

UNIVERSITY OF CAPE COAST



WORK LIFE BALANCE POLICIES AND PERFORMANCE OF SENIOR
MEMBERS AT UNIVERSITY OF CAPE COAST

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MEMBERS AT UNIVERSITY OF CAPE COAST

BY
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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 Fulfillment of the requirements for the award of Master of Business Administration degree in Human Resource Management

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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:

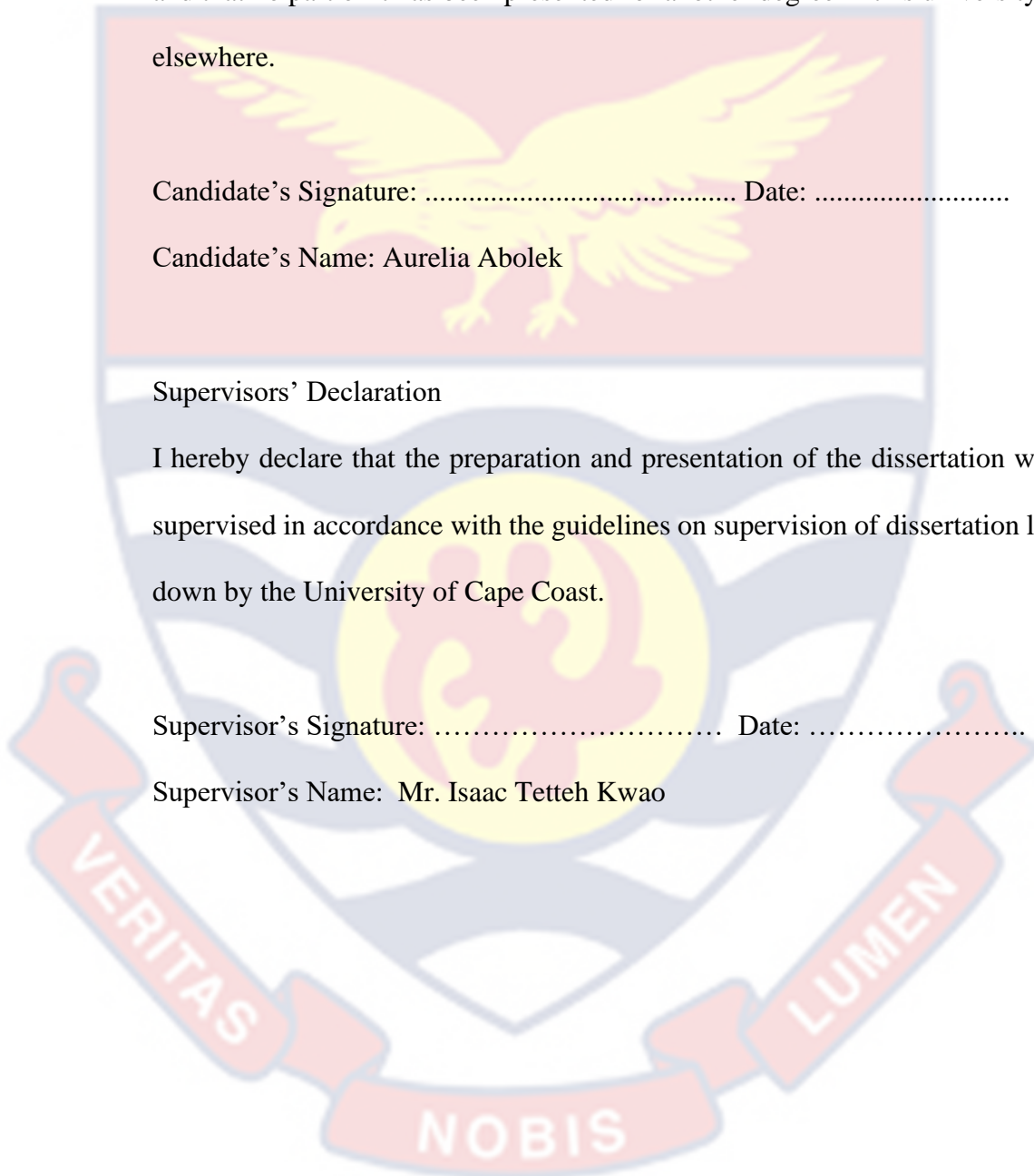
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Supervisors' Declaration

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

Supervisor's Signature: Date:

Supervisor's Name: Mr. Isaac Tetteh Kwao



ABSTRACT

The study assessed the influence of work-life balance policies on senior members performance at the University of Cape Coast, Ghana. The survey and quantitative research methods were used to collect data from 287 respondents using the stratified and simple random sampling techniques respectively. Data collected were processed using the Statistical Package for Social Sciences (SPSS version 26) to develop percentages, frequencies as well as regression analysis to establish the relationship among the variables. The study found that there was a positive and statistically significant relationship between leave policies, flexible work arrangements, and performance of senior members of the University of Cape Coast. However, there was a negative and no statistically significant relationship between welfare policies and employees' performance. It was recommended that organisations, should implement suitable work-life balance policies to augment their operations since effective work-life balance practices provides enormous benefits and improves employees' performance. Further research is suggested to help improve upon literature on the topic in the Ghanaian context and also to investigate other work-life balance practices that have the potential to have great influence on employees' performance.

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DEDICATION

To my family for the support and encouragement.



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1 Conceptual Framework

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LIST OF ABBREVIATIONS

FWA	Flexible Work Arrangements
LP	Leave Policies
P	Performance
WP	Welfare Policies



CHAPTER ONE

INTRODUCTION

The two most significant aspect of a worker's life are work and home (Chung & Van der Lippe, 2020). While some scholars contend that people acknowledge themselves over work and can accomplish the actual pinnacle of their picked calling, a really comprehensive self-realization would nonetheless, consolidate both their work and life (family, individual life, local area administration). The individual doesn't forfeit his/her life in return for work where an individual is appropriately working in an association. All things being equal, he/she endeavors to keep up with congruity among them and this harmony is fundamental for a solid life (Chung & Van der Lippe, 2020).

Background to the Study

Since the 1960s, many academics have been interested in the concept of work-life balance, which stems from the need for employees to achieve a balance between their professional and personal lives (Khaled, 2019). The study of Susana and Ramon (2013) has revealed that workers want to find a balance between work and family life in order to achieve happiness, reduce stress, and achieve fulfillment in their lives. In recent times, some organisations and human resource practitioners have rediscovered this value and, as a result, have implemented structures and policies that allow employees to achieve more balance between work and family life (Jaharuddin & Zainol, 2019).

From a broader viewpoint by Eagle-Hill Consulting (2014), they see work-life balance as a harmonious integration of a worker's personal and

professional duties, and therefore the worker's capacity to balance home and work life in the long run. Employees with a good work-life balance have the most freedom and autonomy over their professional and personal lives. According to Song and Lin (2020 pp 23), work-life balance is “a condition of equilibrium within which the strains of both a person's employment and private life are equal.”

Singh (2014) appears to have a lot of information about work-life balance. Singh (2014) broadens the notion of work-life balance to include activities such as hobbies, fitness, caring for others in addition to family members, and community service, among other things. In addition, the scope and description of one aspect of work-life balance that centers on family have been expanded to include shared parenting, extended families, socializing, and a variety of social support networks and communities (Singh, 2014). It will be clear from the higher definitions that the notion of work-life balance is considerably more than a simple balance between work and family life.

Empirical evidence on work-life balance from throughout the world has proven the value of the construct to employees, their organisations, and their families. According to Song and Lin (2020), a healthy work-life balance can help employees manage stress and increase productivity. Sadly, according to Denson et al. (2018), seventy percent of 1500 employees interviewed said they don't have a good balance between their personal and professional lives. According to a survey conducted by Eagle-Hill Consulting (2014) across sectors, employment duration, and age groups, sixty-four percent of employees

feel that work-life balance is the most important problem when it comes to job satisfaction and pleasure. Work-life balance ranks ahead of job security (59%), compensation (54%), responsibility, autonomy, and independence (46%), company culture and values (44%), skilled development and career growth (42%), feedback and recognition (31%), and communications and relationship building (31%) in the Eagle-Hill Consulting study (30%).

The evidence on the significance of work-life balance demonstrates the profound effects the construct has on job engagement, productivity, and performance in general. One of the conclusions that can be made from the data from Eagle-Hill Consulting's (2014) study is that poor work-life balance will have an impact on their job engagement and performance in the long run. Similarly, when employees believe that their lifestyles and family issues are respected, "they appear to have a lot more interaction in their work." Furthermore, a survey conducted by Eagle-Hill Consulting (2014) revealed that employees across industries (up to 67.1%) cited poor work-life balance as one of the most compelling reasons for leaving their current jobs, citing lower pay (66.8%), no job security (55.3%), no career advancement (42.7%), diminished responsibility (37.3%), and no internal networking (30.9%). These evidences clearly show that work-life balance is critical in determining employee engagement. It is thus up to human resource professionals to design work

structures in such a way that employees may have more control and flexibility over their work and personal lives.

