

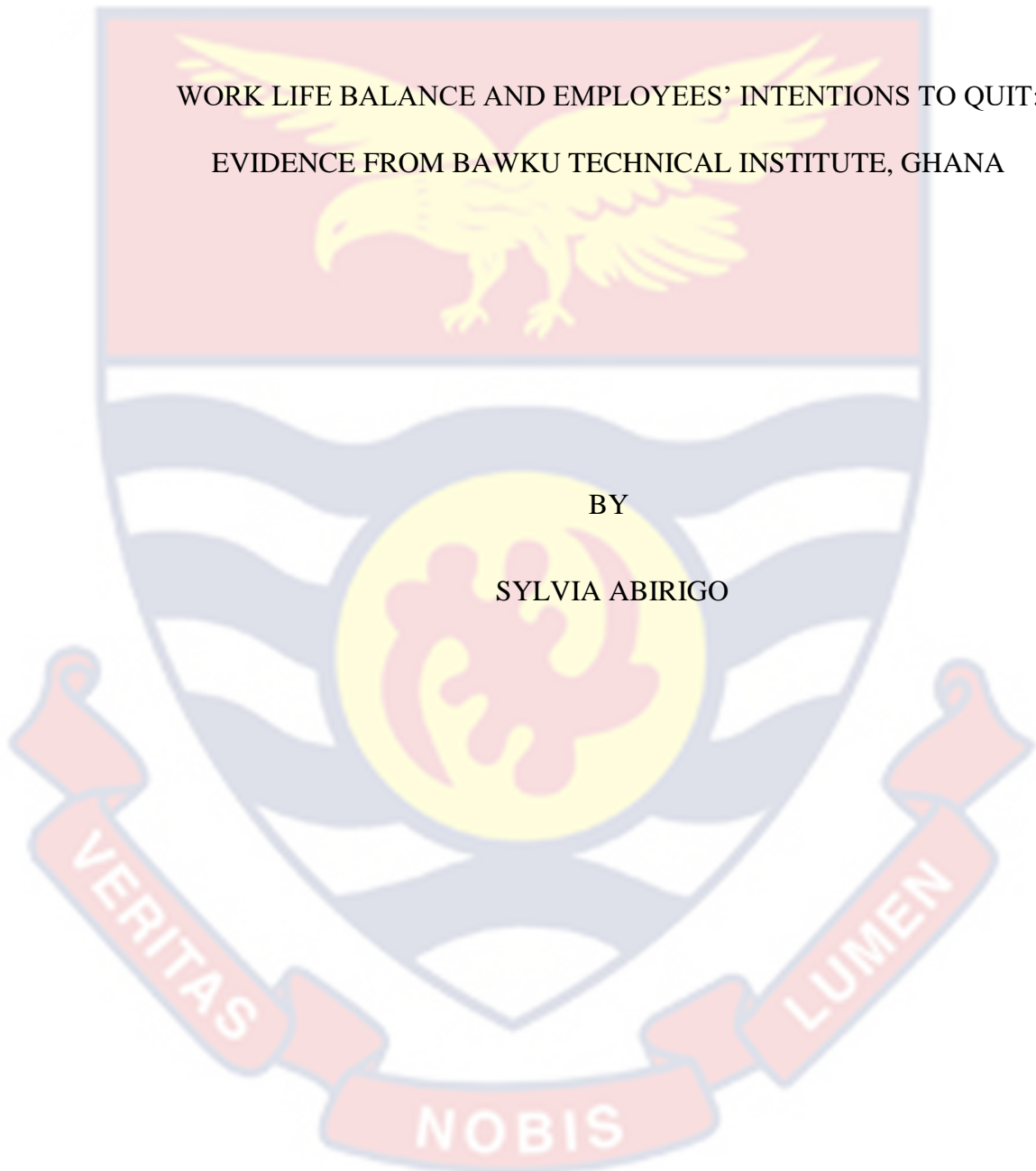
UNIVERSITY OF CAPE COAST

WORK LIFE BALANCE AND EMPLOYEES' INTENTIONS TO QUIT:

EVIDENCE FROM BAWKU TECHNICAL INSTITUTE, GHANA

BY

SYLVIA ABIRIGO



2023

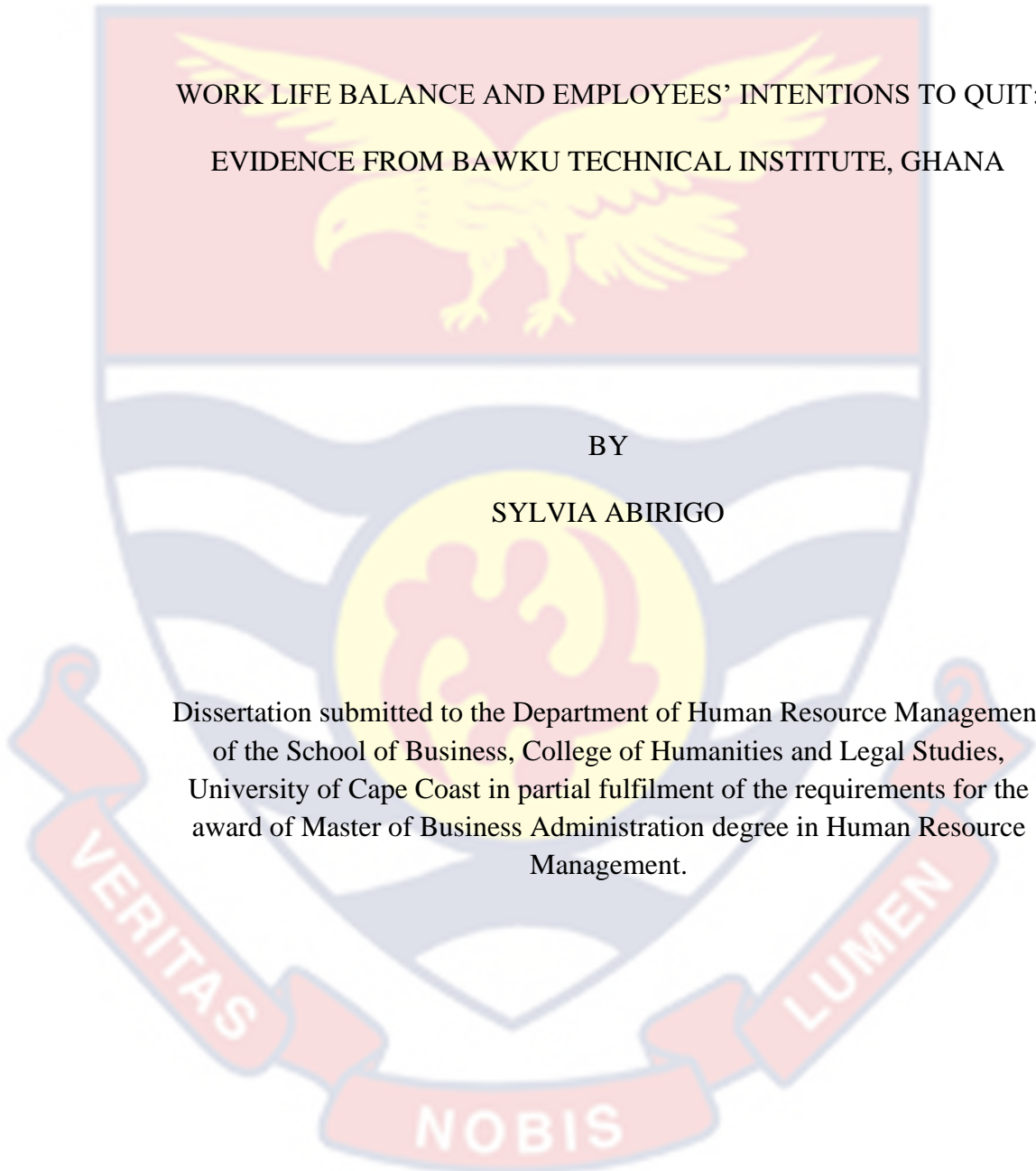
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SYLVIA ABIRIGO

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



MAY 2023

DECLARATION

Candidate's Declaration

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

Candidate's Signature: Date:

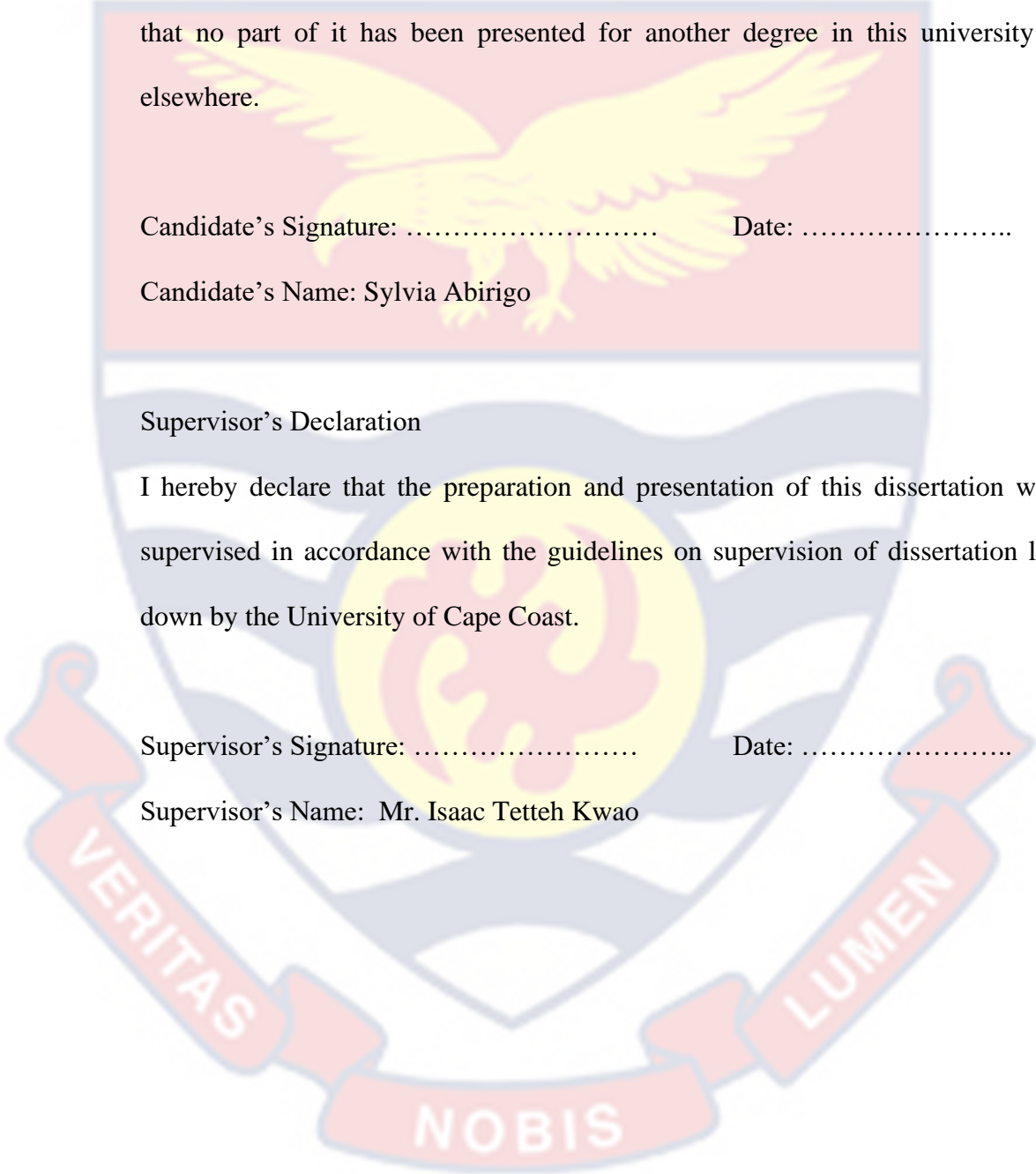
Candidate's Name: Sylvia Abirigo

Supervisor's Declaration

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

Supervisor's Signature: Date:

Supervisor's Name: Mr. Isaac Tetteh Kwao



ABSTRACT

The Bawku Technical Institute's quest to gain global recognition in terms of its operations has put considerable pressure on its workforce making it difficult for them to balance their work and family demands increasing their inclination to quit job. This phenomenon lured the researcher interest to examine the effect of work life balance and intentions to quit among employees at the Bawku Technical Institute. The study employed on the quantitative approach an explanatory research design. A structured questionnaire was used to gather primary data from the respondents. Both descriptive and inferential statistics was employed as statistical tools to address the study objectives with the aid of IBM-SPSS version 26. The study first found a high-level intention to quit among employees at the Bawku Technical Institute. The study further found a statistically significant moderate negative nexus between both organisational and family support and employees' intention to quit. Lastly, the findings revealed that the ability of the employees to balance their demand of the personal and work life has the potency of reducing their inclination to leave the organisation. The study concluded employees at Bawku Technical Institute have dire intentions to quit their job due to their inability to strike an even balance between their work and family demands. The study recommends that Management of the Bawku Technical Institute (GES) should implement a leave plan or a day off for employees so that employees have enough time to attend to their personal, family and work demands this will relief employees from developing their intention to quit. Management should also provide the necessary support to enable employees deal work and family related issues.

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Finally, I would want to express my gratitude to all unidentified persons who contributed in various ways to the successful completion of this dissertation. I am really grateful; God bless you all.

