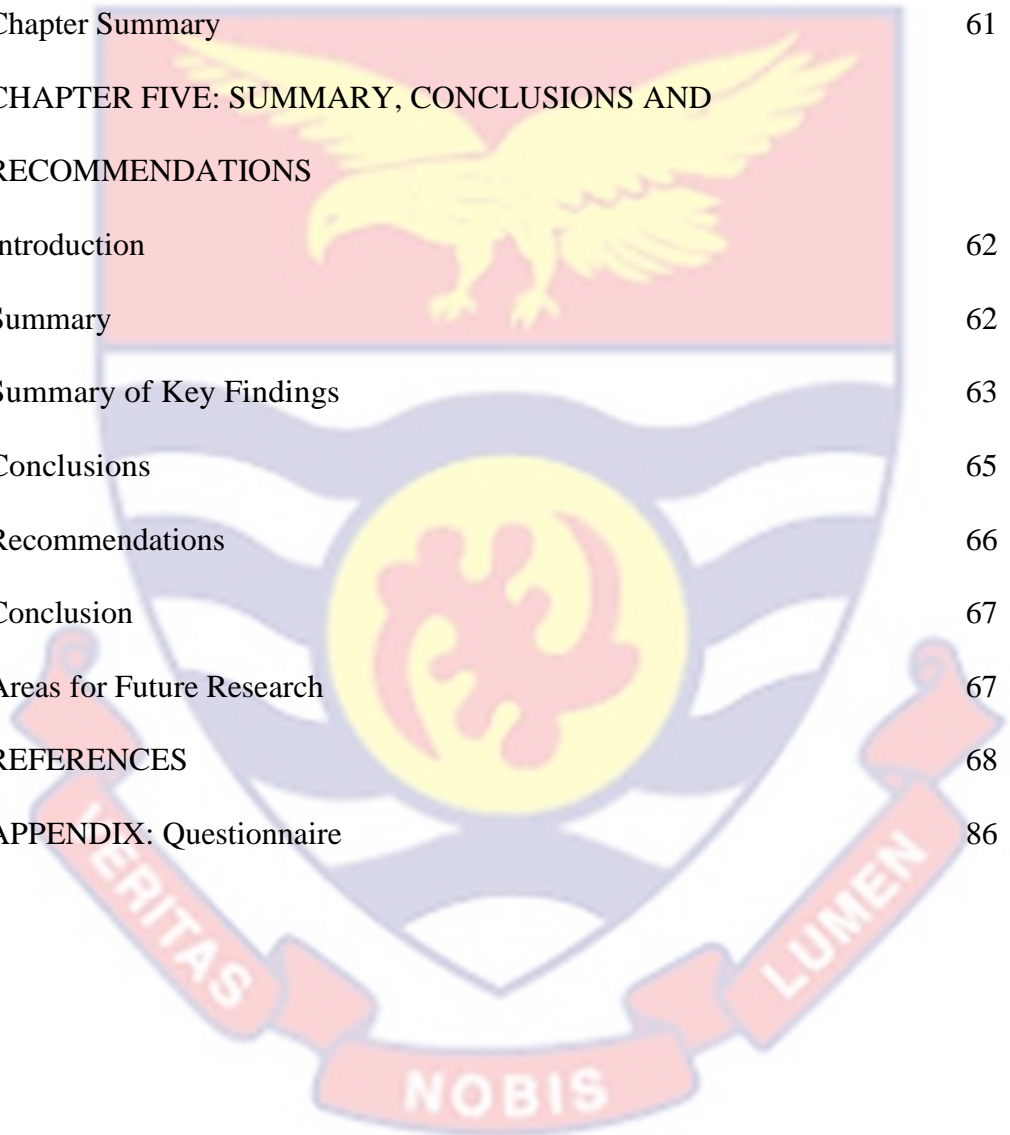
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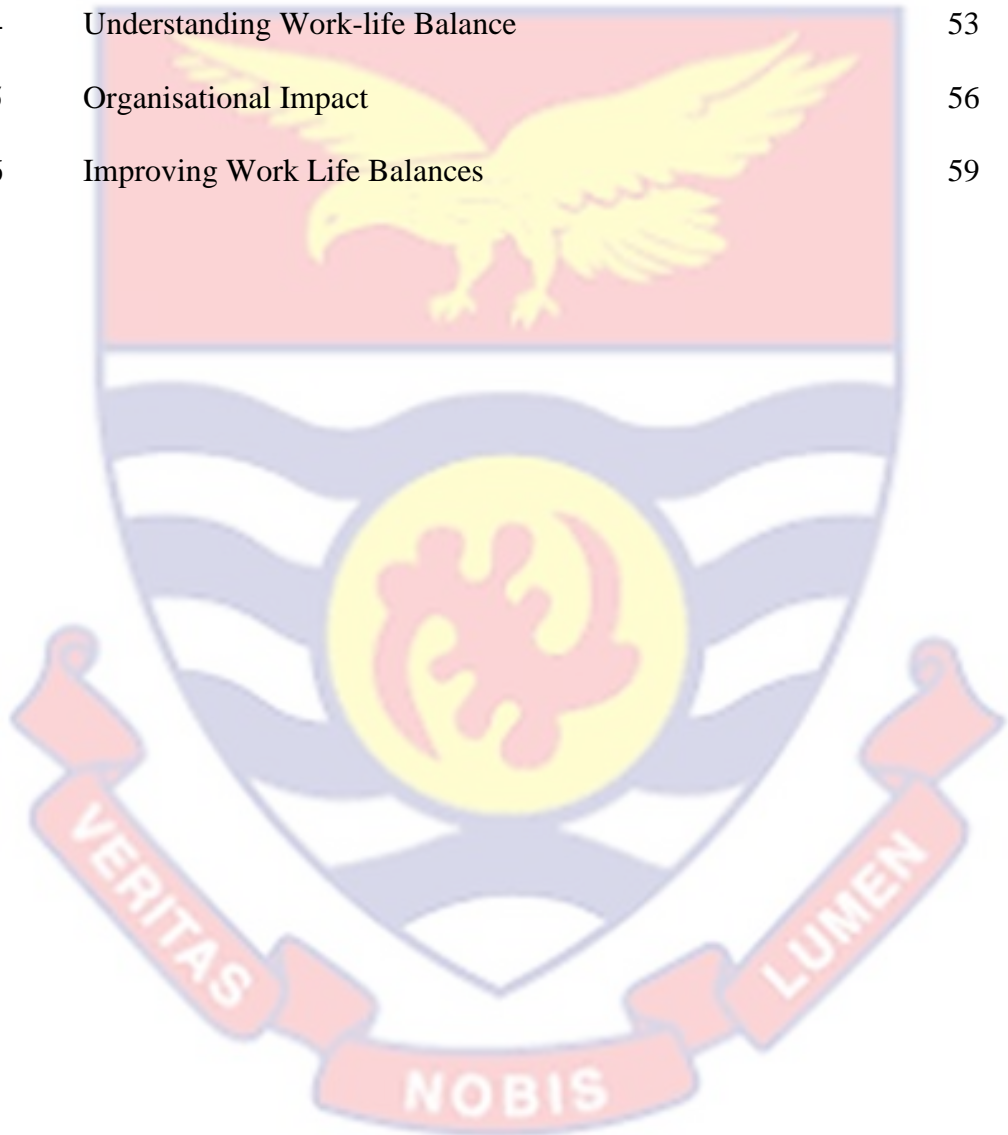
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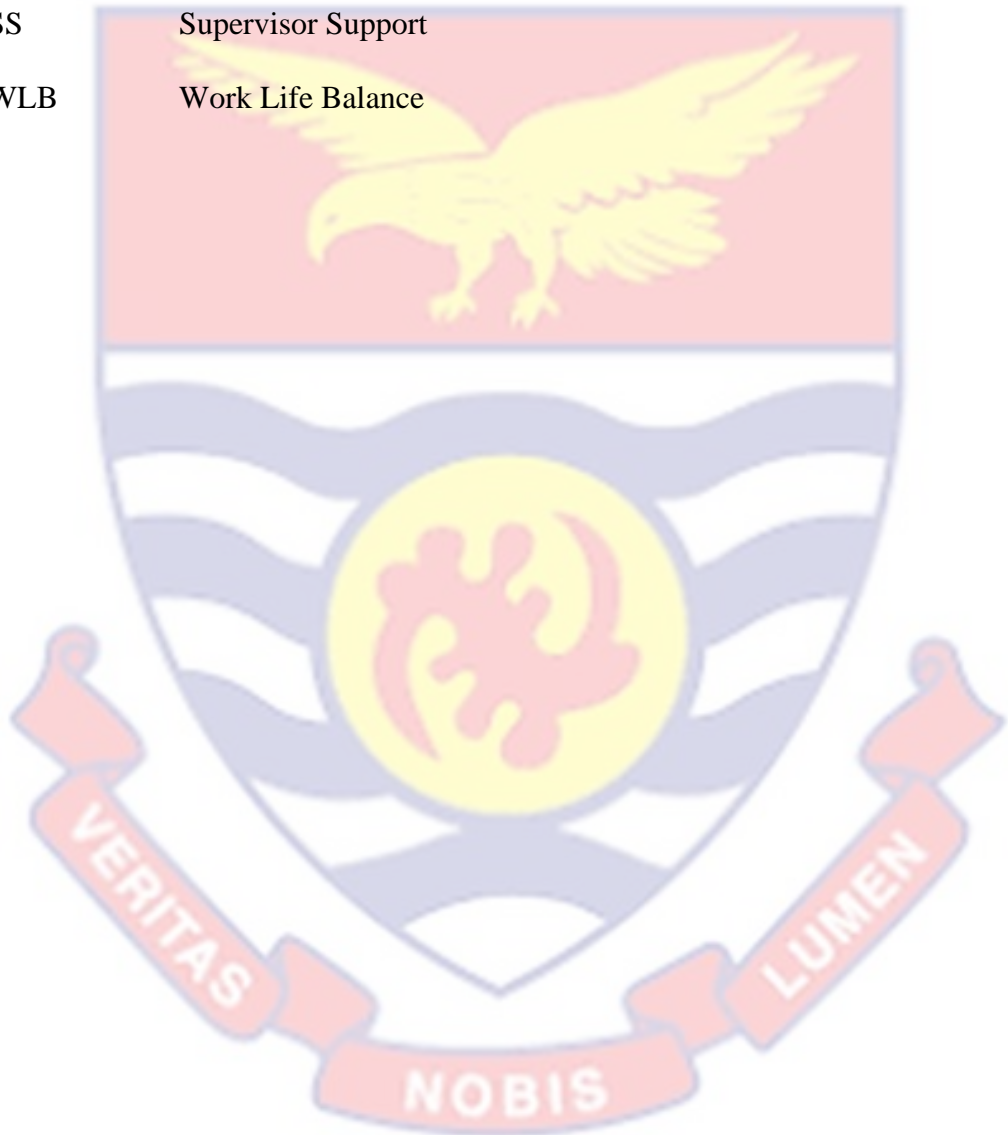
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## LIST OF ACRONYMS

FDA	Forest Development Authority
JHPIEGO	Johns Hopkins Program for International Education in Gynecology and Obstetrics.
SPSS	Statistical Package for Social Sciences
SS	Supervisor Support
WLB	Work Life Balance



## CHAPTER ONE

### INTRODUCTION

#### Background to the Study

According to Roberts (2007), as more women resorted to paid jobs outside the home following the Second World War, the interrelationship between work and life became a topic of concern. According to Gattrell et al. (2013), these women continued to fulfill their primary obligation for childcare while maintaining their job as homeworkers, necessitating a need to balance employment and their other responsibilities. From the 1970s, the attention on working moms broadened to embrace work-life balance among multiple professional couples, with its main emphasis on women couples managing work and day-care. The 1997 publication of Hochschild's book 'The Time Bind: when work becomes home and home becomes work', highlights the work-family issue that is affecting working parents as they try to manage the stress of daycare and home life with the rising demands of their jobs.

A more multidisciplinary field, which has been described as a sprawling sphere of inquiry encompassing academics from different disciplines and distinct theoretical orientations has arisen in the twenty-first century (Perry-Jenkins, Repetti and Crouter, 2000 p. 981). The effects of changes in the way work are done, such as the effects of job intensification and the rising importance of customer focus in areas including law, education, finance and consulting have recently attracted more attention (Campbell and van Wanrooy, 2013; Sommerlad, 2016).



Guest (2002) explains work-life balance as the capability of an employee to succeed in both professional work and social life tolerably. Greenhaus et al. (2003, p. 513) also conclude that work-life balance is the degree to which a person is involved in, and at the same time happy with both work and family roles. Work-life balance as understood by Kelliher (2016) is the connection that exist between work and non-work roles of an individual's life, in that being able to achieve satisfaction in one role means constraining the other role in order to have time for the other.

There has been some discussion about the right term to use for work-life balance even though the concept is easy to understand, with some writers preferring terms like work-life interface. Further complicating the term is the fact that there has been discussion on what really constitutes 'balance' (Voydanoff, 2005). Some academics have defined balance as implying an equal distribution of energy, commitment, and time to work and non-work roles (Greenhaus, Collins and Shaw, 2003), while others have embraced what Reiter (2007) refers to as a 'situationist' perspective. The individual's circumstances in this scenario influences their level of balance. Adopting this stance highlights the importance of individuals' unique perspectives. According to Kalliath and Brough (2008), who adopted a moral relativist viewpoint, the degree to which a person has a desired work-life balance depends as to how people see their situation, not on what balance is.