In order to provide happy employees, companies establish work rules and structures to cede greater freedom, management, and labor autonomy to employees, according to Mendis and Weerakkody (2014). To put it another way, one of the most important reasons why companies value work-life balance is that it allows them to develop happy employees who are more likely to invest more energy and more effort in the performance of their duties. In their research, Song and Lin (2020) discovered that components of work-life balance that make employees happy include ensuring corporate values that allow employees to work from home, or allowing employees sufficient time to engage with their families while not avoiding their job obligations.

In their study, Kanthisree and Sarada (2013) found that there is an immediate correlation between work-life and employee happiness. This implies that a happy work environment fosters employee happiness, whereas a poor work environment fosters employee resentment. Vacation allowances, maternity leave, paternity leave, staff support programs, flexi-time, home-based work, and child-care referrals are among the efforts implemented into the workplace to make employees happy and achieve a balance between personal and professional lives (Kanthisree & Sarada, 2013).

While it is critical for employees and employers to understand work-life balance, it is also critical to understand the link between work-life balance and employee performance. Furthermore, while it has been proven in the preceding

paragraphs that work-life balance makes employees happy, it is unknown whether or not employee happiness leads to greater worker performance. As a result, although the relationship between work-life balance and worker performance is investigated in this study, the link between employee happiness and worker performance is also investigated. Staff performance will be evaluated both objectively and subjectively (Mendis & Weerakkody, 2014).

Regardless of how worker performance is measured, Singh (2013) believes that worker performance is the result of a complex interaction of variables that impact the output of a coworker. In this regard, worker performance will be measured in terms of timing, speed of job completion, potency of tasks done, quality of service delivery, and therefore the capacity to meet deadlines, among other things, particularly in commission organisations such as higher institutions (Singh, 2013).

From a theoretical standpoint, Maslow's Theory of Wants provides a wide foundation argument for the relationship between work-life balance, happiness, and employee performance (Osemeke & Adegboyega, 2017). Physiological wants are at the heart of Maslow's theory of wants, followed by safety wants, social wants, esteem wants, and self-actualisation wants. Essentially, physiological and therefore safety needs place a greater emphasis on the need to have a professional life, whereas social needs place a greater emphasis on the need to have a family and community life. At the pinnacle, although employee satisfaction boosts their self-esteem, a work-life balance that

includes family life makes a worker fulfilled, which helps them achieve their self-actualization goals.

The study looks at the relationship between work-life balance and employee performance at the university level. The major target is the University of Cape Coast, where it's believed that employees perceive it to be a difficult working environment (Siakwa, 2014). Senior Members of the University of Cape Coast have the heightened job duty of attending to students' academic needs, administering university management, and therefore the responsibility of finding finances and business enterprise articles, among other things, in a similar challenging environment. These activities are demanding and time consuming in nature, which raises concerns about the work-life balance and satisfaction of senior employees of the organisation. As a result, the study emphasizes the need of examining the work-life balance and performance of senior members of the University of Cape Coast. This research will have implications for the Republic of Ghana's educational communities, senior members of the University of Cape Coast and their families, University employees in general, and the research community at large.

Statement of the Problem

An extensive study has been conducted on work-life balance and employee performance (Roberts, Vincent, Ferguson, Reynolds & Jay, 2019, Roberts, Vincent, Ferguson, Reynolds & Jay, 2019; Haider, Jabeen & Ahmad, 2018; Govender, Mbachu, Uguru & Molyneux, 2019). For instance, Roberts, Vincent, Ferguson, Reynolds and Jay (2019) studied in telecommunication in

Australia et al (2018) conducted theirs in the manufacturing sector in Malaysia, Haider, Jabeen and Ahmad (2018) in the financial sector in Pakistan, and Agha, Azmi and Irfan (2017) in the education sector in Oman. There are fewer studies focused on the subject in the context of health care which are also in the western world. As a result of differences in policies, environment, geographical area and size, varying findings may emerge and this may be misleading to apply their recommendation in the study unit. Further, the results of some of these studies are conflicting. Roberts, Vincent, Ferguson, Reynolds and Jay (2019), Haider, Jabeen & Ahmad, 2018) had a positive relationship. On the other hand, Govender et al (2019) and Ugwu et al (2017) had a no relationship between the two variables owing to early stage of implementing work life balance programmes.

While most employees believe that striking a balance between work and personal, family, and community life is important, it is also typical for employees to demand more flexibility and control over the job they do (Mousa, 2018). Siakwa's (2014) research uncovered a number of fascinating facts on the University of Cape Coast's Senior Members. In his research, senior members were discovered to have sleeping problems and to constantly feel impotent in the face of the pressures imposed on them to meet their job objectives. Through the lens of difficulties from the fronts of social connections, there was a lot of proof of work-life imbalances among the senior members (Siakwa, 2014). This causes people to be estranged from their family and friends, and they have less

time to rest and socialize. Resulting in demoralization and shirk of obligations in order to maintain a sense of balance in their work and personal life.

Relatedly, these has the tendency of impacting the performance of senior members of the University. According to the Maslow Theory of Needs, senior members' job demands and work-imbalances will have a significant impact on their pursuit of social wants. Due to their focus on work, senior members are obliged to compromise family interests in order to satisfy the needs of their employers. The lack of time for socialization, family work, and caring for senior members' homes may be a major source of strain and stress, with the potential to destabilize senior members' main focus. Senior members' morale and dedication to work suffer as a result of their unstable minds, and as a result, productivity and, as a result, performance is harmed. Empirically, there are no analysis in the extant literature that assessed the amount of work-life balance and therefore satisfaction among senior members at the university level in African countries. Second, no research has looked at the influence of work-life balance on senior members' performance at the university level. It is against this background of unexplored gaps and inconsistent research findings that the present study is carried out to assess the connection between work-life balance, happiness, and senior members' performance at the University of Cape Coast.

Purpose of the Study

The purpose of the study was primarily to assess influence of work life balance policies on the performance of senior members of the University of Cape Coast.

Research Objectives

Specifically, the study sought to achieve the following objectives;

1. To identify the work-life balance policies at the University of Cape Coast
2. To assess the level of work-life balance of senior members of the University of Cape Coast
3. To examine the effect of work-life balance policies on the performance of Senior Members at the University of Cape Coast.

Research Questions

This research sought to answer the following research questions.

1. What are the work-life balance policies at the University of Cape Coast?
2. What is the level of work-life balance of senior members of the University of Cape Coast?
3. What are the effects of work-life balance policies on the performance of Senior members at the University of Cape Coast?

Significance of the Study

Theoretically, this research adds to the growing body of knowledge on work-life balance and employee performance. In terms of application, the study adds to the literature on the link between work-life balance policies and performance, particularly in higher education institutions in Ghana. Despite the fact that numerous academics have demonstrated a correlation between work-life balance policies and employee performance (Adnan, 2019; Wolor et al.,

2020; Haider et al.,2018), no studies have actually connected these factors. As a result, this research can assist in determining whether the claimed link is real and true in Ghanaian universities. Again, the findings of this study might serve as a guidance to organisations through appropriate design and implementation, demonstrating that implementing excellent work-life balance policies would undoubtedly enhance performance.

Delimitation

The study is conducted within the framework of assessing the influence of work life balance policies on the performance of senior members of the University of Cape Coast. Data analysis was done through Statistical Package for Social Sciences and in addressing the specific study objective a descriptive research design coupled with inferential statistics was employed. Again, a structured questionnaire was used to collect the primary data from the unit of analysis. Given this, the result cannot be generalized to all other employees of commercial banks throughout Ghana, but the findings could be used to influence policy decisions. The study was limited to little flexibility on the part of the respondents since structured questionnaires were used to gather primary data from target respondents.

Limitations

The researcher encountered some hindrances in carrying out the study. The first limitation had to do with getting information and assistance from the participants took a rather long time due to the long and complex laid down procedures the researcher had to go through. The work was so involving that

the researcher needed to visit the various branches a couple of times to abreast herself with the operations of the banks. Another constraint that was encountered during the project was that some of the employees were unwilling to divulge information pertaining to their personal life and work demands thinking the information given out might be used for audit purposes against them.

Organisation of the Study

The study is grouped into five chapters. The first chapter introduces the study by discussing the background to the study, problem statement, research objectives, research questions, and significance of the study. Chapter two focuses on the reviews of various literatures. In this way, the works of various authors related to the study are examined. Chapter two is sub divided into theoretical, conceptual and empirical literature review. Chapter three presents the research methods. Here, the research design, study area, study population and the sampling procedures used to select respondents from the population are discussed. Chapter four presents and discusses the findings of the study. The final chapter summarizes, concludes and makes recommendations to stakeholders.