DEDICATION

To my lovely children Lombori Tuurosung Oxwil and Lombori Pelpuo Conan



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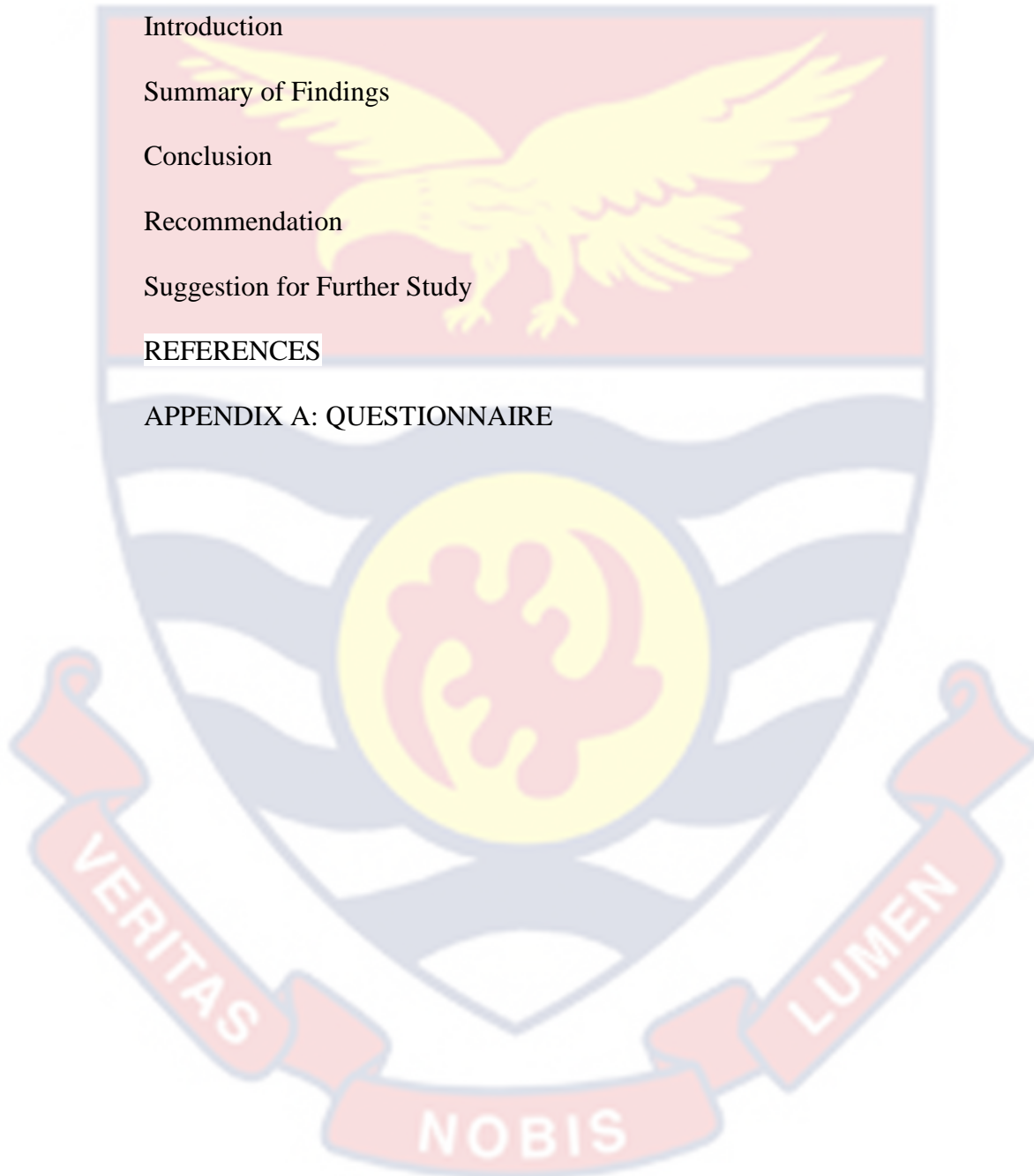
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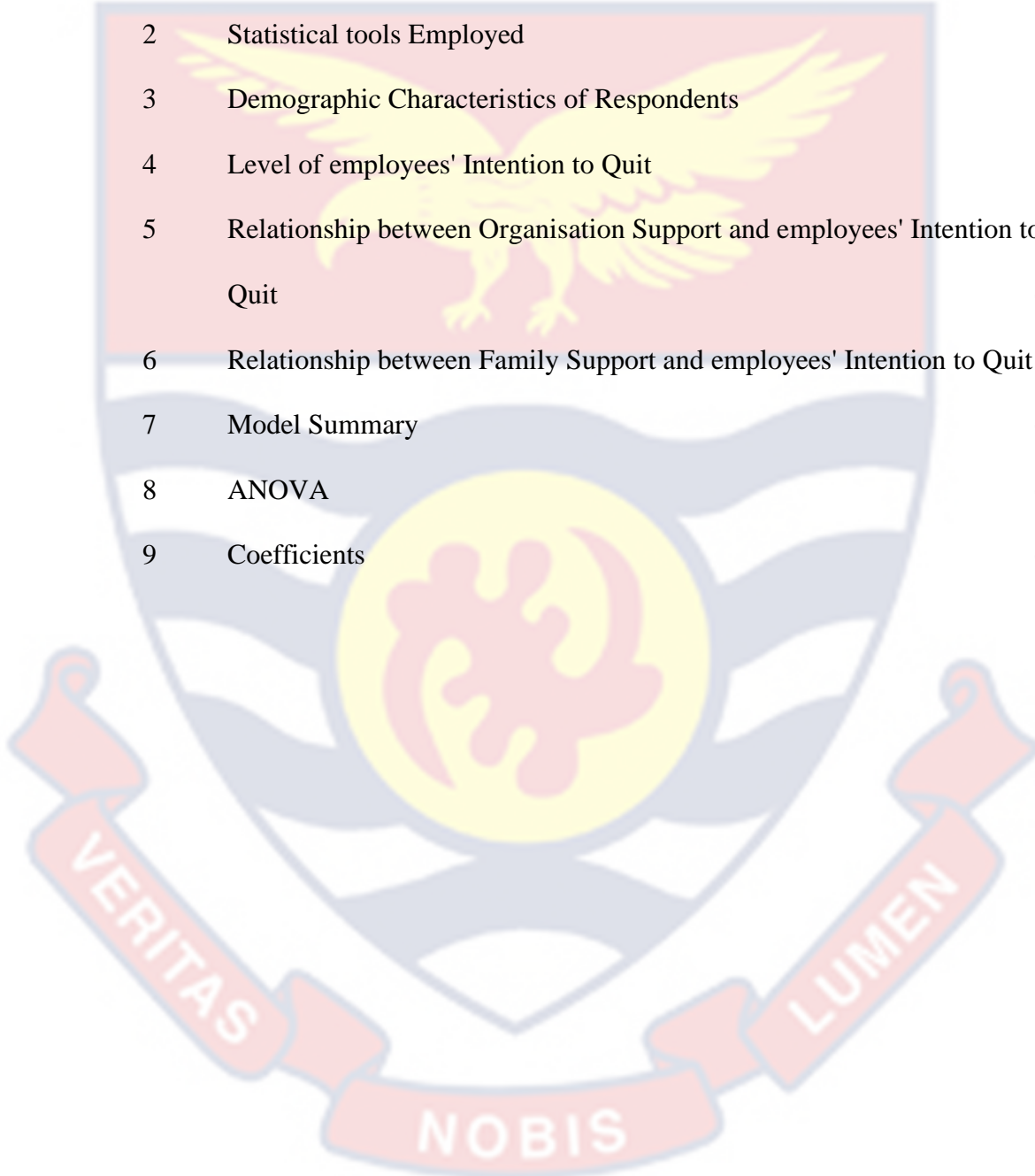
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FIGURE

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- 1 Conceptual Framework Depicting the Nexus Work Life Balance and Intention to Quit

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CHAPTER ONE

INTRODUCTION

The pressures of work for individuals in various organisations have been intensifying in recent years owing to globalisation, technological advancement, information overload and the urge to fulfil consumer and sustain competitive edge in the new world of work (Malaysia, et. al., 2020). Literature asserts that imbalances in work and family demands affect employees' level commitment as well as the satisfaction derived job building into an eventual intention to quit (Nawab & Iqbal, 2013; Bagger & Li, 2012). This is because work and family are the weightiest constituents of an employee's life. The introductory chapter of this study begins with the background to the study, the problem statement, research objectives and questions, the significance of the study, limitation and delimitation of the study as well as the organisation of the subsequent chapters of the study.

Background to the Study

In the contemporary world of work, one of the most noticeable challenges confronting employees is how to maintain a balance between their work and social life, particularly when both the organisations and family demands heightens (Kumara & Fasana, 2018; Atiq et al, 2017). Bewailed with intense competition, organisations these days are very expectant of the productive of their employees and requires them to prioritize the work over their life activities. This phenomenon has led to the emergence of major research issues addressed as work life balance over the past decades (Malaysia, et. al., 2020; Msabaa, 2017; Mas-Machuca et. al.,

2016). The modern business environment is characterised with intense competition due to the call for higher quality service delivery and that enormous pressure is being mounted on employee to attain said targets (Holland et. al., 2019; Jnaneswar, 2016; Nwagbara & Akanji, 2012)

According to Malaysia et. al. (2020), the concept of balancing work and social demands of an employee is concerned with ranking job-related issues and non-work issues such as socialization, health and family. Job is taken to be a segment of a person's life since the two are categorised within the same space and time despite the real and imaginative borders that segregate the two concepts. Globally, many economies have transformed work from an eight hours activity to a twenty-four hour and seven days activity that can be performed from any location any time (Suifan et al., 2016). It then suffices to say that where employees have an avenue to strike an even balance between job and social life activities, it results in happiness and ability to offer best result at work and hence refrain from intentions quit their jobs.

From the view point of Msabaa (2017), happy workforce are the forerunners of work environment owing to the free work and family related conflicts which in turn enable employees to adapt productively and remain committed to the organisation. The rising exit intentions coupled with the growing work and family demands compels organisations to think beyond human resource practice (Msabaa, 2017). In light of the above, some organisation now incorporates flexible time, alternative job arrangements, employee leave programmes, family related supports among others as part of its compensation package (Nwagbara & Akanji, 2012).

According to Kumara and Fasana (2018), the essence of attaining work life balance is something that is worth considering by an organisation in that the line of thinking of employees who strive to achieve work life balance have their jobs negatively impacted (Nwagbara & Akanji, 2012). They further consented that a widely applicable strategy is to view work life balance practices through a business world. This suggests that organisations that implement these practices attract new members thus reducing conflict relating to work life balance among workers and hence demystify their intentions to quit.

However, it is impossible to compensate family responsibilities with paid employment as per the normative assumption, because the fix amount of psychological or physical resource such as time, money and energy a person would not be able to manage his personal and professional life satisfactory (Oosthuizen, et. al., 2016). The ability of an employee to synchronize work and family demands leads to positive work attitudes whereas failure to reconcile work and family responsibilities crate negative repercussion such job stress, absenteeism, decreased productivity, and other negative attitude towards work (Holland et. al., 2019; Jnaneswar, 2016; Nwagbara & Akanji, 2012).

Regardless of the strategic investment on human resources, employee working in most organisation is faced with high job pressure, extended work schedules, work and family life imbalance which leaves employees to contemplate on whether to stay on the job or quit plunging the organisation huge cost burden (Malaysia et. al., 2020; Zahra, Al-Manea, 2019). The attrition of highly skilled employees may have disruptive repercussion such impaired organisational

functioning, service delivery, administration and as well increased costs of rehiring and retraining employees (Kumara & Fasana, 2018).

Atiq et. al., (2017) submitted that organisational support elements such as job flexibility, relax working hours and leave policies negatively correlates with the employees' intention to quit. On the contrary, organisations that do not provide flexibility in work then employees face stress, poor health and service conditions hikes employees' intention to quit their job (Atiq et. al., 2017). Again, employees who are receives supports from their respective family in the form of child care assistance, affection and cooperation from parents, siblings, spouse and other family members etc., do not harbour intentions to quit their job (Kumara & Fasana, 2018). When organisation and family provide the needed supports to their work force it enables them attain an even balance between the demands of their work and family and reducing intention to quit.

Extant literature alludes that, intentions to quit among employees can be reduced if organisation and the employees themselves can create an enabling work environment where employees can easily strike a balance between the demand of their work and their family life and still have their personal and organisational goals accomplished (Malaysia et. al., 2020; Zahra, Al-Manea, 2019; Khan et.al., 2018; Oosthuizen et. al., 2018; Atiq et. al., 2017; Edrali, 2013). According to the theory of planned behaviour and the work family border theory, which forms the theoretical foundation on which this present study is premised, posits that the believes and attitudes as well as the social norms of an individual shapes the way the individual rejoinder. These theories offer the theoretical basics for explaining

the nexus between employees' attitudes and their intentions to behave in a certain manner at the workplace. It relates well with this study because exit intention among employee arises as a result of opinions formed by employees concerning how satisfied or dissatisfied, they feel regarding both the demands of their work and family (Al-Manea, 2019). The work family border theory which explains the need for employees to strike an even balance between work and family activities so as to avoid role conflict that may translate into intentions to quit among employees in an organisation (Atiq et. al., 2017; Ajzen, 1991).

Employees within the educational sector are confronted with challenges concerning how to reconcile their personal and work life and integrating them into the norms, approaches, and the governing structure of the organisation. In recent times, the Ghanaian educational sectors have undergone numerous restructuring exercise which has potentially affected education workers abilities to balance their work with personal life roles thereby derailing workers commitment and performance outcomes. The Bawku Technical Institute's quest to gain global recognition in terms of its operations has put considerable pressure on its workforce making it difficult for them to balance their work and family demands increasing their inclination to quit job.

Despite the strong nexus between work life balance and employee exit intentions reported in extant literature as revealed by the aforesaid researchers, some studies have reported counterfactual revelations in the form of insignificant association or no relationship at all. For instance, (Suifan et. al., 2016; Abdien, 2019) found no relationship and statistically significant effect between work-life

balance as a lead predictor of employees' intention to quit. Empirically, extant studies that explored this phenomenon in the Ghanaian setting particularly across the educational sector is limited. In light of this and among other empirical controversies alluded above has necessitated the significance of the study on work life balance and employee intentions to quit among employees at the Bawku Technical Institute.