Work-life balance aims to give employees a good quality of life while still preserving workplace efficiency. Workers who have a balanced work-life score are more likely to be creative and productive for their employers, whereas those who have a poor work-life balance are more likely to be depressed and

unsatisfied (Greenhaus et al., 2003). Hamming and Bauer (2009) found that additional problems like negative feelings, despair, low energy, pessimism, exhaustion, and insomnia also occur when work-life imbalance and mental health concerns affect both males and females. Several theories, including spillover, congruence, compensation, and segmentation, explain work-life balance. To explain work-life balance, academics have also recently used border concept, boundary organisational concept, gender disparity concept, work-life management concept, and other ideas. The role theory is the most common perspective that explains work-life balance, which has now been analyzed from two perspectives - the scarcity or conflict perspective and the perspective which has to do with enrichment.

While conflict theory claims that job conflict arises when the demands of work life make it difficult to fulfill the obligations of family life, enrichment (enhancement) theory asserts that the activities in one, can enhance the experiences in the other, rather than draining energy (Greenhaus and Beutell, 1985). This shows the difference between the two theories, where the latter relates to how much interactions in one aspect enhance the quality of life in the other aspect (Greenhaus and Powell, 2006).

The spill-over theory also explains how professional life affects family life and vice versa despite the fact there are set limits between the two.

According to Edwards and Rothbard (2000), the reason work role and family role influence each other is because of the commonalities that exist between the two roles. And that the overflow can affect one's attitude, values, aptitude, and behaviour. According to the compensation hypothesis, one way to make up for bad experiences in one function is to emphasize good ones in another. One

instance is when a disgruntled employee prioritizes their family over their job, reallocating resources (Edwards and Rothbard, 2000). The boundary theory also describes how a person establishes and upholds boundaries to organize their environment and make things simpler (Ashforth et al., 2000, p. 474).

The importance of work-life balance has increased for individuals, as well as companies (Madipelli, Veluri-Sarma and Chinnappaiah, 2013). The business world, with its deadlines and schedules that are so tight, can be tough (Kumar and Chakraborty, 2013). The repercussions of work-life imbalance, including fitness, low output, and impact on people, their relatives, and organisations, is what drives the interest in work-life balance (Lu and Kao, 2013; Singh, 2010). Poor management, poor performance, low motivation and morale, an increase in grievances, increased malingering and turnover (Chimote and Scrivastava, 2013; Kumari, 2012), low employee retention, and a negative organisational image are just few of the effects organisations incur due to work-life imbalance (Kumar and Chakraborty, 2013).

Researchers (Allen, 2001; Aryee, Chu, Kim and Ryu, 2012; Cook, 2009; Haar and Roche, 2010) have demonstrated that workers report commitment and loyalty, lower turnover, work satisfaction, lower job burnout, and lower work-to-family conflict when they recognise their management as more family-supportive due to family-friendly policies and laws available. Employees' attitudes towards their organisations and their personal lives are affected by work-life balance. It is therefore vital that senior management provide the idea, policies and programs that enhance work-life balance because strong and supportive institutional values increase workers' retention.

### Statement of the Problem

It is challenging to make time for family, friends, self, social, spiritual and personal growth, and at the same time, achieve the demands of the workplace. Khazan (2019) explains that despite the pressure to have it all, many workers still feel they are failing both in the office and at home. This is evidence of the conflict theory (Greenhaus & Beutell, 1985) because there is always a lapse in the two roles. Work-life imbalance is a serious risk to employees' welfare, their performance and also, the organisational performance. Firms are under a lot of pressure to succeed, and employees are under pressure to become more productive because of the recent economic slump. Organisations respond to the current economic climate by reducing spending, reducing the number of workers, and increasing the workload for the remaining workers (O'Connell, Russell, Watson & Byrne, 2010).

According to Scherer (2009), the welfare of workers who keep their jobs in such cases, can be adversely impacted by job insecurity. Wayman (2010) adduces that many people experience pressure to put in greater hours at work in order to maintain their employment. This research recognizes that the main problem that causes work-life imbalance among workers in Monrovia is the issue of job insecurity. With the government being the highest employer and the highest paying employer, most government employees maintain their jobs through partisan politics. The private sector on the other hand is a challenged sector in terms of employment and salary. Employees who therefore find themselves in the private sector have to go beyond extra-mile to keep their jobs and to meet up with their family expenses (Edwards & Rothbard, 2000).



Due to the pressure from both the public and private sectors, there is a spill-over or cross-over of moods from one role to the other, mostly impacting negatively. Amidst the pressure from work, the employee who is faced with the pressure associated with age, gender and marital responsibilities must juggle through these two domains and yet create a balance.

However, many are unaware of the impact of work-life balance on the employer and the employees. Monrovia, is the capital city of Liberia. Work-life balance seems not to be a much-researched work in the city hence it is not much talked about although it is impacting many lives. Liberians are socially active people and that, employees may need that balance to fit in between their work and family.

Again, studies on work life balance are scarce while much is done in other developing countries like Ghana (Darko-Asumadu, Sika-Bright & Osei-Tutu, 2018; Segbenya, Peniana & Aggrey, 2018) This study, therefore, sought to examine perspectives of the employers and employees on work-life balance of the Forestry Development Authority and JHPIEGO.

### **Purpose of the Study**

The study sought to examine work-life balance from the perspectives of the employers and employees at the Forestry Development Authority and JHPIEGO, Monrovia.

### **Objectives of the Study**

This research paper seeks to examine perspectives of the employer and employees on work-life balance. The following specific objectives will guide the author:

1. Examine the employer's perspective on work-life balance

2. Examine employees' perspectives on work-life balance
3. Explore some recommendations for improving work-life balance among employees

### **Research Questions**

1. What is the perspective of work-life balance of employees of the Forestry Development Authority and JHPIEGO, Liberia?
2. What is the perspective of work-life balance of employers of the Forestry Development Authority and JHPIEGO, Liberia?
3. What are some recommendations to improve employees' work-life balance?

### **Significance of the Study**

Investigating work life balance in the public and private organisations can be of prime interest to policy makers, employers and governments. Because the issues surrounding work life balance permeate work output and wellbeing of employees and employers alike, it is worth identifying views of these individuals on how to foster work productivity at work place. Thus, this study contributes to practice and theory in a number of ways. First, the study provided significant insights to the employers of the institutions studied on how to craft policies to regulate work life balance issues. The employers have been enlightened on the role of demographic characteristics of workers such as age, gender in influencing work life balance.

Also, the study is useful to workers of various organisations, in understanding work-life balance and the need to work together for the benefit of all. Results from the study serves as an input for organisations in planning programs to improve employees' work-life balance which will in turn foster productivity and highly motivated employees. The study also assists human



resource managers and policy makers in Monrovia as they draft policies to enhance work-life balance. By understanding the perspectives of employees, they will be able to make well informed decisions. Researchers and academicians can also benefit from this study, as a source of secondary data to conduct further investigation on the subject.

Theoretically, the study has increased insight of work-life balance to the conflict theory which views work-family disputes as an occurrence when the strains of work life make it difficult in fulfilling the demands of family life (Greenhaus and Beutell, 1985).

### **Delimitations of the Study**

This study was conducted within the framework of examining the perspectives of employees and employers on work-life balance. Several theorists and researchers recognize several factors and determinants of work-life balance. However, perspectives of this study were measured on socio-demographic characteristics such as gender, age and marital status. While Parpart, Connelly and Barriteau (2000) see gender as the socially constructed roles and responsibilities of men and women, Wang, Lawler and Shi (2010) recognize age as a determinant of work-life conflict. Martins et al. (2002) suggest that married employees prioritize their families over their jobs.

This study also delimits itself to employers and employees of the Forestry Development Authority and JHPIEGO, and does not focus on employees and employers in other organisations in Monrovia. By delimiting the study to these organisations, employees and employers was not without premises. Studies on work life balance in Liberia are scanty and calls for probe

to document it from the viewpoints of both employees and employers from public and private sector approach.

### **Limitations of the Study**

Although the population for the study comprises of employers and employees from the Forestry Development Authority and JHPIEGO, only forty (40) employees will be used for this study. Future research could use a larger scale to gather several more views and ideas for analysis. In addition to this, the study captured gender, age and marital status as the determinants of work-life balance, which may not be the only determinants, hence other determinants could be considered for future research.

### **Organisation of the Study**

There are five chapters that make up this dissertation. The first Chapter which is the introduction to the dissertation includes an explanation of the background to the study and the statement of the problem, the study's objectives, as well as list of research questions. It covers the significance of the study and the organisation of the study. Chapter Two situates the work in a scholarly context by examining literature on various aspects of the work. The review was guided by objectives of the study and divided in three aspects, comprising of the theoretical framework, empirical review and conceptual framework. The research methods adopted for the work is expatiated in Chapter Three. This includes the research design, study area, population, sampling procedure, data collection instruments, data collection procedures and data processing and analysis. Chapter Four provided the research findings of the study and Chapter Five discussed the research findings in accordance with the main aim of the study.

### Chapter Summary

The chapter was designed to cover the general introduction of the study as well as outline the systematic approach in which the study was conducted. The overall parameters explained in the Chapter basically, were the background to the study, statement of the problem, purpose of the study, research objectives, research questions, significance of the study, delimitation, limitation and organisation of the study



## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

The study was conducted to assess perspectives of the employer and employee about work-life balance in the city of Monrovia, covering employers and employees of the Forestry Development Authority and JHPIEGO. The section brings into being a review of supporting theories that buttress the conduct of this investigation. This is followed by evaluations of the major concepts that make up the key constructs being examined and also creates the relationship among the constructs. Again, an extensive empirical review was carried out. Finally, the section ends with a detailed conceptual framework which essentially depicts the proposed interrelationships among the key constructs targeted in the study.

#### Theoretical Review

##### Conflict Theory

Conflict theory suggests that human behaviour in social contexts results from conflicts between competing groups. Karl Marx began writings on the Conflict theory in mid-1800s. Marx viewed social class struggle as a fundamental feature of human society, particularly as it manifested in capitalist countries amongst those who controlled the means of production (such as owners of factories or farms) and those who did not (the workers). Different conflict theories have been detailed by later scholars; a recurring feature is that different social groups have uneven power while competing for the same scarce resources (Mashanne & Glinow, 2008).



The theory of conflict has been used to explain a variety of human behaviours, including criminal behaviour, cultural norms involving the elderly, and educational methods that support or question the status quo (Chris, 2014). Conflict theory targets to systematically clarify the comprehensive strokes of conflict in society, including its causes, variations, and repercussions. Conflict theory's main focus is the unequal distribution of limited resources and power (Coser, 1956). Many different social occurrences, such as wars, revolutions, poverty, prejudice, and interpersonal violence, have been explained by conflict theory. The majority of significant progress in the field of civilisation, like democracy and civil rights, are seen as capitalistic trying to manipulate the populace, as opposed to the desire for social order (Fogliasso, 1999). Fundamental tenets of conflict theory include the concepts of social inequality, resource allocation, and conflicts between distinct economic classes. According to some theorists like Marx, societal conflict is ultimately what drives development and advancement in society. Marx's analysis of conflict theory focused on the conflict between the two major classes mentioned earlier.

According to the conflict theory, work-family conflicts arise when it becomes a challenge juggling work and family obligations. In other words, taking on the non-work role makes it harder to take on the work role. (Greenhaus & Beutell, 1985). Conflict arises when obligations at work and home duties are contradictory to the point where meeting one set of demand makes meeting the other set of demand difficult. Work-family conflict was traditionally thought to be one-dimensional but has since been conceived as bi-dimensional, indicating that both family and work can hinder each other (Frone et al., 1992).

The prevalence of family and job struggle among employees has been demonstrated by a number of studies; consequently, the level at which work interferes with home life is given more consideration (Kelly et al, 2008). According to the conflict model, there will inevitably be conflicts and significant overload on an individual as a result of the extreme levels of demand in all areas of life (Guest, 2002). This simply emphasizes that since these two settings are incompatible due to their standards and criteria, contentment in one environment necessitates sacrifice in the other (Zedeck & Mosier, 1990).

In order to harmonize job life and personal life, an individual must be satisfied with both their job and personal life. Having the right balance is dependent on the individual and at the same time influenced by many factors. What may seem like a balance to an individual may not be for the other, be it a boss or a partner (Robbins & Judge, 2013).

Work and family dispute categories defined and researched by Greenhaus and Beutell (1985) include time-based conflict, strain-based conflict and behaviour-based conflict. Conflict that is time-based occurs when playing one role becomes challenging due to the demands of another role. An example is being present at a meeting with a client and at the same time being scheduled to attend a family gathering. The competing demand for time is the most frequently reported barrier between work and family, according to Staines and O'Connor (1980). There are two forms of time-based conflict rendering to Greenhaus and Beutell (1985). The first is brought on by the time constraints of one function, which creates a barrier that is physical to fulfill the period requirements of another. The second form is when someone is physically present to fulfill the requirements of one function but may be mentally distracted



with another. When psychological symptoms like exhaustion, irritation and anxiety brought on by family or professional pressures flow over into another role, it becomes challenging to carry out the duties of that function, which leads to strain-based conflict. For example, a worker who is getting ready for a promotional interview will be less attentive to the requirements of the family during that period. Although being conceptually separate, strain-based and time-based conflicts are considered to have a number of origins (Greenhaus & Beutell, 1985). Conflict that is based on behaviour occurs when a behaviour that is acceptable at work is viewed as improper at home. For instance, a worker who displays confidence when working could receive praise for it, but if the same trait is displayed at home, it would be viewed negatively.

