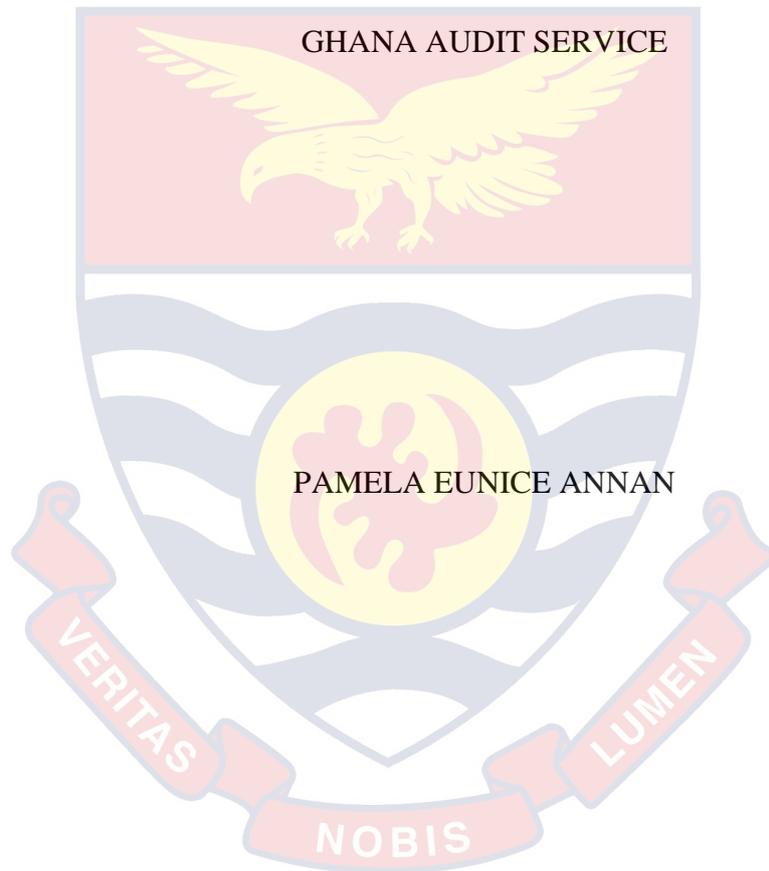


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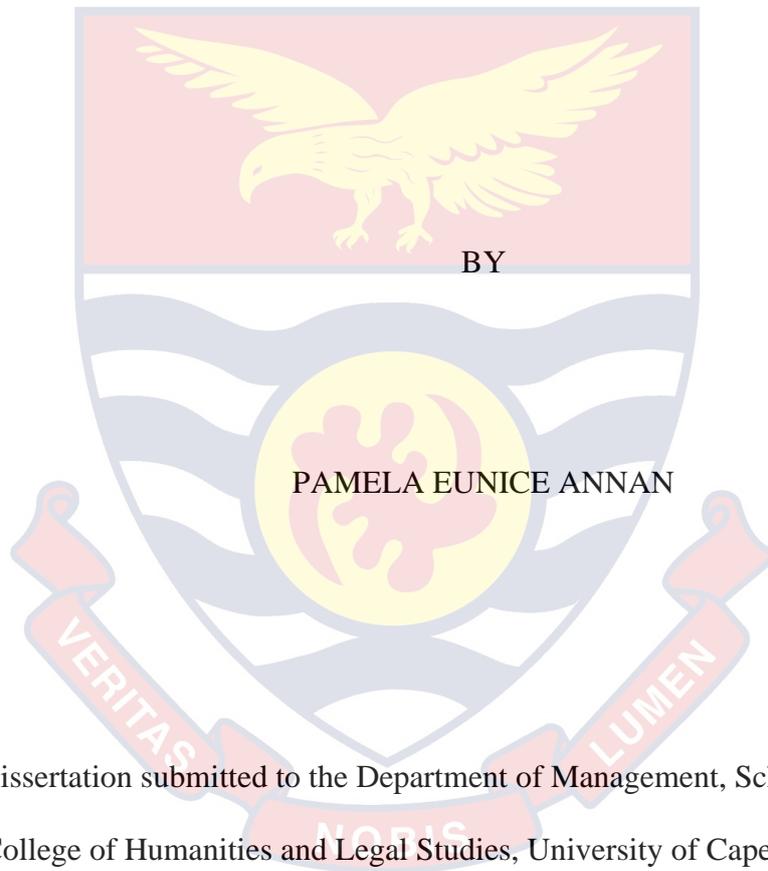
WORK-LIFE BALANCE AND EMPLOYEE PERFORMANCE IN THE



2020

UNIVERSITY OF CAPE COAST

WORK-LIFE BALANCE AND EMPLOYEE PERFORMANCE IN THE  
GHANA AUDIT SERVICE



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

OCTOBER 2020

## 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: .....

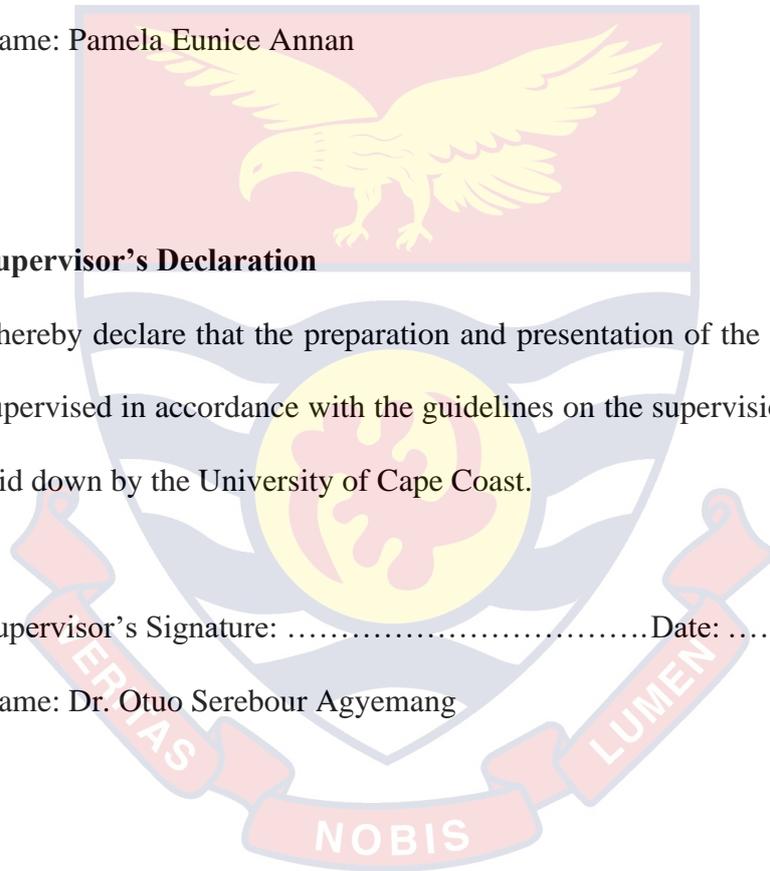
Name: Pamela Eunice Annan

### Supervisor's Declaration

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

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

Name: Dr. Otuo Serebour Agyemang

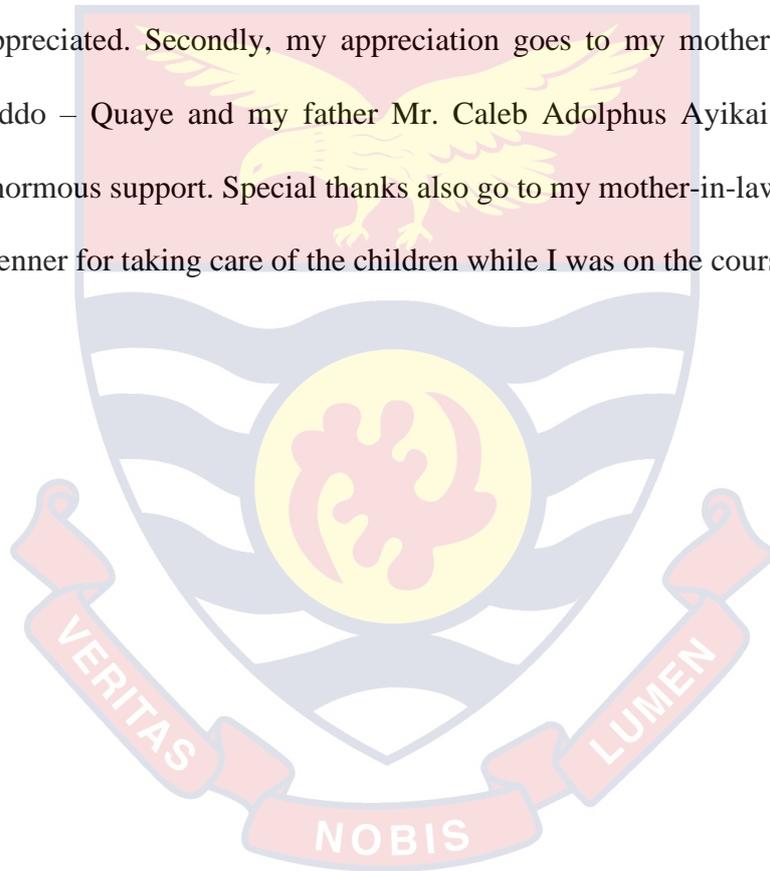


## ABSTRACT

Work-life balance has been known as one of the possible factors that influence employee performance. A drop in performance has been experienced by employees at the Ghana Audit Service, and this could be attributed to labour-life balance. This research, therefore, examined the impact of work-life balance and employee efficiency at the Ghana Audit Service in the Cape Coast Metropolis. The research was also interested in finding the causes of work-life imbalance among audit staff as well as the effect of labour-life balance on employee performance. The investigator assumed the correlational research design and used a planned questionnaire to collect data from 75 employees of the Ghana Audit Service in Cape Coast. The responses were analysed using mean, standard deviation, independent sample test, and the linear regression techniques. The study revealed that stress, work overload and irregular work schedule are some of the causes of work-life imbalance. It was also discovered that work-life balance has a substantial effect on the performance of employees. It has also been shown that there is no significant distinction between the audit staff's work-life balance between males and females. The researcher suggests that training programs be undertaken to provide workers with personal management and effectiveness skills so as to be able to properly handle the strains of their work. It was also recommended that more employees be hired to ease the pressure on existing staff.

## ACKNOWLEDGMENTS

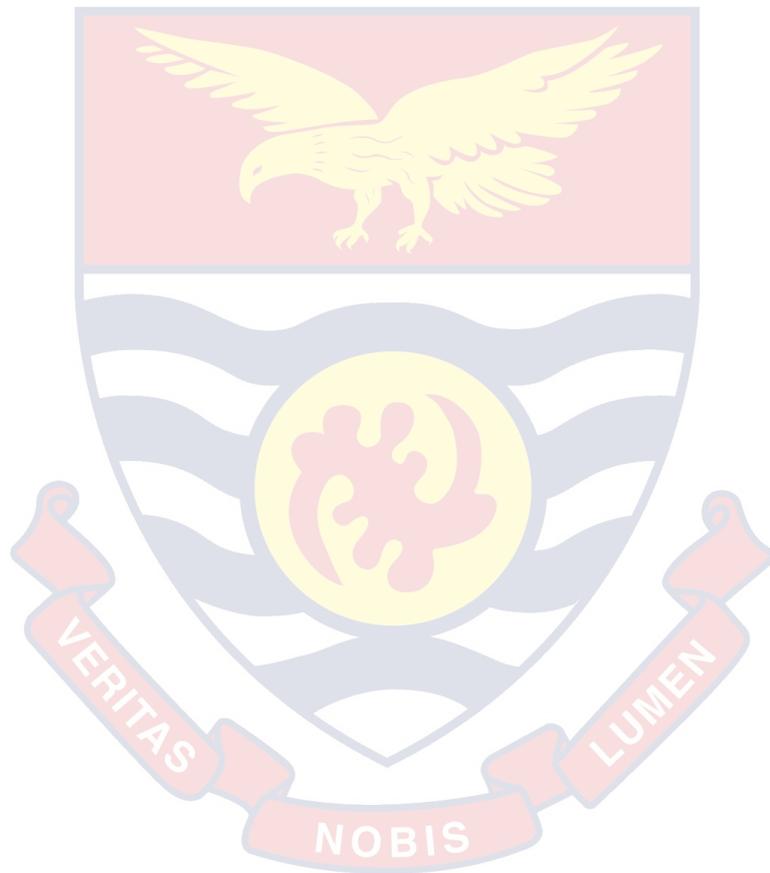
I wish to acknowledge with much gratitude the following persons who have made a significant impact in one way or the other during the writing of this piece of work. First and foremost, my supervisor, Dr. Otuo Serebour Agyemang (a Senior Lecturer at School of Business, University of Cape Coast) for his invaluable time taken to guide and supervise my work. his suggestions, comments and corrections all throughout the period of this work are very much appreciated. Secondly, my appreciation goes to my mother madam Isabella Addo – Quaye and my father Mr. Caleb Adolphus Ayikai Annan for their enormous support. Special thanks also go to my mother-in-law. Mrs Constance Renner for taking care of the children while I was on the course.