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 existing literature. Subsequently, the purpose of the study was declared, and four objectives were set to give the study direction. Based on the stated research objectives, research questions were articulated. The significance of the study was later presented, followed by delimitations of the study, and organisation of the study.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter examines prior research on work-life balance and employee success. The chapter aids in critically assessing the shortcomings and merits of prior research on the link between work-life balance policies and employee performance. The chapter is divided into three sections: theoretical, conceptual, and empirical. These sub-themes aided in determining what others had stated on the subject, real works done on the subject, and numerous notions linked to work-life balance policies and employee performance.

Theoretical Review

Several theories have been advanced to explain the nexus between work-life balance policies and employee performance. However, upon reviewing a handful of theories the study settled with the Abraham Maslow's hierarchy of needs Theory as the theoretical footings of the study. The theory is reviewed thoroughly and connected to the chosen variables and the context of the study. The ensuing section elaborates the Abraham Maslow's hierarchy of needs Theory in details.

Abraham Maslow's Theory

Maslow's hierarchy of needs consists of five levels of human wants that enable a person to feel satisfied. It is frequently used in the workplace to discover how to more effectively encourage people and ensure their

requirements are addressed (Navy, 2020). Understanding this psychological notion can assist in determining whether employees' needs are being fulfilled at work and how the requirements of employees may be better satisfied (Hopper, 2020). In this hierarchy, physiological requirements refer to the most basic human needs (Navy, 2020). Employees must have access to essential services and opportunities while at work in order to feel that their most basic needs are being satisfied. They must have access to a bathroom, a source of drinking water, breaks to consume meals and snacks, and a pleasant working atmosphere. When it comes to the job, one of the physiological demands is a consistent income to sustain oneself and pay for things like housing, food, electricity, and other necessities.

Another critical necessity that might influence employees' total job happiness is safety (Navy, 2020). It is reasonable for employees to be concerned about their own safety and that of their loved ones. For example, one objective an employee may be to provide a safe living environment for his/her family, so employees work hard to meet that demand. It's also crucial to know that physical safety is appreciated and emphasized at work (Perry et al., 2021). The love and belonging level of Maslow's hierarchy differs differently in the job from other aspects of life. If employees don't feel like they belong to the organisation, they may be less engaged at work and less motivated to achieve (Navy, 2020). Esteem is the notion that you are contributing to a greater cause and that your efforts are being appreciated (Hopper, 2020). It's crucial that employees feel like they are developing, improving, and producing outcomes at work, and that

people around them notice (Hopper, 2020). Employees are more likely to succeed if they believe in themselves and their skills and receive positive comments and support (Hopper, 2020).

Maslow's hierarchy of needs concludes with self-actualization, which corresponds to maximising an individual's potential at work. A person eventually wants to believe that they are doing their best in their position, which motivates them to continue on their career path and achieve (Navy, 2020). Employees that are self-actualized feel powerful and trustworthy, which promotes growth and engagement (McLeod, 2007).

Conceptual Review

This section of the study revised relevant literature on work life balance policies, and employee performance. Some of the concepts reviewed include the welfare policies. The researcher proceeded with a review of the concept of employee performance. This was followed by a review of extant literature regarding the influence of work life balance policies on employee job performance. A detailed explanation of the concepts is captured in the ensuing paragraphs.

Work-Life Balance

The term "work-life balance" is frequently used to describe policies that were formerly referred to as "family friendly," but have now been expanded beyond that scope (Caroline & Kanyanjua, 2019). Several scholars have used various parameters to define the phrase work-life balance (Poulose & Sudarsan, 2017). Initially, work-life balance was thought to relate to the conflict between

work and family and work-family enhancement (Chang et al., 2017). (Gopalan et al., 2018). Work life balance, according to El-Kot, Leat, and Fahmy (2021), is the absence of work-family conflict or the intensity or frequency with which family interferes with work and work interferes with family. Work-life balance, according to Kasau (2017), is the degree to which an individual's enjoyment and success in work and family domain duties are effectively aligned with the individual's life priorities.

Work-life balance, according to Grzywacz and Carlson (Jaga & Guetterman, 2021), is the achievement of role-related expectations that are negotiated and shared between a person and his or her role-related partners in the work and family domains. As a result of corporate competitiveness and economic instability, employees devote more time to their jobs. As a result, other critical topics such as parenting suffer, and staff burnout is on the rise, particularly in large firms (Chungo & Anyieni, 2019). However, many businesses are progressively recognizing the importance of work-life balance and its impact on employee performance, as well as the problem of recruiting and maintaining top talent (Kasau, 2017). As a result, HR managers must establish rules that resolve the work-life conflict, therefore inspiring workers (Chen et al., 2018). Leave policies, flexible working arrangements, welfare policies, and family obligations are all standard work-life balance policies that HR managers should design (Kasau, 2017). Employees can take a variety of absences within the terms of the company's leave policy.

Welfare Policies

Employee welfare policies encompass all of the employer's operations aimed at providing employees with particular benefits (Waititu et al., 2017). According to Singh and Maini (2020), the degree of employee welfare provided by the company to meet their needs determines the quality of work life. Common welfare policies include free medical treatment, appropriate training, social clubs, canteens, sports facilities, operating sick club and savings well fare schemes, supervising staff and works, providing advice on personal issues and legal aid arrangements, and making loans, particularly to those in need. It also includes leave grants and staff pension funds, as well as extending aid to a transferred employee and assisting in any way that would make the employees feel comfortable working in the firm (Ruslani, et al., 2018).

Flexible working arrangements

Over the last six decades, the workplace demography has shifted, with more women entering the profession and taking on increasing responsibilities (Adisa & Gbadamosi, 2021). As a result, most families had to learn to strike a balance between work and social life. FWAs are schedules such as telecommuting, flextime, part-time jobs, job-sharing, and reduced work week, according to Erwin, Rahmat, Angga, and Semerdanta (2019). The demand for FWAs has been forced by technological innovation, market instability, increasing competitiveness, changing family demographics characterized by increased women engaged in formal employment, single-parent households, and guardians caring for the elderly (Ruhle & Süß, 2019).

Flexible working arrangements (FWAs) have gained traction throughout the world as a means of decreasing work-life conflict (Huckle, 2019). Working overtime, a shorter work week, flextime, telecommuting, and job-sharing are examples of FWAs (Abdallah & Abdallah, 2020). Flexi time is a work schedule that allows employees to choose when they start and finish their daily tasks. This is intended to allow employees to meet personal obligations and respond to both unanticipated and predictable conditions, as well as decrease travel time by starting work before or after peak hours (Ongaki, 2019).

Telecommuting is a work arrangement in which employees complete some of their job from home without necessarily reporting to the office (Ongaki, 2019). Employees benefit from this FWA because they may plan their tasks around their family and personal needs, which minimizes work-related expenditures such as travel and commute time, as well as working in a less stressful setting without disturbance (Lee & Sirgy, 2019). This method also accommodates employees who are unable to leave their homes owing to impairments (Ugargol & Patrick, 2018). However, Ongaki (2019) discovered that three types of employees are more likely to use telecommuting: female employees, married employees, and employees with children. According to the family and work institute, the incidence of telecommuting has increased dramatically over the previous decade. While just 34% of the organisations polled permitted telecommuting in 2005, 67% provided the same option in 2015. (Patel & Alfaro, 2020).

Part-time work is another flexible work option that is prevalent in various European countries (Boeri et al., 2020). In the Netherlands, for example, more than 70% of female employees work part-time (Humbert & Hubert, 2021). Working part time increases employee happiness in addition to allowing employees with health concerns or those with little free time, such as students, to participate in the labor market (Uddin, 2021). According to a study on European Working Conditions, 85 percent of employees who work part-time for less than 30 hours a week have no trouble balancing work and personal obligations (Mensah & Adjei, 2020). Furthermore, part-time employees had the lowest rates of health concerns. As a result, working part-time is a wonderful way to balance work and family life (Mohan, 2018).

Another sort of FWA is job sharing, which allows two or more people to work together to complete a single full-time role with shared working hours and responsibilities (Kotey & Wark, 2020). When a part-time arrangement is not possible, this is the best option. Job sharing, like part-time agreements, is a wonderful way to balance work and family life (Wiradendi, 2020). This research will concentrate on three WLB policies: leave policies, FWA policies, and welfare policies. The study will focus on yearly leave, parental leave, medical leave, and study leaves under Leave policies. The researcher will concentrate on Flextime, Telework, Job-sharing, and Telecommuting in terms of FWA. Staff counseling, free health programs, paid holidays, and employee training are among the welfare initiatives under consideration.

Although FWAs have not been widely embraced, Iarnien, Vienaindien, and Adamonien (2018) observed that businesses are increasingly offering their employees considerable levels of independence and FWAs to govern and control when and where they work from. FWAs are projected to attract highly skilled workers. Despite the availability of FWAs, it is not assured that workers would utilize them; rather, their adoption and utilization vary depending on a variety of criteria such as career desire, age, and management control (Iarnien, Vienaindien, & Adamonien, 2018).