Max Weber, a German sociologist, philosopher, attorney, and political economist who later modified several of Marx's ideas, had a massive impact on Marx's conflict theory. Ownership disagreements, in Weber's opinion, wasn't limited to a single situation. Rather, he believed that strife of varying degrees existed in all civilisation at all times. Weber's ideas on dispute differ from Marx's in that they maintain that different forms of social interaction, including conflict, build ideas and a sense of belonging among individuals and subgroups. In this regard, a person's reaction to injustice may differ depending on the groups they are part of, whether they believe those in positions of power are sincere, and other aspects (Scott, 2011). Conflict theorists in the latter 20th and 21st centuries have continued to broaden different theories beyond the restricted socioeconomic backgrounds described by Marx, even though economic links remain a key part of the inequalities among groups in the many systems of conflict theory (Darling & Fogliasso, 1999).

The conflict theory is significant to this research because a balance between work and family life is favorable to employees as this is linked to their personal satisfaction, which in turn positively affects their performance on the job and productivity, which also contributes to the general performance of the organisation. As a result, encouraging staff on their jobs as well as their non-work lives fosters a sense of justice at the workplace. According to the Organisational Support Theory (OST), if workers feel their employers are supportive, they are more inclined to reciprocate by putting in their all to work (Dick, Wagner, & Christ, 2004; Gilley, Waddell, Hall, Jackson, & Gilley, 2015). Employees will understand that their employer cares about their well-being and will respond by making larger contributions to assist the firm in meeting its targets (Baran, Shanock, & Miller, 2012). Such guarantee creates positive sentiments about the business, increases employee engagements, and a duty to go the extra mile for additional rewards (Baral & Bhargava, 2010; Eisenberger, Huntington, Hutchison, & Sowa, 1986).

It could be deduced from the theory in relation to the present study that when employers put in place policies and programs such as employees taking leave for family related matters, encouraging working at home, taking part-time jobs, involving family members in organisational festivities, leave entitlement, family and welfare policies, flexible work hours and showing of empathy to family issues of the employees, they will be able to balance the work life. It is evident, therefore, that when an organisation offers its employees adequate options to manage their work and family roles, it will be rewarded with an opportunity to extract stronger performance levels from its employees.

## **Conceptual Review**

This section gave evidence with respect to the major concepts that form the main focus of the research as well as the interrelationship among the constructs. The concepts were defined and explored in details and were reasonably presented.

### **Concept of Work-Life Balance**

Work-life balance is the process of creating a dynamic work environment for employees so they can better balance their obligations to their families, careers, and personal lives. Setting the proper goals for professional (career and aspiration) and life is necessary for maintaining a work-life balance (health, pleasure, leisure, and family). In practice, it includes ‘adjusting work patterns so that everyone, regardless of age, race, religion or gender can find a rhythm that enables them more easily to combine work and their other responsibilities and aspirations’ (Pillinger, 2001).

Drew, Humphreys and Murphy (2003) are of the opinion that individual fulfillment on their jobs is important and that fulfillment outside work can also enhance employees' contribution to work. Additionally, Parkes and Langford (2008) are of the view that work-life balance refers to a person's capacity to manage non-work obligations with work obligations. These two meanings of work-family life balance entail finding an appropriate and harmonious balance among family and career (Thorntwaite, 2004). Additionally, bulk studies on work-life equilibrium have been expressed in the form of how much personal and professional life dispute there is (Carlson et al., 2009).

A condition in which an individual's personal and professional life is in a state of equilibrium is termed work-family life balance (The Word Spy, 2002). This is based on the belief that everyone must live a full life with much time devoted to their individual interests (be it education, social work, sports, leisure pursuit etc.) and family attention (Doherty & Manfred, 2006). It is critical to recognize that people juggle several responsibilities. These responsibilities are broadly divided into job and personal roles (Das & Baruah, 2016).

In general, those who can effectively distribute their energy and resources between boundaries of labor and quasi are found to actively participate in various roles (Kalliath & Brough, 2008). Job harmony has alternatively been defined as involvement in professional and personal responsibilities with minimal conflict between them (Das & Baruah, 2016; Duxbury & Higgins, 2002; Sirgy & Lee, 2018). Labor is rarely seen as a disruption to family life and is instead seen as a way to support the family (Aryee, Srinivas, & Tan, 2005). The most relevant circle that consist of extended members is family (Hassan et al., 2010). A lot of the time, work interferes with family and at other times, job performance is affected by family obligations (Fu and Shaffer, 2001).

As the name suggests, work-family balance seeks to attain a stable equilibrium, symmetry or stability that promotes harmony and synchronicity in a person's overall existence (Clarke, Koch, & Hill, 2004; Greenhaus, Collins, & Shaw, 2003). Collins, Greenhaus and Shaw (2003) identified three characteristics of work-family life balance, namely time, involvement and satisfaction. Setting aside adequate time for work and personal responsibilities is known as time balance. Achieving equal amount of psychological interest in



one's work and personal duties is what is meant by involvement balance. Achieving a balance of satisfaction in one's career and personal responsibilities is referred to satisfaction balance.

In order to increase organisational performance, organisations who promote work-life balance endeavor to lessen employee disputes, which also benefits them in relation to recruitment advantages and also the branding of the company (Beauregard & Henry, 2009; Harrington & Ladge, 2009). An imbalance between work and personal life may lead to burnout, which is the body's and mind's reaction to prolonged stress, poor health, rage, and daily stress (Teasley & Buchanan, 2016). Similar to this, firms will also experience higher expenses from turnover, discontent, and low productivity as well as from absenteeism, low productivity, and health costs.

Along with the aforementioned, Frone (2013) underlined that balance happens when a person encounters high heights of inter-role enhancement (enrichment) and minimal heights of inter-role conflict. It's important to observe that Frone (2013) defines balance using the concepts of conflict and enrichment. He further posited that keeping career and family in balance has a favorable effect on employees as this is linked to their personal satisfaction, which in turn positively affects their performance on the job and productivity, which also contributes to the general performance of the organisation.

Age, gender and marital status, being determinants of work-life balance also contribute to the demands of work and life roles and shape the perspectives of the individual on the subject.

## Work Demand

A few of the main reasons for conflict in both family and career area has been shown to be work demand (Karimi & Nouri, 2009). Work demand is about the elements of a job that are physically demanding, socially demanding, or managerially demanding (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). Instead of the word work demand, some academics have used the terms job demand and career demand (Helmle, Botero, & Seibold, 2014). There are two types of work demand: demand that is time-based and demand that is strain-based (Idrovo et al., 2012; Voydanoff, 2005).

The amount of time that an employee must devote to work is known as time-based demand. Work-home conflict has regularly been linked to the amount of time spent working (Karimi & Nouri, 2009), and in work-life balance, work demand is typically calculated as the number of hours worked (Kelly, Moen, & Tranby, 2011; Voydanoff, 2004). According to Lakshmi and Gopinath (2011), long hours of work prevent women who are married to show up for their kids and dependents, hence causing imbalance. Due to long and inflexible hours of work, twenty-four percent (24%) of men and forty-eight percent (48%) of women had to quit their jobs according to research done by Malhotra (2013).

Job involvement is an illustration of a time-based demand. Job involvement refers to how important work is to a person psychologically, and to what extent (Helmle et al., 2014). People are said to be involved in their jobs when they take part actively, prioritize it in their lives, and see their professional successes as essential to their sense of worth (Helmle et al., 2014). Type of job is another illustration of time-based demand. Numerous research studies,



according to Duxbury and Higgins (2002), indicate that a person's capacity to combine work and family obligations will depend on the sort of job they do. Studies by (Duxbury & Higgins, 2002; Mäkelä, Suutari, & Mayerhofer, 2011; Tomlinson & Durbin, 2010) also point out that travelling to do a piece of job is a time-based demand because of the time involved.

Demand that is strain-based is likely to cause significant levels of mental and physical tiredness (Virick, Lilly & Casper, 2007), work discontent, and intention to resign (Spector et al., 2007). Work overload, stress and job uncertainty are a few strain-based demand examples (Beham & Drobnic, 2010). Work overload comes about because of downsizing (Virick et al., 2007). Those who stay with the company endure work overload since they are expected to devote more time to it (Shah, 2015).

There are two types of job insecurity: job insecurity that is objective (definite job loss), and job insecurity that is subjective (an individual's innate fear of losing their job in the future) (Beham & Drobnic, 2010). Work pressure is likely to be caused by work overload and job insecurity. Work pressure is the feeling of having little time to complete a task, even though you are quickly and passionately at it (Beutell & Wittig-Berman, 2008).

Job stress was found to be employees' top obstacle to providing excellent customer service in a Goveas (2011) poll. According to Lazar et al. (2010) businesses should give careful thought to the stress that employees experience on the job. Because of the increased workload, workers are now required to show their dedication to their jobs in more overt ways (Ishaya and Ayman 2008). As a result, a larger portion of them have made it a habit to tarry

at work for longer durations, so lowering the amount of time they are available at home.

The use of the internet and mobile devices has allowed businesses to stay in continual contact with their staff members throughout the day and night (Morgan 2003), hence the demands on workers have increased. As a result, reports of stress and imbalance on the job is on the rise (Bhagwagar 2009). This might be attributed to the belief that working extended hours is interpreted as being diligent and more dedicated to the company (Boleh Blogger, 2016). Lifestyle and health are not the only aspects of an employee's life that is affected due to long hours working and after-hours connectivity, their allotted time for non-work life is also affected (Abdul Hadi, 2019; Mukherjee, 2019).

According to data, a rigorous organisational culture that prioritizes performance above all else while ignoring workers' needs can lead to a high-pressure environment, which in turn contributes to a high degree of conflict among family time and work performance (Aryee, 1992). In terms of family-related effects, the results suggest that work-family conflict results in a satisfaction decline towards the family (Aryee et al., 1999; Burke & Greenglass, 1999; Carlson & Kacmar, 2000; Frone, Barnes & Farrell, 1994), a poor performance in family responsibilities, parental overload, lack of family member support, delays and even absence from the family (Adams et al., 1996; Frone, Yardley and Markel, 1997).

### **Family/Non-work Demand**

Variables like gender and marital status come to play in family demand. Family-work conflict arises when family demand dominates over work demand and affects the employee's work quality. Research has shown that women

employees who are married, face higher family-work conflict as compared to their unmarried counterparts. In addition, parents experience complex family-work conflict than non-parents (Herman and Gyllstrom, 1997).

When work-family studies first emerged in the 1970s, family obligations were the primary emphasis of the non-work domain (Gragano, Simbula, & Miglioretti, 2020; Munn & Chaudhuri, 2016). The term 'work-life' has gradually taken the place of the 'work-family' idea to refer to activities like leisure, social relationships, hobbies and so forth, which are beyond family obligations (Munn & Chaudhuri, 2016; Perrigino et al., 2018). Even though a wide range of activities are included in the non-work domain, family duties are still a significant part of life. According to Hamilton et al. (2006), many scholars have made the assumption that 'life' is identical to 'family'. The majority of academics list babysitting as one of the necessary constituents of the non-work demand (Chalawadi, 2014; Daipuria & Kakar, 2013; Kulkarni, 2013; Mellner, Aronsson, & Kecklund, 2014). For example, Burnett et al. (2010) explained non-work demand as household tasks and the time parents devote to do housework. Similar to this, Lakshmi (2013) defined non-work demand as tasks including elder care, babysitting, and unpaid labor like housework. Therefore, 'life' has typically been defined in a limited sense that only includes childcare, and in certain situations, elder care.

In reality, the component of life in work-life balance goes beyond responsibilities to one's family (Hughes & Bozionelos, 2007). Due to these false perspectives, not all workers enjoy and utilize the advantages that are frequently provided by businesses (Hamilton et al., 2006; Perrigino et al., 2018). Because of this limited understanding of what constitutes non-work activities, companies

have failed to acknowledge the need for work-life balance for workers from all demographic groups, including single or childless workers (Hamilton et al., 2006; Reed, Blunsdon, Blyton, & Dastmalchian, 2005; Sullivan & Mainiero, 2007). Many single employees are under the mistaken impression that they have no significant personal commitments outside of work, which forces them to put in excess hours (Pocock, Williams, & Skinner, 2007).

Employees from Generation Y indicated dissatisfaction with how businesses handle the subject of work-life balance because it falls short of their expectations (PWC, 2012). Additionally, it was discovered that many companies offer workers with young kid's shorter work weeks and job sharing, ignoring others without same commitments, which makes them feel unappreciated (Perrigino et al., 2018; Spinks, 2004). Events of the recent Covid-19 pandemic is evidence to this mentality. When the public and civil services departments implemented remote working, employees with younger children received preference (Carvalho, 2020).

Surprisingly, organisations have failed to meet the needs of such workers despite the fact that employees of all demographics are increasingly participating in the labor force (Hamilton et al., 2006; Huffman, Culbertson, Henning, & Goh, 2013). Employees who do not enjoy benefits associated with the family end up frustrated, and suffer a counterattack on their work-life due to the unfair treatment (Perrigino et al., 2018). The notion that workers without childcare obligations have no other demands, is untrue. Consequently, a more adaptable, human-centered approach to workstyle design is urgently needed. Organisations must accept that workers from all demographic groups are motivated by various requirements in many areas of life.