Statement of the Problem

The challenges of work life balance have risen due to incoherence between organisational and personal life demands (Al-Manea, 2019). Ambitious employees embark on target fulfillment by profiling goals to achieve and yet want to keep the personal life as normal as possible, but the mounting work load, stressing work demands and hectic routine, leaves the employees basically, detached from the normal family related activities (Msabaa, 2017). Employee who decides to keep both fields in best of the terms ends up in immense mental stress, fatigued and hectic routine and in great peril of losing work-life harmony (Malaysia et.al. 2020). Meanwhile, personal life is another awfully important and core part of the employee's life and like career development which demands full attention and indulgence (Atiq et. al., 2017).

Anecdotes abounds that employees within the educational sector are confronted with challenges concerning how to reconcile their personal and work life and integrating them into the norms, approaches, and the governing structure of the organisation (Segbenya, et al, 2018). In recent times, the Ghanaian

educational sectors have undergone numerous restructuring exercise which has potentially affected education workers abilities to balance their work with personal life roles thereby derailing workers commitment and performance outcomes. The Bawku Technical Institute's quest to gain global recognition in terms of its operations has put considerable pressure on its workforce making it difficult for them to balance their work and family demands increasing their inclination to quit job.

Empirically, studies of these nature are limited in the Ghanaian context predominantly in the educational sector. The present study is informed by the fact that employees in the Bawku Technical institute are among the numerous educational institutions that experience difficult working conditions since employees are sometimes forced to stay away from their families longer than expected (Nsafu, 2016). The aforesaid revelations by prior researchers have given more room to investigate the issues of work life balance in more detail. Precisely, in the Ghanaian context studies on this theme concentrated more how work life balance impact employees' commitment (see for example, Darko-Asumadu et. al., 2018), job satisfaction (Segbenya et.at., 2018) and gender characteristics (Mensah, et.al., 2018) with no evidence reported on how work life balance affect employees' intentions to quit their respective organisation. In light of the foresaid inconsistencies, this study seeks to investigate the effect of work life balance on employees' intentions to quit at the Bawku Technical Institute.

Purpose of the Study

The purpose of the present study is to examine the work life balance and employees' intentions to quit at Bawku Technical Institute.

Research Objectives

To achieve the overall purpose of this study, the following specific objectives were put forth.

1. To determine the level of intentions to quit among employees at Bawku Technical Institute.
2. To assess the relationship between the dimensions of work life balance and intentions to quit among employees at Bawku Technical Institute
3. To examine the effects of work life balance on intentions to quit at Bawku Technical Institute

Research Questions

In order to achieve the specific research objectives of this study, answers will be found for the following specific research questions.

1. What is the level of intentions to quit among employees at Bawku Technical Institute?
2. What the relationship between the dimensions of work life balance and intentions to quit among employees at Bawku Technical Institute?
3. What effects does work life balance on intentions to quit at Bawku Technical Institute?

Significance of the Study

The findings of the study will be of enormous benefit to many different stakeholders. To start with, it is expected that the findings of this study will provide insights that management of the Bawku Technical Institute can rely on to make scientifically informed decisions as to how to manipulate the predictors of work life balance considered in the model to improve the level of employee exit intentions. Similarly, the findings will provide enough evidence on how management can justify its investments in both creating and implementing work life balance to improve employee exit intention. All insignificant indicators can be seen and worked on accordingly by management of the Bawku Technical Institute.

Again, the findings of this study may be useful for Human resource practitioners as it will provide information about the measurement of the constructs and how these constructs could be manipulated to produce a desired state of result in the work settings. Students and researchers alike may also tap into the rich information that this study will bring onboard as guide for their future research. The study will serve as a source of literature regarding the interrelationship among work life balance and exit intentions of employees. It will also provide research gaps that can be exploited by students and researchers to better build knowledge concerning the relationship between work life balance and exit intention of employees.

This study will also contribute to the empirical and broaden the theoretical discourse on the relevance of building a well-balanced work and family life and pave the way for other researchers to contest the diverse claims of the theories employed. The study insight into the extent to which work life balance are

considered in human resource practice in the Bawku Technical Institute. Furthermore, the study may provide information that may contribute to theory building or justify existing supporting theories (considered in the study) in African context. Human resource practitioners may also see how manipulation of the predictors of work life balance actually impact employee exit intentions which could serve as guide in proposing solutions to other universities where similar conditions exist.

Delimitation of the Study

The study was confined to staff at Bawku Technical Institute in the Upper East Region of Ghana. The rationale for selecting such a population was based on the dire nature of work life balance problems as well as the proximity and accessibility to data. Structured questionnaire was self-administered to gather primary data for further data processing and analysis through the use of Statistical Package for Social Sciences (SPSS version 26.0). Among other facilitating indicators of work life balance, this study delimited itself to family and organisational supports as shown in Figure 1. The rationale was to ascertain how family and organisational supports enables employees to strike an even balance between work and personal and refrain from intentions to exit.

Limitation of the Study

The study targeted only permanent employees of the Bawku Technical Institute using only two constructs of work-life balance adapted from (Atiq, Iqbal

& Rasheed, 2017). To examine the influence of work-life balance in different companies, more researchers should examine aspects such as planning, management support and work autonomy as used by other studies such as (Suifan et al, 2016). As a result, the findings cannot be applied to all types of educational employees. Similarly, the findings may not be generalized to all forms of health service providers in Ghana due to differences in organisational characteristics. Finally, to a more generalisable result, future works should also consider a mixed method to investigate a phenomenon like this. This will provide a clearer understanding of the issues on the ground as the researchers through qualitative studies uncover the explicit opinions of the employees on work-life balance and their intentions to quit their respective organisation.

Organisation of the Study

The study is organised into five separate chapters with a chronological flow. The first chapter presents the introduction of the study, which focuses on the background to the study, problem statement, objectives, and research questions. The introductory chapter, in addition, covers the significance and scope of the study, and organisation of the dissertation. The second chapter situates the study within the discourse of work life balance and exit intention. Chapter Two again looks at the theoretical framework for linking work life balance and exit intention. The chapter also reviews of related literature of the study with emphases on a theoretical framework as well as an empirical analysis of the study while the third chapter outlines the methodology of the study which includes population, research

design, sampling and sampling procedures, sources of data, data collection and procedures for data presentation and analyses. Chapter four analyses as well as discusses the results of data while the final chapter, summarize and offer recommendations and conclusion for the study.

Chapter Summary

The chapter began with a background to the study, where the researcher showed the relevance of the study by elaborating on the theoretical underpinnings of the study as well as empirical revelation and claims put across forth by prior researchers. The chapter continued with the statement of the problem, where the problem was logically explained, as well as identifying the gaps in the existing literature. Subsequently, the purpose of the study was articulated, and three objectives were set to give the study direction. Based on the stated research objectives, research questions were enunciated. The significance of the study was later elaborated, followed by delimitations of the study, and organisation of the respective chapters of the study

CHAPTER TWO

LITERATURE REVIEW

Introduction

Based on the purpose and the objective of the study discussed in the introductory chapter. This section of the study undertook a review of related literature in the area of work life balance and intentions quit among employees. The chapter has been segregated into four parts: theoretical review, conceptual review, empirical review, and conceptual framework. Captured in this chapter are theoretical underpinnings of the study, academic propositions on work life balance and intentions to quit. The empirical review also hovered around some empirical studies that have been done concerning the key thematic variables of the study. A synthesis of existing literature and how the researcher wishes to explain the rationale behind this study were clearly elaborated. Lastly, a conceptual framework was developed to depict the nexus between work life balance and intentions to quit among employees. The chapter then concludes with a summary of all the issues addressed in the chapter.

Theoretical Framework

Several theories have been advanced to explain and operationalised the relationship that exist between work life balance and intentions to quit among employees. The present study is underpinned by the Theory of Planned Behaviour proposed by Icek Azjen (1988) and the Work Family Border Theory by Clark

(2000) respectively. From the stand point of the researcher these theories are reviewed and then linked to the context of the study.

Theory of Planned Behaviour

The theory of planned behaviour (TPB) also known as the theory of reasoned action was propounded by Icek Azjen (1988, 1991). The theory proceeds from the theory of reasoned action by Azjen and Fishbein (1975). The theory of planned behaviour was an expansion of previous research on what was initially called the theory of attitude. The primary premise of the theory was to describe a person's action from the perspective of attitudes and behaviour the theory of planned behaviour is based on the understanding that behaviour is not hundred percent voluntary. The reason why a person decides to behave in some manner largely depends on the expected result from such behaviour (Gillmore et al., 2002). From the view point of Doswell et al (2011) theory of planned behaviour is very essential in understanding the voluntary behaviour of different people. They further submitted that for an individual to exhibit some behaviour, there has to be some motivation behind that particular action.

The theory of planned behaviour claims that before some actual behaviour takes place, there is a preceding intention to perform that action. The intention to perform some behaviour is referred to as behaviour intention, and it emanate from the reasoning or understanding that exhibiting some manner has some particular result attached to it. The intention to alter behaviour in some manner is significant to the theory since such intent are controlled by attitude, behaviour as well as

prejudiced customs. The theory of planned behaviour indicates that when someone has higher intent the energy to behave in some manner is increased hence the high probability of its occurrence (Azjen & Madden, 1986).

Theory of planned behaviour suggests that the behaviour of an individual is a combination of attitudes and subjective norms. Conversely, these two may not have the same percentage of effect on the behaviour of an individual. This is because situation and individuals differ significantly hence the reason why these factors may have different levels of effects (Miller, 2005). There are three important conditions that significantly influence the association between intended and real behaviour. One of these conditions submit that the degree of the intended behaviour should correspond with levels of specificity. This implies that in order to forecast some behavioural outcome, there has to be a specific behavioural intention. The other important condition assumes that there will be no change in intention from time of measuring and behavioural performance. The last condition related to the level of individual control possessed by the person involved as far as carrying out the intention is concerned (Azjen, 1992).

The relevance of the theory of planned behaviour to the present study is to explain the nexus that exist between work life balance and intention to quit among employees at the Bawku Technical Institute. That is if employees at the Bawku Technical Institute develop some perception that management of the school are denying them the opportunity to achieve a balance between their work and family life, they are likely to develop intentions to quit their jobs. On the other hand, where management provides a working atmosphere for workers to strike a balance

between the demands of their work and family life, they are less likely to harbour intentions to quit all other things being equal.

Work Family Border Theory

The work family border theory was also propounded by Clark in the year 2000. It predominantly focused on the issues related to family and work. The main focus of the theory is to ensure proper compromise between jobs related issues as well as family related activities with minimal conflict. This is only attainable when there is satisfaction both at work and home environments (Clark, 2000). The main distinction between this theory and the boundary theory is the fact that it also encompasses physical boundaries both at work and home. Clark (2000) the theory provides a detailed description on how individuals strike a balance between their jobs and families. The core of this theory is the argument that work and family are two sides of the same coin where one directly influences the other. Based on their different functions, work and home arrangements are equated to two states that are distinct in terms of language and use of words, variations in satisfactory and unsatisfactory behaviour, as well as variations on task procedures (Pleck, 1977). For the working theory of this present study, the researcher will emphasize on the work family border theory.

The work family border theory asserts that there are cases where there could be evidence of work family integration or separation. In the event of integration, the work and family roles are closely intertwined to a degree that it becomes difficult to distinguish between work and family roles. Even though some research

provides no evidence that shows significant or clear-cut boundaries between work and family. Instead, the two are perceived as two separate areas but with interwoven borders (Kanter, 1977; Pleck, 1977). Other researcher has advocated for practice enable employee with families to achieve integration of these two sides (Bailyn, Drago, & Kochan, 2001). Nonetheless others have shown that there may not be a clear border that separates work and family issues especially where there is a high level of integration of these two domains in a person's life as result of flexible time and the possibility of working away from the office or working from home using mobile technologies (Baran, Shanock, & Miller, 2012; Kurtessis et al., 2015).

The relevance of this theory to this present study is to aid in explaining the essence of work life balance where a clear distinction will be drawn between work and family demands among employees at the Bawku Technical Institute. Lack of balance and crossing of the boundaries among worker of the Bawku Technical Institute may lead to employee harboring intentions to quit especially when they feel that they have too much work that denies them opportunity to perform or attend to family roles. The ensuing paragraph tackles the conceptual review of literature on the variables adopted for the study.

Conceptual Review

This section of the study undertook a revision of literature on the two concepts (both independent and dependent variables) considered in the study. The review started with concept of work life balance (independent variables) and the sub concepts adopted to measure work life balance. The review continued with

employees' intentions to quit (dependent variable). The nexus between the study variables was well established given cognisant to the study objectives. The following paragraph provides a detailed elaboration on the variables employed for the study.

Work Life Balance

For decades the concept of work-life balance has gained a growing interest among academicians and practitioners and is at the core of issues central to human resource development (Potgieter & Barnard, 2010). A growing number of people endorse a “lifestyle” career anchor, implying that their primary career objective is to balance and integrate their personal needs, family needs and work demands (Sturges & Guest, 2014). As the pace of work in organisations has rapidly increased owing to factors such as technological advancements, the need to be globally competitive, continually changing economies and changes in organisational structures, employees have to face a number of challenges, including greater work load, increased job insecurity and lack of role clarity increasing employees stress (Munro, 2015).

In this new world of business companies have been forced to rationalize and restructure because of competitive and customer pressures and consequently fewer people have to do more work (Kumara & Fasana, 2018). According to Potgieter and Barnard (2010), the study of work-life balance emanates from perspectives emphasizing conflict between work and family roles. Work-family conflict, work-family integration, work-life interaction and work-life balance

(Oosthuizen, & Mostert, 2010). Work-life balance is defined as the extent to which an individual is equally engaged in and satisfied with his or her work role and family role, comprising the following three components of work-family balance; time balance (equal time devoted to work and family), involvement balance (equal involvement in work and family), and satisfaction balance (equal satisfaction with work and family) (Chimote & Srivastava, 2013).