Leave Policy

Obiageli, Uzochukwu, and Ngozi (2015) defined leave as the number of days or hours that an entity's employees are permitted to be away from their work without penalty. Most organisations have leave policies such as study leave, Paid Family Leave, carer's leave, medical leave, sick leave, parental leave, and yearly leave. A leave is a period of time during which workers of an organisation are permitted to be absent from their tasks without facing repercussions (Chung, 2020). Employees on leave are paid their full wage, but they must provide reasons for their absence (Abiola, Adeosun, & Awe, 2018). The time off duties during their leave allows them to de-stress from work, allowing them to strike a balance between their family and professional obligations (Chung, 2020).

Leave policies might include a variety of different sorts of leaves. They include annual leave, which is a formal paid vacation that an employee is entitled to after a term of qualifying service for the purpose of pleasure

(Obiageli, Uzochukwu, & Ngozi, 2015). Parental leave, which is an official permission granted to an employee with child caregiving responsibilities during the course of employment; Care's leave, which is granted to someone who has a sick or injured immediate family member; and paid family and medical leave, which is granted to an employee to attend to personal health or dependent care challenges (Osibanjo, Akinbode, Falola, & Oludayo, 2015). Other types of leaves include study leaves and ill leaves (Osibanjo, Akinbode, Falola, & Oludayo, 2015).

Employee Performance

Employee performance is critical in a company since it is a significant variable in accomplishing organisational goals and objectives (Alromaihi et al., 2017). As a result, corporations investigate numerous methods of motivating their staff. Every policy in a business should aim to improve employee performance (Oludayo et al., 2018). This is due to the fact that in order for an organisation to stay competitive, it must enhance and monitor the performance of its staff; failing to do so exposes the business to a number of obstacles that impede organisational success (Obiageli, Uzochukwu, & Ngozi, 2015).

A survey of 732 organisations in Germany, France, the United States, and the United Kingdom discovered that the concepts of work-life balance were related to employee performance (Noda, 2020). However, the study also revealed a mismatch between work-life habits and excellent company performance (Orel, 2019). According to Fletcher (2019), the perceived care and value linked to employees creates a casual chain of procedures that activates

employee performance from the intended Human Resource Practices to real practice.

According to Amarakoon, Weerawardena, and Verreyne (2018), in today's dynamic working environment, HR managers have engaged in a variety of behaviors aimed at improving employee performance at all levels, whether group, individual, or organisational. Organisations compete to hire and keep the best personnel in the market, which creates a competitive work environment. As a result, in order to gain a competitive edge, firms must evaluate their human resources and assure their contentment (Amarakoon et al., 2018). This is because, as Hadi (2021) pointed out, solid human resource practices are strongly linked to efficiency and effectiveness, both of which contribute to improved production. Work-life balance (WLB) is vital in building a performance culture in terms of growth, customer service, productivity, quality, and eventual contribution to shareholder value, according to Kasau (2017). WLB initiatives, according to Caleb, Ogwuche, and Howell (2020), boost employee effort and foster a favorable connection that motivates people to strive toward company goals.

Empirical Review

This section of the study reviewed extant literature on work-life balance policies and employee performance. The review took into consideration the methodological approach, the analytical tools, and software employed as well as the findings that emerged and the conclusion drawn from each study. The researcher carried out the empirical review to enable her to identify relevant

gaps in the literature and as well inform the selection of an appropriate methodological approach that best suit the present study. Also, the empirical review enables the researcher to validate (confirms or disaffirm) the findings of the study concerning the available scholarships on the theme. The researcher orders the review from the most recent to the least recent in a sequential manner as it ensues.

Welfare Policies and Employee Performance

Several firms have implemented employee welfare initiatives to improve staff performance (Agnew et al., 2019). According to a study on the impact of employee wellbeing and performance conducted by Lagat et al (2014), employee welfare has a beneficial influence on employee performance. The findings also revealed that, in descending order of significance, maternity, pension, housing, and medical plans are some of the employee welfare advantages that improve employees' performance. However, the survey found that, among other employee welfare measures, the provision of recreational facilities received the least attention (Lagat et al., 2014).

According to Armstrong (2020), welfare measures may not increase employee productivity, but they can assist to prevent a drop. He also believes that employee welfare programs build loyalty and inspire employees. Research done at ECO Bank, Kenya, by Kamau et al., (2013) discovered that the existence of employee support programs has an influence on individual workers, which translates to employee performance. The health programs assisted in keeping the workforce healthy, allowing them to contribute to the organisation's goals at

all times, with 61.7% agreeing and 31.9% strongly agreeing that the health programs-maintained employees contributing at work.

Furthermore, the welfare program boosted employee attendance rates; 46.9% strongly agreed, while 48.9% agreed that the welfare regulations enhanced attendance rates. This correlates to increased employee productivity, indicating that welfare programs have a favorable impact on employee performance (Kamau et al., 2013). They observed that the presence of employee welfare policies allows employees to deal with challenges without jeopardizing their productivity in the firm (Kamau et al., 2013).

Research on worker welfare and productivity done by Ipole (2018) at Patani local government council in Delta State Nigeria revealed that, despite awareness of the welfare regulations, they are mainly ignored in the local government council. According to the findings of the study, there was no staff wellbeing. Chepkoech and Bula (2021) utilized a cross-sectional study methodology to investigate the impact of human resource work, family support services, and Kenyan commercial bank performance. According to the study's findings, there is a good relationship between HR work family support services and employee performance. Based on these empirical evidences, this present study intends to analyze the influence of welfare policies on the performance of employees of the Kitui County government's ministry of finance and economic planning.

Flexible Working Arrangements and Employee Performance

Empirical investigations conducted by Szierbowski-Seibel (2018), Akter et al. (2018), and others found that certain flexible options result in favorable outcomes while others result in negative consequences. FWAs, according to Ozkeser (2019), are associated to job satisfaction, which leads to employee performance. According to Ma et al. (2019), FWAs have an impact on employee mobility because they must rearrange their daily tasks while harmonizing the two domains of their work, personal needs, family necessities, and organisational expectations. Continuous scheduling and rescheduling of day-to-day activities, on the other hand, may reduce employee productive hours, reducing productivity. According to Chung and Van der Lippe (2020), the strategies utilized to create an organisation's work flexibility to reduce the frequency of time conflicts for employees may have an impact on employee performance.

Empirical research yielded conflicting results when it comes to whether Flexible Working Arrangements are related to employee performance. Noda (2020) discovered that FWAs are not directly associated to organisational performance, whereas De Menezes and Kelliher (2011) discovered a positive association between FWAs and individual employee performance. There was no association between FWAs and individual employee performance, according to 69 percent of respondents, while 31 percent said there was. Working from home has been shown to improve employee performance since it saves money (Menezes and Kelliher, 2011). Furthermore, Menezes and Kelliher (2011)

discovered no causal relationship between flexible and non-flexible working arrangements among workers.

It should be noted that the study only utilized respondents from a single occupation, and the data used came from a single company. As a result, the findings may not be applicable to the complete workforce population. According to a survey done in Australia and the United States by Golden, Henly, and Lambert (2014), 45 percent of employees are unable to influence their working schedule, while just 15 percent believe they can freely select their working flexibility. 43 percent have the option of determining the flexibility of the FWAs within specific restrictions.

Leave Policy and Employee Performance

Obiageli et al., (2015) discovered a substantial association between leave policy and service delivery by workers in their study "Work Life Balance and Employee Performance in Selected Commercial Banks in Lagos State." Service delivery increases following leave grants, according to 19.45 percent of respondents who strongly agreed, and 40.21 percent who agreed. This demonstrates that there is widespread consensus that employee performance can be related to the company's leave policy.

Kamau et al. (2013) evaluated employee performance after taking vacation in research titled "Work lifeBalance Practices on Employee Job Performance at Eco Bank Kenya." According to the survey, 72.3 percent of respondents strongly agreed, while 23.4 percent stated that they felt motivated after taking vacation. This suggests that leave rules have a favorable impact on

employee performance since a motivated employee is a productive worker. The study also found that having a leave policy enhances employee attendance. In this regard, 66.0 percent agreed, while 25.5 percent strongly agreed. The study also found that taking time off from work was beneficial to employees' mental wellbeing. 53.2 percent of employees agreed, with 40.4 percent strongly agreeing that taking time off from work allowed them to perform better in their jobs. Employees were also able to lessen work-related stress and hence increase their performance while on leave (Kamau et al., 2013).

Work-Family Human Resource Bundles and Perceived Organisational Performance, was the subject of a research by Perry-Smith and Blum. The findings demonstrated that enterprises having a broader range of work-family policies, such as leave policies, outperformed the market in terms of market performance, growth, sales, and profit (Chang et al., 2017).