In light of this, some academics have correctly used the term ‘work-life balance’ to refer to activities outside of work, including those related to personal concerns, friends, community, as well as family (Benito-Osorio, Muñoz-Aguado, & Villar, 2014; Hughes & Bozionelos, 2007; Mellner et al., 2014). Parenting and volunteer activities were connected to the non-work realm, by Marcinkus et al. (2007). According to Poelmans et al. (2008), an individual’s family, social, and spiritual responsibilities are the focus of their non-work domain. According to Wheatley (2012) non-work domain is made up of the time an individual spends with the family, and their leisure time. Stankiewicz, Bortnowska, and Łychmus (2014) are of the view that non-work is about health, family, social commitments, personal interest, and so forth. In recent years, it appears academics have accepted a more exact picture of the non-work part, as one that combines activities beyond family responsibilities. The extended idea now takes into account favorite pastimes and other leisure activities (Mäkelä et al., 2011; Reed et al., 2005).

According to Duxbury and Higgins (2008), a significant number of research connect the responsibilities of married couples who are working to the example found in work-family conflict. Parents, unlike non-parents face a lot more challenges when it comes to finding a balance between their work and non-work events because they have more demand placed on their time, yet less control over it. Galinsky, Bond and Friedman (1996) have shared such results. In comparison to non-parents, they found that workers who are parents, show greater levels of struggle between their work and family life.

The transition to parenthood, according to Owen & Cox (1988), seem to be a time when stress levels are elevated, and the couple's relationship, obligations and preoccupations undergo a major change (Belsky and Pensky, 1988; Levy-Shiff, 1994; Feldman, 2000). Work-related impacts consist of job discontent, absence from duty, turnover intentions and stress, according to prior studies (Anderson, Coffey and Byerly, 2002). A low organisational commitment could be due to a high level of work-family conflict (O'Driscoll, Ilgen and Hildreth, 1992).

### **Age**

Age causes a person to change physiologically, behaviourally, and in how they see and assess certain phenomenal changes. Age is a determining factor of the work-life struggles experienced by individuals (Wang, Lawler and Shi, 2010). Rendering to Tausig and Fenwick (2001), older employees experience greater success than younger ones when it comes to balance with work-life. They are of the view that it is prudent to reduce the workload of employees as they grow old, to ease them of the work pressure in the later years of their labor, thereby reducing work-family conflict.

A competitive labor market, caring obligations, work-life conflict, prolong work hours, work intensification and higher stress levels are part of life's demands, according to Torrington et al. (2008) cited in; 'the ageing workforce'. Age is a major factor in work-life balance. Fraser et al. (2014) adds to the factors that informs the decisions of seniors in relation to their career in the future, coupled with individual psycho-physical situations (a decline in health due to age, physical and mental stability, perspective of stress) as well as the extent of adaptation of their knowledge and experience to current labor



conditions. The main goal of the analysis was to determine whether workers' age affect how much work-life balance they believe they have achieved and whether there is a correlation between workers' ages and how much they believe their employer is doing to support that balance.

Although age differences do not affect the usage of work-life balance activities, Allen (2001) hypothesized that the selection of the practice changes with age. Numerous dependent programs like paid maternity leave, childcare, elder care and many others are patronized by senior workers. Women between the ages of twenty-five (25) and thirty-four (34), according to DiNatale & Boraas (2002), look out for flexibility on their jobs as compared to women of other ages. This is so because women within this age group need all the time to care for their children at home.

Despite the availability of child care centers, there is still reliance on family and friends instead of paid-help, to look after their kids. Susan-Halford (1997) did research in Local Government, Banking and Nursing Sectors pertaining to this. It is also vital to solving generation Y's expectations on work-life balance, looking at their numbers in the workforce.

Living by the motto YOLO (You live only once) (PWC, 2012) millennials strive to live better than their parents, and are ardent proponents of work-life balance. According to a study by PWC (2012), 97% millennials value work-life balance. As a result, they prioritize it and schedule their holidays or mini-breaks to allow them time to recover.

### **Gender**

According to Parpart, Connelly and Barriteau (2000) gender refers to the socially constructed roles and duties that men and women have. According to

Warren (2004) women who are responsible for taking care of the home have started working part-time jobs as a useful strategy to retain their source of income, their labor market skills, and their interest outside the home. This has led to a battle because women normally look after the basic needs of children and accompany them to school and medical appointments (Porter & Ayman, 2010). According to Jennings and McDougald (2007), while men frequently sacrifice more family time for workplace activities, women typically compromise the most working time for home obligations. Each gender handles work and home roles in a different way.

In theory, males are likely to be more successful in their work role and have higher levels of fulfillment, regardless of the negative impact on their families. Women, on the other hand, prioritize both career and family equally, making the two the cornerstones of their fulfillment. Women experience distress, disappointment, and frustration when their jobs prevent them from taking care of their families. They probably set clear lines between job and family, and they dislike it when one crosses the other (Burke 2002). Conflict that comes with work-family has a detrimental effect on the professional satisfaction of women throughout their lifetime, whereas men will only notice unfavorable effects in the later years of their employment, according to Martins, Eddleston and Veiga (2002).

Women typically experience more difficulty than men balancing work and family life because they have greater duties in the home, according to Bird (2006). This suggests, gender plays a big role when it comes to work-life balance. In today's environment, juggling a demanding work with spending quality time with the family is increasingly difficult. Despite the fact that there

are more women in executive positions, they nevertheless desire successful lives and careers. Employee stability is a major concern for working men as well, in spite of the fact that it has customarily been seen as primarily a female issue, especially for those with corporate jobs and family obligations (Feltstead et al., 2002; Hardy & Adnett, 2002; Parasuraman & Simmers, 2001).

Men are now engaged in housework, although centuries back, they were the head of the household (Chalawadi, 2014). While decades ago, women were mostly responsible for household duties, they are now the majority of workers (Burnett, Gatrell, Cooper, & Sparrow, 2010; Chan & Pervaiz, 2014; Kollinger-Santer & Fischlmayr, 2013; Uppalury & Bhaskar, 2014). In view of this, dual-earner couples are now struggling to manage the demands of work with other obligations like caring for children and the elderly (Munn & Chaudhuri, 2016).

Reviews show there are gender differences in how people perceive work-life balance (Connell, 2005; Smithson & Stokoe, 2005). However, gender roles continue to have an impact on how tasks are distributed within the family. Men are therefore more inclined to work longer hours for pay, whereas women labor longer hours for unpaid household work. Despite the fact that more women are working outside the home, Singh (2004) claims that patterns of household obligations have remained largely unchanged. The majority of domestic work and child care are still done by women. Regardless of the society, women have always been seen as domestic helpers, mothers, and spouses whose primary responsibilities are caring for their families and raising children.

Many young women in modern-day Monrovia prefer employment over staying at home and doing chores. This shows that the majority of women who are responsible for taking care of dependents are unable or unwilling to quit

their jobs. Although women are more prevalent in the workforce, many still struggle to balance their personal and professional lives since household duties and the job market compete for their time and attention.

According to a Kenexa Research Institute (KRI) study conducted in 2011 that compared how male and female employees perceive work-life balance reveal women are more appreciative of organisational efforts to support in balance between family and work obligations than men do. Connell (2005) also confirms gender variations in how people view work-life balance.

On the other hand, women seeking leadership roles inside an organisation frequently need to consider how those decisions may affect other facets of their lives. For women, the effects are typically very severe. Most management positions need significant amounts of overtime, and as Jeffrey (2010) points out, a woman may not be able to commit this time due to obligations to her family. While employers offer a variety of opportunities to assist employees balance work and life demands, some female employees may not take advantage of these opportunities since they are typically seen as career dead ends.

Williams (2000) noted that despite having more flexible schedules, working mothers still favor full-time employment. King (2008) adds that some moms encounter difficulties due to the maternal wall (represented by the less impressive assignments allocated to them) when they return to work, implying that they are also unable to function as model employees due to their status as mothers. Where a company implements choices to aid workers harmonize their career and family life, they must also realign organisational culture so that the



ideal worker includes employees who must manage households, children, aging parents, and other essential responsibilities.

### **Marital Status**

It is increasingly difficult in today's world to balance a demanding work with spending quality time with family. More women are working in managerial positions, and they aim at finding a balance between their work and family lives. According to Duxbury and Higgins (2008), data has shown that men also go through the same levels of work-life conflict just like women, especially in families where childcare responsibilities are shared. Allen (2001) also specifies in his study that married workers are more willing than single workers to follow work-life balance guidelines.

The idea that single employees have no responsibilities to their parents or other family members is a widespread one that affects most firms. Although married employees clearly devote the majority of their free time to tasks related to household maintenance, child care, and other obligations to their families, (Idrovo, Leon & Grau Grau, 2012; Shah, 2015) this does not imply that single employees are exempt from these responsibilities.

Regardless of their marital status, Liberians continue to live in nuclear or extended families with their loved ones. Because of this family structure which is combined with the collectivist and humanistic attitude (Hassan, Dollard & Winefield, 2010), all family members must take on the burden of looking out for others. There is an urgent need to prioritize other things than work, such as leisure time (Noor & Mohd, 2015). Employees who are single look for ways to spend more of their free time engaging in hobbies, sports,



socializing with friends, traveling, volunteering, and personal growth (Chalawadi, 2014; Kalliath & Brough, 2008; Lazar, Osoian, & Ratiu, 2010).

Many academics, according to Duxbury and Higgins (2008), link the commonness of work-family conflict to parental duties of working spouses. This is because parents have busier schedules and less control over it than non-parents, hence they appear to have more difficulty juggling job and non-work activities. Again, Galinsky, Bond and Friedman (1996) report comparable outcomes. They discovered that compared to non-parents, parent workers have relatively higher conflicts between their work and personal lives than their counterparts. According to Owen and Cox (1988), the period leading up to parenting is characterized by a higher degree of stress, and involves major modifications in the couple's relationship, duties and concerns (Belsky and Pensky, 1988; Levy-Shiff, 1994; Feldman, 2000).

The work-life balance of an employee may be impacted by their married life. According to Martins et al. (2002) married workers often times prioritize their family over their jobs. It is challenging in most cases to balance non-work and work roles due to the spousal role. Additionally, the primary influence on working hours is marital status. Long hours are least likely to be worked by single men and women (Eikhof, 2007).

### **Employee Perspectives**

One cannot overstate how crucial work-life balance is for employees. Since everyone has distinct demands at various times of their lives, the idea of work-life balance may imply various meanings at various stages of their lives. As younger and single employees would prefer doing more at work than home, older and married employees would prefer doing more at home than work. An

employer must therefore be cognizant of the fact that what worked for an employee previously, may not work the same all the time (Tomlinson & Durbin, 2010). Employers must also note that employees will be looking out for the availability of work-life balance policies, the usefulness of those policies to them on their jobs, families and personal lives and also the support of management for their wellbeing.

Basically, the belief that life and work roles are separate from each other has been opposed, and research has refuted the idea that professionals would not allow their work interfere with their personal lives (Tomlinson & Durbin, 2010) and vice versa. It is regrettable that the majority of companies and their managers do not recognize the connection that exist between work and life roles, and the necessity of striking a balance in order to improve employee wellbeing. Most managers don't place much attention on work-life balance since they see it as a fad (Koon, 2020; Mukherjee, 2019).

Workers report greater devotion, fewer turnovers, greater levels of job fulfillment, minimum levels of job burnout, and minimum levels of work-to-family conflict when they perceive their employer to be more supportive as a result of family programs and strategies put in place. (Allen, 2001; Aryee, Chu, Kim & Ryu, 2012; Haar & Roche, 2010).

Failure to accept the relevance of work-life balance and the need to support it sends negative signals to employees. The extent to which a company supports its workers reflects how much the company loves its personnel and cares about their welfare (Koon, 2020; Kurtessis et al., 2017). Hence, companies that do not recognize the need of employees' work-life balance, and provide necessary assistance are viewed negatively by employees. Organisations must

have a deeper understanding of how the life and work domain is conceptualized, so they can provide work-life initiatives that are appropriate. Although the concept of work is generally understood, most businesses and managers do not take into account that life involves commitments beyond those to one's home and children.

Everyone who works for a living is faced with the issue of work-life balance, irrespective of their family obligations (Dex & Scheibl, 2001; Fu & Shaffer, 2001; Rotondo et al., 2003). Employee groups like those who do not have kids (Waumsley, Houston & Marks, 2010) and those who are single (Association of Graduate Recruiters, 2008) must be taken into account when developing and putting into practice initiatives that support workplace flexibility. Fundamentally, a balance should be understood as a person's overall sense of fulfillment for being able to perform in a variety of duties (Direnzo, Greenhaus & Weer, 2015; Greenhaus & Allen, 2011).

### **Employer Perspectives**

How employees manage work-life balance is significantly impacted by organisations. The ability of employees to occupy different roles is often influenced by how much time they spend on the job; hence this compels some of them to find a balance in their roles and also in their career development. Work-life conflict may originate from organisational customs and philosophies. Organisations maintain the power, and their management structure, practices, brand and communication standards, comes with it a dominant philosophy. This dominant philosophy is the power that drives the organisation and helps establish customs in the organisation.