To Oosthuizen and Mostert (2010), when the demands of work and family are incompatible, conflict may arise and this conceptualized as work-family conflict. The construct can also be described in terms of the work-family conflict experienced, and is often referred to in terms of an inter-role conflict in which the pressures from the work and home domains are mutually incompatible (Kumara & Fasana, 2018). Munro (2015), suggest that work-life balance denotes not only a balance between work and family, but a balance between work and the rest of life activities. Numerous researchers have found that work-life balance to be positively improves both individual and organisational outcomes (Potgieter & Barnard, 2010; Chimote & Srivastava, 2013; Kumara & Fasana, 2018). For example, improved financial performance, employee satisfaction and productivity, organisational commitment and attachment, and organisational behaviour (Shankar & Bhatnagar, 2010).

There are two perspectives on work-life balance, one at the individual (employee) level and the other at the organisational level (Chimote & Srivastava, 2013; Shankar & Bhatnagar, 2010). Is work-life balance for the individual to achieve and maintain, or for the organisation? Is it the organisations responsibility?

(Shankar & Bhatnagar, 2010). Despite the introduction of flexible working regimes, hours of work are increasing, unpaid overtime and working at home are common, as are evening and weekend shift-working for many employees (Kumara & Fasana, 2018). Conversely, demographic changes in the labour profile and increased workforce diversity facilitated by legislated employment equity and affirmative action drives (Potgieter & Barnard, 2010) have resulted in a renewed interest in work-life balance experiences over the past decade (Rost & Mostert, 2007).

Work and home (or family) are the two most significant domains in the life of an employed individual (De Klerk & Mostert, 2010; Munro, 2015), and as such work-life balance has relevance for all individuals (Shankar & Bhatnagar, 2010). Kumara and Fasana (2018), delineates the domains of “work” and “the rest of life”, resulting in the concept having a new relevance to all working individuals. The arrival of generation X has given impetus to research on work-life balance as these workers give greater priority to seeking balance between work and the rest of life (Shankar & Bhatnagar, 2010; Kumara & Fasana, 2018).

Research in this domain emerged at a time when the number of women entering the labour market grew and resulted in a focus on working mothers and dual-earner families (Shankar & Bhatnagar, 2010). In recent times the study of work-life balance and integration has increased because of demographic and social changes in the workforce, such as increased numbers of working mothers (Koekemoer & Mostert, 2010), dual-earner and single-earner families (Koekemoer & Mostert, 2010), technological advancement and globalization that are changing

the way people work and play, and job insecurity arising from constant change, together with expectations of increased performance (Koekemoer & Mostert, 2010). These factors are blurring the boundaries between work and personal life, making the integration of work and personal life an important and challenging issue for many individuals (Oosthuizen & Mostert, 2010; Kumara & Fasana, 2018).

Extant literature alludes that the lack of work-home integration and balance have a negative effect on both individuals and organisations (Oosthuizen & Mostert, 2010). From the stand point of Munro (2015), despite the different and evolving definitions of work life balance and the presumed virtue thereof, the concept has not undergone extensive scrutiny, the definitions of balance are not entirely consistent with one another, the measurement of balance is problematic, and the impact of work-family balance on individual well-being has not been firmly established (Kumara & Fasana, 2018). Much debate and uncertainty have been noted with regard to conceptualizing and measuring the construct (Potgieter & Barnard, 2010).

The study proposes that if employees at the Bawku Technical Institute are accorded the required in lieu of the performance of their family and work demands they refrain from building intentions to quit the organisation. However, where such supports are absent it compels employees to develop intentions to quit the organisation for a better opportunity elsewhere. This study used organisational and family support as the key variables that enables an employee to strike a balance between their work and family demands. The subsequent section elaborates on the two concepts employed as an explanatory variable for work life balance.

Dimensions of Work Life Balance

Several factors can influence how people balance their work and family demands, however for the purposes of this study only family support and organisational support was employed to allow the researcher unearth the issues regarding the nexus between work life balance and employee intentions to quit using Bawku Technical Institute as a case study.

Organisational Support

An organisational support is seen as an overall degree to which an employee believed their contribution and well-being is valued and a concerned to their organisation (Chiang & Hsieh, 2012). Employees' obligation on organisation's welfare will be raised through enhancing in organisational support and helped to achieve the organisations purposes based on the norm of reciprocity (Epitropaki & Martin, 2013). The deepest feelings of the employees towards the organisations care and emphasis were reflected by the employees' level of organisational support (Chiang & Hsieh, 2012). For instance, when organisation is willing to lend their hand to help, the employees may feel being cared, recognized, and respected that drove them to high cooperation, identification, an increase in appreciation, performance and reciprocity among workers (Stewart, & Adis, 2015).

A highly perceived organisational support suggested that increase performance, effort and rewards were well noted, while low perceived organisational support meant that the relationship between the employees and the organisation was dissatisfied because their performance and effort were poorly compensated (Epitropaki & Martin, 2013). Organisational support theory revealed

that employee was at common perception care to the extent on how their work organisation attached much concerns employees' well-beings and dedication (Kurtessis, et al., 2015). With the social exchange progress between employees and employer, organisational support can reach its maximum beneficial influence for involved parties. Dawley et al (2010) stated that organisation will have expectation to employees in their work performance such as increment in their effort level, contribution, and staying intention in exchange for giving wages, benefits, and work recognition.

From the view point of Kurtessis et al. (2015), organisational support outcomes can be categorized in three categories. There were good attitudes toward organisation and work, beneficial behavioral outcomes and employees' wellbeing. The obligation among employees to care about organisational wellbeing and help the organisation to reach the goals, it can be explained that organisational support influences to employees' attitudes and behaviors (Epitropaki & Martin, 2013). To Baran et al. (2012), rewards can be given to employees in reciprocal term to boost their efforts and contribution in organisation. Similarly, organisational support can fulfill employees' socio-emotional needs in the organisation and motivate employees' positive attitudes and behaviors.

A socio-emotional need contributed to a self-enhancement that will lead to positive attitudes and greater employees' well-being (Kurtessis et al., 2015). A proactive implementation of job rewards is intended to contribute hugely to the support employees receives from the organisation. A strong sense of organisations attachment can be produced though need fulfillments in term of membership

incorporation and role status which affect employee 's social identity (Chiang & Hsieh, 2012). Again, performance-reward expectancies can be used in strengthening the beliefs of employees that the organisation recognized willingly and followed by prompt rewards for employees' increased performance which may lead to some favorable outcomes like enhanced satisfaction on job, delightful mood, advancement in affective commitment to reduce exit intention (Nasrin Arshadi, 2011).

Conversely, certain human resource practices played an important role in the development of employees' organisational support. For instance, when employees did not feel the organisation which encouraged participation in decision making were open to receive opinions and likely to act on it, the employees may unlikely to feel a truly participation offered by the organization (Allen, Shore, & Griffeth, 2003). Organisational support is important to be fostered on employee in order to gain better work performance and meet with employees' social-emotional needs Su (Hui et al., 2017). A great organisational support relates to positively with behavioral outcomes and employees 'well-beings. An attractive job rewards given by organisation also stimulate high organisational support. Whereas, human resource practices of discretionary treatment on reward enhances employees' judgment on organisational support accorded them (Chiang & Hsieh, 2012). For this study, organisational support is operationalized as all the needed supports (better condition of service, such attractive reward, flexible work schedule, conducive work environment) provided by the organisation to enable employees to execute their assigned roles to the expectation of the organisation.

Family Support

Family support is also an important variable that determines how an employee is able to strike a balance between both the family and work demands and stay committed (Kumara & Fasana, 2018). Family support include emotional support for instance care, affection and cooperation from parents, siblings, spouse and other family members may indicate overall family support for employees which are essentially required to maintain their routines and reduced intention to quit (Atiq, et al., 2017). Employees who receive no support from their family members, it becomes difficult for them to perform their obligations with work and in order to cope this situation mostly employee leave job or career (Kumara & Fasana, 2018). The inability for an employee to fulfill the family demands and commitments will compel an employee to quit his job. This means that the family support for an employee is equally essential and then there are more chances to build balance between work and personal life. Montgemery et al. (2005) stated that contrast between personal and family member or between employee and employed caused problems between family and work demands.

Correspondently, Lapierre et al., (2008), also argued that employees who work in an environment with strong family support, report less work-family conflict lower levels of job stress (De Klerk & Mostert, 2010; Munro, 2015) and of turnover intention (Aminah & Zoharah, 2010) compared with employees who work in an environment perceived as providing little family support. Employees who experience high levels of work-family conflict have also reported high levels of job stress (Kreiner, 2006) and increased intention to leave the organization (Kumara &

Fasana, 2018). Family support enhances life and professional satisfaction because such support helps in the achievement of essential work and family values. Many other researchers have argued that organisational supportive policy may produce more perceptions of control over work and family challenges (Wayne, et al., 2006). Thus, increasing positive attitudes towards work demands have the tendency of yielding a balanced family life thereby helping to create a balance between personal and professional life (De Klerk & Mostert, 2010; Munro, 2015).

Intention Quit

Employees' intention to quit can simply be seen as whether an employee had the aim to self-terminate of his or her employment for peculiar reasons pertaining to the job they do or their personal life. An added explanation of intention to quit was the intention of individual to quit the organisation voluntarily (Jeswani & Dave, 2012). Besides, exit intention can be denoted as a favorable predictor of actual turnover, so organisation can make it as an essential to identify and understand the origin behind the intention to turnover as well as know how to control or lower it (Tuzun & Kalemci, 2012). Also, Alniaçik, et al. (2013) defined intention to quit as the planning of employees to leave their workplace. In addition, intention to quit was also considered as the intention of employees to leave their organisation willingly (Jehanzeb et al., 2013). The crucial section before the real turnover happen can also be referred as turnover intention (Suarthana & Riana, 2016).

Additionally, intention to quit in the organisation can be defined as a complex phenomenon which is affected by different factors such as experience, compensation, gender, age, tenure, designation of employees, among others (Kaur et al, 2013). Again, based on the research work of Hassan (2014), unfulfilled expectations may lead employees to cultivate intentions to quit their respective organisation. An employees' intention to quit was not just expected as a significant determinant of turnover but also provided the important message for management in order to control the avoidance behavior of employees (Yamazakia & Petchdee, 2015). For instance, an employee will become unproductive and inefficient in his or her job when he or she harbour intentions to quit (Balogun et al, 2013). Besides this, intentions to quit can also be referred as the decision of someone to exit the present job (Ahmed & Nawaz, 2015).

Conversely, intentions to quit was also used as a measure of the cognition turnover before actual exit of the employees from the organisation (Harhara et al, 2015). When someone wished to quit the organisation and seek a new job alternative, this condition can also be defined as the turnover intention (Suarthana & Riana, 2016). Intentions to quit is seen as a simple binary variable which was either intention to leave or stay the organisation or in detail, it can be explained as a binary and nominal outcome in the consideration of intention to remain in organisation, or leave to other organisation where their better conditions of service (Kim & Fernandez, 2017). Intention to quit from whichever organisation can be explained as an employees' attempt to change to another organisation that can suit their demand (Saraih et al, 2017).

Correspondently, the actual turnover intention can be affected by various factors. One of the factors that the employees have the intention to leave their current organisation is because the organisation cannot fulfill their expectation compare to what the new organisation can offer them. Put differently, exit intention is also an important predictor of turnover of employees. Thus, employers are able to know how to retain their employees through identifying the intention of turnover. If the employees reduce their productivity and efficiency in their current organisation, it means that the likelihood for them to turnover to the other organisations is quite high. For this study employee intention to quit is defined as an instance where employees of the Bawku Technical Institute harbour the feeling that their expectation in terms of the conditions of service are not and then intend to exit the organisation for seemingly better opportunity that present itself.

Relationship between Work Life Balance and Employees' Intention to Quit

Aside work load and job alternatives, work life balance was considered important predictor of turnover intention (Liyanage & Galhena, 2014). Nowadays, work life balance was also a popular topic in the organisation which was the challenge that had brought by disputing interests in life (Maphanga, 2014). According to the study of Potgieter and Barnard (2010), work life balance was originated from the perspective that regarded conflict among the work and roles of family. The perspective consisted of work-family conflict, work-family integration as well as work life interaction (Oosthuizen & Mostert, 2010). Work life balance connote the possibility of integrating job related activities and family life by an

employee of an organisation. Intention to quit on the other hand denotes the thoughts that are possessed by an employee to quit an organization. Work life balance is considered a situation where the employee and the organisation both benefit from an arrangement that enhances performance of not only the individual employee but also the entire organisation (Msabaa, 2017).

Extant literature reveals that successful operation of work life balance practices negatively associates positive exit intent (Koubova & Buchko, 2013; Msabaa, 2017). Studies that have carried out in relation to the impact of work life balance. Suifan, Abdallah and Diab (2016) studied how work life balance impacts turnover intention among Jordanian private s. The aim of the research was to ascertain the moderating role of work life conflict on the association between work life balance and turnover intent. The study was a survey involving medical staff of private s in Jordan totaling 35,689 from which a sample of 450 was selected through simple random sampling. Questionnaire were used to collect primary data from respondent. The findings of the study proven that support from supervisors had significant inverse relationship with turnover intent. On the other hand, job autonomy had an inverse association with turnover intent.

Kamran, Zafar and Ali (2014) conducted a study on how work life balance affects the productivity and job satisfaction of worker of private universities in Pakistan. The study was a survey of employees of all private universities in Pakistan. Primary data was collected and was analyzed using regression analysis and Chi-square in order to test the strength of the relationship. It was established

that a moderate direct relationship exists between the level of satisfaction from a job and ability to balance job and life activities.

Another study conducted by Kluczyk (2013) researched on how work life balance impacts employee welfare especially in Ireland's private sector. The study adopted a descriptive research design which enabled the researcher to use quantitative research methods for the study. A sample was selected comprising a single but in relationship through convenience sampling. The research result revealed that there was an inverse association between work life balance and family conflict. The findings further established that poor work life balance practices had a negative effect on employee satisfaction. It was also revealed that the primary factors leading to job and family conflicts were long working hours, and lack of flexibility.