## DEDICATION

To my lovely husband Jeffrey Renner and my wonderful children Kaylah,

Peter, and Jeffrey Jnr

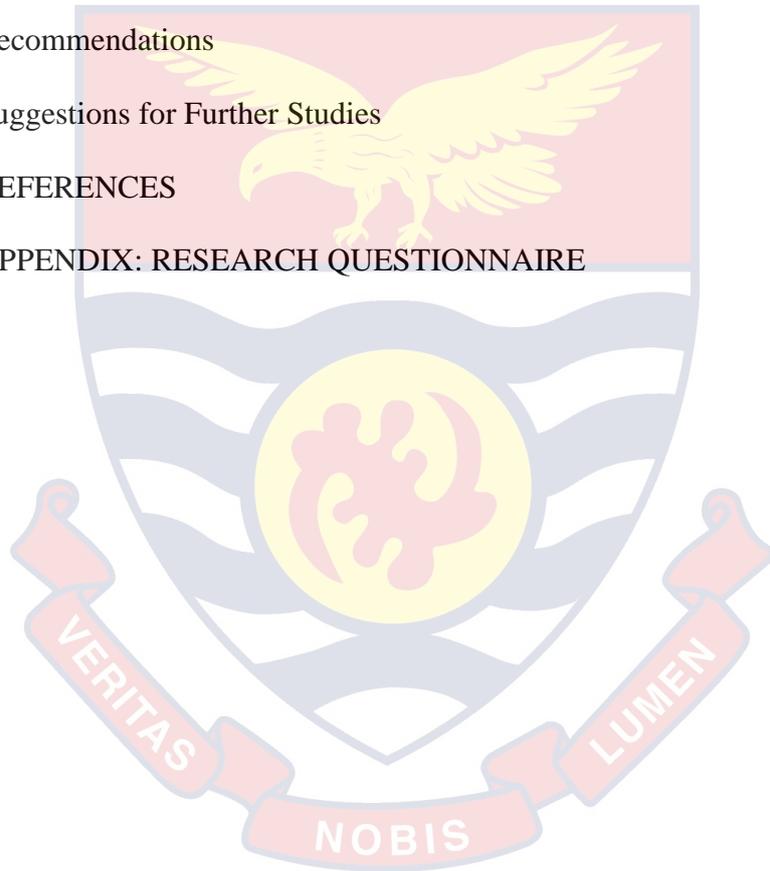


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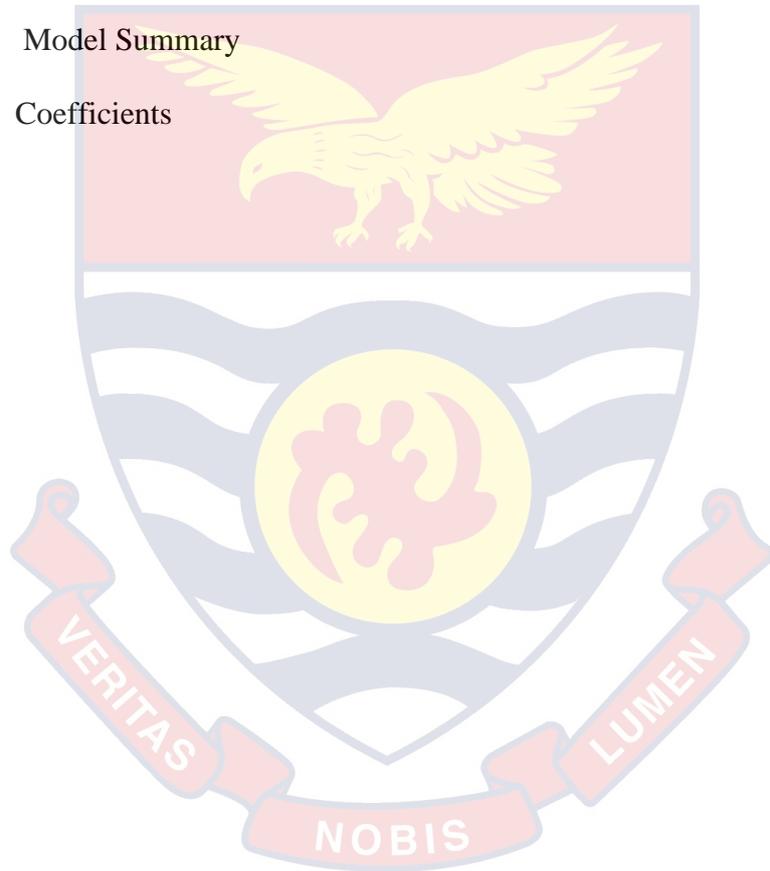
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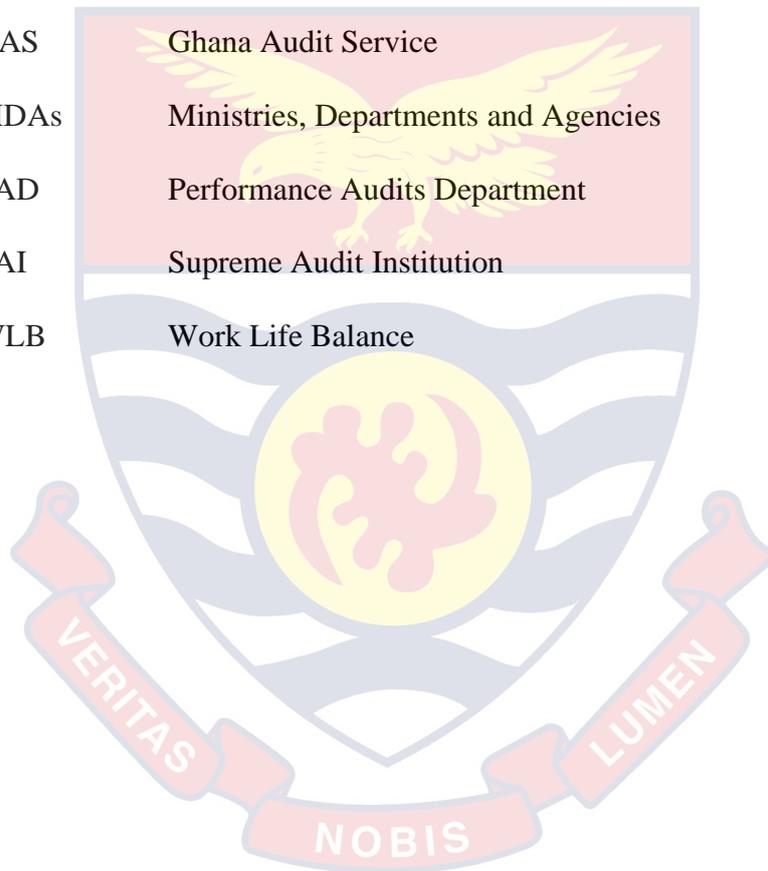
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## LIST OF ABBREVIATIONS

CAD	Commercial Audit Department
CGAD	Central Government Audit Department
DAD	District Assemblies Department
DAG	Deputy Auditor-General
EID	Educational Institutions Department
F&A	Finance and Administration
GAS	Ghana Audit Service
MDAs	Ministries, Departments and Agencies
PAD	Performance Audits Department
SAI	Supreme Audit Institution
WLB	Work Life Balance



## CHAPTER ONE

### INTRODUCTION

The ever-increasing complexity and competitiveness of our modern working environment have put pressure on organisations to acclimatise to changes, opportunities and challenges in bid to survive. As a result, organisations are constantly looking for innovative strategies to motivate their human resource to achieve organisational competitiveness. Work-life balance (WLB) has been perceived as one of the techniques that lead to improved representative execution. This assertion is supported by the organisational role theory which explains that unclear roles could lead to work-life imbalances which could eventually affect employee performance. Consequently, this examination targets analyzing work-life balance and worker execution at the Ghana Audit Service in the Cape Coast Metropolis.

#### **Background to the Study**

The ever increasing complexity and competitiveness of our modern working environment have put immense pressure on organisations to acclimatise to changes, opportunities and challenges in bid to survive (Aguinis, 2009; Manetje, & Martins, 2009). This situation has put immense pressure on human resources (employees) in various organisations to maintain high-performance levels (Castro & Martins, 2010). Clearly, organisations can never survive without relying heavily on human resources. As a result, organisations have been forced to constantly determine the factors influencing employees' performance levels. Work-life balance (WLB) has been discovered to be among the key determinants of worker execution (Aguinis, 2009; Akhtar, & Azeem, 2017; Fapohunda, 2014). Labour-life balance has, therefore, become an

increasingly pervasive concern to most organisations globally (Xiao & Cooke, 2012; Fapohunda, 2014).

Labour or Work-life balance is the limit of representatives to appropriately prioritise between their work and individual life, wellbeing, family and public activity (Sturges, 2012). It is mainly linked with issues of employee performance, job satisfaction and productivity (Chimote, & Srivastava, 2013; Obiageli, Uzochukwu, & Ngozi, 2015). Chimote and Srivastava (2013) revealed that, where there is a suitable balance between labour and life, employees become inclined towards displaying their very best efforts at work, because their families are pleased. However, finding an appropriate stability between work and life is a trial for most employees. It has been revealed that, when there are joyful homes, workplaces tend to be devoid of conflict (Ojo, Salau, & Falola, 2014). Labour or Work-life balance is to a great extent connected with keeping up an absolute feeling of agreement throughout everyday life; thus, it has major implications on an employee's behaviour (Obiageli et al., 2015).

The key component of WLB is the measure of period an individual spends at work (Noda, & Ito, 2016). As such, employees may need to difficultly develop co-employable measures and intellectual mental adapting practices that animate attractive fulfilment and viable working both at work and at home. On the other hand, organisations also need to match their needs/goals with those of their employees' personal goals. This guarantees that hierarchical information turns into a key resource for endurance and thusly assists with drawing in and hold educated and gifted representatives (Van Standen, & Du Toit, 2011; Noda, & Ito, 2016). However, inabilities of organisations to assist their skilled,

talented and knowledgeable employees to overcome work-life imbalances could force them to exhibit poor performance and in turn induce them to quit for lucrative offers.

Labour or Work-life balance has, therefore, been found to have a correlation with employees' work performance, as posited by the work-family theory by Clark (2000). Worker performance is regarded as the productivity of a worker as a result of his or her development (Ahmed, 2016). Employee performance is a focal point of every organisation since it is directly linked with organisational performance and economic growth (Tenakwah, 2015; Afful-Broni, 2012). Simply put, every employee is an integral part of a family or society and as such, organisations need to assist them to effectively balance their life with work roles so as to bring the best out of them for the benefit of both parties (Akhtar, & Azeem, 2017; Ganiyu, 2017; Haider et al., 2018).

However, employees at the Ghana Audit Service in the Cape Coast Metropolis of Ghana have always had issues with managing their jobs and family simultaneously (Osei, 2011). The Ghana Audit Service has been entrusted to advance great administration, straightforwardness, responsibility and honesty in Ghana's public budgetary administration framework (Ghana Audit Service, 2018); therefore, employees with sound mind and a well-balanced work-family life are needed for the organisation to deliver to expectations. Thus, audit staffs in the Metropolis are expected to balance their private, family and labour lives in better ways possible. These show how important issues of work-life balance are. Unfortunately, most related studies focused on the developed countries (Van Standen, & Du Toit, 2011; Noda, &

Ito, 2016), paying little attention to developing countries such as Ghana, and particularly, Cape Coast Metropolis.