Organisations frequently view ideal or exceptional workers as people who put their work before everything else, and display exceptional behaviours that are viewed as favorable traits. Employees who split their time between work and other obligations are seen as lacking loyalty to the company. According to Hoobler et al. (2009), managers' opinions about their staff members' loyalty to the company are positively correlated with whether or not they are qualified for promotions. These opinions are occasionally held about female workers. Executives of companies who believe their female employees maintain a great work-family balance are mostly of the view that those employees are not dedicated to the company and are therefore ineligible for promotion.

Views of this kind are detrimental to working mothers, who may be mistakenly perceived to be less loyal to the company than their colleagues, obstructing their advancement within the organisation. The pressure on many women employees to balance work and family is only made worse by this situation. Additionally, the standards set by organisations of who an excellent staff is, is oftentimes unfavorable to the family lifestyle. The organisational label of the excellent employee makes it difficult for working mothers and employees who are focused on maintaining a balance of work and life roles, progress on their jobs.

### **Empirical Review**

Roomi (2012) conducted research to explore various key determinants on the work and family roles of Pakistani women. The study, which was centered on the interpretive phenomenological approach (IPA), explored several factors that influenced the work and family roles of women in the unique Pakistani socio-economic and cultural environment. The procedure helped



analyse data on the challenges entrepreneurial women face in attaining balance between work and life, and some of the effective strategies and methods used. The findings revealed that being able to balance work-life is very noteworthy, aside the drive to start their own businesses. Having their own businesses helped them juggle with their family and social obligations in a more suiting and flexible way. Being in a patriarchal Islamic society, insufficient time, social and cultural norms, gender bias are the major encounters women face in achieving balance. Women's most effective methods in balancing work and family demands include strategic planning, organisation and decentralisation. This innovative study on the female entrepreneurs in Pakistan may serve as a model for other women who want to pursue a career in entrepreneurship.

In another study conducted by Wong, Bandar and Saili (2017) in Malaysia, the relationship that exist between issues at the workplace and employees' work-life balance was investigated among employees in selected services sector. Work-life balance was the dependent variable, and flexible working arrangement, co-worker and supervisor support were independent variables of the research. Quantitative research method was applied, and questionnaire was the instrument used to gather data. 98 samples were randomly picked from the selected services sector (N=110).

A software called 'Statistical Packages for Social Science Version 22.0 (SPSS Version 22.0)' was applied in the analysis of the data. The link between the variables was examined by the Spearman rho test. And the findings showed a positive correlation between work-life balance and flexible scheduling, coworker support, and supervisor support. In summary for the Malaysia context, factors at the workplace influence work-life balance. The study provided the



business with information that helped them create a suitable environment to improve work-life balance.

Again, Talukder, Vickers and Khan (2017) looked at the connections between work-life balance (WLB), supervisor support (SS), job attitudes and performance of employees who were in the Australian financial sector. Specifically, the study examined how employees' job performance (JP) was affected by their SS, WLB, and attitude towards their jobs. To test a model with structural equation modeling, the data included 305 employees from financial organisations that were part of an online panel. A list of survey questions that had previously been substantially reproduced in work-life research was evaluated. Despite the paucity of such studies in the Australian banking industry, the study contributed greatly to the body of knowledge by identifying an involving multiple through which SS was linked to WLB, which affected job satisfaction, subjective wellbeing, organisational commitment, and JP.

Malik, Alwi and Shamshir (2020) explored whether the work-life balance of commercial pilots in Pakistan varied based on their diverse marital statuses. Firms are under pressure as a result of the intensifying effects of globalisation, and during periods like these when job insecurity and downsizing are common, workers have a tendency to devote more time and energy to their careers in order to increase their sense of security. As a result, workers frequently overlook the other equally significant domain, the life domain. Marital status and work-life balance were the variables used in the investigation. This quantitative analysis came to the conclusion that commercial pilots have significant imbalances in their work and personal lives regardless of their

marital status. The study also gave commendations for refining degrees of work-life balance.

Role theory is used in the study by Adisa, Aiyenitaju and Adekoya (2021) to explore the impact of the COVID-19 pandemic on women's work-family balance during the lockdown. Analyzing the current COVID-19 pandemic which has transformed our way of life and work, calls for very particular methodological technique. As a result, the study chose an inferential and constructivist-phenomenological strategy. Twenty-six working women from the UK were interviewed in semi-structured fashion for the dataset. The research showed how the COVID-19 lockdown increased the home workload for British women and led to unrestrained role conflict, which was made worse by the structural and interpersonal roles that women undertake, particularly during the lockdown. Role conflict and congestion among women have been exacerbated by remote employment, which also makes it extremely difficult for roles to be differentiated.

The study also discovered that the drop in juvenile delinquency and low crime rate that had followed the lockdown were related to the lockdown's facilitation of the rediscovery of family values and connectedness. The study came to the conclusion that the presence of inter-role conflict hinders the establishment of work-family balance and role differentiation when work and family responsibilities are shared in a domestic space. The research expands our knowledge of how remote work hinders the ability of female employees to balance work and family obligations during the COVID-19 pandemic lockdown.

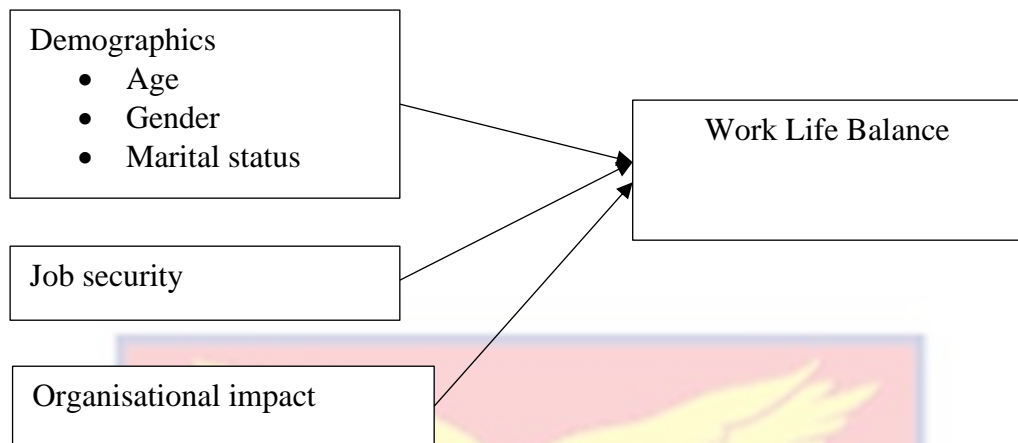
### **Lessons from Empirical Studies**

Literature has pointed a myriad of issues on how work life balance promotes and facilitates the job performance of employees in organisations. Although, prior researchers have given various viewpoints on how the concepts interact, the approach and conclusions drawn from the review are varied. Methodologically, the studies were mostly quantitative and the designs utilised was descriptive design. The authors employed a self-administered questionnaire to gather data from employees of the organisations used and measured the study variables, using a five-point Likert scale. The reason cited for the predominant use of the survey design was to arrive at conclusions applicable to representative proportions of the population involved in each case. Simple random sampling was applied in selecting respondents from homogeneous populations.

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

### **Conceptual Framework**

Founded on the inclusive urge of the research, theoretical explanations, objectives framed and interrelationships proven among the construct, this conceptual framework was advanced to conduct the research focus of this investigation. This proposal was offered in Figure 1.



*Figure 1: Model of Work-Life Balance*

Source: Author's own construct (2021)

The conceptual framework demonstrates the mechanisms of work life balance identified in literature. The study averred that much of the pressures that impact on the work life of an employee as espoused by the conflict theory come from the demographic make up of the employees and employers. These include the age, gender, education and marital status of these personnel. For instance, Wang et al. (2010) claim that the age of a worker is able to change the psychological and behavioural make up of the employee at work. Again, job security and the impact the organisation yields may cause work conflict at work place. Concisely, when employees perceive their job to be insecure will change their efforts placed on the job.

### **Chapter Summary**

The section opened up with a review of the research focusing on the study's concepts. It began with a literature framework and followed up with conceptual and empirical reviews of work-life balance. Based on the studies, a conceptual framework was developed, which was explained to reveal how the study is conceived from this point and how it is conducted to end.



## CHAPTER THREE

### RESEARCH METHODS

#### Introduction

The earlier section provided information regarding the literature review. The current chapter however discusses the procedures and methods that were employed for this empirical study. Information concerning the Methodology, planning, sampling, tools and techniques for gathering data, processing of that data, and evaluation of that data that was employed in carrying out the research is presented here. The study sought to examine perspectives of the employer and employee about work-life balance in the city of Monrovia.

#### Research Approach

This study adopted the mixed method, given the nature and objective of the research. In the view of Creswell (2014), mixed methods concern the combination of both qualitative and quantitative philosophical techniques so that evidence may be mixed and increases the knowledge gathered on a given interest of inquiry. According to Saunders et al. (2016), mixed method is more robust and provides comprehensive answers to research questions. It aims to minimise the limitations encountered in qualitative or quantitative studies.

Creswell and Plano-Clark (2007, p. 224) stated that the use of “both forms of data allow researchers to simultaneously generalise results from a sample to a population and to gain a deeper understanding of the phenomena of interest”. This means that researchers are able to generalise from the sample to a population, which is one of the aspects of the quantitative research process, which is done by a quantitative researcher. On the other hand, these generalizations can be further supported and enhanced through descriptions of



some aspects of the data, which is an approach that is normally taken by qualitative researchers.

### **Research Design**

This study employed mixed method research approach, which was made of up of three major research designs: sequential, concurrent and embedded (Saunders et al., 2016). The concurrent design favoured this study as it gives equal emphasis on both the interview and the questionnaire for qualitative and quantitative data respectively. With this design, data collection from both the quantitative, that is the questionnaire, and the qualitative, that is the interview are done at the same time and analysed concurrently (Creswell, 2014). The design is used when researchers wish to collect both data and analyse at the same time, make comparison between the results and draw conclusion from both sides. The rationale behind the choice of this design is that the researcher values equally the two forms of data and treats them as such. Both the quantitative and the qualitative data were collected concurrently. Data was thereby merged, and the results of analyses discussed simultaneously to understand the research questions. Creswell and Plano Clark (2007, p. 62) stated that “during interpretation, this design helps the researcher to directly compare and contrast quantitative statistical results with qualitative findings in order to elaborate valid and well-substantiated conclusions about the problem under study”.

Furthermore, the choice of this design was based on the premise of its flexibility of use when collecting data because the researcher is interested in investigating the work life balance from the perspective of employees and

employers of the selected companies using structured questionnaire to obtain the quantitative data and structured interview to obtain the qualitative data.

### **Study Areas**

The study was done at the Forestry Development Authority, an agency of the government of Liberia, and JHPIEGO, a nonprofit organisation for international health. The choice of these two organisations in the study was to help the researcher ascertain varied opinions and perspectives of both employers and employees with regards to work-life balance. Both organisations are found in Monrovia. The Forestry Development Authority (FDA) was created as a corporate body by an Act of Legislature in November 1976. The Act mandates the FDA to issue, amend and rescind forestry and wildlife regulations with core objectives including formulating forestry policy, forest resource management of concessions, control of revenue from forest activities, research and training. The 1976 forestry law was amended in the year 2000, and again in 2006 as the National Forestry Reform Law of 2006. During the time of this study, the FDA had a staff strength of five hundred and seventy-eight (578), who are all Liberians.

JHPIEGO is an international nonprofit organisation and a Johns Hopkins affiliate located in Baltimore, USA. JHPIEGO has been innovating since its founding in 1973 to save the lives of women and families around the world. Since 2008, JHPIEGO has worked in Liberia to improve the health outcomes for women and their families by enhancing the capacity of frontline health workers and enhancing the quality of services, among other things, with a focus on malaria, maternal, new-born, and child health. With a staff strength

of sixty-eight (68) as at the time of this study, JHPIEGO has continued to respond favorably towards the changing health needs of the Liberian people.

### **Population**

Population refers to a group about which a study seeks to generalize or the theoretically determined grouping of study subjects. A study population, also known as a target population, is a set of elements from which a sample is drawn (Babbie, 2010). According to Vogt (2007), it can also be defined as "the population of individuals whom the researcher is interested in describing and making statistical inferences about" (Adom, 2015, p.106). The population for the study comprises of employers and employees from the Forestry Development Authority (FDA) and JHPIEGO. The total population of study was 47 (28 employees from FDA and 17 employees from JHPIEGO and 2 human resource managers from the two institutions) from both organisations under the study (Human Resource Desks. 2021).

### **Sampling Procedures**

Before sampling is done, it is important to conclude the right sample size that can make the generalizability of findings to the total population valid and reliable. Kothari (2004) claims the number of items that must be chosen from the entire universe in order to make up a sample is known as sample size. The sample group should not really be too big or too little. It should be ideal. An ideal sample is one that satisfies the criteria for effectiveness, representativeness, dependability, and adaptability (Rosli & Rossi, 2016).

The study deployed the census approach due to the relatively small and accessible number of the respondents. According to Pandey and Pandey (2015), a census or parametric method is an attempt to gather information about every

member of some group, called the population. It deals with the investigation of the entire population without excluding any unit or group. In view of Sekaran and Bougie (2016), a census method allows for all the units of the analysis to be included in the study to offer more opportunity for all to participate in a given study. Furthermore, census technique provides a more accurate and exact information as no unit is left out (Pandey & Pandey, 2015).