It is assumed that having great relations on a family and personal level will lead to greater life satisfaction and contentment, which in turn translate into higher performance at the workplace (Koubova & Buchko, 2013). Generally, employees demonstrate positive attitudes towards work when employers commit to maintain a good work life balance (Moore, 2007). In fact, countless benefits are gained from employing work life balance policies and practices for both employees and employers (Phan et al., 2011; Abdallah & Phan, 2007). These benefits were reported in many extant literatures that were dedicated to exploring the relationship between work life balance and other attitudes and behavior exhibited by employees at the workplace. Some took on a specific work life balance practice and examined the relationship with certain attitudes and behaviors. For instance, in the works of,

Chow and Keng-Howe (2006) reported positive relationship between flexible work schedules with self-reported productivity.

Similarly, Roberts (2007) studied academic literature probing international evidence on the relationship between number of working hours and employees' attitudes regarding those hours. A lack of work life balance practices will encumber employee motivation causing them to disclose withdrawal symptoms such as absenteeism and turnover (Hughes and Bozionelos, 2005). The more conflict that arises between work and personal life, the more employees will struggle maintaining a balance and, therefore, eventually quit their jobs (Houston and Waumsley, 2003). This also holds true for staff without care-giving duties (Waumsley, 2010). Notwithstanding, the consequences can be costly to organisations who neglect such practices (Hughes and Bozionelos, 2005). On a more positive note, and on the contrary, work-life friendly arrangements are rewarded with direct financial benefits having lower turnover ratios, better recruitment options though employing highly skilled employees who cherish flexibility.

The significant relationship between work life balance practices and turnover has been explored in early work life balance research studies. Conceivably one of these early studies is Dalton and Mesch's (1990) who showed that flexible scheduling minimizes absenteeism. Moreover, more recent studies have also been dedicated to investigate the relationship between work life balance practices and turnover intentions (Wilkinson, 2008; Koubova & Buchko, 2013). The reason for the negative relationship between work life balance practices and both turnover and

absenteeism could be due to the fact that work life balance practices offer alternative work arrangements replacing the traditional fixed hours and fixed-place arrangements granting current and prospective employees greater flexibility (Thomas & Ganster, 1995). Certain work life balance practices have also been found to reduce absenteeism and turnover. Halpern's (2005) study confirmed what former studies had previously reported; that the use of flexible work hours resulted in lower absenteeism.

Not only is it necessary to have work life balance practices within company policy, it's also crucial for employees to see the management's commitment to these practices through consistent and continuous implementation and improvement. This was proven a strong determinant of turnover ratio as it reflects the sincerity of the employer (Lingard & Francis, 2005). Moreover, work-life conflict has been tested out as a mediator in work life balance research studies for quite some time now (Helmle et al., 2014). According to Beauregard & Henry (2009), holding work-life conflict in between work life balance practices and attitude outcomes is a way of distinguishing between practice availability and use which needs to be further tested in work life balance research studies.

Conversely, there has been conflicting findings regarding the link between work life balance practices and work-life conflict. For example, Thompson, et al. (1999) and Frye and Breugh (2004) both reported a significant negative relationship between work life balance practices and work-life conflict. Conversely, Premeaux, et al. (2007) found the exact opposite to be true with no effects of work life balance practices on work-life conflict. This leads to the

conclusion that it is not necessary for work life balance practices to minimize work-life conflict (Beauregard & Henry, 2009) and so, this needs to be further investigated. This is why this research comes to play contributing role in filling the gap of lack of research on work life balance in developing countries by examining the effect of work life balance and employees' intention to quit among workers Bawku Technical Institute, in order to raise awareness about this concept and its potential benefits for organisations, employees and society as a whole.

In brief, work life balance is one of the variables that significantly influence employees' intentions to quit. The evolution of work life balance has been proven as critical for organization (Su, et al. 2017). Organisation can develop the work life balance policy to employees, so they can equate or balance their work and personal life. In addition, employees who enjoy the flexible time in their schedule on daily basis, has reduce the stress and conflict that they face in their job. In addition, if the employee can control and balance his or her work in the organisation without facing stress related to their job, the particular employee is said to enjoy the work life balance.

Empirical Review

This section of the study provided a review of empirical works done in the area of work life balance and employees' intentions to quit. The review focused on the methodological approaches employed, and the findings arrived at by prior researchers on the theme. The empirical review section enables the researcher to validate the findings of this study.

The review opened with a study conducted by Kumara and Fasana (2018) to explore the association between work life balance and turnover intention mediation role of organisational and family supports. The study deployed a convenient sampling technique to select 100 operational level employees from 10 apparel companies in Katunayaka export processing zone. The data for the study were gathered using self-administered questionnaire, the result of the analysis revealed a strong positive nexus between work life balance and turnover intention with moderate mediation from organisational and family supports. Besides, the study shown that turnover intentions differ with gender differences in apparel industry and female have high level of turnover intention than male workers.

Similarly, Msabaa (2017) sampled 144 employees working in an international humanitarian organisation in Kenya in his study to establish the effect of perceived work life balance on employee turnover intent. The study adopted a descriptive survey research design. And reported that international humanitarian organisations in Kenya adopt a wide range of work life balance practices. The findings of the analysis revealed a strong inverse correlation between work life balance practices such as flexible working schedule; employee benefits; employee assistance programs and turnover intent. Perceive work life balance was found to have a significant effect on turnover intent among the international humanitarian organisations in Kenya.

Su Hui, ShanYee, Siew Yen, Chie and Chia Yi (2017) conducted a study to investigate the effect of perceived organisational support, job satisfaction, and leader member exchange and work life balance on employee's turnover intention

among worker in manufacturing industries in Malaysia. Information and data collected from targeted respondent were analyzed through statistical analysis system (SAS). The result of the analysis revealed that organisations in manufacturing industry in Malaysia are faced with high level of turnover rate which affect the performance and productivity of these organisations.

Kundu, Mehra and Mor (2017) examined the association between work life balance and employees' intention to quite mediated through job satisfaction among organisations operating in India. 226 respondents were sampled from a total population of 522. The finding of the study revealed that work life balance significantly affects employees' turnover intentions. The analysis further shown that job satisfaction moderately mediated the nexus between work life balance and intention to quit.

Atiq, Iqbal and Rasheed (2017) explored the association between work life balance and intention to quit among female workforce. The result of the analysis revealed that female workforce intends to leave their job and career if the work life balance is disturbed in the absence of organisational support and family support because it creates stress and pressure on female work force. The result further revealed that organisational support and family support are very important for maintaining a work life balance.

Suifan, Bahjat Abdallah and Daib (2016) studied the effect of work life balance practices (schedule, manager support, and job autonomy) on turnover intention mediated through work life conflict among medical-staff in private s in Jordan. Distributed questionnaire for the study reached a target response rate of

80.6 percent, again issues of validity and reliability were carried out. Gathered data for the study was analyzed using structured equation modeling (SEM), the analysis revealed that manager support was the only work life balance practice that had a significant negative direct effect on turnover intention. Conversely, job autonomy had a negative indirect effect on turnover intention through work life conflict. Meanwhile, schedule flexibility had insignificant effect on turnover intention. In summary the study revealed that, work life balance practices such as manager support, and job autonomy had the most significant effect and are determinants of turnover intentions. However, the mediating role of work life conflict was significantly felt with job autonomy only. Additionally, the impact of work life conflict on turnover intentions was positive and significant.

Oosthuizen, Coetzee and Munro (2016) sampled 79 permanent staff working with information Technology Company in South African. Participant for the study were predominantly white and married employees between the age ranges of 26 to 45 and people with more than 10 years' working experience with information technology companies in South African. The result of the study revealed that experiences of negative work-home interaction and positive work-home interaction significantly predicted job satisfaction and turnover intention. Job satisfaction also significantly predicted turn over intention. Conversely, no interaction impact was observed between overall work-life balance and job satisfaction in predicting turnover intention. The study further revealed that white employees had significantly stronger experience of job satisfaction and negative home-work interface. However, white black employees had significantly stronger positive

experiences of home-work interface and lower levels of job satisfaction. Correspondently, marital status and tenure of teams varied significantly with white and black employees.

Munro (2015) investigated the effect of work life balance and job satisfaction on turnover intention among 79 employees in South African information Technology Company. The study adopted a descriptive statistic, such as correlation, independent t-test and regression for the data analysis and reported that job satisfaction negatively correlate turnover intention. Conversely, the study further revealed that work-home interface sub dimension of work life balance had both positive and negative association with job satisfaction and turnover intention. Fayyazi and Aslani (2015) investigated the effect of work life balance on employees' job satisfaction and turnover intention via a mediating role of continuance commitment among employees in an Iranian industrial company. And reported that a significantly positive association exist between job satisfaction and work life balance, and a significantly negative nexus with turnover intentions. The study further revealed that, job satisfaction fully mediated work life balance and turnover intention.

Conceptual Framework

Based on the overall rationale for conducting study, the proposed nature of interrelationships among the constructs, the theories supporting the study, this conceptual framework was proposed to explain the nexus that exist between the

study variables. The interrelationship among the major constructs is presented on Figure 1.

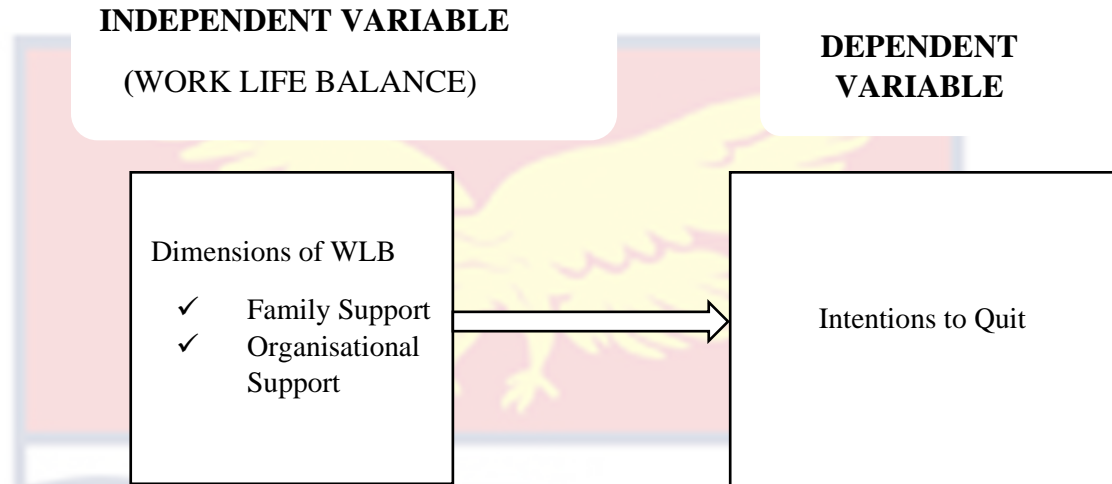


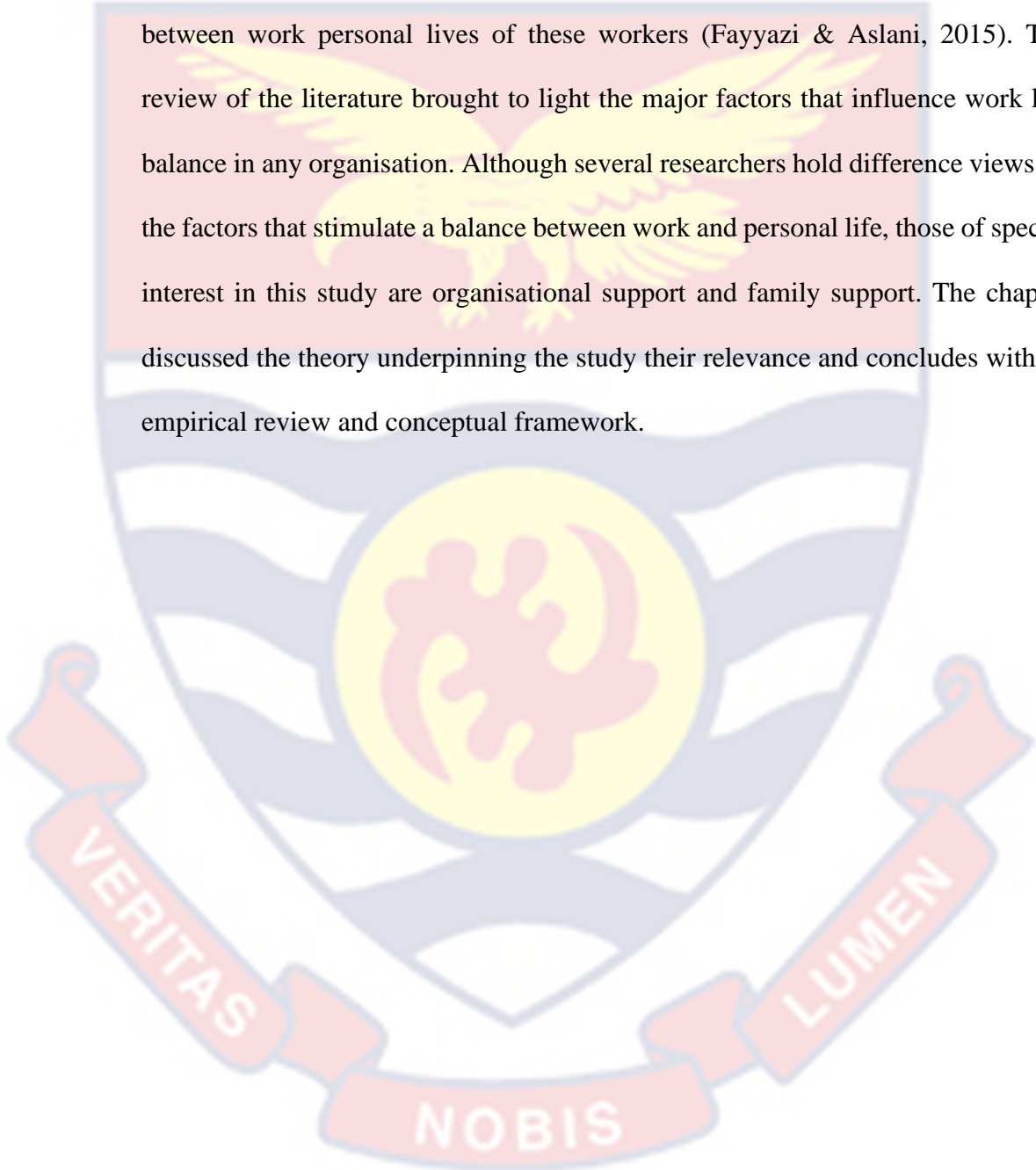
Figure 1: Conceptual framework depicting the nexus work Life Balance and Intention to Quit.