### **Statement of the Problem**

Against the background discussed above, labour-life balance (WLB) is seen as important to any employee since it refers not just a steadiness between work and family functions, but also an equilibrium between work and all other things of life. (Akuoko, & Ansong, 2012; Sturges, & Guest, 2014). Inside the Sub-Saharan Africa (SSA), rising economies are continually confronted with critical financial difficulties; work market distress combined with helpless social comforts, high destitution rate, debasement and expanded joblessness rates (Gamor, Amissah, & Boakye, 2014). These circumstances further compound the usual worker's job and life functions, whose purpose is to make life better. Indications have it that, work-life imbalances harm personal health, jeopardize safety, increase employee stress and expose them to work-related risks (Tsede, & Kutin, 2013).

Most public-sector employees in SSA countries have been predominantly affected by lack of flexibility, long working hours, conflicting roles and high work pressures; a situation decreasing job performances (Ojo et al., 2014). Similarly, in Ghana, it is increasingly becoming worrisome that the quality of workers' wellbeing is reducing and hence, causing helpless employee commitments and output. Cases where representatives can't suitably adjust work and family lives, they will in general think that it's hard to oversee tasks at the work environment and this hence lessens individual and authoritative exhibitions (Gamor et al., 2014). Within the Ghana Audit Service, for instance, workers equally work in the face of serious economic challenges, unfavourable

macroeconomic indicators, increased corruption activities and poor working conditions.

These challenges threaten the personal life roles of employees while making their work roles more challenging and difficult (Gamor et al., 2014). To help minimise corruption in all public institutions, immense pressures have been put on the audit staff. They are constantly forced to audit poorly prepared accounts to detect fraudulent practices in the face of poor working amenities, excessive job demands and inadequate audit personnel. On the other hand, relatives and friends expect these audit staff to fulfil their family roles, enjoy social lives and achieve personal fulfilments regardless of work pressures. All these expectations pose serious threats to the performance levels of these staff. Simply put, the audit service faces a major challenge in keeping their staff happy, engaged and committed if this situation remains the same or worsens.

Mostly, cultural settings define different roles for men and women. Women are generally tasked with the responsibility of “keeping or making the home” whereas the men are largely expected to provide financially for the home. However, these two sets of people are given similar responsibilities at work. It interests the researcher whether there are differences between WLB among people. It is obvious from literature that the number of studies which have focused on Ghana’s Audit Service is not encouraging despite the prevalence of work-life imbalances among the audit staff in the country; specifically, in Cape Coast Metropolis of Ghana.

Generally, across sectors worldwide, few studies exist on work-life balance (WLB) and employee performance (Malik, Saleem, & Ahmad, 2010; Fatima, & Sahibzada, 2012; Chimote, & Srivastava, 2013). In Ghana, for

instance, Aryeetey et al. (2012) did an examination on exploring labour or work-family life balance for female experts in Ghanaian association; Gamor et al. (2014) passed out a similar study on work-family conflict amid hotel employees whereas Asiedu-Appiah, Mehmood and Bamfo (2015) did a study on work-life priorities, job performance and turnover intentions. However, none of these studies considered, empirically, work-life balance and how it affects employee performance, and how different the effect is, taking gender into consideration. It is against this setting that this examination tries to look at the effect of labour or work-life balance on worker execution at the Ghana Audit Service in the Cape Coast Metropolis.

### **Purpose of the Study**

The aim of this research was to inspect the connection between work-life equalization and worker execution at the Ghana Audit Service in the Cape Coast Metropolis.

### **Objectives of the Study**

The study specifically sought to:

1. Evaluate the causes of labour or work-life imbalance among the audit staff;
2. Determine whether a difference exists between the labour or work-life balance of male and female audit staff;
3. Analyze the effect of labour or work-life balance on review staff execution.

### **Research Question**

To accomplish the main examination objective, the accompanying exploration question was detailed:

1. What are the causes of work-life imbalance among audit staff?

### **Research Hypotheses**

The accompanying speculations were detailed and tried so as to accomplish research goals two and three.

H<sub>0</sub>: There is no substantial change between work-life balance between males and females at the Ghana Audit Service in the Cape Coast Metropolis of Ghana.

H<sub>0</sub><sup>1</sup>: Work-life balance has no substantial effect on worker performance.

### **Significance of the Study**

The study inspects labour-life balance and worker performance in the Ghana Audit Service. The drive for the research was to determine whether the labour-life balance has an effect on routine of audit staff focusing on selected metropolises in the country. As such, results from the study would assist policy makers in the Ghana Audit Service to establish policies that would improve upon the staff's quality of work, quality of life and talent retention strategies and practices. The findings are intended to provide guidelines to management in the Ghana Audit Service in relation to evaluating their staff's retention strategies and practices.

Further, the research would offer important data and insight that would help management of Ghana Audit Service identify and resolve hitches, plan and evaluate effective labour-life balance programs for the ultimate benefit of their staff and the institution in general. The examination's result would grow existing writing corresponding to work-life parity and worker execution in the public area explicitly Ghana Audit Service. It will, in this manner, fill in as reason for forthcoming analysts to help or dislike their discoveries. Also, the finding will

expose researchers to the appropriate research methods to employ when carrying out a study of this kind.

Also, revelations of the assessment would uphold both organization and agents by giving them insights into how they could effectively incorporate technology into working life in order to make balancing of work and life easy. This would be achieved by ensuring that employees are introduced to advanced technologies that would enable them work even while outside the work environment. Employees would feel a great relief since being used to a workplace could have adverse effect on performance of employees. Therefore, working at one's own comfort would enhance the individual employee productivity and routine, and the performance of the administration as a whole.

### **Delimitations**

The examination was done inside the extent of analysing work-life parity and staff execution and thusly, other similarly significant ward factors, for example, turnover expectation, work fulfilment, duty, and profitability were avoided. Also, the study focused on selected metropolises notably Accra and Cape Coast. Thus, only the audit staffs in the Cape Coast Metropolis of Ghana were included in the research. Therefore, the study excluded audit staff in the other metropolises in the country. Also, only audit staff who were actively engaged and at post during this study were involved in the study; audit staffs who had left the Ghana Audit Service in the Cape Coast Metropolis before the study and those who came after the study were not involved in the research.

### **Limitations**

In view of the scanty research conducted on work-life balance and employee' execution in the area under consideration, it was difficult to

adequately rely on directly related literature to either support or disapprove findings of the study. However, the study's limitation was minimised by using related studies conducted elsewhere. Also, the study had no control over the views and opinions of its respondents. This implies that information acquired from the respondents could influence the discoveries of the examination.

### **Definition of Terms**

*Work-life balance* is the adaptable working courses of action that permit a person to mastermind work such that adjusts work jobs and individual obligations.

*Employee performance* is an exertion alongside the capacity to invest amounts of energy upheld by the authoritative arrangements so as to accomplish certain goals.

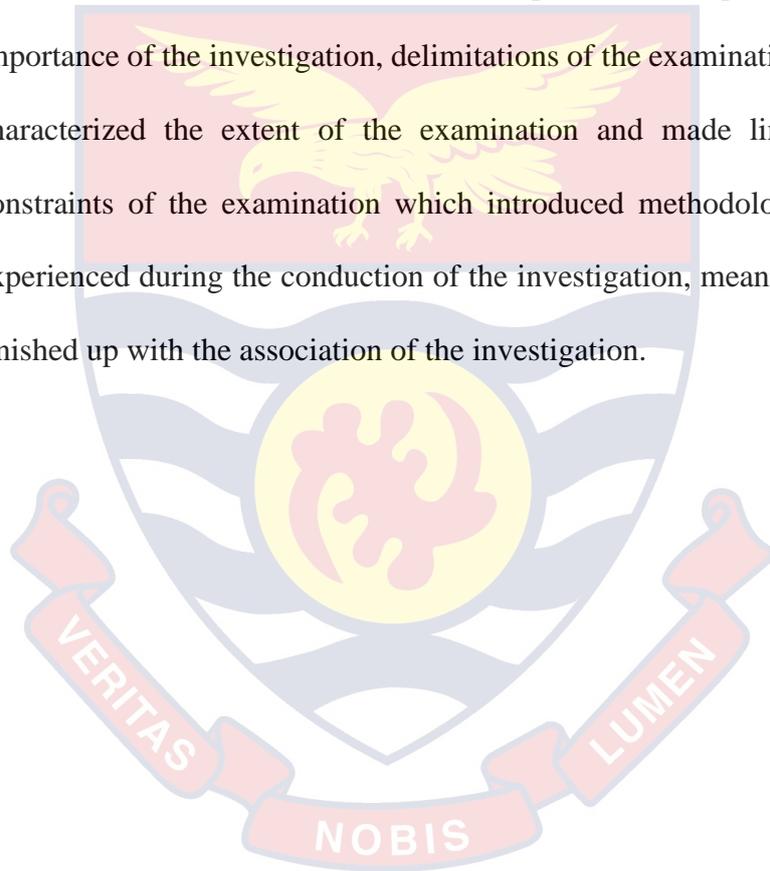
### **Organisation of the Study**

The research was sorted out under five sections and Chapter One introduced the prologue to the examination. It examined the foundation to the examination, explanation of the issue, reason for the investigation, research targets, research questions, importance of the investigation, delimitation, impediments, and association of the examination. Chapter Two dealt with the review of relevant literature that focused on work-life balance and employee performance. Chapter Three focused on the research methods adopted in the research. It examined the examination configuration, study zone, populace, inspecting technique, information assortment instrument, information assortment methodology, information preparing and investigation. Chapter Four dealt with outcomes and discussion of data and finally, Chapter Five discussed the summary of major findings, deductions and commendations

which are expected to assist management and policymakers. The chapter also made recommendations for further research into the topic.

### Chapter Summary

This section introduced the research. It presented the background and context that necessitated the research and also presented the research problem. It went further to give the motivation behind the investigation, the particular goals the examination tried to accomplish, the exploration questions, importance of the investigation, delimitations of the examination which plainly characterized the extent of the examination and made limits understood, constraints of the examination which introduced methodological difficulties experienced during the conduction of the investigation, meaning of terms, and finished up with the association of the investigation.



## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

This part audits the hypothetical and exact writing applicable to the investigation. It begins by presenting the theory that underpins the study. It goes further to present empirical evidence from previous studies on the consequence of labour-life stability on worker performance. It then presented the conceptual framework of the study and concluded with a chapter summary. The theoretical framework ensures that the study is well situated in literature. Also, the empirical review considers studies closely related to the current study. The conceptual framework provides a model which serves as a guide for the entire research.

#### Theories Underpinning the Study

The research needs to be well placed in literature. This calls for a theoretical backup to ensure that study achieves the necessary authority support. Bearing in mind the key factors of the examination which are work-life parity and representative execution, the labour-family hypothesis which is on the other hand alluded to as the work-family fringe hypothesis created by Clark (2000) was deemed suitable for the study. This theory draws a relationship between a person's labour /work-life or family-life and performance. This theory purports to define how work-life balance can in a way influence the performance level of employees. The theory is further discussed below.

#### Work-family border theory

The labour/work-family fringe hypothesis was spearheaded by Clark in the year 2000. The theory clarifies how a person oversees and arranges the

labour and household areas and the outskirts amid them so as to accomplish balance/stability. Fundamental to the model/scope is the marvel of labour and family comprising various circles that impact one another. According to Clark (2000), the outcome of the interest for this hypothesis is labor-family congruity, alluding to joy and great working at work and at home-based, with negligible clash of position. Clark's (2000) theory of work-life balance known as the labour-family border hypothesis, clarifies that work and life are seen as independent and separate spaces, every one of which satisfies basic yet various requirements of a person.

According to Clark's labour/work-family border theory, the position of each individual differs from different dimensions of life such as work / family domains and these domains are largely separated by borders. Central to work-family border theory as posited by Clark is the integration and blurring of the multiple roles of the employee in his/her work and family life. Again, the work-family border theory depicts how laborers explore and arrange the universes of work and family and the limits between them so as to look after concordance. The outcome of interest for this theory is work-family agreement, alluding to fulfillment and fruitful working at work and at home-based, with negligible clash of jobs (Clark, 2000).