Conceptual Framework

The conceptual framework has dependent and independent variables. The independent variables include work-life balance policies which is made up of welfare policies, flexible working arrangements and leave policies. The dependent variable is employee performance which would be measured on the basis of efficiency in work output. The conceptual framework is illustrated below.

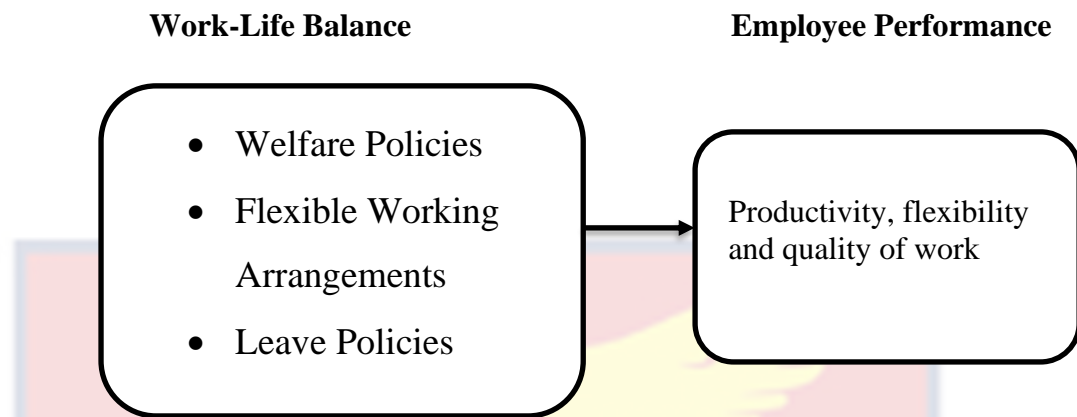


Figure 2.1: Conceptual Framework

Source: Author, 2021

The conceptual framework leads to the conclusion that the University of Cape Coast's senior staff members' productivity, flexibility, and quality of work output are significantly influenced by the three work-life balance factors of welfare policies, flexible work arrangements, and leave policies. As a result, the success of these work-life balance factors determines how well senior members' function. In order to guarantee that these policies are executed properly, the institution's human resource management must also develop flexible policies that will increase the senior members' productivity and efficiency while carrying out their duties.

Chapter Summary

This chapter concentrated on prior research on work-life balance policies and employee performance. The theories that support the research were developed. The conceptual review advocated for the study's numerous principles, while empirical data on the work of other researchers was examined.

The chapter concluded with outlining the conceptual framework's independent and dependent variables.



CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter focuses on the methods and techniques used to acquire empirical data, as well as the justification for using these approaches. This was essential since it is critical to properly detail how data from the field was acquired. This chapter concentrated on the research strategy, research design, company profile and research area, population, sampling size and sampling technique, data collecting procedure, techniques of data analysis, processing, and presentation, and 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 for the study

because of the hypotheses that were tested through the Abraham Maslow's hierarchy of needs Theory.

Research Design

The researcher adopted for this study descriptive research design. The study had a broader purpose of describing the prevalent interpersonal skill, level of employee performance and as well assess the influence of work life balance and its impact on employee performance. The study in part adopted the descriptive survey design because it allowed for the gathering of opinions, beliefs, or perceptions about a current issue from a large group of people (Voegtle, Spaulding & Lodico, 2006). Also, the explanatory aspect was to analyse the effect of work life balance on employee performance. The main thrust of survey design was to collect appropriate data which work as a base for getting results and drawing conclusion.

Akhtar (2016), opines that, in descriptive surveys, the events or conditions either exist or have occurred and the researcher merely selects the relevant variables for the analysis of the relationships and reports the way things are. The research designs were therefore suitable for the study because data was collected through questionnaire, to answer the research questions. In line with the forgoing design, a quantitative research approach was adopted. The current study also demands that the study's result is generalised on the entire population. Tashakkori and Teddlie (2010) averred that quantitative methods are often considered as deductive in nature because inferences from tests of statistical hypotheses result to general inferences about characteristics of a

population. Lincoln, Lynham and Guba (2011) are also of the view that quantitative approach to research is directed towards the development of testable hypothesis and theories which are generalisable across other study settings. The factors raised earlier are the reasons behind the choice of quantitative research approach against the qualitative research approach.

Study Area

The study was conducted across the respective section of the University of Cape Coast using senior members as the unit of analysis. The University of Cape Coast is a public collegiate university located in the historic town of Cape Coast. The campus has a rare seafront and sits on a hill overlooking the wide Atlantic Ocean. The University operates on two campuses: the Southern Campus (Old Site) and the Northern Campus (New Site). Two of the most important historical sites in Ghana, Elmina and Cape Coast Castle, are a few kilometers away from its campus. The University of Cape Coast was established in October 1962 as a university college in response to the country's dire need for highly qualified and skilled manpower in the education sector. Its original mandate was therefore to train graduate teachers for second cycle institutions, teacher training colleges and technical institutions, a mission that the two existing public universities at the time were unequipped to fulfil.

On 1 October 1971, the college attained the status of a full and independent university, with the authority to confer its own degrees, diplomas and certificates by an Act of Parliament. Today, with the expansion of some of its faculties/schools and the diversification of programmes, the university has

the capacity to meet the manpower needs of other ministries and industries in the country, besides that of the Ministry of Education. The university has since added to its functions the training of doctors and health care professionals, business professionals, administrators, legal professionals, and agriculturalists. UCC graduates include Ministers of State, High Commissioners, CEOs, and Members of Parliament. The University of Cape Coast is today organized into six colleges. The present study targeted University of Cape Coast senior members as the unity of analysis.

Population

The population of a study is the entire aggregation of cases that meet a designed set of criteria (Graneheim & Lundman, 2004). According to Ngechu (2004), population is seen as a set of elements, events, people, or group of items under a research-based investigation. Leedy and Ormrod (2010) also postulated that population can be seen as the target group about which the researcher is interested in acquiring information and drawing conclusions. The study's population consists of senior members of the University of Cape Coast. Staffing data from the Directorate of Human Resource University of Cape Coast, the University has total senior membership strength of one thousand and twenty (1020) across the University's faculties (DHRUCC, 2023). As a result, this number constitutes the study's population.

Sample and Sampling Technique

The process or method of selecting a suitable population, or a representative subset of a population, in order to ascertain the parameters or

characteristics of the entire population is referred to as sampling (Malhotra & Birks, 2007). Before sampling, the sample size must be established. The survey was designed with a sample size of 287 employees, and respondents were subsequently made to participate. The sample size determination formula developed by Yamane (1967) was utilized in this investigation. The following is a mathematical representation of the formula:

$$n = \frac{N}{[1+N(e)^2]}$$

$$n = \frac{1020}{[1+1020(0.05)^2]}$$

$$n = \frac{1020}{[1+1020(0.0025)]}$$

$$n = \frac{400}{1+1}$$

$$n = \frac{400}{2}$$

$$\mathbf{n = 287}$$

Where n is the sample size, N denotes the sample frame, and e denotes the margin of error. Yamane (1967) recommended a 5-percentage-point margin of error, which was employed.

This sampling formula was chosen because it allows the researcher to fulfill the sampling criteria for regression analysis in social science research [($n > 50+8$ (number of independent variables) (Pallant, 2005)]. A stratified sampling technique was used to generate a representative of a decent sample, and it is employed in a group of stratified sampling procedures. The stratified sampling technique splits the universe into subpopulations of more homogenous

populations than the entire population (differences between subpopulations are termed strata), and elements from each stratum are chosen to form a sample (in this example, one for each layer) (Ethics & Bala, 2017).

The respondents for the survey were picked using a stratified sample method. This was suitable since the populace was homogenous on the outside but diverse on the inside. Stratified sampling improves the accuracy and representativeness of the results by reducing sample bias. Participants in the research were chosen using a simple random selection approach from the sample frame for each stratum. Each element in the population was assigned a random number, and participants were picked at random using a computer program. Each component in the sample frame has an equal probability of being selected using a basic random sampling approach (Zikmund, Babin, Carr & Griffin, 2009).

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 relied on the use of primary data, to be generated from self-administered questionnaires to the target respondents.

Data Collection Procedure

The study relied on primary data, and questionnaires will be utilized to collect information from senior members of the University of Cape Coast. The research instrument (questionnaire) was divided into four portions, numbered A through D. Section A collected demographic data from respondents, such as gender, age, length of employment, educational and professional qualifications, and the kind of department and college to which the respondent belongs. Section B of the questionnaire contained information on work-life balance; Section C contained information on employee satisfaction; and Section D contained information on employee performance. The research assesses employee performance based on their ability to fulfill deadlines, their degree of punctuality and attendance at work, and the quality of their job output. Work-life balance and employee happiness are the independent factors. Work life

balance is measured from the perspectives of work life – duties and work-related responsibilities, family life – the amount of time employees has to spend with their families, and socialization – the amount of time employees has to spend with their families, friends, and community members.