Source: Author's Construct (2022)

Conceptually, the study proposes that there is some relationship between the independent variables otherwise predictors (Work Life Balance) and exit intention among workers at the Bawku Technical Institute. It also stresses that; work life balance has the capacity to predict a positive change in exit intention of employees at the Bawku Technical Institute. Holistically, the study propose that work life balance is an important positive predictor of employees' intention to quit. Conversely, a deficiency in the predictors is also expected to neutralize the exit intention among employees at the Bawku Technical Institute.

Chapter Summary

Extant literature has alluded the rapid rate of intentions to quit among employees actually results in turnover in most organisations is due to the imbalance between work personal lives of these workers (Fayyazi & Aslani, 2015). The review of the literature brought to light the major factors that influence work life balance in any organisation. Although several researchers hold difference views on the factors that stimulate a balance between work and personal life, those of special interest in this study are organisational support and family support. The chapter discussed the theory underpinning the study their relevance and concludes with an empirical review and conceptual framework.



CHAPTER THREE

RESEARCH METHODS

Introduction

Inferences from the literature review section particularly the empirical review informed the selection of an appropriate methodology that fit for the study. This section deals with the methodological approach to the primary data collection, analysis and presentation. Research methodology is the general approach the researcher takes in carrying out the research project (Williams, 2007). It describes and analysis methods, throws more light on their limitations and resources, clarify their pre-suppositions and consequences, relating their potentialities to the twilight zone at the frontiers of knowledge (Igwenagu, 2016). The discussion in this chapter covered the research design, study area, population, sampling techniques and procedure, data collection methods, processing, and analysis as well as ethical issues.

Research Philosophy

Several perspectives influence the structure, process, and direction of social science research. Saunders, Lewis, and Thornhill (2016) identified five major philosophies that have shaped social science research over the years: positivism, critical realism, interpretivism, postmodernism, and pragmatism. The authors posited that each of the research philosophies has something unique and valuable to contribute to the research undertaken by the researchers. Therefore, the type of philosophy held by individual researchers often leads to embracing a strong

qualitative, quantitative and mixed-methods approach in their research (Creswell, 2014).

This study is grounded in the postpositivist research paradigm, which argues that the idea, and even the particular identity of a researcher influences what they observe and therefore impacts upon what they conclude. The postpositivist pursue objective answers by attempting to recognise, and work with, such biases with the theories and knowledge that theorists develop. Again, postpositivist relates to the philosophical system that embraces issues that can be scientifically verified and hence provide a basis for generalisation. This means that positivists focus on procedures that lead to the generation of facts uninfluenced by human interpretation (Saunders et al., 2016). Postpositivist believe that it is through a scientific research approach that researchers can unravel the objective truth existing in the world. In addition, Sekaran and Bougie (2016) advanced that positivists usually believe in the thoroughness and replicability of research work, the reliability of observations, and the generalizability of research observations. In respect of the preceding, positivists usually rely on large samples and quantitative techniques for data analysis.

The proponents of positivism rely on deductive reasoning to state theories that they can examine through fixed, predetermined research design and objective measures (Sekaran & Bougie, 2016). Saunders et al. (2016) advanced that the positivist paradigm supports studies that are quantitative in nature. The assumption behind the positivist paradigm is that there is an objective truth existing in the world that can be measured and explained scientifically.. The paradigm is appropriate in

the study because of the hypotheses that were tested through theory reasoned behaviour and family border theory

Research Approach

The study employed the quantitative research approach based on the nature of the study purpose under consideration, specific objectives and the nature of the primary data to be collected and analyzed. The constructs were by nature measurable and subjectable to statistical manipulation. According to Creswell (2014) quantitative approach deals with explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics). Quantitative research approach is a research strategy that quantification in the collection and analysis of data (Bryman, 2012).

Quantitative methods (normally using deductive logic) seek regularities in human lives, by separating the social world into empirical components called variables which can be represented numerically as frequencies or rate, whose associations with each other can be explored by statistical techniques, and accessed through researcher-introduced stimuli and systematic measurement (Ben-Shlomo, et al., 2013; Rahman, 2016). This approach typically begins with data collection based on a hypothesis or theory and it is followed with application of descriptive or inferential statistics (Tashakkori & Teddlie, 2003). Quantitative methods are frequently described as deductive in nature, in the sense that inferences from tests of statistical hypotheses lead to general inferences about characteristics of a population.

Quantitative methods are also frequently characterised as assuming that there is a single “truth” that exists, independent of human perception (Lincoln & Guba, 1985). The quantitative findings are likely to be generalised to a whole population or a sub-population because it involves the larger sample which is randomly selected (Carr, 1994). Some limitations relating to quantitative research approach are that quantitative research approaches take snapshots of a phenomenon and not in-depth, and overlook the researcher and respondents’ experiences as well as what they mean by phenomenon (Rahman, 2016).

Research Design

Research design is a set of guidelines and instructions to be followed in addressing the research problem (Leedy & Omrod, 2010). Zikmund (2000) also offers that research design is a blue print which specifies the exact data procedure or strategy that the researcher will go through to achieve the objectives of the study. Research design is the overall plan for connecting the conceptual research problems to the pertinent (and achievable) empirical research. It details the procedures necessary for obtaining the information needed to structure or solve marketing research problems (Zikmund et al. 2012).

The study employed the explanatory research design owing to the nature of the scientific enquiry underpinning this study. Thus, being driven by the logic of cause-effect relationship among the variables of interest work life balance organisational and family support (Independent variables) and intention to quit (Dependent Variable). According to Zikmund et al. (2012), explanatory design

research is conducted in order to identify the extent and nature of cause-and-effect relationships. This study by nature is a causal study. Explanatory studies focus on an analysis of a situation or a specific problem to explain the patterns of relationships between variables (Creswell, 2014). The primary purpose of explanatory research is to explain why phenomena occur and to predict future occurrences (Maxwell & Mittapalli, 2012). Also informing the decision to approach the study quantitatively is the assertion that the data are quantitative and almost always require the use of a statistical test to establish the validity of the relationships that exist between the study variable.

Study Organisation

The study was conducted at Bawku Technical Institute in the Bawku Municipality with its administrative capital at Bawku is one of the fifteen (15) in the Upper East Region of Ghana. The Bawku Technical Institute is situated between Kpaliwiaga and Kpalugu communities in the Bawku Municipality. The school has a total student population of over two thousand (2000). The school runs courses such as Electrical Technology, Creative Arts, Mechanical Engineering Technology, Plumbing, Fashion, and Designing, Wood Technology Building and Construction. The Bawku Technical Institute has a total staff population of one hundred and sixty (160) comprising both teaching and non-teaching staff was engaged for the study.

Population

According to Leedy and Ormrod (2010), a population can be seen as the target group about which the researcher is interested in gaining information and drawing conclusions. Robson (2002) also disclosed that a population refers to all the cases being an understudy. Robson further cautioned that a population does not only mean people but may also refer to situations in which someone might be interviewed, as well as times and locations. For this research, the target population covers the total number of permanent staff at Bawku Technical Institute which stands at one hundred and sixty (160) comprising both teaching and no-teaching employees. The population is chosen because of accessibility to data. The chosen population excluded casual and temporary workers at the Bawku Technical Institute.

Sampling Procedure

Sampling is done to select from the population a representative. Data is often not taken from the entire population when that population is large (Saunders, Lewis & Thornhill, 2016). The main objective of sampling is to select a representative group of components that reflect the characteristics of the population. For this study, a target population of one hundred and sixty (160), which comprised the entire population of the employees at the Bawku Technical Institute participated in the study. This meant that a census technique was adopted in the study as way of selecting participants to engage in the study. According to Sekaran and Bougie (2016), a census method allows for all the units of the analysis

to be included in the study to offer more generalizable results and also to offer holistic appreciation of the findings that will be brought forth after the study.

Data Collection Instrument

An array of study instruments can be employed to elicit for information from a target population. For this study, a structured questionnaire was used as the main primary data collection instrument for the study. The questionnaire contains close-ended questions. An explanatory or causal studies are very structured by nature thereby demanding structured means of primary data collection (Maxwell & Mittapalli, 2012). Questionnaire is a formalized set of questions for obtaining information from respondents (Singer & Couper, 2017; Malhotra & Birks, 2007). Young and Javalgi, (2007) provided that surveys using questionnaires are perhaps the most widely-used data-gathering technique in research and can be used to measure issues that are crucial to the management and development of businesses (Malhotra & Birks, 2007).

The closed ended questions require respondents to choose from among a given set of responses and require the respondents to examine each possible response independent of the other choice. The close-ended items employed checklist on the variables that the researcher is investigating. A Likert scale which is more useful when perception, attitude or other phenomenon of interest needs to be evaluated in a continuum of dichotomous questions and multiple-choice questions (Trigueros, 2017; Leedy & Ormrod, 2010). Generally, McColl (2005) posits that there are distinct advantages in using questionnaires rather than

interview to solicit for information to address the study objectives. The analysis of data is made easier and straight forward when structured questions are used for primary data gathering from target respondents. Besides, the easy-to-use of this instrument, questionnaire also reduces measurement error and the potential for nonresponse error of the research participant (Singer & Couper, 2017; Mutepfa & Tapera, 2018).

The questionnaire was developed using existing scales developed by prior researchers. The work life balance questionnaire was adapted from the scale developed by Munro (2015) and intentions to quit was adapted from Mobley, Horner and Hollingsworth (1978). These scales have been reported to have high reliabilities and have been recently used by other researchers in the study. In Reukauf (2018) and Bedon and van Mourik (2016) study, Cronbach's Alphas for the constructs and sub constructs of work life balance and intention to quit loaded above the 0.70 reliability threshold. Moreover, the instrument covered sections A-C where Section A collected respondents' characteristics, Section B and C comprising work life balance and intentions to quit respectively. For details on the instrument used for the data collection refer to Appendix-I.

Pre-Testing

According to Pallant (2016) and Saunders et al. (2016), pre-tests are required ahead of a main survey for the following reasons. Firstly, they ensure that instructions, questions and scale items are clear. They further help potential respondents to comprehend the questions and respond appropriately. Finally, they

help researchers to do away with any questions that may offend potential respondents. In line with this, after approval of the questionnaire by supervisor, the researcher engaged in pre-testing on ten (10) employees in Bawku Senior High secondary School. This site for the pre-test was chosen because of proximity to researcher and its similarity with the main study area; since all are part of educational structure. This sample size was deemed appropriate as it conforms to Saunders et al. (2016) minimum criteria of 10 for pilot studies by students. The outcome of the pre-testing indicated the instructions and scale items were clear to the respondents hence the maintenance of all scale items.

Reliability and Validity

Reliability and validity are two key components to be considered when evaluating a particular instrument. Administration of surveys should consider the aims of the study, the population under study, and the resources available to enhance the validity and reliability of the study (Wyatt 2000; Mutepfa & Tapera, 2018). Reliability, according to Bless and Higson-Smith (2000), is concerned with consistency of the instrument, and an instrument is said to have high reliability if it can be trusted to give an accurate and consistent measurement of an unchanging value. A Cronbach Alpha values beyond 0.7 threshold is considered as being reliable given the selected sample size (Ben-Shlomo, Brookes & Hickman, 2013; Pallant, 2005). The results of the reliability test for the variables will be presented in Table 2 show that all the constructs are highly reliable in that the results are all greater than the minimum criteria suggested by Pallant, (2005). These are the

supporting facts: organisational support (Cronbach's Alpha = 0.74; Items 5), family support (Cronbach's Alpha = 0.88; Items 5), intention Quit (Cronbach's Alpha = 0.86; Items 5). Table 1 summarizes the reliability score for the individual constructs of the study.

Table 1: Reliability Results

Constructs	Cronbach's Alpha	No. of Items
Organisational Support	0.74	5
Family Support	0.88	5
Work Life Balance	0.81	10
Intentions Quit	0.86	5

Source: Field Data (2022)

The validity of an instrument refers to how well and instrument measures the particular concept it supposed to measure (Saunders et al., 2009). They further argue that an instrument must be reliable before it can be valid, implying that an instrument must be consistently reproducible and that once this has been achieved, the instrument can then be scrutinized to assess whether it is what it purports to be. To ensure validity of questionnaires, the researcher reviewed other relevant literature and those literatures supported the construct of the instrument. Some of the items in the scales were scientifically validated items. Further, the designed questionnaire was submitted to the project supervisor for vetting, correction and approval before distributing it to the respondents.

Data Sources

There are two basic types of data collection methods primary data collection method and secondary data collection method. The critical distinction between the types of data is that the researcher collects primary data specifically for the purpose for which the data are required. Secondary data is data that has been collected for another primary purpose (i.e., all secondary data have been primary data themselves for other earlier studies). It must be noted that both primary and secondary data sources can yield either qualitative or quantitative data (Rubin, 2013). While primary data may be collected using observation, interviews, or questionnaires, secondary data may include both raw and published summaries such as data collected by other researchers, organisations, governments, and other statistical institutions. Routine data collected by institutions participating in activity could be exceptionally good sources of secondary data which could be replicated by primary data collection without unreasonable expense.

The use of secondary data could result in cost and time savings (Saunders & Bezzina, 2015). Secondary data, however, have limitations including the researcher's inability to assess the opinions of respondents involved in a given study (Trzesniewski, et al., 2011). Because of this, the researcher resorted to the use of primary data, to be generated from self-administered questionnaires to the target respondents.