Once more, work-life balance arrangements hypothesize the possibility that 'work' and 'family' are various areas or circles which impact each other. The theory defines people as frequent crossers of boundaries as they travel between home and workplace (domains) while trying to center their objectives, their relationship style to fit the remarkable requests of every one of the two areas (work and family). These developments have huge ramifications fair and

square of combination and the level of contention between work/family spaces. Clark indicated that boundaries are demarcation lines between areas, specifying the point at which area-relevant activities begin and end. Such boundaries have taken on three types in literature: physical, temporal, or psychological.

The main suspicion of the labour/Work-life balance is the degree of reconciliation and the level of contention which depends on the idea of fringes, for example, adaptability and penetrability among work and family life limits. Although many aspects of employee's work and life activities such as meeting work schedules and spending time with family are difficult to alter, employees at some context in these two roles can reshape the nature of the work and home areas, and the borders and bridges amid them, so that it can attain a balance. The theory adds to the investigation of labour/work-family balance by characterizing the conditions under which different grades of work-family joining are probably going to upgrade or decrease singular wellbeing and execution.

Also, the theory shows how people construct, maintain, negotiate their work-family boundaries which Clark (2000) described as "lines of demarcation". Greenhaus, Collins, and Shaw (2003) proposed three apparatuses to achieve work-life stability. Firstly, individuals need to devote equal amounts of time and commitment of the psyche in both the positions of work and life. Employees will decipher work-life balance as a lose-lose situation in which adding assets to one area is viewed as pulling back assets from the other, bringing about consistent strain between the areas (Hill, Hawkins, & Miller, 1996).

From this theory, it is clear that labour-life balance and performance of employees are related, to a large extent. Per the theory, if an individual devotes all time to work and performance, personal and family life activities come to a halt, and this is also true for employee performance if an individual devotes all time to personal and family activities. This shows an opposite connection between labour-life equalization and representative execution. This means that if a good balance is not struck between work and life, employee performance suffers. At any point in time, employees need stability in all spheres of their life in order to perform to expectation. Therefore, when work and life are evenly balanced, there is the likelihood of a high performance on the parts of employees; otherwise, performance suffers.

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

According to Saleh (2015), labour/work-life balance is about the connection amid paid work exercises and other non-paid exercises, for example, family, network, recreation and self-awareness. Work-life steadiness shows an achievement of work and family role-related prospects that are conveyed and shared between an employee and employers (Grzywacz, & Carlson, 2007). Swami (2007) also identified work-life balance as an activity that provides employees with the possibility of balancing their job with their responsibilities and interests.

Labour/Work-life balance is a view of the worker that his/her work and family exercises are viable and advance development in accordance with current life needs of a person (Kalliath, & Brough, 2008). Work-life balance is seen as an outline wherein each part of labour and life is associated with different pieces of the outline (Munn, Rocco, Bowman & van Loo, 2011). In recent years,

“work-life balance” has replaced what used to be known as “work-family balance” and “family-friendly policies” (Obiageli, Uzochukwu, & Ngozi, 2015). Work-life balance policies represent the provisions and promises (Houston, 2005) of the commercial that offer the worker alternatives to address labour and individual jobs. Labour/Work-life balance practices can surely be seen as an authoritative commitment by the worker (Freese, 2007).

The term work-life is ordinarily utilized as a more exhaustive articulation that describes every aspect of an employee’s labour and personal life. Saleh (2015) characterized work-life stability to incorporate projects, benefits, approaches that help representatives to establish adjusting working climate with non-work jobs. Work-life balance is the employee’s capability to manage the relationship between work and private life despite work and family burden and boundless activities that need time and care (Kundnani, & Mehta, 2015). Once more, work-life stability characterizes how much employee achieve equivalent degrees of commitment and fulfilment in their work and life jobs (Clark, 2000; Greenhaus, Collins, & Shaw, 2003).

Greenhaus, Allen, and Spector (2006) additionally characterized work-family balance as how much the profitability and joy of the representative in the functions of work and family are all around coordinated with the futures of the person. In spite of the fact that meanings of work-life stability vary among researchers, in the broadest sense a labour-life balance brings about a friendly degree of balance or 'fit' between the numerous parts in a person's life and work trainings so as to make a over-all feeling of concordance through everyday life (Clarke, Koch, & Hill, 2004). All these definitions sought to establish an even link between work and life.

Barrera (2007) explained that labour/work-life balance is a broad notion and encompasses a situation where employers working constructively with employees to institute provisions to satisfy the needs of the organisation and the non-work aspects of employees' life. Two fundamental concepts are relevant in the description of labour/work-life balance fit between "work roles" and "Personal responsibilities". In an overall point of view, work-life approaches and activities incorporate the projects, practices, and arrangements accessible to assist representatives with accomplishing balance (Lobel, 1999; Pitt-Catsouphes, MatzCosta, & MacDermid, 2007). Saleh (2015) included that work-life balance is tied in with shaping, and keeping up strong and solid workplaces that help representatives to adjust life between close to home obligations and work jobs.

Application of work-life balance often adopts a contention-based standpoint where labour and life are seen as commonly limited areas continually going after an individual's little assets, for example, time and exertion. Obiageli, Uzochukwu, and Ngozi (2015) noted that the beginning of work-life balance rehearses ranges from work-life struggle insight of the worker. Most often, researchers are divided on the conflict-based view of work-life. Greenhaus, Collins and Shaw (2003) viewed labour/work-family balance to be the non-existence of work-life conflict and imbalance.

Various scholars have grouped work-life policies into dimensions and levels. It is first categorised into a flexible working arrangement, leave arrangement; dependent care assistance; and general services (Lazăr, Osoian, Ratiu, 2010; De Cieri et al., 2005; De Cieri, & Bardoel, 2009). Second, Hartel, Fujimoto, Strybosch, & Fitzpatrick, (2007) also identified work-life balance

policies as followed: flexible working hours, sharing of occupations, low preservation work, packed work filled weeks, parental leave, working from home-based, and child care offices on site. Finally, work-life balance policies have been grouped into three levels such as individual, organisational, national and international levels.

### **Causes of work-life imbalance**

Kahn et al. versatile working hours, sharing of occupations, low upkeep work, stuffed work filled weeks, parental leave, telecommuting, and child care workplaces. Greenhaus and Beutell (1985) later reasoned that labour/work-family strife happens when requests from one job influence one's capacity to satisfy the needs connected with another part in another space. According to Greenhaus and Beutell (2017), strife among work and family happens when inclusion in the part of work and the function of the family gets conflicting in specific regards. Subsequently, venture in one job is made more bothersome by interest in the other job.

Work-family conflict in this manner emerges from: time requests of one job that meddles with association in the other job, pressure emerging from one job that pours out over into the other, degrading the personal satisfaction in that job and direct that is effective and worthy in one job however insufficient and improper when moved to the next. According to Kahn and Quinn (1970), pressure is the result of feature of the doled out work job that produced destructive impacts for person. According to Jyothi and Jyothi (2011), the absence of managerial help from chief (director), work over-burden and time pressure, hazard of work, helpless relationship with clients and associates causes pressure and work-life unevenness.

### **Difference between Male and Female Work-life Balance**

According to Cecchinato, Cox and Bird (2016), adjusting labour/work and family is regularly harder for ladies than for men in light of the lopsided weight of household duties. Burke, Vinnicombe, Cross and Linehan (2006) also posited that women face unequal childcare distribution and other household obligations that pose a significant obstacle to their career advancement. In Indian culture, where ladies are needed to portion the enormous duty regarding family care, shuffling work and the family for women employees is much more troublesome. There is additionally a thought that work-family jobs are basically transported by man centric sexual orientation jobs (Lazar et al., 2017) owing to historically held views of males as “bread-winners” and females as “house makers”. In this way, gender orientation social development makes motherhood less debatable than fatherhood (Gronlund, 2007).

Burke et al. (2001) suggested that, despite spending around the same quantity of hours in paid work as males, females showed more interference in private from work than males. In spite of the fact that women spent a greater number of hours working in the home than men, they indicated similar level of home impedance with the occupation as men. Williams and Alliger (1994) found that spillovers of negative dispositions occur from work to household settings as well as from household to work, though there was poor indication of the spillover of good mood. Among women, both work-family spillover and family-work spillover is greater than men.

### **Employee Performance**

An organisation needs high performance from its workers to achieve its objectives and targets in order to stay competitive (Freese, 2002). Performance

is well-defined as the record of results of a specified job function or activity during a specified passé (Bernardin, & Russel, 1998). From the employee perspective, Naharuddin and Sadegi (2013) noted that the employee's routine is depending on the readiness and openness of an employee on doing his/her job. Performance is correlated with the measure of the productivity, the consistency of the output, the timeliness of the output, the presence on the job and the productivity of the labour done [and] the efficiency of the work done (Mathis & Jackson 2009)

Performance is not only linked to the action of the employee but also comprises decision and assessment process that a supervisor or the assessor puts in place (Ilgen and Schneider (1991) as cited in Obiageli, Uzochukwu, & Ngozi, 2015). Obiageli et al. (2015) in a study of labour/work-life balance and employee routine of 262 workers of commercial Banks in Nigeria defined performance as a set of results fashioned by the employee through a firm time period by either the organisation or the employee. Critically, looking at the definition of Obiageli et al. (2015), two identities "employees and organisation" appear to produce performance outcomes.

In view of the two dimensions of performance, employees and organisations, the researchers' position is based on the dimension of the employee routine which represents the accomplishment of goals of the tasks allotted to workers within specific period of time. An employee's job routine depends on some mixture of his/her ability, effort, and chance that the employee is exposed to at his workplace. To a great extent, the measurements of employee performance can be completed in terms of outcomes produced at the end of the work role (Ferris, Liden, Munyon, Summers, Basik, & Buckley, 2009).

In measuring employee performance outcomes, Amaratunga and Baldry (2003) and Orogbu, Onyeizugbe and Chukwuemeke (2015) found labour-life stability result in worker performance including; efficiency, quality and the effectiveness in the employee work. Robbins (2005); Robbins and Judge (2007); Wright and McMahan (2011) also found specific employee performance indicators to include satisfaction of workers, encouragement, retention, social environment, participation, confidence, faithfulness, security, aim to leave and obligation. Performance results at the organizational level were also defined as including efficiency, produce or service quality, client gratification, research and development.

Manzoni and Islam (2009) claim that traditional organizational routine metrics are based on finance and accounting and have evolved into new structures with many functions. They further suggested that the lack of traditional financial-based performance measurement inadequacies prompted the hunt for improved performance measurement indicators. Therefore, several types of research used several variables to ration the performance of employees. Walumbwa, Mayer, Wang, Wang, Workman and Christens (2011) measured employees' performance comprises use of quantity, consistency, effectiveness, overall skill, judgment, precision, job knowledge, and imagination in employee performance. According to Moehleriono (2012) categories of performance measures include: effective, efficient, quality, punctuality, productivity and well-being. Mokaya and Gitari (2012) found that the workroom intervention had an encouraging impact on employee efficiency, measured by job fulfilment, service quality, customer satisfaction and productivity. of the employees.

Therefore, employees' performance was measured by employee productivity, quality of output and punctuality.

### **Empirical Review**

There are many related studies conducted on this topic. However, most of the studies conducted focused on institutions outside the current study area. Most of the findings cannot applied or generalised to the current study are due to the differences in economic, social, and business environment of countries overseas and the local study area. Also, most of the studies did not consider the connection amid labour-life balance and worker performance, but rather, descriptive studies have been common on the concepts. This means that there are gaps in literature that need filling as far as this topic is concerned. Empirical studies on the causes of labour-life imbalance, labour-life balance and gender, and work-life balance and employee performance were reviewed.

### **Causes of work-life imbalance**

Minnie (2015) showed a study entitled "Analysing the causes of Work-Life Imbalance in Working Environment using Induced Fuzzy Cognitive Maps (IFCM)". They identified stress as the major cause of work-life imbalance effect of the work-life of individuals on their family life can be encouraging when work experiences strengthen family experiences, i.e. enrichment of the work-family (Greenhaus & Powell, 2016) or adverse when "position demands from work and family areas are mutually incompatible" in some respects, i.e. work-life conflict (Greenhaus & Beutell, 2017). Frone, Russell and Cooper (2016) work demand has been identified to be the most important cause of work-family conflict (WFC) and family demand is strongly linked to family-work conflict (FWC).