Thus, for the quantitative aspect, all the 45 employees of the two institutions were used as respondents in the study. Regarding the qualitative aspect, the two (2) human resource managers of the two institutions were used as participants of the study. This number is appropriate as it falls in line with the Saunders et al.'s (2016) minimum sample size for qualitative studies. These managers were those used because they are in charge of employees and related matters like the work life balance practices. Table 1 shows the distribution of the respondents and participants of the study.

**Table 1: Sampling According to Methods and Instruments**

Respondents	Method	Instrument	Sample (n)
Employers	Census	Interview guides	2
Employees	Census	Questionnaires	45
Total			47

Source: Field survey (2022)

#### Data Collection Instruments

With regards to the direction of the investigation being scientific enquiry in nature, the research depended on structured survey questionnaires for the gathering of the primary data that were used for processing and analysing in respect of the specific research objectives. Questionnaire is defined by Kumar



(2011) as a document which has a list of questions to be answered by respondents. Questionnaire can either be in a print or an electronic form (Babbie, 2010). Oftentimes, questionnaires have a combination of question types and collect data on beliefs, attitudes and facts. The use of structured survey questionnaire made data analysis easy, given the application of the appropriate statistical techniques (De Rada, 2019).

In addition, questionnaires are flexible and cheaper to use, and they help provide accurate information. The topmost part of the questionnaire solicited for three (3) demographic information of the respondents, namely age, gender, and marital status. The questionnaire had twenty (20) items, grouped into four (4) sections. The first section consisted five (5) statements determining employees' stance on job security; the second section checked the understanding of the respondents about work-life balance; then the third section was to find out the organisational impact or contribution concerning work-life balance; the fourth section solicited for employees' satisfaction (approval) of work-life balance programs or policies in their organisations and what can be done differently.

Each section had five (5) items that solicited employees' opinions about work-life balance, and all were graded by a 4-point Likert-scale with the endpoints being; 1 (*strongly disagree*) and 4 (*strongly agree*). A Likert scale was selected because it prevents participants from developing response bias; it evaluates attitudes, beliefs, views and perspectives, and makes participants' responses uniform and consistent (Abdullah & Yaakub, 2017; Huang & Yang, 2014). Likert scale makes it very easy for respondents to answer questionnaires.

Interview guide was also used as the tool to gather data from employers. The interview guide is deemed appropriate for this study because it is an investigative tool regarding knowledge generated between humans, often through conversation (Kvale, 1996). It entailed an introduction to allow the interviewer to explain the purpose of the interview and the interviewee to introduce themselves, and eight questions in total. Interview guide was chosen to allow the employer to express themselves freely and also provide additional information not solicited for, that would help the study.

### **Data Collection Procedures**

Information gathered through self-administered questionnaire and interview guide formed the main source of primary data. An introductory letter was sent to Forestry Development Authority and JHPIEGO to make known the intention of the researcher to the organisations. Copies of the questionnaire were given to the HR to distribute to the respondents. Also, the interview guides were given to the Heads of HR prior to the interview dates, and they were as well drilled through the process for proper understanding of the subject matter.

Participants were assured of the privacy of their answers. Data gathering procedure lasted for two weeks due to the bureaucratic processes they took the researcher through. The Head of HR for FDA was interviewed through a cell phone call while the Head of HR for JHPIEGO was interviewed face to face. Out of the forty-five employees targeted, the forty (40) of them returned the administered questionnaires under the quantitative study. This constituted 88.9% response rate.

## **Data Processing and Analysis**

Data analysis is defined by Yan et al. (2016) as the process of bringing order, structure and meaning to the mass of information collected. Editing, cleaning, transforming, and modeling data is the process of data analysis, which aims to highlight pertinent facts, make recommendations, draw conclusions, and assist in decision-making (Adèr & Adèr, 2008). In terms of the quantitative research approach, the Statistical Package for Social Sciences (SPSS) version 25 aided it. For the purpose of this study preliminary statistics such as descriptive statistics (percentage distribution, frequencies, the mean and standard deviation), was obtained for all the variables on the questionnaire.

To make easy analysis possible, the semi-structured interviews' qualitative material was verbatim transcribed. Thematic analysis was used to qualitatively analyse the data, as recommended by Braun and Clarke (2006). Thematic analysis gives researchers the opportunity to organize the qualitative data they have gathered in a way that will support the achievement of their study goals. For ease of understanding, the results were summarized and then displayed in tables.

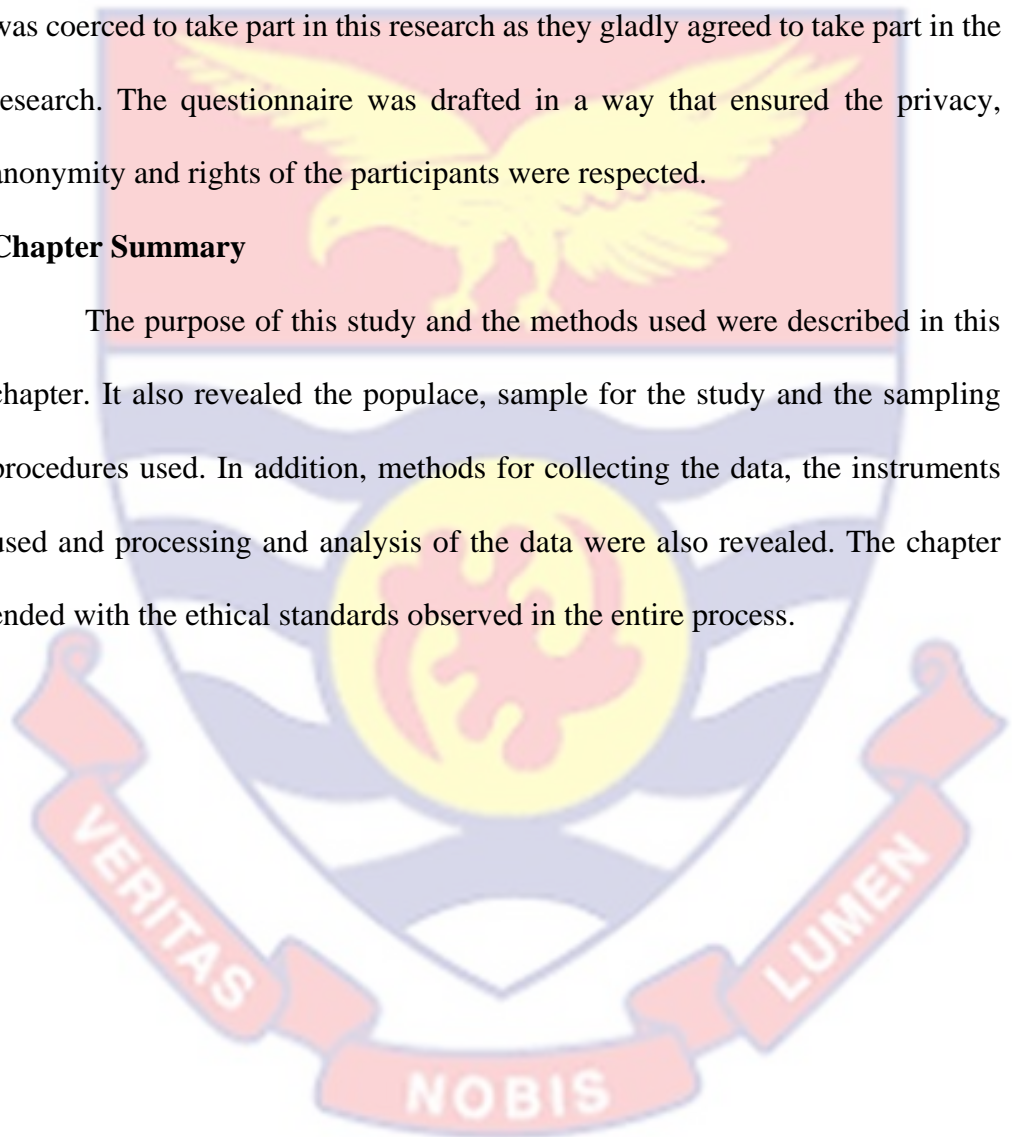
## **Ethical Consideration**

Ethics, as well as user-friendliness were critical aspects of the conduct of this study. An introductory statement given by University of Cape Coast's Human Resource Management department helped me gain accessibility to the organisations sampled from. Participants were certain that the research was strictly academic and in partial fulfilment of the requirements for the award of Master of Business Administration in Human Resource Management. Questionnaire content was devoid of requirements for personal identification

details from respondents, to assure them of confidentiality. Also, the questionnaires were mixed up, irrespective of organisation, and the conclusions were treated impartially and presented as such. The purpose of the study was explained to the participants and where the participants had difficulty understanding the items', detailed explanation was then given. No participant was coerced to take part in this research as they gladly agreed to take part in the research. The questionnaire was drafted in a way that ensured the privacy, anonymity and rights of the participants were respected.

### **Chapter Summary**

The purpose of this study and the methods used were described in this chapter. It also revealed the populace, sample for the study and the sampling procedures used. In addition, methods for collecting the data, the instruments used and processing and analysis of the data were also revealed. The chapter ended with the ethical standards observed in the entire process.





## CHAPTER FOUR

### RESULTS AND DISCUSSIONS

#### Introduction

In the Monrovia Metropolis, the research aimed to investigate employee and employer perspectives on work-life balance. Details concerning the research techniques used to collect and analyse the data in relation to the different research goals defined in this study was provided in preceding chapter. Given the nature about the unique research aims, this chapter's presentation of the results and discussions takes into account the findings. The results were then contrasted with certain empirical ideas in the literature. The findings were first summarized in Tables, presented and evaluated in order to provide awareness of their practical, theoretical, and managerial significance.

#### Demographic Information

The demographic details of the respondents were measured with descriptive statistics of frequency and percentage. These descriptive tools are appropriate for nominal scale items such as the variables that were included in the demographics of the respondents. The findings are presented in Table 2.

**Table 2: Demographic Information of Respondents**

Variable	Category	Frequency	Percentage (%)
Gender	Male	27	67.5
	Female	13	32.5
Total		40	100
Age	20-29	2	5.0
	30-39	17	42.5
	40-49	18	45.0
	50 and above	3	7.5
Total		40	100
Marital Status	Single	9	22.5
	Married	31	77.5
Total		40	100

Source: Field survey, (2022)

According to the respondents’ demographic characteristics, men (67.5%) outnumber women (32.5%) as the majority of employees at the Forestry Development Authority and JHPIEGO. This demonstrates that, as it is typically the case in many industries in Monrovia, the employment structure at the Forestry Development Authority and JHPIEGO is dominated by men. Men tend to achieve greater levels of fulfillment with better professional accomplishments regardless of the consequences for family neglect, according to the gender structure in relation to work-life balance. The cornerstone of women’s fulfillment on the other hand, is job and family, which they value equally (Uppalury & Bhaskar, 2014; Walia, 2015; Vives, Gray, González, Molina, 2018).

The age ranges of the staff at Forestry Development Authority and JHPIEGO shows majority of the respondents who make up 45.0% were between 40-49 years. 42.5% of the respondents were within 30-39 years whereas 7.5% of the respondents were above 50 years whilst the remaining 5.0% were between the ages of 20-29 years. The essence of the analysis was to determine whether workers' ages affect how much work-life balance they believe they have achieved, and whether there is a correlation among workers' ages and how much they believe their employer is doing to support that balance.

The marital status of the respondents also indicated that 77.5% of workers at Forestry Development Authority and JHPIEGO are married whereas the remaining 22.5% are not married. The implication of the marital status to work-life balance is that more married employees will use work-life balance policies frequently compared to unmarried employees.

### **Employees' Perspective of Work-Life Balance**

Descriptive statistics for workers' perspective on work-life balance was employed in this regard. Descriptive statistics of job security, understanding of work-life balance and organisation impact were measured with the mean and standard deviation because these tools are deemed appropriate for measuring the central tendency and dispersion owing to their unique way of measurement in the context of the study. The findings are presented in Table 3, 4 and 5. The interpretation of the conclusions was based on subjective-criteria as follows: 0-1.49=strongly disagree; 1.5-2.49=disagree; 2.5-3.49=agree; 3.5-5= strongly agree. The outcomes in respect of each of the components of the degree of agreement of staff's perspective on work-life balance are specified in the following sections.

**Table 3: Job Security**

Job security variables	Mean	Std. Deviation
I have to work extra hours to keep my job	2.5250	.78406
Impressing my employer is a simple way of maintaining my job	2.3250	.97106
My job comes first, every other thing comes second.	2.2500	.92681
Losing my job is like losing my livelihood	1.7000	.85335
I can't afford to lose my job because finding job in Liberia is difficult	1.5250	.75064

Source: Field survey, (2022)

The overall impulse of these outcomes is that the perspective of employees with regards to job security is generally disagreed by the respondents as being part of the main reasons that influence of work-life balance at Forestry Development Authority and JHPIEGO as guided by the mean (M=2.2650). Again, it is commendable for management at Forestry Development Authority and JHPIEGO to critically consider and scrutinize the things that forms the perspective s of employees with regards to job security as it relates to work-life balance. It was found that all necessary information was provided to all employees who participated in the investigation.