Data Collection Procedures

Permission for the data collection exercise at the Bawku Technical Institute in the Bawku Municipality was sought from the authority of the institution when a letter, issued by the Department of Human Resource Management School of Business, University of Cape Coast was then sent to that outfit. The authority of the outfit then granted permission for the primary data collection and made the sampling frame available to the researcher. The outfit also informed its workforce about the intended study. The purpose of the study was explained to all participants. Prior to actual data collection consent of the respondents was sought. Dates for questionnaire distribution to the participants was set on some agreed terms. The drop-and-pick survey approach was agreed upon and adopted. Questionnaires was self-administered to the employees of the Bawku Technical Institute in the Bawku Municipality for the purpose of collecting the data. The distribution and collection of the questionnaire was done personally by the researcher and collected from the respondents within three weeks period.

Data Processing and Analysis

Analysis of data is a process of editing, cleaning, transforming, and modelling data with the goal of highlighting useful information, suggestion, conclusions, and supporting decision making (Adèr, Adèr & Mellenbergh, 2008). The use of analytics requires reducing complex data into meaningful and actionable information (Johnson, Levine, Smith & Stone, 2010). The statistical tools employed for this study was the IBM SPSS Statistics (version 26). SPSS was used for data processing

and generation of demographic characteristics of respondents and mean, standard deviations and simple regression were used to address the objectives of the study. The choice of the tool was based on its efficacy in examining the relationships between variables that were set in this study. Prior to the actual analysis a composite variable were formed for each of the constructs and this enhanced holistic approach to data analysis. The data were analysed and interpreted with descriptive statistical techniques such as mean, standard deviation, frequency count and percentage. Demographic information, objectives 1 were analysed with descriptive statistics such as mean and standard deviation, while objective 2, 3 and 4 were analyzed using inferential statistics such product moment correlation and multiple regression.

The use of any of these descriptive statistics was influenced by the nature of findings at hand (Leedy & Ormrod, 2010). Standard multiple regression was conducted to find out how much variance in the dependent variable (intentions to quit) is explained by the independent variables (Work life balance). Thus, objectives 4 was analysed with standard multiple regression techniques. Linear regression allows us to predict an outcome based on one or several predictors (Ben-Shlomo, et al., 2013; Pallant & Tennant, 2007). The findings were chronologically presented on Tables and Figures, which made the interpretation and discussion of the findings easier and straight forward. The ensuing table summarizes the statistical tools employed to address the study objectives.

Table 2: Summary of Statistical Tools Employed

No	Objectives	Statistical Tools Employed
1	Determine the level of exit intentions among staff at Bawku Technical Institute.	Descriptive statistics eg. mean standard dev.
2	Assess the relationship between organisational support and exit intention among staff at Bawku Technical Institute.	Inferential Statistics eg. Pearson Product Moment correlation
3	Assess the relationship between family support and exit intention among staff at Bawku Technical Institute.	Inferential Statistics eg. Pearson Product Moment correlation
4	Examine the effects of work life balance on staff exit intention staff at Bawku Technical Institute	Inferential Statistics eg. Multiple Regression

Source: Author's Own Construct, (2022)

Ethical Consideration

According to Plaisance (2006), ethics is mostly associated with morality and deals with issues of right and wrong among groups, society or communities. It is therefore important that everyone who is engaged in research should be aware of the ethical concern (Rubin & Babbie, 2016). The researchers will employ every effort to avoid as far as possible violation of ethical principles. Edginton, et al., (2012) have identified the basic ethical consideration for research as; respondents being fully informed about the aims, methods and benefits of the research, granting voluntary consent and maintaining the right of withdrawal. The rationale for the

study, assurance of confidentiality and the right of withdrawal was explained to the participants. First of all, the researcher took 'a letter of introduction from the department regarding the researcher's intention to conduct the study and presented to the school to allow for data collection.

The researcher in the conduct of this study also educated the participants concerning the details needed for the study, the reasons why the information are being gathered, the rationale, as well as the way in which they were expected to participate. Similarly, the questionnaire was designed in such a way to make it easier to complete. The content of the questionnaire was such that the anonymity and privacy of the participants were protected. Again, respondents were assured that the information provided will be treated with utmost confidentiality. The data gathered were processed as dully collected. Thus, no data manipulation of was done afterwards. Similarly, the results were presented as were found after the data analysis.

Chapter Summary

This chapter has provided information as to the research design appropriate for the study, how the primary data for the study was collected, organized, analysed and presented for easy comprehension. This chapter also presents information on the scientific approach to adopt in terms of approach to data needs, statistical techniques and systematic enquiry into the investigation under consideration

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The study was conducted to examine work life balance and intentions to quit among employees of Bawku Technical Institute. This chapter presents the study's findings in chronological sequence, as well as a thorough explanation of each of the specified objectives. The section begun with information on the survey respondents' demographic characteristics. In analysing the study objective both descriptive (frequency, percentage, mean standard deviation) and inferential statistics (regression) were employed as statistics tools due to the nature objectives the study sought to examine. The findings were presented on respective ensuing Tables.

Response Rate

According to Mugenda and Mugenda (2003), a response rate represents the number of respondents who actually participated in a given study. The authors claimed that, a response rate of 70% and above is excellent and suitable for statistical analysis, 60% is very good, and 50% is good and below 50% is not appropriate for quantitative research analysis. Out of the one hundred and sixty (160) questionnaires that were distributed to the participants of the study, one hundred and forty (140) respondents representing 87.5% response rate, fully completed and returned the questionnaire to the researcher. The remaining 20 questionnaires were as result of complete non-response, or incompleteness of the

questionnaire from the participants. Based on the criterion of the aforesaid researchers, the obtained response rate was appropriate and applicable in the study.

Demographic Characteristics of Respondents

Before reporting on the study's primary objectives, the demographic characteristics of the respondents, including gender, age, level of education, and several years employed at the Bawku Technical Institute are presented in Table 3.

Table 3: Demographic Characteristics of Respondents

Variable	Option	Frequency (N)	Percent (%)
Gender	Male	80	57.14
	Female	60	42.86
Age Group	Under 20years	2	1.43
	21-35years	54	38.57
	36-50years	70	50.00
	51 years & above	14	10.00
Level of Edu.	High School Graduate	18	12.86
	Diploma / HND	26	18.57
	Bachelors' Degree	68	48.57
	Postgraduate	28	20.00
Years Worked	1-5years	40	28.57
	6-10years	66	47.14
	11-15years	26	18.57
	16years & Above	8	5.72
Total		140	100

Source: Field Data (2022)

From Table 3, the majority of the respondents (57.14%) were males, while the remaining (37.5%) were females. The gender distribution of the respondents shows that there are more males than females at the Bawku Technical Institute. It

could also imply that more males availed themselves during the data collection than their female counterpart. With the age distribution of the respondents, the results indicate that the highest represented age group were those in the 36-50 age brackets 50.00%. This was followed by those in the brackets of 21-35years denoting 38.57%. The least age group was those under 20 years 1.43 %. The age distribution showed that the Bawku Technical Institute has an active working force. This is because most of the respondents were within the active working age of 35-50years stipulated by the Ghana Statistical Service.

Concerning the educational qualification of the respondents, the highest educational qualification of the respondents was Bachelor's degree (48.57%); those with postgraduate qualification constituted (20.00%), 18.57%, Diploma/HND while remaining (9%) of the respondents had High school educational qualification. The majority of the respondents had worked between 6–10years, (47.14%), followed by those within 1–5years (28.57%). Also, respondents who had worked at the Bawku Technical Institute for 11–15years constituted (18.57%) while the remaining (5.72%) respondents had worked in the school for 16years and over.

Level of Intentions to Quit among Employees at Bawku Technical Institute

This section presented the findings of the first objective of the study, which was to determine the level of intentions to quit among employees at Bawku Technical Institute. Before the analysis, the normality test was carried out to ascertain how well the data is in explaining the stipulated objective. According to

the criteria developed by Pallants (2016) to evaluate normality, asymmetry values from 0 to ± 1 and kurtosis values from 0 to ± 1.5 are sufficient to justify that the normality rules had not violated in a study. A glance at Table 4 confirms that the data was normal for all the constructs measuring intentions to quit as considered in the study. In addressing the main objectives mean values were used. The overall assessment was done using a scale of 1 to 5. With 1.00 to 2.9 signifying low levels agreement and 3.00 to 5.00 representing high levels to the statement measuring employees' intentions to quit (Dess, Lumpkin & McFarlin, 2005).

Table 4: Level of Intentions to Quit among Employees at Bawku Technical Institute

	Mean	Std.	Skewness		Kurtosis	
	Statistic	Deviation Statistic	Statistic	Std. Error	Statistic	Std. Error
Likely, I will actively look for a new job this year	3.6250	1.13172	-.419	.172	-.645	.342
I often think about quitting my present job	3.5950	1.00800	-.419	.172	-.645	.342
I will probably look for a new job in the next year	3.5150	1.00240	-.571	.172	-.163	.342
I am probably going to be working for another company next year	3.7000	1.09819	-.715	.172	-.144	.342
I do not think I will spend my entire working life with this School.	3.7500	.95502	-.913	.172	.867	.342
Intentions to Quit	3.6370	.54508	-.344	.172	.089	.342
Valid N (listwise) 140						

Source: Field Data (2022)

From the Table 4, validated scale question modified from Mobley et al. (1978) was used to determine the perception level of the respondents' intentions to quit the. The results suggest that intentions to quit was high among the employees

of the Bawku Technical Institute (Dess et al., 2005). When asked if they are likely to be vigorously looking for a different job this year, the majority of respondents agreed that they were actively looking for a new job ($M = 3.6250$, $SD = 1.13172$).

Here, too, the majority of respondents agreed that they were contemplating of resigning their current job ($M = 3.5950$, $SD = 1.00800$). Regarding the possibility of leaving employees, the majority believed that leaving is very possible ($M = 3.5150$, $SD = 1.00240$). In this situation, the majority of respondents ($M = 3.7000$, $SD = 1.09819$) said that they will most likely work for another organisation next year. Finally, the majority confirmed that they do not believe that they will spend their entire working life at Bawku Technical Institute ($M = 3.7500$, $SD = .95502$).

The implication of the findings is that; the employees of the Bawku Technical Institute hold the willingness to leaving the organisation should other job opportunities come up. Salman, Abdullah, and Saleem (2016) stated, intentions to quit among employees should be a critical issue for leaders of every organisation by going forward to clearly understanding the needs of the employees to solving exit intention in organisations. In support of this finding, Fashola, Akanni, and (2016) disclosed that employees' intention quit may be due to the life status of the individual employee, organisational politics, and leadership style. Thus, the management of the Bawku Technical Institute should investigate further to understand employees' intentions to quit by capturing their whole heart to remain committed to the organisation.

Relationship between Organisational Support and Intention to Quit

This section addressed the second objective of the study, which sought to assess the relationship between organisational support and intentions to quit among employees at Bawku Technical Institute. For the researcher to assess the relationships, the Pearson product-moment correlation analysis was carried out to that effect. A preliminary analysis was carried out once again to check that the conventions of normality, linearity, and homoscedasticity were not violated. The correlation data were interpreted using the cut-off values proposed by Cohen (1988) in this respect: $r = 0.10$ to 0.29 or $r = 0.10$ to 0.29 (*very weak*); “ $r = 0.30$ to 0.49 or $r = 0.30$ to 0.49 (*weak*); $r = 0.50$ to 0.69 or $r = 0.50$ to 0.69 (*moderate*); $r = 0.70$ to 0.99 or $r = 0.70$ to 0.99 (*strong*)”. The results on the nexus between organisational support and intention to exit are shown in the Table that ensues.

Table 5: Relationship between Organisational Support and Intentions to Quit

		OS	IQ
Organisational Support (OS)	Pearson Correlation	1	-.664**
	Sig. (2-tailed)		.000
	N	140	140
Intentions to Quit (IQ)	Pearson Correlation	-.664**	1
	Sig. (2-tailed)	.000	
	N	140	140

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data (2022)

The result shown in Table 5 shows that there is a negative nexus between work-life balance and intentions to quit since the correlation coefficient in the correlation results according to Pearson has a negative value ($r = 0.664$). If

respondents feel that they are unable to balance the demands of their work and that of the family (work-life balance), their intentions to quit is high. Since the correlation coefficient is ($r = 0.664$), since the correlation coefficient falls within the range (0.50 to 0.69) espoused by Cohen (1988). As a result, a moderate relationship was discovered between work-life balance and the intentions to quit. The relationship between work-life balance and intentions to quit was significant because the alpha value was less than 0.05 ($p = 0.0001$).

The findings are consistent with that of Akgunduz and Sanli (2017) who found that employees with little awareness of organisational support have few negative views about their employment, and their desire to leave the company increases as a result. According to Epitropaki and Martin (2013), the organisation's inadequate perceived support caused an unpleasant relationship between employees and the organisation since their performance and devotion were undervalued, causing the employee to seek employment elsewhere. Similarly, the results of the study confirm the claims of Islam, Ahmad, Ali, Ahmed and Bowra (2013), who submitted that employees who paid close attention to volunteering in the organisation developed a stronger bond with the organisation to correspond. It is reasonable to assume that the more employees perceived support, the less likely an employee develops the intention to quit (Lee, Chen, Wang, & Dadura, 2010). Relatedly, when a business provides low-cost organisational support to its employees, the employees believe the company has treated them well, and they are more likely to stay with the organisation and reciprocate the benefit enjoyed (Joo, Hahn & Peterson, 2015).

Relationship between Family Support and Exit Intention

The third objective sought to examine the nexus between family support and intentions to quit among employees at Bawku Technical Institute. To examine this relationship, the researcher employed the Pearson product-moment correlation as a statistical tool. A preliminary analysis was conducted once more to ensure that the normality, linearity, and homoscedasticity assumptions were not violated. The correlation data were interpreted using the relevant cutoff values of Cohen (1988): “ $r = 0.10$ to 0.29 or 0.10 to 0.29 (very weak); $r = 0.30$ to 0.49 or 0.30 to 0.49 (weak); $r = 0.50$ to 0.69 or 0.50 to 0.69 (moderate); $r = 0.70$ to 0.99 or 0.70 to 0.99 (strong)”. Table 6 shows the findings on the nexus between organisational support and exit intention.