Long working hours, erratic work schedules, overtime, work overload or unsupported boss, etc., interfere with the ability of female workers to fulfill their family obligations that contribute to tension between work and family. In earlier studies, it was investigated that job overload and erratic work schedule had a positive relationship with work-family conflict, nursing women's work burden interfered with their family life (Burke, & Greenglass, 2015; Mokaya, & Gitari, 2012). Additional working hours at work refuse the opportunity for married women employees to attend to their children and other dependents and to take care of their needs that distort their balance of work-life (Lazar, Osoian, & Ratiu, 2017).

These studies employed the descriptive research design to carry out the research. As to how work-life balance influences employee performance has not been explored in these studies. Also, these studies were carried outside the current study area, and most of the studies are too old for their outcomes to be applicable today, considering the current dynamic system of things. Therefore, it is obvious a study is needed in this area in order to fill the breaches left in works. The current research considered a metropolis, Cape Coast Metropolis, in developing country as utmost of the studies recorded so far were showed in advanced and industrialized countries whose environments and ways of doing things contrast from how things are done in the current study area.

### **Difference between male and female work-life balance**

Duxbury and Lee (2017) reviewed the effects of the gender and life sequence stage on three mechanisms of work-family conflict (i.e. role overload, work-to - family intrusion, and family-to - work intrusion). The findings revealed major gender-and life-cycle variations. Women registered a

substantially greater task overload compared to men. Females have once again been found to face greater pressure from family and work than men. Interference was the highest in families of younger children and lowest with older children. Furthermore, in early years, women registered slightly higher rates of family intrusion with work than males, but interference rates were similar to those of men in the third stage of the life sequence (i.e., children 10 to 18 years old).

This conclusion is confirmed by the results of Aryee, Fields and Luk (2015). Loscocco found that there was gender irregularity in the penetrability of work-life borders. Family encroached more into women's work while work intruded more into men's family. Aryee et al. found that gender was negatively related to the family-work dispute, telling that males did not experience as much struggle as women between family and work. Velgach and Rajadhyaksha (2018) have discovered that women have reported significantly greater work-related family conflicts than men. There were no important differences in the knowledge of work intervention between males and females, however.

Frone et al. (2016) found no indication of gender changes in the asymmetry outline, indicating that between men and women, the undercurrents of job and family borders function correspondingly. The main impact of gender was not found to be important either. Similar family conflicts were registered by males and females to work and work in family conflicts. In the absence of gender differences, the possible explanation given was greater shared empathy that duo shares could be created as a tool for each partner to invest in their respective, traditionally controlled territories in order to gain monetary resources.

Peltola and Milkie (2015) found that women and men show equal rates of achievement when it comes to juggling work and household. Hill et al. (2001) also confirmed that gender is not substantially associated with labour-family balance and indicates a similar work-family balance between men and women. Wesley and In the work-to-household or household-to-work conflict experience, Muthuswamy (2016) also discovered no gender differences and indicated that this was because the financial properties were now used to pay for the household duties that previous females had to do and, in count, men had also begun to share some work at home-based.

While few research on work-life balance and gender, male or female, appear to have been performed, most of these studies were carried out around two decades ago. Reliability of findings may not be as strong as it was when the study was originally conducted. This implies that new studies should be done in this area to ensure that literature is enriched and reliable and valid findings are made available. Also, these studies did not look at how work-life balance could influence performance of workers. This is to say that there is a lacuna in literature that needs to be filled, and therefore, the current is just in the right direction to get this gap filled.

### **Effect of work-life balance on employee performance**

Extensive studies have collected evidence that in socially supportive organizations there is an encouraging connection between work-household policies and job performance (Ferrer, & Garrido, 2014; Jyothi, & Jyothi, 2012). Work-life balance policies influence employee job gratification, organizational engagement, and development, according to Maurya and Agarwal (2015) and Jyothi and Jyothi (2012). Successful work-life balance strategies create a

working environment that allows workers to remain in the company for several years, thus enhancing organizational efficiency.

A similar study by Makaya and Wagoki (2015) using Eco-bank Kenya's fifty-five (55) employees and using the correlation design found a positive correlation between work-life stability and routine of employees. Similar results indicate that work-life management techniques alone are a predictor of job success. Once again, family-friendly work-life balance strategies are related to positive results such as higher employee engagement and improved retention (Fapohunda, 2014; Roberts, Gianakis, McCue, & Wang, 2017).

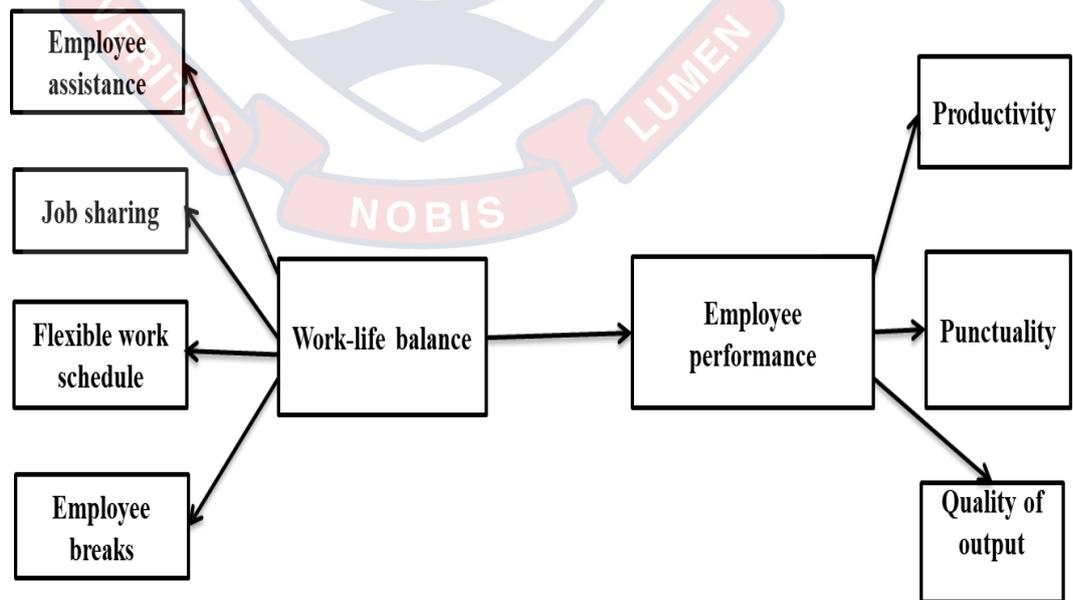
Again, studies report that work-life balance initiatives provide the urge for employees to concentrate fully on his/her roles which intend affect employee job satisfaction (Deery, 2018) and performance (Van Reenen, & Bloom, 2016). A positive relation amid work-life stability and worker performance was found in an empirical study by Ali (2016). An investigation of 275 health sector staff by Akhtar and Azeem (2017) also reported that workers in the health care sector have a moderate level of perceived work-life stability, job gratification and dedication. The research concluded that a positive connection exists between work-life stability, job gratification and dedication.

A comprehensive study conducted by Mumford and Budd (2016) also found that workers who find a match between their work-life initiatives seldom leave their company to produce better results. Further study in Kenya (Bosibori, Nyakundi, Munene, & Okibo, 2015) suggests that by increasing their productivity, HR health programs such as staff counselling, medicinal care and good working situations have a positive and statistically meaningful effect on employee routine. Ali (2016) carried out a research on the effect on employee

success of work-life stability. The result showed that a positive connexion existed between work-life stability and worker efficiency.

### Conceptual Framework

The conceptual structure for this study is built on the model of the work-family, the checked empirical studies as well as the formulated research questions. The theory outlined how workers control and navigate the spheres of work and family and the boundaries amid them to achieve a stability that affects employee output. Work-life balance is conceptualised to consist of employee assistance programs (child care programs, counselling programs), Job sharing (part-time, role sharing), flexible work schedule and employee breaks. These together form the independent variable, work-life balance. In similar manner, the dependent variable, employee performance, has been measured using three dimensions of employees' productivity, punctuality and quality of output. A linear relationship is, therefore, stated amid labour-life balance and employee performance as shown by Figure 1.



**Figure 1: Conceptual Framework**

Source: Author's concept

## Chapter Summary

The theoretical framework, conceptual analysis, experimental review and the conceptual outline for the research were presented in the chapter. The work-family border theory was identified as a theoretical foundation upon which the study was established. The chapter further presented a series of researches that were conducted by scholars on the causes of work-life imbalance as well as the connection between work-life stability and employee performance. The researcher concluded the chapter by constructing the conceptual framework which served as the guide for the entire study, giving cognisance to the study objective purporting to establish a causal connection between labour-life balance and employee routine.

Nevertheless, the empirical evaluation revealed gaps in literature. These gaps made it possible for this study to find a place in literature. Firstly, most of the related studies have been found to have been conducted outside the current study area. This presented a gap in local literature; hence, the need for this study. Secondly, most of the studies employed descriptive statistics for analyses. The current study combined both descriptive and inferential as it sought after to establish a causal relationship between the study variable quantity. Finally, majority of the related studies were done decades ago, thus making them too old for their findings to be relevant in this 21<sup>st</sup> century due to changes in time. Considering these, there is a justifiable reason for conducting the current study.

## CHAPTER THREE

### RESEARCH METHODS

#### Introduction

This section clarifies the procedures used to perform this research. The research methodology, study design, study field, population, sample size and sampling methods, data collection method, data collection processes, reliability and validity, ethical considerations, data processing and analysis, and the chapter overview were presented in the chapter. The design of the research focuses on how the entire research goals will be achieved. The research focuses on the existing study locations or ecosystems. As the data collection protocols outline how data is obtained using the data collection tool, the collection tool provides information on the methods used for data collection. Under data processing and analysis, the different testing methods used for processing and analysis are captured.

#### Research Approach

This research employed a measurable approach because Wambui, Cherotich, Tumwet and Dave (2017) believed that in a formal and rigid format it produces data that can be exposed to rigorous analysis. According to Creswell (2009), a measurable procedure helps researchers to arrive at factual and logical deductions using statistical methods. Quantitative study is an method to testing objective theories by probing the connection between variables, according to Creswell (2014). In turn, these variables should be calculated/considered, usually on tools, so that numerical data can be analyzed using statistical measures.

## Research Design

An exploratory research project was used in the research because it is a priceless way to ask questions to find out what is going on and gain understandings into a subject of interest. The benefit of investigative research is that it is versatile and flexible to change (Saunders et al, 2016). It is special and can include multiple analysis variables (Borg & Gall, 1989). It is a more fitting method for answering questionnaires, according to Wambui, Cherotich, Tumwet and Dave (2017), that the investigator has no influence over the proceedings. It also allows investigators to gain a great deal of knowledge from the area being studied, which is used as an unintended test of a theory or model, and when there is no other way to test such attitudes or circumstances.

In addition, it helps to present data in a realistic form while helping to understand a group's characteristics in a given situation. It allows the researcher to generalise the findings of a very large population (Mugenda, & Mugenda, 2003). Mohamed (2014) believes that it has the advantage of generating a large quantity of answers from a wide variety of people. This approach also provides a straightforward and objective explanation of events and attempts, on the basis of the information collected, to explain the perception and behavior of individuals. The advantage of this approach is that it helps to find viewpoints in their natural environment.

## Study Area

The present research area was the Metropolis of Cape Coast. The Cape Coast Metropolis is bounded by the Gulf of Guinea to the south; Komenda Edina Equfo/Abriem Municipal to the west; Abura Asebu Kwamankese District to the east; and Twifo Hemang Lower Denkyira District to the north. It shelters

an area of 122 square kilometres of land. It has several Ministries and Agencies, and the Education Ministry is one of them. The District has an estimated population of 169,894 (Pop & Housing Census, 2010) and the key jobs of the people are fishing, farming and petty trading. The Metropolis cannot be mentioned without linking it to education since it is renowned for quality education. The metropolis is noted for its various tourist sites such as the Cape Coast Castle, Kakum Canopy Walk ways, and many other historic sites.

The Metropolis also accommodates the Ghana Audit Service which is the main study organisation. Below the guidance of a seven (7) member leading board, the Audit Service of Ghana is a statutory body. The Service is controlled by the Auditor General, who is expected to audit and report the findings to Parliament on the public accounts of Ghana and all civic offices, including Metropolitan, Regional and District Assemblies, Public Companies and Establishments formed by an Act of Parliament. Consequently, the Audit Service is the State Oversight and Answerability Agency and the Supreme Audit Institution (SAI) of Ghana. The Constitution of 1969 made it a supervisory body for fostering good governance, ensuring public sector answerability and transparency, and Article 187(2) of the 1992 Constitution reiterates this position.