**Table 4: Understanding Work-life Balance**

Understanding Work-Life Balance Variables	Mean	Std. Deviation
Work-life balance is the ability of the employee to work to impress his/her employer.	2.4250	.84391
The general performance of any organisation depends on the employees' work-life balance.	1.8750	.75744
Work-life balance is important for my general wellbeing.	1.5000	.64051
Work-life balance impacts my work only.	2.4750	1.10911
Work-life balance impacts both my work and personal life.	1.7000	.99228

Source: Field survey, (2022)

The overall impulse of these outcomes is that the perspective of employees with regards to their understanding of work-life balance is generally disagreed by the respondents as being what explains work-life balance at Forestry Development Authority and JHPIEGO as guided by the mean (M=1.9950). Again, it is commendable for management at Forestry Development Authority and JHPIEGO to critically consider and scrutinize the things that forms the perspective s of employees concerning their understanding of work-life balance. It was found that all necessary information was provided to all employees who participated in the investigation.

With regards to the views of the employers on their understanding of work-life balance, data from the interviews was brought in to triangulate with the quantitative data on the issue of employer's understanding of the subject.

The first interviewee affirmed that work-life balance has to do with having a family and a work to do. Thus, how she is able to manage office work and have time with family, and how to have time to do other extracurricular activities not related to work. So, work-life balance has to do with the work, family, and other activities that one engages in, and how one manages their time during the day to fit these three aspects of life.

Another interviewee was of the view that, work-life balance helps staff to manage their time and know exactly what they need to do in order to have a success on their job. From the opinion of the interviewee, work-life balance has helped employees to pay attention to work life, and for the management of health policies at their organisation, employees have been helped to keep fit.

She said;

*“We did a proposal at our Liberia office and arranged an exercise class for our employees where we met once a week at our previous office. We printed a T shirt, we ensured staffs had their sneakers, tennis shorts; yoga mats a place to train for an hour within the ages of 22 years to 58 years. Over time we ran into Covid-19 so we had to minimize that activity because we want to avoid overcrowding. So, for the past year and half we go to work and take 10 minutes of an hour from the Pc just to walk around the building, talk to someone, exercise a bit and others. We have done these exercises at programme meetings and we make employees to go through those times to assist with their work-life balance.”*

The other interviewee retorted;

*“I see work–life balance to being able to take care of the family and children at home and come to work to perform similar responsibilities at work”*

The literature supports the employers' position on work-life balance, which holds that it should be seen as a person's overall sense of fulfilment derived from their multifaceted performance in responsibilities related to work and family life (Greenhaus & Allen, 2011; Drenzo, Greenhaus, & Weer, 2015; Koon, 2020).

On the opinions of the interviewees on some of the work-life balance policies that the organisation has in place, one of the interviewees mentioned policies like lunch break, maternity and paternity leave, and annual leave, while the other interviewee posits that policies like annual leave, social activities and employee welfare as some of the policies adopted by the organisation concerning the idea of work-life balance. The first interviewee on this subject argued that;

*“Actually, work-life balance came about, through a shared bunch of policies. It came out that we had to have rest through our leave, lunch break, time of maternity and paternity leave, to get off the job and have time with the family. So, in our policy, we have those outlined and we encourage you. So, in our system, we have our leave slip. When it gets to 22 days you can take a leave. Because, there some workers who don't want to take leave, they just want to work and you might break down. It is not healthy for you as a normal being. So, when it gets to that point, you must go. We as HR practitioners must ensure equality in every department to ensure that all staffs take their leave. When staffs are on leave, we encourage supervisors not to call him or her from leave. That is why you must plan properly with your team and know that there are not pressing board needs. So, you plan to be able to co-ordinate your department so when you leave, you have a back-up staff so that work can continue to go on.*

*So, it doesn't mean since you don't have a backup you cannot go on leave because you need to rest to have a proper work-life balance."*

The second interviewee on the subject of the policies that has been adopted by her organisation with regards to work-life balance also retorted that;

*"Yes, because we have and give access to certain things workers want to do. They can go to school, they can also take a leave, annual leave, and they are entitled to it. Of course, they are entitled to maternity and paternity leave. We have created the opportunity for them to be free, we do not stop them. They are very happy with it so yes; the organisation buys into the work-life balance".*

This stand also agrees with some literature which stress on the need to have leisure activities, leave and other social activities (Kalliath & Brough, 2008; Lazar, Osoian, & Ratiu, 2010; Noor, 2015).

**Table 5: Organisational Impact**

Organisational Impact Variables	Mean	Std. Deviation
In my organisation, those who work for long hours are considered hardworking.	2.4000	.92819
My employer is concerned about my wellbeing and that of my family.	2.3500	.97534
I work in a pleasant and flexible environment where employees' lives matter.	2.1500	.73554
I am able to combine my job, family and personal life without feeling stressed.	2.0750	.82858
My job allows me to take care of my family and personal life with ease.	1.7500	.77625

Source: Field survey, (2022)



The overall impulse of these outcomes is that the perspective of employees with regards to what constitutes organisational impact is generally disagreed by the respondents in relation to work-life balance at Forestry Development Authority and JHPIEGO as guided by the mean (M=2.145). Again, it is commendable for management at Forestry Development Authority and JHPIEGO to critically consider and scrutinize the things that forms the perspectives of employees with regards to organisational impact so far as work-life balance is concerned. It was found that all necessary information was provided to all employees who participated in the investigation.

Data from the interviews was brought in to triangulate with the quantitative data on the issue of organisation effect on the strength of work-life balance. The first interviewee shared her opinion on the impact work-life balance have on their organisation. She argued that;

*“Sometimes, I will liaise with my supervisor who is the country’s director and take staff off the office setting and go out to the outskirts of Monrovia and we swim and play games and different athletics to encourage the staff. There was a time we participated in the lingo forum. That was a work-life balance activity and our office won all the awards. It boosts the performance of the employees and people were rejuvenated from this program. They had a sense of belonging. It brings employees together. It makes them feel that, they are part of an institution”.*

The narrative above reveals that the policy introduced and employed by the organisation has provided room for employee belongingness and job satisfaction. These policies have also boost work performance, greatly increased the health status of these employees and have brought togetherness and

cooperation among workers in the organisation. This has been a great source of impact on the organisation. From the narrative, the impact of the organisation has been greatly influenced by the work-life balance policies used and implemented by the organisation. The second interviewee also said;

*“I think it can make them perform well because it is always good to have a policy for the staff what they should do or not. It serves as a guide. It is working well. It’s just that we are not in the position to send our staff out and pay their school fees. They get travelling allowance locally to do their work in the regions”.*

The preceding narrative also shows the policy of work-life balance that has been employed in the organisation is accepted as a basis for motivation for employees to work harder to increase the performance of the organisation. Such increase in performance, competence and effectiveness of work is a great tool for organisation impact. The allowance, and the other opportunities provided in the organisation has become a tool for organisational impact.

The study agrees with the stand of certain scholars about the positive impact of work-life balance on the organisation both in its performance and image (Direnzo, Greenhaus, & Weer, 2015; Talukder, Vickers & Khan, 2017; Wong, Bandar & Saili, 2017).

### **Improving Work Life Balance**

Descriptive statistics on what can be done differently on work-life balance was employed in this regard. Descriptive statistics of what can be done differently were measured with the mean and standard deviation because these tools are deemed appropriate for measuring the central tendency and dispersion owing to their unique way of measurement in the context of the study. The

findings are presented in Table 6. The interpretation of the conclusions was based on subjective-criteria as follows: 0-1.49=strongly disagree; 1.5-2.49=disagree; 2.5-3.49=agree; 3.5-5= strongly agree. The outcomes in respect of each of the components of the degree of agreement of employee’s perspective on work-life balance are specified in these following sections.

**Table 6: Improving Work Life Balances**

What Can Be Done Differently Variables	Mean	Std. Deviation
Employers are consulted/fully involved in the selection of work-life balance programs.	3.1000	.74421
The work-life balance policies/programs in my organisation are the best and need no change or improvement.	3.0250	.89120
All employees fully participate in work-life balance programs in my organisation.	2.9250	.72986
The work-life balance policies/programs in my organisation does not suit all employees.	2.6000	.92819
My organisation does not have any work-life balance policies/programs in place.	2.4500	.98580

Source: Field survey, (2022)

The overall impulse of these outcomes is that what can be done differently is generally agreed by the respondents with regards to work-life balance at Forestry Development Authority and JHPIEGO as guided by the mean (M=2.8200). Again, it is commendable for management at Forestry Development Authority and JHPIEGO to critically consider and scrutinize what can be done differently pertaining to work-life balance. It was found that all

necessary information was provided to all employees who participated in the investigation.

Data from the interviews was brought in to triangulate with the quantitative data on the issue what can be done differently in relation to work-life balance. The first interviewee shared her opinion on what could be done differently in relation to work-life policies and implementation. She argued that;

*“Most of the time, when we have these activities, we encourage staffs to come with their families. They are part. When someone is having a family issue, we gather and we go there. We pay visits to make them feel they’re part of the institution and that they are not alone. Sometimes when a staff is having a graduation for his/her child, we represent. We make sure we are present whether being it wedding, graduation, funeral, etc. We have created a space for maternal mother and child for breast feeding up to six months and after, she has breastfeeding hour to feed the child twice a day. So, our families are also involved in these work-life balance programmes”.*

The narrative above reveals that the policies and programmes introduced and engaged in by the organisation has been a source of employee belongingness, employee welfare and employee involvement in implementation of these work-life balance policies. Through emails, phone calls and meetings, the interest of employees are solicited with regards to work-life balance policies and implementation. Both male and female employees are considered a central part of the organisation because of their full participation and engagement in policies that ensures a well-balanced life for employees.

The second interviewee also contended that;



*“Well, improvements will only come with a financial status. As at now, we don’t have insurance for the employees which is very bad. This is something that we always cry for. So now, when our staffs are hurt, they take care of themselves. It’s just that we have death benefit”.*

The second narrative by the second interviewee also depicts that among the many policies with regards to work-life balance implemented at the organisation, financial improvement and insurance of employees’ lives are the policies to include in their work-life balance policies and initiatives. Apparently, cognizance has been taken with regards to the lack of insurance policies which according to the organisation is something that will be done differently aside all the other policies and initiatives that are employed in their organisation with regards to work-life balance.

### **Chapter Summary**

The section gives information concerning the findings of the study as dictated by the nature of the specific research objectives pursued. The study proves that the perspectives of both employers and employees about work-life balance (in line with the understanding of work-life balance and organisational impact) differ from each other. The views and understanding revealed in this study show a varied and contrast opinions sustained by both employers and employees with regards to work-life balance in these organisations in the Monrovia Metropolis. Whereas employers sustained that there is a working policy on the subject, the employees on the other hand disagreed to most of the policies used and implemented in these organisations in connection with work-life balance.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

The research's overview, outcomes and suggestions are presented in this chapter. There are six major sections in this chapter. The initial section offers a brief of the study in three portions: the key and detailed objectives of the study, parts of the methodology, which includes area of study, research design, techniques for selection, data collection and procedures, data processing and analysis, and the main outcomes of the study. The second section places interest on the various deductions gathered from the key findings, while the third section offers a number of policy recommendations for examining perspectives of the employer and employee about work-life balance in the Monrovia Metropolis. The study's limitations are emphasised in the fourth section, while the fifth section explains the contributions of the study to knowledge and practice. The final section identifies areas for future research.

#### Summary

The research sought to study perspectives of the employer and employee on work-life balance in the Monrovia Metropolis. The Forestry Development Authority, one of the agencies of the government of Liberia, and JHPIEGO, a non-profit organisation for international health in Monrovia Metropolis were selected for the study. The study combined the qualitative and quantitative methodologies. The rationale behind the use of this mixed method approach is based on a claim that social phenomena cannot be fully understood by the use of either qualitative or quantitative techniques (Tashakkori & Teddle, 2003). Descriptive design was adopted for the study, and it was deemed appropriate

because it allowed the researcher to observe existing patterns of behaviour, why they happen, and what they suggest.

Data was taken from two sets of respondents; the employees, using structured questionnaires; employers, using structured interview guide. Due to limited time and resources, 40 employees from Forestry Development Authority and JHPIEGO were sampled from the total population of 45, following sample determination formula by Slovin, (as cited in Rosli & Rossi, 2016.). The quantitative data were analysed statistically, using the Statistical Product and Service Solutions (SPSS, Version 25) software. Being a descriptive study, descriptive statistics was used. The descriptive statistics included the mean and standard deviation. The main findings of the study were as follows:

#### **Summary of Key Findings**

1. The perspective of employees with regards to job security is generally disagreed by the respondents as being one of the main factors that informs the understanding of employees on work-life balance at Forestry Development Authority and JHPIEGO.
2. The employee's perspective with regards to their understanding of work-life balance revealed that the perspective of employees is generally disagreed by the respondents as being what explains work-life balance at Forestry Development Authority and JHPIEGO.
3. Again, the overall impulse of these outcomes is that the perspective of employees with regards to what constitutes organisational impact is generally disagreed by the respondents in relation to work-life balance at Forestry Development Authority and JHPIEGO.

4. In relation to the employers' understanding of work-life balance, the results showed that employers have an accurate and a high understanding about what entails work-life balance when they concluded that, work-life balance has to do with an individual's work, family and other activities that the individual engages in, and for the management of health policies at their organisation, employees have been helped to keep fit.
5. Employers are knowledgeable about the concept of work-life balance based on the various work-life balance policies like lunch break, maternity and paternity leave, annual leave, social activities, leisure activities and employee welfare which were practiced and implemented in these organisations. The study proves that the policies about work-life balance that have been employed in these organisations are accepted as sources of motivation for employees to work harder to increase the performance of the organisations.
6. Additionally, the study also revealed that the allowances and other opportunities provided in the organisation has become a tool for organisational impact.
7. On the side of the employers, the study identified financial improvement and insurance of the lives of employees are the policies to include in their work-life balance policies and initiatives.
8. Again, through the introduction of emails, phone calls and meetings, the interest of employees are solicited with regards to work-life balance policies and implementation.