Table 6: Relationship between Family Support and Exit Intention

		FS	IQ
Family Support (FS)	Pearson Correlation	1	-.649**
	Sig. (2-tailed)		.000
	N	200	200
Intentions to Quit (IQ)	Pearson Correlation	-.649**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data (2022)

A glance at the Table 6, shows a moderate negative correlation between family support and employees' intention to quit ($r = 0.649$; $p < 0.05$). This means that employees no family support are associated with a greater intention to quit. On the contrary, it can be concluded that lower intentions to leave were associated with

greater family support. In other words, the greater the support from the respondents' families, the less their intentions to quit. The opposite is also true. However, it must be recognized that this does not suggest a causal relationship.

The study results corroborate that of Pasewark and Viator (2006), who found that employees with many family conflicts experience a lot of stress at work and are more likely to quit the company. The results support the assertion by Aminah and Zoharah (2010) that workers who work in an environment with little family support report a higher level of conflict between families and a greater willingness to fluctuate than workers who work in an environment with low family support an organisational support are likely to develop the intentions to quit. The results confirm the statement by Van der Lippe and Lippényi (2018) that it is difficult for workers to fulfill their work obligations if they do not receive the support of their families and that most workers leave their jobs to face conversion in positions or careers. Atiq, Iqbal, and Rasheed (2017) also stated that an employee's inability to meet family requirements and obligations will force the employee to quit their job.

Work Life Balance and Intentions to Quit

This aspect of the study provided the data related to the study's final objective which intended to examine the effects of work life balance on intentions to quit at Bawku Technical Institute. According to Pallant (2016), a regression analysis is used to determine the cause-and-effect nexus between two variables. Here, work-life balance was the independent variable while employees' intention

to quit being the dependent variable. In analysing the effect, simple regression was applied and findings captured in the table that ensues.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	-.649 ^a	.422	.419	.38759

a. Predictors: (Constant), Work life balance

S Source: Field Data (2022)

First, Table 7 informed the researcher about the connection and the amount to which variation in the explained variable was accounted for by the explanatory variable. According to Tabachnick and Fidell (2012), the column labeled R, which is also the correlation coefficient, indicates the direction and intensity of the relationship between the explained and explanatory variables. The coefficient of determination, often known as adjusted R-squared, illustrates how changes in one variable influence the other. According to the findings in Table 7, there is a relatively weak association between work life balance and intentions to quit (Cohen, 1992), and work-life balance accounted for a positive variance of roughly 42% of employee intention to quit. However, to determine the statistical significance of the data in Table 7, Table 8 was generated to describe the relationship.

Table 8: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.679	1	21.679	144.310	.000 ^b
	Residual	29.744	139	.150		
	Total	51.423	140			

a. Dependent Variable: Intention to Quit

b. Predictors: (Constant), Work-Life Balance

Source: Field Data (2022)

From Table 8, the regression model was statistically significant because the significant value was seen far below the threshold for statistical significance of a 95% confidence interval, 2-tailed ($F(1, 139) = 144.310, P < 0.05$). Prior researchers claimed that a probability score of less than or equal to 0.05 meets the condition for the significance of a regression model (Pallant, 2016; Tabachnick & Fidell, 2012), hence the nexus between work-life balance and employees' intention to quit is statistically significant.

Table 9: Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.		
	B	Beta				
	Std. Error					
1	(Constant)	1.522	.185	-8.217	.000	
	Work life Balance	.606	.050	-.649	-.12.013	.000

a. Dependent Variable: Exit Intention,

Source: Field Data (2022)

Result in Table 9 shows that there was a significant effect of work-life balance on the employee's intention to leave ($t = 12.013, P < 0.05$). Based on the finding, the researcher inferred that work-life balance has a statistically significant negative influence on the intention to quit among employees of the Bawku Technical Institute. Work-life balance is implicitly a predictor of the intention to quit the Bawku Technical Institute, and other important characteristics can contribute to an intention to quit as espoused by prior researchers.

The findings echo the assertion of Msabaa (2017), who found a substantial adverse relationship between work-life balance policies including flexible working hours, employee incentives, and employee assistance programs, and employee turnover intention. It was shown that the perception of work-life balance had a substantial negative impact on the intention to quit. This also supports the claims of Kundu, Mehra, and Mor (2017), who made that work-life balance significantly influences employee exit intentions and that job satisfaction moderately communicates the connection between the work-life balance between work and life and the intention to leave. The same claim was made by Atiq, Iqbal, and Rasheed (2017), who stated that if the balance between work and personal life is disrupted without organisational and family support, the female workforce plans to leave their job and occupation, already that this creates stress and pressure. The compatibility of work and family requires both organisational and family support. Munro (2015) also stated that employees of a South African information technology company submitted that the work-life balance sub-dimension has both a positive and a negative relationship with the intention of quitting. According to Fayyazi and

Aslani (2015), there is a strong negative correlation between job satisfaction and work-life balance, as well as a significant negative correlation between intentions to quit among employees.

Chapter Summary

The chapter discussed the results of the study which began with the demographic characteristics of the respondents followed by the main findings of the study. In the results, it came to light that the male employees were more than the female counterpart in the Bawku Technical Institute of which majority of them too were within their active working age. The findings of the results showed that employees of Bawku Technical Institute hold a high level of intention to quit among their present organisation. Also, it was concluded that employees hold high perception about leaving the and finally, the study establish a statically significant negative effect of work life balance on exit intention of the employees at the Bawku Technical Institute.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The chapter presents an overview of the findings that emerged from the study. In addition to that, the chapter presents an overview of the analytical tools employed in this in addressing the stipulated objective of the study. The findings, conclusion and recommendations were drawn given cognisant to the study objective. The study employed the descriptive correlational design to meet the methodological and philosophical underpinning of the research. Using 140 respondents out of the sampled 160 employees of the Bawku Technical Institute as respondents, the study employed a 5-Likert typed questionnaire to gather data from the respondents.

To analyse the specific objectives of the study, different statistical techniques were employed. Whereas descriptive statistics such as mean and standard deviation were employed to address the first objective, inferential statistics such as the Pearson product moment correlation was also used to report second and the third objectives. Finally, inferential statistics (simple regression) was adopted for analysis of the fourth objective. Again, prior preliminary assessment of the normality of the data collected for all the constructs of the study was carried out before running commentary on the demographic characteristics of the surveyed respondents. The assessment showed that data collected was normal and was furthered applied in analysing the study objectives.

Summary of Key Findings

The study was primarily designed to assess the work life balance and employees' intentions to quit at the Bawku Technical Institute in the Bawku Municipality. To achieve the overall purpose of the study, the study pursued the following specific objectives;

1. To determine the level of intentions to quit among employees at Bawku Technical Institute.
2. To assess the relationship between organisational support and intentions to quit among employees at Bawku Technical Institute.
3. To assess the relationship between family support and intentions to quit among employees at Bawku Technical Institute.
4. To examine the effects of work life balance on intentions to quit at Bawku Technical Institute

For the first objective of the study, it was found also that, the employees indicated a high level of perception about their turnover intention in the Bawku Technical Institute. Majority of the respondents indicated that, they thinking of leaving the organisation, and seeking other job opportunities elsewhere. It was concluded therefore that the employees had high level of intentions to quit among employees at Bawku Technical Institute.

For the second objective the study sought to assess the nexus between organisational support and employees' intention to quit. It was discovered that, there was a statistically significant moderate negative correlation between work life balance and exit intention. Implying that, the greater the organisational support the

lesser the level of employees' intention to quit and vice versa. It can also be deduced that, the lesser the organisational support the high the level of employees' intention to quit.

The third objective also identified the relationship between family support and employees' intentions to quit. It was revealed that, there was a statistically moderate negative correlation between family support and exit intention of employees implying that, there is inverse association between family support and exit intention of employees. As family support increases employees' intentions to declines and vice versa.

The final objective which addressed the effect of work life balance on employees' intentions to quit at the Bawku Technical Institute revealed a significant effect of work life balance on employees' intention to quit Bawku Technical Institute. Basically, in the study, the dimensions of work life balance adopted did predict employees' intention to quit at the Bawku Technical Institute.

Conclusion

Based on the key findings and implications drawn, the study made the ensuing conclusions.

The study concludes that the employees of the Bawku Technical Institute have high level about employees' intention to quit. The results had been largely supported by previous studies that, under some settings, employees exhibit some intentions to quit the organisation they work for. The implication drawn from the study suggest that when the management of the Bawku Technical Institute feels

their employees have such intentions, appropriate and proactive measures should be carried out to address the issues to win their commitment to the organisation.

The further study concluded that employee who develop intention to quit their job are those who are unable to balance their family and personal life with that of their occupation.

In this it can deduced that both organisational and family supports negatively correlates employees' intention to quit. It could also be inferred that employees' intention to quit is a potent predictor variable for both organisational and family support based on correlation analysis.

Finally, in the fourth objective, a statistically significant negative effect was found between work life balance and employees' intention to quit among at the Bawku Technical Institute. This led to the conclusion that, the elements of work life balance which were considered in the study did predict employees' intentions to quit. Even though there may be other factors that can predict exit intentions as previous studies have established.

Recommendation

Based on the strength of the research findings and conclusions made, the following recommendations are hereby made.

The study recommends that management (GES) introduce leave schedule or a day off for staff in order to have sufficient time to attend to their personal, family and social life and rest. This is because staff work for fifty-six (56) hours a week and that contravenes the labour law of Ghana and the International Labour

Organisation (ILO) convention which Ghana is a signatory. Again, the study recommends the introduction of inter-unit assignment and recreational activities for staff especially on public holidays.

The study also recommends that, measures be taken to reduce the exit intention of the employees in the Bawku Technical Institute. To achieve this work evaluation and constant feedback mechanisms should be put in place to help identify the issues employees face and address them. More so, management (GES) of the Bawku Technical Institute should occasionally hold dialogues with the employees to discuss issues of prominence among the employees, so collaboratively the employees will feel involved and committed.

The study finally recommends that Ghana Education Service through its management should conduct a comprehensive education to enlighten employees on how well to stick a balance between their work and personal life without having the intention to quit their respective organisation. This could be done through broader consultation with employees via seminars, meetings among others.

Suggestion for Further Study

The study was conducted using only two element of work life balance. Further researchers therefore, should explore more factors of work life balance such as “schedule, manager support, and job autonomy” as applied by other researchers to determine the extent of work life balance in a different organisation. Finally, future researchers should also consider a mixed method to investigate a phenomenon like this. This will provide a clearer understanding of the issues on the

ground as the researchers through qualitative studies would uncover the explicit views of the employees on work life balance and employees' intentions to quit.



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APENDIX –I

UNIVERSITY OF CAPE COAST

COLLEGE OF HUMANITIES AND LEGAL STUDIES

SCHOOL OF BUSINESS

DEPARTMENT OF HUMAN RESOURCES MANAGEMENT

Research Questionnaire

I am currently carrying out a study on the topic “*Work Life Balance and Employees’ Intention to Quit at the Bawku Technical Institute in the Bawku Municipality*”. This study is purely an academic work in partial fulfilment for a Masters of Business Administration in Human Resource Management. I would be grateful to you if you could complete the questionnaire for me. Your cooperation is therefore needed in providing the required information as factual as possible. All responses derived from this study will be treated with the utmost confidentiality and used for academic purposes only. Therefore, your name or address is not required. I count on your cooperation.

SECTION A: Demographic Characteristics of the Respondents**1. Gender**

- a). Female [] b). Male []

2. Age

- a). Under 20 [] b). 21-35 []
c). 36-50 [] d). Over 50 []

3. Level of Education

- a). High school graduate [] b). Bachelor Degree []
 c). Postgraduate [] d). HND [] e). Non-formal education

4. Number of years working at the Bawku Technical Institute

- a). 1-5 years [] b). 6 – 10 years []
 c). 11-15years [] d). Over 16 years []

SECTION B. ORGANISATIONAL SUPPORT

Kindly indicate the extent to which you agree with the following statements concerning organisational support at the Bawku Technical Institute in the Bawku Municipality. Use the key 1=strongly disagree; 2=Disagree; 3=Neutral; 4=Agree and 5=strongly Agree. Please rate your level of agreement with each of them by tick (√) in the most appropriate column

SN	QUESTIONS	SD	D	N	A	SA
1	The school cares about my opinions.					
2	The school really cares about my wellbeing.					
3	The school considers my goals and values.					
4	The school helps me when I have problem.					
5	The school would forgive an honest mistake on my part.					

SECTION C. FAMILY SUPPORT

Kindly indicate the extent to which you agree with the following statements concerning the supports you receive from your family. Use the key 1=strongly disagree; 2=Disagree; 3=Neutral; 4=Agree and 5=strongly Agree. Please rate your level of agreement with each of them by tick (√) in the most appropriate column

SN	QUESTIONS	SD	D	N	A	SA
1	My family cares about my opinions.					
2	My family cares really care about my wellbeing.					
3	My family cares consider my goals and values.					
4	My family cares help me when I have problem.					
5	My family cares would forgive an honest mistake on my part.					

SECTION E. INTENTION TO QUIT

Kindly indicate the extent to which you agree with the following statements concerning the perception level of employees towards intentions quitting their job at Bawku Technical Institute. Use the key 1=strongly disagree; 2=Disagree; 3=not sure; 4=Agree and 5=strongly Agree. Please rate your level of agreement with each of them by tick (√) in the most appropriate column.

SN	QUESTION	SD	D	N	A	SA
1	It is likely that I will actively look for a new job this year					
2	I often think about quitting my present job					
3	I will probably look for a new job next year					
4	I am probably going to be working for another company next year					
5	I do not think I will spend my entire working life with this					

THANK YOU FOR YOUR TIME, GOD BLESS YOU FOR YOUR TIME