Six (6) divisions make up the Audit Service. A deputy auditor-general (DAG) heads every department. These are the departments of the Central Government Audit Department (CGAD). All central government ministries, departments and agencies (MDAs), including Ghana's diplomatic missions abroad, are primarily audited by the CGAD. Our offices in certain regions and districts carry out MDA audits at state and district level; the Department of

Commercial Audit (CAD) is responsible for auditing public boards, businesses, the Bank of Ghana, tertiary institutions and other legislative institutions; and the Department of Educational Institutions (EID).

The audit of the following bodies is the responsibility of the Educational Institutions Department: Pre-University, Public Institutions of Education and Traditional Councils; Department of District Assemblies (DAD). The DAD is responsible for auditing all the Metropolitan, State and District Assemblies of the Department of Performance Audits (PAD). There are three sections of this department: performance audit, special funds audit and information technology audit; finance and administration (F&A). This department offers support services to all audit staff across the world. It is made up of the following units: accounts, expenses, payroll, human resources, IT technology, human resource training and development, property, procurement, transport, security, shops and correspondence.

The researcher chose the current study area because, so far, no empirical study has been conducted on a topic related to the current topic under study. This makes conducting this study very imperative to local literature. Also, the Audit Service, the current focused organisation in the study area, has not been given the needed attention in literature. Therefore, focusing a study on this all-important public institution in the Cape Coast Metropolis can be said to be in the right direction. Further, the researcher knows the study area very well which expedited the data collection process and also saved cost.

### **Population**

A study population is defined by Cooper and Schindler (2003) as the total gathering of essentials that an investigator would like to draw some

conclusions about. Cooper and Schindler further clarified that the population variable is subject to calculation in order to draw deductions about the whole populace. The accessible population of this study includes employees of the Ghana Audit Service in the Cape Coast Metropolis of Ghana. The accessible population was made up of seventy-five (75) audit employees. This number included both female and male audit workers in the Cape Coast Metropolis. This number included all levels of audit workers, from the senior auditors to the audit juniors in the Metropolis. This population was deemed necessary for the current study because the individuals making up the population are all into auditing, thus, have the knowledge needed to contribute data to complete this study.

#### **Sample Size and Sampling Procedure**

Seventy-five (75) was the sample size used for the study. This was just the overall open audit staff population in Ghana's Cape Coast Metropolis. Techniques for census sampling have been used. The goal of the study of the whole population was to try to minimize the problems of sampling error, improve the exactness of population estimations and improve the generalization of the findings obtained (Osborne, & Costello, 2004). Also, the population was not that huge, taking into account the resources to be used. According to Pandey and Pandey (2015), the method of census-sampling allows the entire population to be investigated; data is collected from each and every unit, and as no unit is left out, this provides more accurate and accurate information. Prasad (2015) stressed that as all the elements are taken into account, the method of census guarantees the highest accuracy and correct description of a phenomenon without any bias factor.

## Data Collection Instrument

The research employed the questionnaire as a tool for data collection. A standardized questionnaire consisting of four (4) parts was used to collect the data. The questionnaire guarantees high efficiency in data collection and high generalisability of information, according to Plano Clark (2010). Section A sought information on the sex, age, duration of service, among other items, of the respondents. Section B tried to request the views of respondents on the causes of the work-life disparity. Section C aimed to assess the work-life balance and Section D focused on assessing the efficiency of employees.

In Sections B, C and D, there were twelve (12) objects, ten (10) objects and six (6) things, respectively. The independent variable, work-life balance, was calculated on a five-point Likert scale with buttons: 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, and 5= strongly agree. In addition, the productivity of employees was also calculated on the same scale. The Likert scale renders things or factors measurable, according to Hasson and Arnetz (2005), The Likert scale is also easily understood by both researchers and respondents and it makes coding and interpretations easier.

## Reliability and Validity

Pallant (2007) explains validity and reliability as to how the instrument calculates, respectively, what it is intended to measure and the accuracy of that calculation. The alpha coefficient ( $\alpha$ ) of Cronbach was used to assess the reliability of internal consistency using IBM SPSS Statistics version 20. Cronbach's alpha coefficient ( $\alpha$ ) with a suggested minimum value of 0.7 is the most common predictor for testing internal consistency (DeVellis, 2003). The Cronbach alpha coefficients were above 0.7 for both of the constructs,

suggesting very strong internal constancy. The reliability coefficients obtained are summarised in Table 1.

**Table 1: Reliability Coefficients**

Construct	No. of items	Cronbach's alpha
Work -life imbalance	10	0.851
Work -life balance	9	0.813
Employee performance	5	0.753

Source: Field survey (2020)

### **Data Collection Procedure**

Questionnaires have been assigned to the available population. The investigator clarified the purpose of the research and alleviated any doubts in order to obtain information from the respondents by assuring them that the information would only be used exclusively for academic purposes. The questionnaires were accompanied by an introductory letter to explain the purpose of the data collection. The questionnaires were distributed within a week. The researcher, with the assistance of colleagues, administered the questionnaires to the audit workers making up the sample size. The respondents were guided through in order to make sure the right thing was done. Some of the respondents, because of their tight schedule at work, could not complete the questionnaire within the week. In all, it took the investigator two weeks to manage and retrieve all instruments.

### **Data Processing and Analysis**

Data collected with the help of questionnaire in this study was cleaned, coded, keyed in a spreadsheet and edited accordingly. The responses collected from the respondents were assigned numerical values to enable processing,

using the SPSS software. Data coding involved assigning a numerical value to the participants' responses so that they can be easily analysed using statistical tools (Sekaran, & Bougie, 2013). Data were then categorized and analysed using expressive statistics such as mean and standard deviation and illative statistics such as independent sample test and simple linear regression in accordance with the study objectives. Version 23 of the SPSS was used to process and analyze all the collected data.

For the analysis of the socio-demographic information of respondents, percentages and frequencies were used. Descriptive figures such as the mean and standard deviation were used to examine the first research issue.

A mean value of ( $>3$ ) indicates overall agreement to scale item, and a value of ( $\leq 3$ ) indicates overall disagreement to a statement. The second research question was evaluated using the t-test. Finally, the third question was analysed using the linear regression technique in order to assess the connection amid labor-life stability and worker performance. The regression equation is as specified below.

$$EP = \beta_0 + \beta_1 WLB + \varepsilon \quad [1]$$

Where:

EP = Employee performance

WLB = Work-Life Balance

$\beta$  = Regression coefficient

$\varepsilon$  = Error term

### **Ethical Consideration**

Researchers may encounter moral dilemmas due to the use of techniques that are seen as violating or potentially causing harm to human rights (Gentile, 2010). Humans are also allowed to human rights and must be endangered from

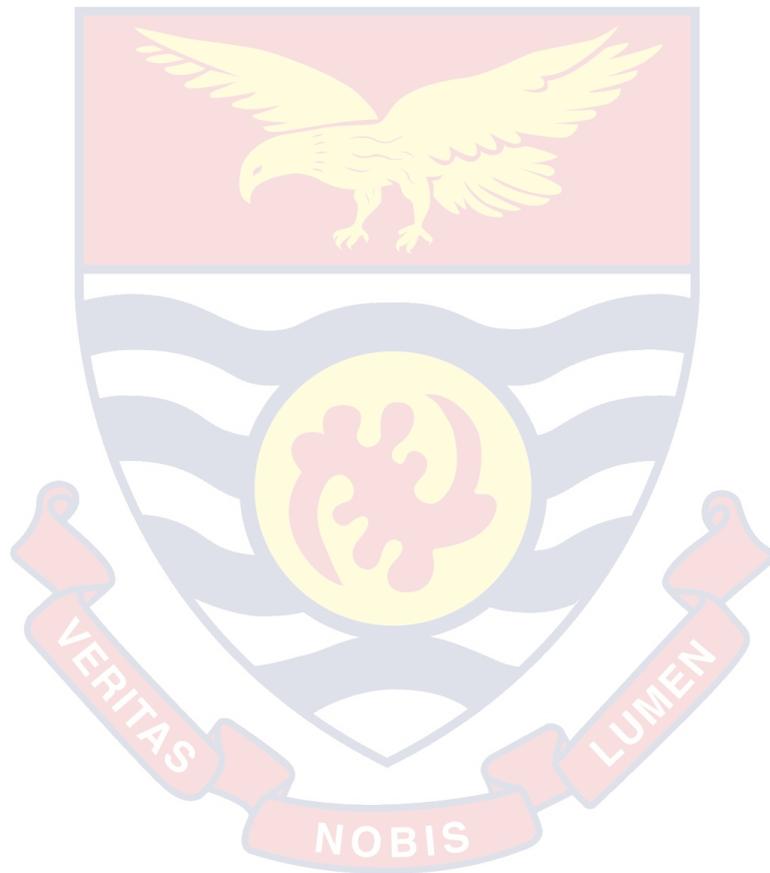
damage and mistreatment. For this reason and in order not to violate the rights of respondents, the researcher meticulously followed research and ethical rules. Partakers were made aware that answers to the queries were not necessary and that they could at any time withdraw from the study. They were, however, encouraged to participate entirely in the survey. At each level of the study, privacy, self-determination and subject secrecy were thus strictly conserved. All attempts were taken to make sure that the names of respondents were not made public.

### **Chapter Summary**

This chapter was introduced by discussing the study approach and design, study area and organisation. It employed the methodology of quantitative analysis and the design of correlational research. The research population consisted of all Ghana Audit Service employees in the Cape Coast Metropolis of Ghana. To sample the entire population, the census method was used. A formal questionnaire was used to gather information about the organisation's 75 workers. The chapter also addressed the tool for data collection, the process for information collection, reliability and validity, ethical deliberations, and data processing and analysis.

However, the researcher encountered some challenges. Due to scarcity of research conducted on work-life balance and worker routine in the area under consideration, it was problematic to sufficiently rely on directly connected literature to either support or condemn results of the research. However, the study's limitation was minimised by using related studies conducted elsewhere. Also, the study had no control over the views and opinions of its respondents. This means that data attained from the respondents could affect the findings of

the research. Nevertheless, the researcher ensured that the findings represented the true views of the respondents.



## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

The aim of the research was to evaluate the Ghana Audit Service 's connection between labour/work-life balance and worker performance. The presentation and discussion of the results of the research is devoted to this chapter. The outcomes are guided by information collected from questionnaires ordered to the staff of the Cape Coast Metropolis Audit Service of Ghana. Specifically, this chapter discusses the demographic features of the respondents and includes the sex of the respondents, the age variety of respondents and the level of education of the respondents. Occurrence and percentages were used to evaluate demographic features.

In addition, arithmetical descriptive tools (mean, standard deviation, minimum value and maximum value) were used to attain the first goal of a research aimed at assessing the causes of work-life imbalances among audit workers at the Ghana Audit Service in Ghana's Cape Coast Metropolis. The second objective of the analysis was evaluated using the independent sample test provided by the Levene test for male and female variance equality. Inferential statistics were also used, in particular, regression techniques to examine the impact of labour/work-life stability and worker performance of Audit Service employees.

#### Socio-Demographic Information of Respondent

This section of the questionnaire covered the sex, age, highest educational qualification of the respondents, their different departments, and how long they worked in the organization. The personal data, while not integral

to the analysis, helped contextualize the results and formulate effective guidelines to improve occupational health and safety policies. These pieces of information are to ensure that the respondents have the needed characteristics required for this study. For instance, the respondents were expected to be of age to qualify to partake in this study.