Employee happiness is assessed via the perspective of employee engagement at work, emotional organisational commitment, and the degree to which employees feel revered and appreciated. The researcher gathered data from respondents between the hours of 8:00 GMT and 16:00 GMT. The researcher urged responders to finish the surveys within two days. Due to the hectic schedules of the senior members of the University of Cape Coast, the field activity in terms of data gathering is expected to be time demanding. Overall, the data collecting operations last for one month (4weeks). The respondents' high literacy level made it simple for them to appreciate the questionnaire's content.

Validity and Reliability of Data

The notion that a particular instrument measures what it promises to measure is referred to as validity (Garcia-Perez et al., 2019). According to Ronkainen and Wiltshire (2021), an account is valid or accurate if it adequately captures those aspects of the phenomena that it is intended to describe, explain, or hypothesize. The method used to choose participants for this study was designed in such a manner that the results obtained were unaffected. As a consequence, the integrity of the data was not affected. To ensure the questionnaire's dependability for respondents, the internal consistency of the

questionnaire items was confirmed using recognized statistical techniques. Reliability refers to the degree of consistency with which an instrument analyzes an attribute.

Data reliability measures the internal consistency of the research instruments. According to Burns and Grove (2003), reliability refers to the degree of consistency with which the instrument measures an attribute. Reliability of the questionnaires will be measured using Cronbach's alpha correlation which ranges from 0 to 1 (Kothari, 2004). A higher alpha coefficient values imply that the scales are more reliable and vice versa. Therefore, the rule of thumb is that acceptable alpha should be at least 0.70 or above (Hall, 2008).

Table 1: Reliability Analysis

Variable	Cronbach's Alpha	Number of Items	Reliability
Performance	0.901	8	Reliable
Leave Policies	0.845	10	Reliable
Flexible Work Arrangements	0.814	7	Reliable
Welfare Policies	0.832	6	Reliable

Source: Field Data (2022)

Data Analysis Technique

In order to identify the findings, the data from the surveys were summarized. Percentages were used to examine the demographic data. Descriptive statistics (measures of central tendency and measures of variance) and regression analysis were used to analyze the data. The researcher used this

data analysis approach to determine the link between work-life balance policies and performance, as well as to discover and characterize additional factors. The use of regression analysis in data analysis is justified since it aids in determining the degree and direction of the linear connection that exists between independent and one or more dependent variables (Valaskova, Kliestik, & Kovacova, 2018). At a 5% alpha level, the hypotheses will be evaluated. $EP = C + B_0(\text{Work-life Balance}) + e$ (1). From the equations, EP represents employee performance, C represents the constant in the models, B_0 represents the coefficients of work-life balance and e represents the error terms.

Ethical Consideration

Bloor and Wood (2006) define "professional ethics" as a profession's willingness to self-regulate its members' behavior in order to protect the public's interests. Research ethics is concerned with carrying out what is ethically and legally proper in research by following to actual conduct standards that distinguish between good and bad, as well as acceptable and undesirable behavior (Parveen, 2017). Because this is just an academic endeavor, the researcher made certain that respondents' replies were kept confidential. The researcher ensured the confidentiality of all participants in the study.

Chapter Summary

In this chapter, the researcher gave not only a description of the methodologies and processes that were used in this study, but also a justification for the use of those approaches and processes. In this section, we summarized the methodology that guided our inquiry. Information about the survey's target

population, sample selection process, data collecting methodology, data gathering procedure, and statistical methods used for analysis were all presented. Findings will be presented in the previous chapter, and the next chapter will provide and discuss the findings of the research.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter focuses on the presentation of the results and the discussions of the findings. The study sought to assess the influence of work-life balance policies on the performance of senior members at the University of Cape Coast. Data was collected using a questionnaire that was distributed to senior members in order to achieve this goal. This chapter examines the data and evaluates the findings in light of the study's aims and research questions. The field data was analyzed using SPSS software version 26.0 in order to make accurate deductions.

Demographic Characteristics of Employees

Before carrying out the main analysis of the study, the demographic characteristics of the respondents comprising gender, age, level of education of Senior members at the University of Cape Coast were presented and discussed. In this analysis descriptive statistics such as frequencies and percentages were employed to analyse the demographic characteristics of the surveyed respondents. The ensuing Table provides details on the demographic characteristics of the respondents

Table 1: Demographic Characteristics of Employees

Variable	Option	Frequency (N)	Percent (%)
Gender	Male	166	57.84
	Female	121	42.16
Age Bracket	36-40	80	27.87
	41-45	68	23.69
	46-50	70	24.39
	51-55	39	13.59
	Above 60	30	10.45
Level of Edu.	Diploma or less	0	0
	Bachelor	24	8.36
	Master	63	21.95
	Doctorate	200	69.69
Total		287	100

Source: Field survey (2022)

Table 2 shows the gender distribution of the participants. The results reveal that males accounted for 57.84 percent of the respondents, while females accounted for 42.16 percent of the respondents. Because there is such a large disparity in numbers between males and females, this finding indicates that the bulk of senior member participants were males. The age distribution of respondents who took part in the survey. The results show that of the total number of participants in this study, 27.87 percent were between the ages of 36 and 23.69 percent were between the ages of 41 and 45, 24.39 percent were

between the ages of 46 and 50, 13.59 percent were between the ages of 51 and 55, and 10.45 percent were above 60 years. As a result of this finding, the majority of the participants in this study were between the ages of 41 and 50, accounting for around 67 percent of the total number of participants in the study. The educational levels of the individuals. The results reveal that 8.36 percent of the total number of respondents in the survey had a Bachelor's degree, 21.95 percent had a Master's degree, and 69.69 percent had a Doctorate degree. As a result of this finding, the majority of respondents in this survey held a Doctorate degree.

Table 3: Variable Coding Scheme for Data Analysis

Variable	Variable Code
Employee Performance	P
Leave Policy	LP
Flexible Work Arrangements	FWA
Welfare Policies	WP

Source: Author, 2022

Work-Life Balance Policies at the University of Cape Coast

Responses from senior members at the University of Cape Coast indicated that the university has a wide range of welfare policies. This includes but not limited to the provision of recreational facilities, providing childcare facilities and nursing homes for senior member's children. It was also found that the university employs some part-time employees to assist members with

their day-to-day activities. Members also attested to enjoying paid maternity/paternity leave period, sick leave and annual leave which gives them some time off work schedules and activities to attend to their personal and family life needs. There is the flexibility of taking a study leave too which allows members to take time- off for study to improve on their personal growth.

This result supports Kasau's (2017) claim that a growing number of organizations are beginning to understand the value of work-life balance, its effect on employee performance, and the difficulty in attracting and retaining top talent. However, it is important to keep in mind that the perception of care and value for workers leads to a loose network of practices that stimulates employee performance from the planned Human Resource Practices to actual practice (Fletcher, 2019). Organizations must thus tightly enforce work-life balance regulations to minimize disparities and breakdowns in work activity. Again, in order to improve employee performance, organizations must implement proper work-life policies that satisfy workers' demands and provide them the freedom to maintain a balance between their job tasks and personal lives.

Level of Work-life Balance of Senior Members

To ascertain the level of work-life balance at the University of Cape Coast, descriptive statistics was employed. Table 3 shows the mean and standard deviation of the work-life balance constructs in the study.

Table 3: Level of Work-life Balance of Senior Members

Construct	N	Mean	Std. Deviation
There is a paid maternity/paternity leave in this Organisation	287	3.73	.833
My institution observes the leave policy in employment agreement	287	3.73	.776
My employer gives me leave to care and support me dependent	287	3.71	.763
Sick leave helps me to take care of my emotional health	287	3.73	.827
Annual leave helps me to reduce work related stress	287	4.07	.642
Study leave allows me to take time- off for study to improve on my personal growth.	287	4.12	.802
My employer usually gives me additional leave to prolong my annual leave.	287	3.64	.936
I usually feel efficient every time I return from a leave	287	4.07	.864
Our leave policy enables me to take care of my personal life while remaining efficient.	287	4.17	.814
I feel motivated to render more services after my leave	287	3.87	.797
I can pool my leave days to enable me adequate time to attend to personal and family matters	287	3.65	1.004
I can work for long hours per week to get a day off	287	3.91	1.135
My duties and responsibilities are co-shared	287	4.11	1.072
I believe the university offers flexible working arrangements	287	4.25	.921

The university employs some part time employee who help us with our work activities.	287	3.99	.640
Sometimes I can work while at home through telecommunication	287	3.79	.985
I can decide the start and finish times for specific tasks assigned	287	4.10	.702
There is adequate provision of recreational facilities in the institution.	287	3.83	1.026
The university arranges for a fully or partly paid holiday from time to time.	287	3.76	1.053
Childcare facilities are available for nursing mother.	287	3.71	1.020
Breastfeeding mothers enjoy flexible working arrangements to take care of their babies.	287	3.73	1.170
Family leaves are given to attend to family issues	287	3.84	1.106
Professional counselling services are available to employees	287	3.63	.893
Valid N (listwise)			

Source: Field survey (2022)

The results revealed a high level of work-life balance policies are being rolled out in the University of Cape Coast. Senior members strongly agreed that the university offers flexible working arrangements (mean of 4.25), the university allows senior members to go on study leave (mean of 4.12), the leave policy enables members to take care of their personal lives while remaining efficient (mean of 4.17), and that duties and responsibilities are co-shared within the institution (mean of 4.11). This finding supports Chung's (2020) argument

that taking time off allows employees to reduce work-related stress, allowing them to maintain a balance between home and professional duties.