9. On the part of employees, the conclusions of the study showed that what can be done differently is generally agreed by the respondents with regards to policies in connection with work-life balance at Forestry Development Authority and JHPIEGO.

### **Conclusions**

Founded on the findings, these conclusions are drawn:

The study proves that perspectives of both employers and employees about the concept of work-life balance (in line with the understanding of work-life balance and organisational impact) differ from each other. The views and understanding revealed in this study show a varied and contrast opinions sustained by both employers and employees with regards to work-life balance in these organisations in the Monrovia Metropolis. Whereas employers sustained that there is a working policy on the subject, the employees on the other hand disagreed to most of the policies used and implemented in these organisations in connection with work-life balance.

The variation in their understanding of work-life balance was on the strength of how both parties perceive the concept of work-life balance as revealed in the study. The research also revealed that employees disagreed to work-life balance policies that has been employed at these organisations, while the employers maintain a strong working work-life balance policy that is impacting their organisations. However, the study also revealed that both employers and employees agreed to the fact that something ought to be done to improve policies and programmes concerning work-life balance in these organisations.

## Recommendations

The following advice has been provided based on the survey's results and conclusions and are hereby offered for various stakeholders to take the right action and decisions so as to improve work-life balance policies, initiatives and implementation:

1. Stakeholders to take the right action by intensifying the involvement of employees when planning and executing work-life balance policies in the organisation. More emphasis however should be placed on conditions that positively impact the efficient application of work-life balance concerning employees.
2. Management at Forestry Development Authority and JHPIEGO must institutionalize periodic research in its management of work-life balance policies as to timely diagnose grey areas in its work-life balance system that could be well-managed scientifically to expand the impact on work-life balance and its policies. Such unit must be resourced in terms of human capital, gadgets, technology, software and other needed resources that can empower the research centre to effectively execute their mandates.
3. Furthermore, the management of these organisations should influence the human resource unit to come up with strategies that can help the alignment of work-life balance strategies to the overall strategic direction at the Forestry Development Authority and JHPIEGO. This will empower management to know scientifically, aspects of work-life balance that can be influenced by policies and practices of work-life balance at the organisations.

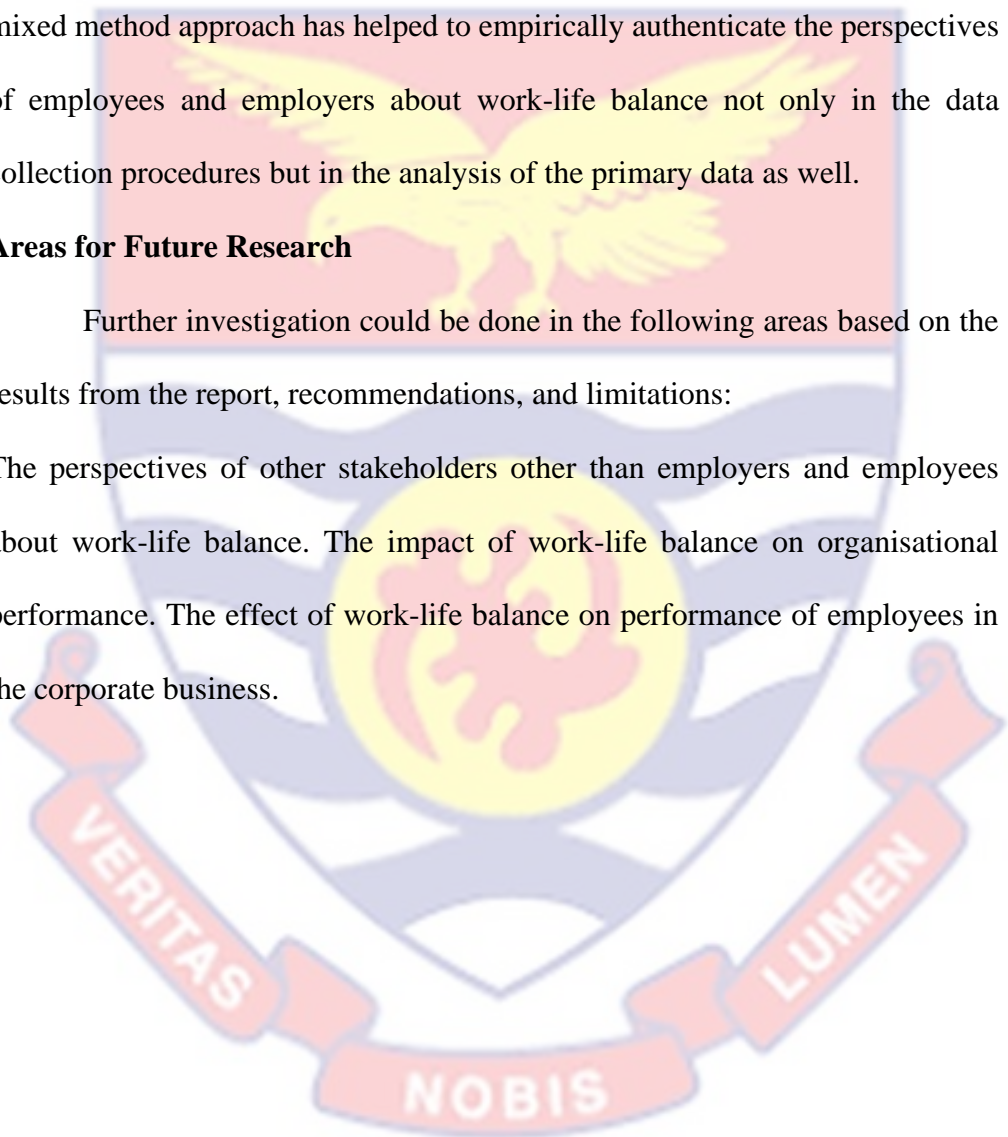
## **Conclusion**

The key input of this study is the gathering of primary data for examining perspectives of employees and employers about work-life balance. Even though the significance of previous studies that concentrated mainly on literature search has not been discarded, the gathering of primary data through mixed method approach has helped to empirically authenticate the perspectives of employees and employers about work-life balance not only in the data collection procedures but in the analysis of the primary data as well.

## **Areas for Future Research**

Further investigation could be done in the following areas based on the results from the report, recommendations, and limitations:

The perspectives of other stakeholders other than employers and employees about work-life balance. The impact of work-life balance on organisational performance. The effect of work-life balance on performance of employees in the corporate business.



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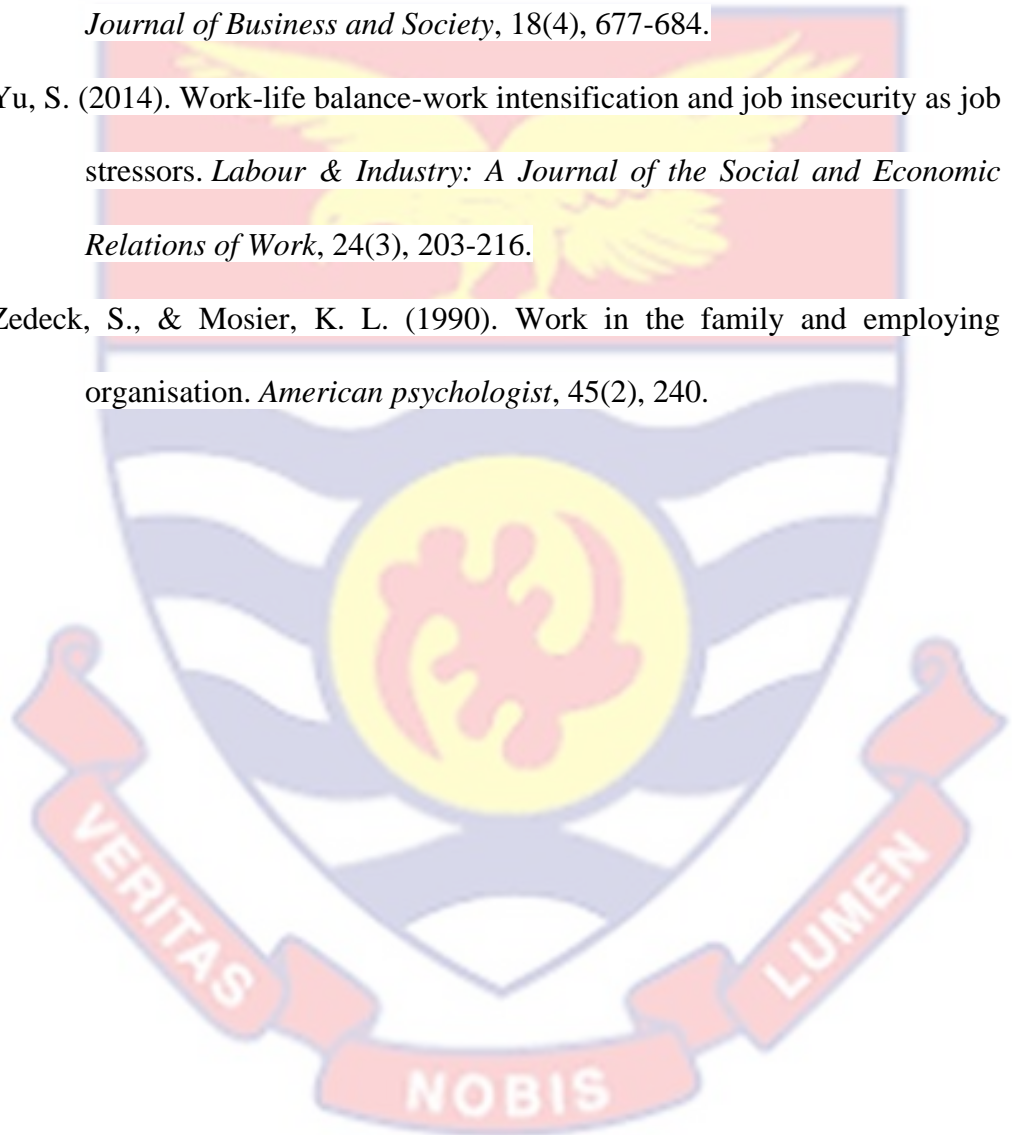
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**APPENDIX**  
**QUESTIONNAIRE**

The study was conducted to examine perspectives of the employer and employee on work-life balance in Liberia. It is meant for academic purpose only. Your candid opinions on the items in this questionnaire in terms of providing factual responses will make this study a success. Thank you.

**SECTION A: Demographic Information**

1. Sex: Male [ ] Female [ ]
2. Age: 20-29 [ ] 30-39 [ ] 40-49 [ ] 50 and Above [ ]
3. Marital Status: Single [ ] Married [ ]

**SECTION B: EMPLOYEE’S PERSPECTIVE**

To what extent do you agree with the following statements regarding employee’s perspective concerning work-life balance?

*1-Strong disagree; 2- disagree; 3-agree; 4-Strongly agree*

No	Job Security Variables	1	2	3	4
1	I can't afford to lose my job because finding a job in Liberia is difficult.				
2	Losing my job is like losing my livelihood.				
3	I have to work extra hours to keep my job.				
4	Impressing my employer is a simple way of keeping my job.				
5	My job comes first, every other thing comes second.				
	<b>Understanding of Work-life Balance</b>				

1	Work-life balance is the ability of the employee to work hard to impress his/her employer.				
2	The general performance of any organisation depends on the employees' work-life balance.				
3	Work-life balance is important for my general wellbeing.				
4	Work-life balance impacts my work only				
5	Work-life balance impacts both my work and personal life				
<b>Organisational Impact</b>					
1	I am able to combine my job, family and personal life without feeling stressed.				
2	My job allows me to take care of my family life and personal life with ease.				
3	In my organisation, those who work for long hours are considered hardworking.				
4	My employer is concerned about my wellbeing and that of my family.				
5	I work in a pleasant and flexible environment where employees' lives matter.				
<b>Improving Work Life Balance</b>					
1	The work-life balance policies/programs in my organisation are the best and need no change or improvement.				
2	My organisation does not have any work-life balance policies/programs in place				

3	The work-life balance policies/programs in my organisation do not suit all employees				
4	All employees fully participate in work-life balance programs in my organisation.				
5	Employers are consulted/fully involved in the selection of work-life balance programs				





## Employer's Interview Guide

### Introduction

I am Kate Lawrence, a final year student of the University of Cape Coast, Ghana.

I am examining the perspectives of employers on work-life balance as part of my academic work, and would want to have an interview with you.

Kindly introduce yourself, your organisation and your role.

1. What is your view about work-life balance?
2. Does your organisation buy into the work-life balance concept? Why?
3. What are some of the work-life balance policies your organisation has in place for employees?
4. How do employees respond to the work-life balance programs/policies you have?
5. Do you think all your employees, irrespective of their age, gender and marital status, are happy with the existing work-life balance programs/policies you have and why?
6. How often do you solicit employees' interest towards those work-life balance programs/ policies, and through what means do you do that?
7. How does work-life balance impact your organisation's performance?
8. What do you think you can do differently to improve on the work-life balance of your employees?

Any final comment?

It was a pleasure meeting with you today.

Looking forward to other interactive sessions with you in the future.

Thank you for the opportunity, and goodbye.