**Table 2: Socio-Demographic Features**

Variable	Indicators	Frequency	Percentage
Sex	Male	41	54.7
	Female	34	45.3
Education	Master's	15	20.0
	First degree	42	56.0
	Diploma	18	24.0
	SHS/O-level/A-level	0	0.0
	Basic	0	0.0
	No education	0	0.0
	Age range	20-29 years	14
	30-39 years	28	37.3
	40-49 years	21	28.0
	50 years or more	12	16.0
Length of service	Less than 1 year	8	10.7
	1 to 5 years	14	18.7
	6 to 10 years	18	24.0
	11 to 15 years	21	28.0
	16 to 20 years	6	8.0
	More than 20 years	8	10.7
Department	CAD	12	16.0
	CGAD	14	18.7
	DAD	10	13.3
	EIDA	18	24.0
	F&A	11	14.7
	PSAD	10	13.3

Source: Field survey (2020)

N=75

Table 2 shows the demographic features of the respondents of the research. As can be seen from table 34, 45.3 percent of the 75 respondents were female, while 54.7 percent were male. The male-dominated workforce in the Ghanaian environment largely follows this. The study's review of the age dispersal of the respondents found that 28 of the 75 respondents were between the ages of 30-39. This translates into a sample of 37.3%. The 20-29 age range accounted for 18.7 percent of the survey, while the group of 40-49 years made up 28 percent. The least-represented age group was 50 years or older. In this category, there were 12 observations, representing 16 percent. As many as 56 % of the respondents were under 40 years of age. This suggests that the Ghana Audit Service has a very young workforce.

An analysis of the departmental distribution of respondents showed a near-even distribution. The DAD and The PSAD departments had 10 respondents each, representing 13.3 %. The F&A department recorded 11 observations which translate into 14.7%. 12 out of the 75 respondents were drawn from CAD department. The highest representation was recorded by the EIDA department with 18 out of the 75 respondents. The researcher was also interested in the span of service of the respondents. Only 8 out of the 75 respondents had spent less than a year at the Ghana Audit Service. This translates into 10.7 %.

Twenty-one (21) of the respondents have been at the Ghana Audit Service in the Cape Coast Metropolis for 11 to 15 years. 10.7 % of the respondents have been at the Ghana Audit Service for more than 20 years. As shown in the table, 18 out of the 75 respondents have spent between 6 to 10years at the study organisation. A close observation of these statistics shows that 70%

of the employees have been at the organisation for at least 6 years. This suggests a very low labor turnover at the Ghana Audit service. For the level of education, majority had a first degree (42, 56%); 20% had masters and the remaining 24% had diplomas. None had qualification below diploma, showing a highly educated group of respondents.

### Causes of Work-life Imbalance

The investigator tried to scrutinize the causes of labour/work-life imbalance among workers. To evaluate responses from the respondents, descriptive statistics were used. On a five-point Likert ruler, the responses were calculated in such a way that a statement recording a mean less than 3 is declared unsupported and a statement with a mean greater than 3 is declared to be supported as used in previous studies. The results are shown in Table 3.

**Table 3: Causes of Work-life Imbalance**

Statement	Minimum	Maximum	Mean	SD
Incompatibility of family roles with work roles.	1.00	5.00	3.2133	1.14246
Stress.	1.00	5.00	4.0133	.83007
Excessive work demands.	1.00	5.00	3.7467	.98767
Unsupportive spouse or family members.	1.00	5.00	2.7067	1.22776
Poor relationship with clients.	1.00	5.00	2.7333	1.15470
Poor relationship with co-workers	1.00	5.00	2.7867	1.30791
Work overload.	1.00	5.00	3.5600	1.09347
Riskiness of the job.	1.00	5.00	3.5600	.91887
Excessive demands from spouse or family members.	1.00	5.00	3.1200	1.17358
Irregular work schedule.	1.00	5.00	3.2533	.94573

Source: Field survey (2020) N=75 SD=Standard Deviation

The researcher, from the literature reviewed, suggested eleven (11) causes of work-life imbalance among employees. The respondents identified excessive work demands as a key cause of work-life imbalance ( $M=3.7467$ ;  $SD=0.98767$ ). This outcome is consistent with Greenhaus and Beutell (2017), who argued that work-family tension occurs when one position's demands compromise one's ability to fulfil another position's demands. Moreover, the finding is confirmed by the work of Ahmed (2016), who described work overload as a cause of work-life imbalance. Frone et al. (2016) also found that the most potent cause of labour/work-family struggle is job demand. This implies that employees at the Ghana Audit Service in the Cape Coast Metropolis are overburdened with excessive work, thereby, denying them time to spend with their families and enjoying their personal lives. This may be due to the fact that the organisation has few employees.

The study also found stress as a cause of work-life imbalance ( $M = 4.013$  and  $SD = 0.83007$ ). This finding is corroborated by the study of Minnie (2015) who, in analysing the grounds of labour/work-life imbalance in working setting, found stress as a cause. The study also identified irregular work schedule as a cause of work-life imbalance ( $M = 3.2533$  and  $SD = 0.94573$ ). This finding is supported by Burke and Greenglass (2015) and Asiedu-Appiah (2015) who also identified irregular work schedules as a cause of work-life imbalance. These might be possible because, in most cases, in Ghanaian work settings, schedules are not really followed; thereby, making causing imbalance in an individual worker's time schedules. This may just the case at the Ghana Audit Service in the Cape Coast Metropolis.

In addition, incompatibility of family roles and work roles has also been established as one of the grounds of labour/work-life imbalance, as seen in Table 3. A mean of 3.2133 and a standard deviation of 1.14246 were reported. Excessive spousal requirements ( $M = 3.1200$ ;  $SD = 1.17358$ ) and job risk ( $M = 3.5600$ ;  $SD = 0.91887$ ) were also identified as causes of work-life imbalance, as was the case in Ahmed (2016). These imply that most of the workers at the Ghana Audit Service in the Cape Coast Metropolis might have chosen the right career for themselves as their family lives seem incompatible with the work they do. Also, partners, wives or husbands, do crave for more attention making the workers in this organisation feel pressured making them desire to steal working time and spend with their spouse hence causing imbalance.

The “unsupportive spouse and family members” factor has not, however, been supported as a cause of work-life imbalance. A mean of 2.7067 and a standard deviation of 1.22776 were reported. The study also found that bad customer relationships were not a source of work-life imbalances. This was clear from the 2.7333 mean score and a standard deviation of 1.15470. This is, however, contrary to the study by Ahmed (2016), who discovered weak customer relationships as a cause of work-life imbalance. There was not enough evidence to describe “bad relationship with customers as a cause of work-life imbalance, based on a mean of 2.786 and a standard deviation of 1.30791.” Again, this result contrasts with Ahmed, who concluded that bad relationships with colleagues were a cause of work-life imbalance.

This could be explained that workers at the Ghana Audit Service in the Cape Coast Metropolis experience good relationship with co-workers; therefore, do not experience how poor relationship can influence work-life

imbalance as prior studies posited. These findings showed that workers at the Ghana Audit Service in the Cape Coast Metropolis experience the issues of work-life imbalance, to some extent. Most of the underlying causes identified by the study pointed to workload and demands from spouses. This may imply that the Audit Service in the Metropolis need additional workers to those already available in order to make work/labour and life events more flexible.

### Difference between Work-Life Balance among Males and Females

The researchers developed the following null and alternative hypotheses in order to accomplish this research objective:

H<sub>0</sub>: At the Ghana Audit Service in the Cape Coast Metropolis of Ghana, there is no substantial difference between the labour/work-life balance between males and females.

To test the null hypothesis, a sovereign sample t-test was used. The findings are summarized in Table 4 and Table 5.

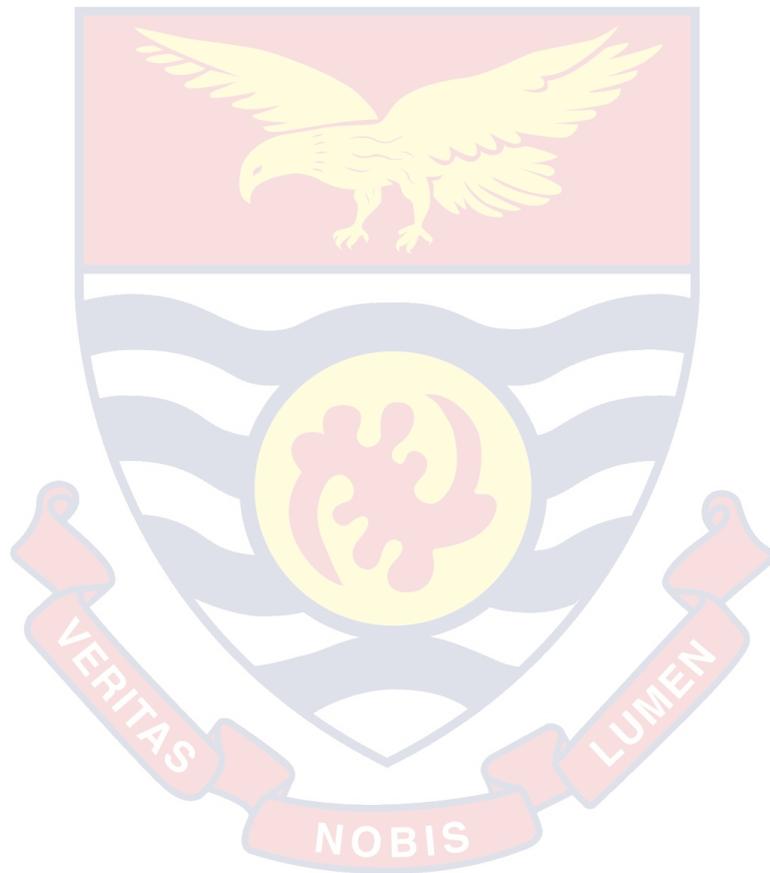
**Table 4: Group Statistics**

	Gender of respondent	N	Mean	Std.	Std. Error
				Deviation	Mean
Work-life balance	Male	41	2.8598	.31205	.04873
	Female	34	2.9632	.31795	.05453

Source: Field survey (2020)

Table 4 shows the group statistics for the independent sample t-test. The females recorded a mean of 2.9632 while the males recorded a mean of 2.8598. From the group statistics, it is obvious, on the surface that, females have a significantly higher average than males. This result may be explained as female and male workers at the Ghana Audit Service in the Cape Coast Metropolis having different work-life balance. However, this conclusion cannot be swiftly

drawn without further analyses to check how significance the difference is, or to check whether the difference between female and male workers at the Audit Service is that significance. This calls for the Levene's test for fairness of variance as presented in Table 5.

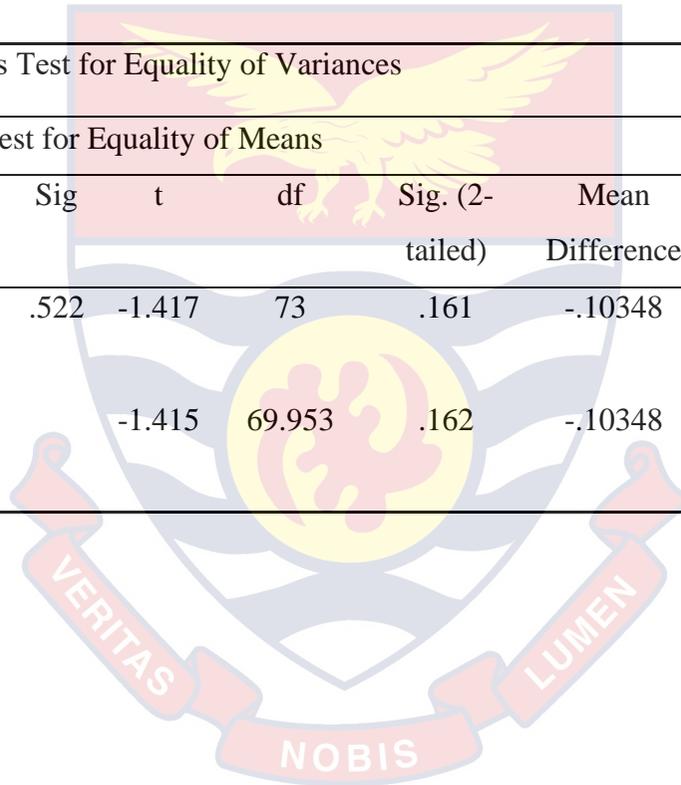


**Table 5: Independent Samples Test**

		Levene's Test for Equality of Variances					95% Confidence interval of the Difference			
		t-test for Equality of Means								
		F	Sig	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Work-life balance	Equal variances assumed	.414	.522	-1.417	73	.161	-.10348	.07300	-.24897	.04201
	Equal variances not assumed			-1.415	69.953	.162	-.10348	.07313	-.24934	.04238

Source: Field survey (2020)

N = 75



Levene's variance equality test provided a p-value of 0.522, which is greater than the 0.05 alpha value. Therefore, the null hypothesis that equal variance is presumed is not denied by us. The researcher continues to fail to reject the null hypothesis that there is no substantial change between the labour/work-life balance between males and females (t-value = -1,417;  $p > 0,05$ ) after satisfying the condition of homogeneity of variance. It is confirmed by Saleh (2015), who also found that there were no substantial changes between males and females in the experience of labour/work disputes with the household. It is also consistent with Frone et al. (2016), who find no signs of gender differences in the asymmetry pattern, implying that the outlines of male and female work and family roles will work similarly. Muthuswamy and Wesley (2016) also found no gender changes in work-to - family or family-to-work struggle experiences.