The flexibility given to senior members to decide the start and finish times for specific tasks assigned (mean of 4.11) helps employees a lot. The findings of this study are consistent with Ongaki's (2019) research on flexi time, which allows a flexible schedule for employees to choose the start and end periods of their job. According to Ongaki (2019), this flexible work arrangement is meant to allow employees to satisfy personal responsibilities, adapt to both unexpected and predictable events, and reduce travel time by commencing work before or after peak hours. The ability to work from home through telecommunication (mean of 3.79), and provision of recreational facilities in the institution (mean of 3.83) are other notable work-life balance policies being implemented by the University of Cape of Coast. Employees gain from these FWAs, according to Lee and Sirgy (2019), since they can organize their responsibilities around their family and personal obligations, which reduces work-related expenses such as travel and commuting time, as well as working in a less stressful and disturbance-free environment. Breastfeeding mothers also enjoy flexible working arrangements (mean of 3.73) while the university also provides childcare facilities for nursing mothers.

Effect of Work-life Policies on Senior Members Performance

Multiple regression analysis was used to validate and assess the aforementioned components. This was done after checking all of the regression assumptions to make sure none of them had been broken. The multiple

regression analysis approach was chosen because of its capacity to forecast the variables given as well as analyze the proportional impact of each variable (Pallant, 2011). As a result, conventional multiple regression was used, which is considered acceptable when the goal of the research is to better understand the relationship between a dependent variable and independent factors (Pallant, 2011).

Regression analysis was used to evaluate the link between work-life balance policies in the University of Cape Coast and senior members performance. In the model summary, the correlation coefficient (R) in Table 7 is 0.511. As Hair et al. (2010) hypothesized, there is a modest connection between the various constructs. As a result, the constructs' connections are relatively close and can explain the dependent variable. Furthermore, the R Square value of 0.259 indicates that the dimensions of work-life balance policies predict 25.9 percent of the variation in senior members performance at the University of Cape Coast. In other words, the model only accounts for less than half of the variation in performance. This indicates that factors other than the work-life balance variables considered in this study account for 74.1 percent of senior members overall performance

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.511 ^a	.262	.259	.896

a. Predictors: (Constant), WP, LP, FWA

Source: Field survey (2022)

Table 5: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	210.797	3	70.266	87.593	.000 ^b
	Residual	595.220	284	.802		
	Total	806.017	284			

a. Dependent Variable: P
b. Predictors: (Constant), WP, LP, FWA

Source: Field survey (2022)

The F-value for the model was 87.593, with a significant p-value (.000 0.05), according to the ANOVA Table (Table 4). This means that the independent variables, when combined, may accurately predict the dependent variable (Hair et al., 2010).

Table 6: Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.157	.184		6.290	.000
	LP	.273	.045	.206	6.039	.000
	FWA	.440	.042	.419	10.424	.000
	WP	-.028	.038	-.029	-.745	.456

a. Dependent Variable: P

Source: Field survey (2022)

The effect of work-life balance policies on senior members performance was investigated from the results of the respondents using regression analysis. The established multiple linear regression equation was as follows:

$$EP = 1.157 + 0.273X_1 + 440X_2 - 0.028X_3 + e$$

That is, Employee Performance = $1.157 + 0.273LP + 440FWA - 0.028WP + e$

Leave Policy and Performance

The regression coefficient of 0.273 between LP and P suggests that there is a positive relationship between strategic leave policy and performance. The result also shows a P-value of 0.000 significant at 5% significance level. Since the P-value is less than 0.05 or the 5% significance level, it implies that the relationship between leave policy and performance is statistically significant. Based on the results of the regression analysis, there exists a positive and a statistically significant relationship between leave policy and senior members performance. This means that leave policies have a significant impact on the performance of senior members at the University of Cape Coast.

This finding support Kamau et al.'s (2013) conclusion that employees are more motivated after taking time off from work. They suggested that leave policies had a positive influence on employee performance because a motivated employee is a productive worker. Similarly, Perry-Smith and Blum (2000) contended that firms with a larger range of work-family policies, such as leave policies, outperform the market in terms of market performance, growth, sales, and profit. Organisations must thus adopt effective leave policies since they have a considerable beneficial influence on employee performance.

Flexible Work Arrangements and Performance

The regression coefficient of 0.440 between FWA and P suggests that there is a positive relationship between strategic flexible work arrangements and performance. The result also shows a P-value of 0.000 significant at 5% significance level. Since the P-value is less than 0.05 or the 5% significance level, it implies that the relationship between flexible work arrangements and performance is statistically significant. Based on the results of the regression analysis, there exists a positive and a statistically significant relationship between flexible work arrangements and senior members performance. This means that flexible work arrangements have a significant impact on the performance of senior members at the University of Cape Coast. This conclusion lends support to Ozkeser's (2019) research finding and claim that FWAs are related to job satisfaction, which leads to employee performance. Similarly, Ma et al. (2019) discovered that FWAs have an influence on employee mobility since they must reorganize their daily duties while balancing the two domains of their job, personal requirements, family obligations, and organisational expectations.

Welfare Policies and Performance

The relationship between welfare policies and performance was also established using regression analysis. The regression analysis shows a coefficient of -0.028. This indicates a negative relationship welfare policies and operational performance. The regression analysis also showed a P—value of 0.456 at 5% significance level. This indicates that there is no statistically

significant relationship between customer relationship and operational performance since 0.456 is greater than 0.05 or the 5% significant level. From the above results, there is a negative and no statistically significant relationship between welfare policies and performance of senior members of the University of Cape Coast. The results of several other researchers (Agnew et al., 2019; Lagat et al., 2014), who contend that employee welfare has a positive impact on employee performance, are in conflict with this finding. This result, however, is consistent with Armstrong's (2020) argument that welfare policies may not boost employee productivity but may help to stop a decline. Employee welfare initiatives, in the opinion of Armstrong (2020), may increase loyalty and excite workers, but they may not always immediately affect performance.

Chapter Summary

The chapter discussed the results of the study which begun with the demographic characteristics of the respondents followed by the main objectives of the study. In the results, it came to light that the male senior members outweigh their female counterpart across respective sections of the University of Cape Coast of which majority of them too were within their active working years. The study first established that that employees of the University of Cape Coast recognize the existence of work-life balance policies in the institution. Among the work-life balance policies identified were leave policies, flexible working arrangements, and welfare policies. The study results of the multiple regression analysis of the work-life balance variables and employee performance showed that there was a positive and statistically significant

relationship between leave policies, flexible work arrangements and employee performance. The study also found a negative and no statistically significant relationship between welfare policies and employee performance. The succeeding section provides summary of the key finding and draws conclusion appropriate recommendation based on the conclusion and the findings.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The key results and conclusions that can be made from all of the findings provided in Chapter four are summarized in this chapter. It closes with suggestions for stakeholders. The study's main goal was to see how work-life balance policies affected the performance of senior members in the University of Cape Coast. The initial goal was to identify the work-life balance policies in the University of Cape Coast. The second goal was to assess the level of work-life balance of senior members of the University of Cape Coast. Finally, the final goal was to examine the effect of work-life balance policies on the performance of senior members at the University of Cape Coast. The study used primary sources of data to attain this aim, which was made possible by the use of research questionnaires. The information gathered was subjected to statistical analysis so that meaningful conclusions could be drawn. The following is a summary and discussion of the report's conclusions.

Summary

The main objective of the study was to assess the influence of work-life balance policies on the performance of senior members in the University of Cape Coast. To achieve the main objective, the following research questions were asked to guide the study:

1. What are the work-life balance policies at the University of Cape Coast?

2. What is the level of work-life balance of senior members of the University of Cape Coast?
3. What are the effects of work-life balance policies on the performance of Senior members at the University of Cape Coast?

The study utilized a quantitative research approach and a survey methodology. The only research tool utilized to collect primary data for the study was a structured survey questionnaire. A total of 150 questionnaires were returned, with 150 of them being included in the study. To establish a link between the variables, the primary data from the questionnaire was arranged on an interval scale and analyzed using descriptive statistics such as frequencies and percentages, as well as regression analysis. The results were mostly presented via tables and charts with percentage numbers. The results were provided in Chapter 4; however, this chapter summarizes the key findings.

Summary of Key Findings

The first objective of the study was to identify work-life balance policies being implemented in the University of Cape Coast. Results from the findings revealed that employees of the University of Cape Coast recognize the existence of work-life balance policies in the institution. Among the work-life balance policies identified were leave policies, flexible working arrangements, and welfare policies.

The second objective sought to examine the level of work-life balance of senior members of the University of Cape Coast. The study made use of mean and standard deviation to examine the firm's performance. The findings showed

that the University of Cape Coast is implementing work-life balance policies at a high level. Senior staff members overwhelmingly concurred that the university provides flexible work arrangements (mean of 4.25), senior staff members are permitted to take study breaks (mean of 4.12), the leave policy enables staff members to manage their personal lives while still performing their jobs effectively (mean of 4.17), and duties and responsibilities are shared among all staff members within the institution (mean of 4.11).

The third objective of the study was to examine the influence of work-life balance policies performance of senior members. As such the dimensions of work-life balance; leave policies, flexible work arrangements and welfare policies were used as independent variables. Employee performance was used as the dependent variable. The results of the multiple regression analysis of the work-life balance variables and employee performance showed that there was a positive and statistically significant relationship between leave policies, flexible work arrangements and employee performance. The study also found a negative and no statistically significant relationship between welfare policies and employee performance.

Conclusions

In any institution, the performance of its employees is extremely important since it greatly affects how well it performs. Any company is only as good as its people, in reality. The conclusions were as follows in light of the findings.

According to the study, certain forms of leaves are more useful for assessing the welfare of employees. For instance, it appears that yearly leave, study leave, and sick leave are useful, while study leave also provides employees the opportunity to get time to upgrade themselves. Finally, it was discovered that there was a positive correlation between employee performance and leave policies. The study comes to the conclusion that leave policies are significant and have a favourable impact on employees' performance. However, it is important to know that a lack of leave regulations can make workers perform worse.

The performance of employees was found to be favourably connected with flexible work arrangements. This is true despite differences in the degree of flexibility across various career levels. The study's conclusion is that flexible work arrangements motivate employees, which accounts for the positive link.

The study also found that even though key vital welfare services, like qualified counselling services, childcare services, and suitable recreational facilities, which are essential for striking a balance between work and life, have been implemented by the University of Cape Coast, they do not really have a significant influence on the performance of its senior members. It was discovered that there is a negative association between employee performance and welfare policies. As a result, this study draws the conclusion that while effective welfare policies are essential for any business, they have little bearing on workers' productivity. However, its absence could result in decreased performance from staff.

Implications of the study

As stated in Chapter 1, this study has the potential to contribute to future research, practice, and policy.

In terms of research, this study is one of the few studies on work-life balance policies, which adds value to future research. As a result, this study adds to our understanding of work-life balance policies from the perspective of an educational institution, and it may serve as a foundation for future research in the field.

In practice, this research has provided a better understanding of the growing importance of implementing effective work-life balance policies, as well as current staff members and future staff members can benefit from the implementation of effective and sustainable work-life balance policies to improve their performance and enhance the flexibility in carrying out their work duties as well as attending to their personal life.

In terms of policy relevance, this study provides more insight for policy makers with regards to policy discourse on work-life balance policy practices. Influencing firms' internal and external resources to force them to comply with local and international laws concerning work-life balance ethics, as well as putting in place guidelines to ensure that there are laws governing firms' activities to ensure that sustainable work-life policies are always put in place and functioning effectively are but few of the actions that could be considered.

Recommendations

This research has revealed that some work-life balance policies have a significant impact on the performance of employees while others do not. Apart from leave policies and flexible work arrangements which were found to have a positive influence on senior members' performance, welfare policies turned out to have no significant influence on senior members performance.

It is therefore recommended that management of the University of Cape Coast should especially the human resource department should focus on enhancing these policies that influence employees' performance by periodically reviewing them to keep them up to date and to meet the changing needs of employees.

Likewise, a favourable change in employees' citizenship performance was very small. Therefore, it is recommended that management of the University of Cape Coast should strengthened its work life balance practices to enable shares of information, help team mates among other related supports.

Further, it was recommended that management of the University of Cape Coast employees should be sensitized on the effect of work life imbalance as well as strategies in place to curb the negative effect associated with the imbalanced work life such dissatisfaction, turnover intentions, higher attrition rate among others.

Though work life balance practices led to a change in task performance, the magnitude of the change small. Therefore, the study recommends that management of the University enact policies regarding work life balance should

be enhanced by health authorities to cause a significant change in employees' duties. With regards to welfare policies, they may be maintained just to keep employees excited as Armstrong (2020) suggests.

Suggestions for Further Research

To build on the conclusions of this study, more research is needed. Only the University of Cape Coast, a tertiary educational institution in Ghana was studied for the influence of work-life balance policies on employee performance. To confirm the conclusions of this study in the Ghanaian setting, more research in other settings such as the manufacturing industry is required. The study also only looked at the impact of a few specific work-life balance policies on employees' performance. There is a need for other independent variables, particularly other work-life balance variables, to be introduced into the research to determine the amount of relationship with employees' performance.

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APPENDICES**APPENDIX A: QUESTIONNAIRE****UNIVERSITY OF CAPE COAST****COLLEGE OF HUMANITIES AND LEGAL STUDIES****SCHOOL OF BUSINESS****DEPARTMENT OF HUMAN RESOURCE MANAGEMENT****QUESTIONNAIRE**

This questionnaire is for academic purpose. It is designed to find out the influence of work life balance policies on the performance of senior members at University of Cape Coast. Information provided would be treated as highly confidential and used only for the purposes of this study.

INSTRUCTIONS

Please tick (✓) or provide the appropriate response to each question

SECTION A: Demographic and Organisational Characteristics

1. Gender: Male Female
2. Age: 20 – 30 years 31 – 40 41 – 50 51 – 60 Above 60
3. Marital Status: Single Divorced Widowed
4. Number of Children: None 1 2 – 3 4 – 6 Above 6
5. Age of Children: 0 – 5 1 6 – 11 12 – 17 Above 17

6. Highest Educational Level: Diploma Bachelor degree Master Degree
 Doctorate

7. How long have you worked in the University of Cape Coast? Less than 1 year
 1 – 3years 4 – 6years 7 – 9years 10 years and above

SECTION B: LEAVE POLICY

On the scale of one to five chose the most appropriate corresponding answer to each statement provided regarding leave policy of University of Cape Coast.

Where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly

Agree

		SA	A	N	SD	D
1	There is a paid maternity/paternity leave in this Organisation					
2	My institution observes the leave policy in employment agreement					
3	My employer gives me leave to care and support me dependent					
4	Sick leave helps me to take care of my emotional health					
5	Annual leave helps me to reduce work related stress					
6	Study leave allows me to take time- off for study to improve on my personal growth.					

7	My employer usually gives me additional leave to prolong my annual leave.					
8	I usually feel efficient every time I return from a leave					
9	Our leave policy enables me to take care of my personal life while remaining efficient.					
10	I feel motivated to render more services after my leave					

SECTION C: FLEXIBLE WORK ARRANGEMENTS

On the scale of one to five chose the most appropriate corresponding answer to each statement provided regarding flexible work arrangements in the University of Cape Coast. Where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree

		SA	A	N	SD	D
1	I can pool my leave days to enable me adequate time to attend to personal and family matters					
2	I can work for long hours per week to get a day off					
3	My duties and responsibilities are co-shared					
4	I believe the university offers flexible working arrangements					

5	The university employs some part time employee who help us with our work activities.					
6	Sometimes I can work while at home through telecommunication					
7	I can decide the start and finish times for specific tasks assigned					

SECTION D: WELFARE POLICIES

On the Scale of one to five chose the most appropriate corresponding answer to each statement provided regarding welfare policies of University of Cape Coast.

Where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly

Agree

	Welfare policies	SA	A	N	SD	D
1	There is adequate provision of recreational facilities in the institution.					
2	The university arranges for a fully or partly paid holiday from time to time.					
3	Childcare facilities are available for nursing mother.					
4	Breastfeeding mothers enjoy flexible working arrangements to take care of their babies.					

5	Family leaves are given to attend to family issues					
6	Professional counselling services are available to employees					

PART E: PERFORMANCE

On the Scale of one to five chose the most appropriate corresponding answer to each statement provided regarding performance in the University of Cape Coast.

Where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly

Agree

	Performance	SA	A	SD	D
1	My performance is affected by trying to balance work and family responsibilities				
2	Multiple family responsibilities affect my performance				
3	Family responsibilities does not affect my job performance				
4	Leave policies have a positive impact on my performance				
5	Flexible work arrangements influence my productivity				

6	Welfare policies have a positive impact on my performance				
7	Multiple family responsibilities contribute to my absence from work				
8	I find it difficult to manage work and multiple family responsibilities				

Thank You