The observation, however, contrasts with that of Cecchinato et al. (2016), who indicated that it is indeed more difficult for women to reconcile work and family than for males because of the uneven burden of family obligations. This finding might be possible as the current dispensation allows fair share in many things between males and females. Therefore, balancing of work and life between male and female workers at the Ghana Audit Service in the Cape Coast Metropolis is not done differently between the two groups, males and females. This implies that employees at the Ghana Audit Service in the Cape Coast Metropolis are tasked similarly regardless of sex.

### **Effect of Work-life Balance on Employee Performance**

In order to achieve this research objective, the researcher developed the following null and alternative hypotheses:

*H<sub>0</sub>: labour/ Work-life stability has no substantial effect on worker performance.*

Regression analysis has been used to assess the hypothesis. Table 6 and Table 7 present the results of the regression analysis in Table 7.

**Table 6: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.376 <sup>a</sup>	.141	.218	.48126

a. Predictors: (Constant), Transformed work-life balance N = 75

b. Outcome: Employee performance

Source: Field survey (2020)

As shown in Table 6, the model overview, the R value was 0.376, suggesting that the work-life balance (independent variable) and worker performance (dependent variable) have a poor positive relationship. The value of R<sup>2</sup> was 0.141, and this means that work-life balance explains 14.1 percent of employee performance variations at the Ghana Audit Service in the Cape Coast Metropolis, although other variables not analyzed in this study lead to 85.9 percent of employee performance variations at the Cape Coast Metropolis Ghana Audit Service. This means, to an appreciable extent, the model is good enough to predict.

**Table 7: Coefficients**

Model		Unstandardised Coefficients		Standardised Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.335	.259		16.759	.000
	Transformed Work-life balance	.228	.084	.276	2.7142	.000

a. Dependent Variable: Employee Performance N = 75

Source: Field survey (2020)

The results in Table 7 show that employee output would be stable at 4.335 if all other variables were kept constant. Although keeping other variables

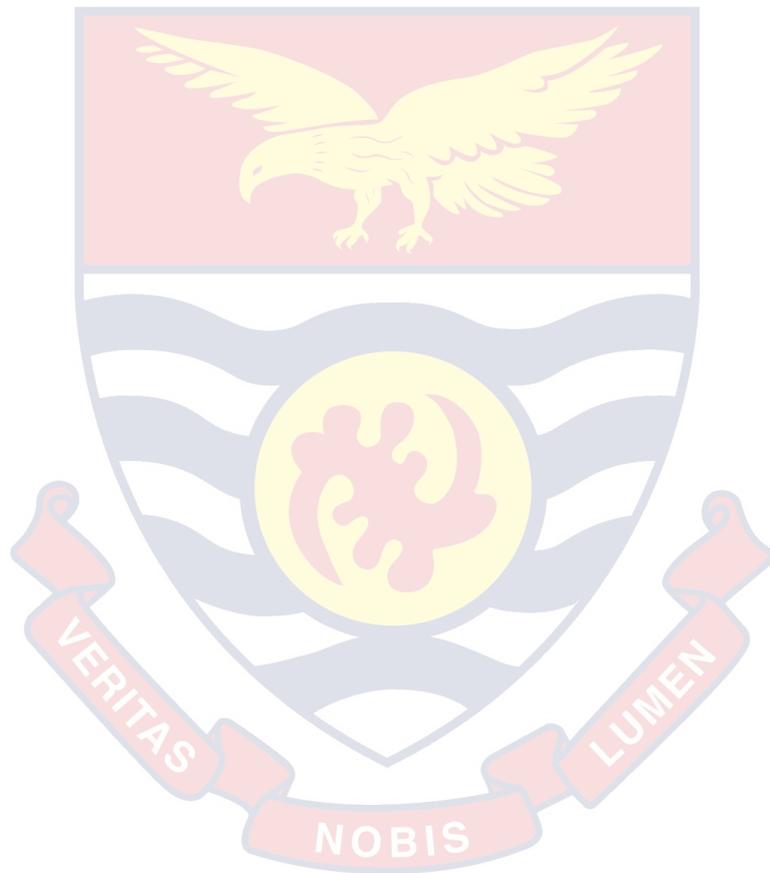
stable, employee output will improve by 0.228, a unit increase in work-life balance, and the opposite is true. This finding indicates that there is a cause-effect relationship at a substantial level of  $P < 0.0001$  between labour/work-life stability and worker efficiency; thus, the researcher rejects the null hypothesis and concludes that work-life stability has a substantial influence on employee efficiency. This infers that as work-life balance improves at the Ghana Audit Service in the Cape Coast Metropolis, employee efficiency will increase.

This result is comparable to that of Makaya and Wagoki (2015), who discovered a strong association between work-life balance and employee performance and proposed that work-life balance is a job performance indicator. The encouraging relationship between labour/work-life balance and worker performance was also found by Ali (2016). This finding also supports the work-family border theory of Clark (2000), which establishes a causal relationship between labour/work-life leadership and worker performance. Therefore, this means that as workers at the Ghana Audit Service in the Cape Coast Metropolis improve and strike a good work-life balance, their efficiency and workplace productivity will increase.

### **Chapter Summary**

The findings of the study were presented and discussed in this chapter. Using SPSS version 23, responses from 75 respondents were analysed. In order to examine the information, both expressive and inferential statistical methods were used. The study identified tension among employees at the Ghana Audit Services in the Cape Coast Metropolis as the highest cause of work-life imbalance. The research also found that at the Ghana Audit Services in the Cape Coast Metropolis of Ghana, there is no substantial gap between the labour/work-

life balance of male and female workers. It was also found that at the Ghana Audit Service in the Cape Coast Metropolis, work-life balance predicts or significantly influences employee performance. The following chapter presents the research's summary, conclusions and commendations.



## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This section offers an overview of the study's main findings, key conclusions and recommendations, including suggestions for future studies. A detailed description of the research issue, priorities, approach, background information and findings is provided in the review. The conclusions cover the overall results relating to the study's findings with respect to the research aims. Finally, this section offers guidelines for policy creators and guidance for future studies.

#### Summary of Key Findings

The overall purpose of the research at the Ghana Audit Service in the Cape Coast Metropolis was to examine the relationship between labour/work-life balance and worker performance. The study relied on the Work-family Boundary Theory as a theoretical basis to perform the study. A correlational study design was chosen because it is an invaluable way of asking questions to find out what is going on and gain insights into a subject of interest, and it also has the benefit of being versatile and adaptable to change. The key research instrument was a self-managed questionnaire and data was obtained from 75 respondents. Using Cronbach's alpha, the internal reliability of the constructs was tested. For data processing and analysis, SPSS Version 23 was used.

For all measures of importance, an alpha level of 0.05 was used. The study revealed that the work-life mismatch was caused by incompatibility of family roles with work roles, tension, unreasonable work demands, work overload, riskiness of the job and erratic work schedule. It has also been found

that there is no substantial difference in the labour/work-life balance of males and females. The study further revealed that work-life balance has a major effect on employee performance, explaining 23.1% of employee performance variation. This implies that the performance of employees also increases as the work-life balance improves for the better.

### **Conclusions**

This research makes a significant input to the extant literature on work-life balance. The results suggest that a shift in the labour/work-life balance of workers will lead to a more than a proportionate change in the output of employees. The importance of the performance of workers in any organisation cannot be overemphasized. Work-life balance has a substantial impact on employee performance, as revealed by this study, and organizations must therefore begin to pay critical attention to their employees' well-being, especially how they can balance the stresses of both work and personal life. Employees are happier if they can balance their work-life requirements.

### **Recommendations**

Based on the results and the deductions thereof, and taking into consideration the research objectives, the researcher makes the following recommendations. The study found work overload and irregular work schedules as causes of work-life imbalance. This could be as a result of the relatively small staff strength of the audit service in the Cape Coast Metropolis. Management should, therefore, make a conscious effort to hire more employees to enhance their service delivery. Alternatively, management could consider structuring a regular work schedule such that workers are aware of their regular tasks and can, therefore, plan around it.

Management can also consider organising training programmes for staff on work-life balance. The training programs could concentrate on personal time management and efficiency to help employees use the time they have to perform both work duties and family duties effectively. The training could also tackle issues of interpersonal relationships in the workplace. Support from management and co-workers could be key to helping employees manage the requirements of their job. A conscious effort to train staff on building a good working relationship in the workplace could go a long way to help improve upon work-life balance of employees and hence, their performance.

#### **Suggestions for Further Studies**

The current study was conducted using a deductive research approach that was based on the assumptions of the Work-Family Border Theory and produced the aforementioned results. A comparable study could be showed using other theories such as the spill over theory to test the effect of labour/work-life balance on employee performance. This study also used a closed-ended questionnaire as a primary source of data. This limited the information that could be generated from the respondents. An alternative approach such as the interview schedule may be used by potential researchers to study the issue of labour/work-life balance. This strategy has the benefit of allowing the participants to clarify their answers and to consider the reasons behind their responses.

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## APPENDIX

UNIVERSITY OF CAPE COAST

COLLEGE OF HUMANITIES AND LEGAL STUDIES

SCHOOL OF BUSINES

DEPARTMENT OF MANAGEMENT

### RESEARCH QUESTIONNAIRE

The researcher is a student on a Master of Business Administration (MBA) programme at the University of Cape Coast. She is conducting a study into “WORKLIFE BALANCE AND EMPLOYEE PERFORMANCE OF GHANA AUDIT SERVICE”. The researcher will be most grateful for answering the research questions. All information provided will be used for academic purposes only. Participation in this study is completely optional. You are, however, encouraged to be as honest as possible in your responses.

#### Section A: Demographic Profile of Respondents

- 1) Gender of respondent: Male  Female
- 2) Age range of respondent: Less than 20years  20-29 years  30-39yrs  40-49years  50years or more
- 3) Educational level of Respondent: JHS/Middle school  SHS/O-Level/A-Level  Diploma  Degree  Masters  PhD  other
- 4) Marital status: Single  Married  Divorced
- 5) Department: .....
- 6) how long have you been working in this organisation? Less than 1 year  1 to 5 years  6 to 10 years  11 to 15 years  16 to 20 years  more than 20 years .

**Section B: Work-life Balance**

This section seeks to solicit your opinion on work-life balance. please indicate your level of agreement to the following statements with SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly Agree

STATEMENTS	SD	D	N	A	SA
I work in shifts.					
I work for more than eight ( 8) hours a day.					
I worry about work even when I am actually not at work.					
I am unable to spend enough time with my family because of work					
I feel depressed because of work					
There is a good counselling unit in my organisation					
I receive support from my colleagues to complete my tasks					
The organization has paid maternity/ paternity leave policy					
I normally feel efficient each time I return from a leave					
My family life does not affect my job efficiency					
My organisation allows for working from home					
I skip holidays to stay on my job					

**Section C: causes of Work-life Imbalance.**

This section seeks to solicit your opinion on the causes of work-life imbalance. please indicate your level of agreement to the following statements with SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly Agree.

STATEMENTS	SD	D	N	A	SA
Incompatibility of family roles with work roles.					
Stress.					
Excessive work demands.					
Unsupportive spouse or family members.					
Poor relationship with clients.					
Poor relationship with co-workers					
Work overload.					
Riskiness of the job.					
Excessive demands from spouse or family members.					
Irregular work schedule.					

**Section D: Employee Performance**

This section seeks to solicit your opinion on your performance. please indicate your level of agreement to the following statements with SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly Agree

STATEMENTS	SD	D	N	A	SA
I mostly meet my deadlines at work					

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I make considerable amount of errors in the  
performance of my job

I mostly meet my targets at work

I come up with new ideas to help my  
organisation

Clients are usually happy with my services

My supervisor has regularly commended me  
for an outstanding performance

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