

UNIVERSITY OF CAPE COAST

WORK LIFE BALANCE AND EMPLOYEES' PERFORMANCE AT THE
CENTRAL REGIONAL COORDINATING COUNCIL, CAPE COAST



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CENTRAL REGIONAL COORDINATING COUNCIL, CAPE COAST

BY
COSMOS APPIAH-AMPONSAH

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award of Master of Business Administration degree in Human Resource
Management

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DECLARATION

Candidate's Declaration

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

Candidate's Signature: Date:

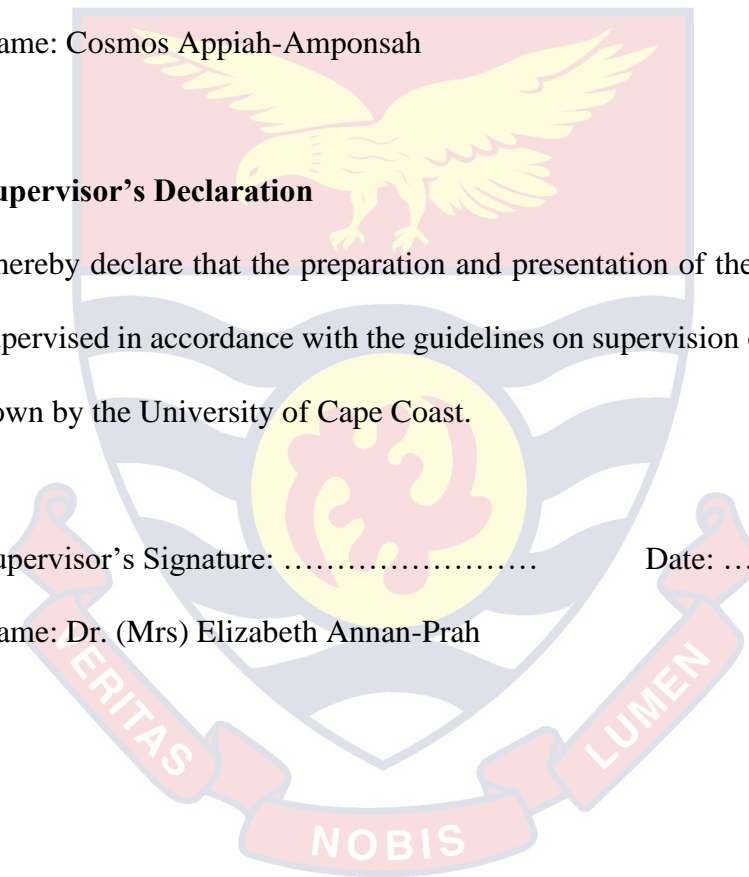
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Supervisor's Declaration

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

Supervisor's Signature: Date:

Name: Dr. (Mrs) Elizabeth Annan-Prah



ABSTRACT

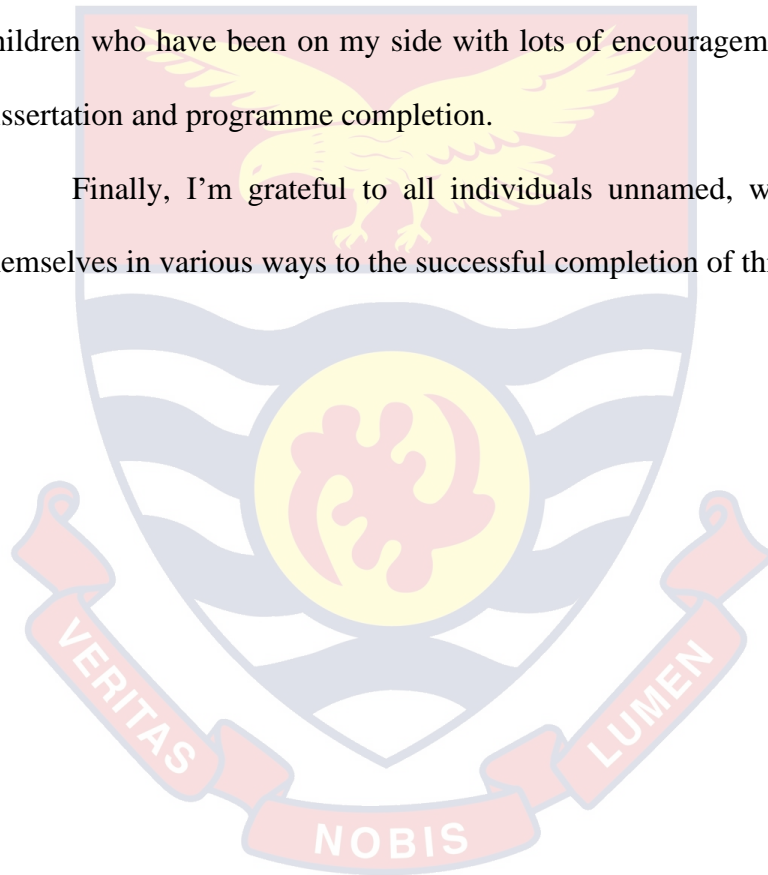
The study examined Work Life Balance (WLB) and employee's performance at the Central Regional Coordinating Council. Specifically, three research objectives were investigated to assess WLB policies among employees at the Central Regional Coordinating Council (CRCC), to determine the perception of employees on WLB at the CRCC and to analyse the WLB effect on employee's performance at the Central RCC, Cape Coast. The study relied on the quantitative approach and explanatory design. Questionnaires were used for data gathering. A sample of 120 respondents was used. Data was processed using the IBM SPSS Statistics and analyses was carried out using descriptive (means and standard deviations) and inferential statistics (simple regression). The study found that some of the WLB policies being used at the institution were leave policy, telecommuting, experience advancement for people with special needs, and flexible work designs. The study further found that employees of the RCC had high perception level regarding their WLB. Finally, the results showed WLB as a significant indicator that have positive effect on employee's performance at the Central RCC. The study, therefore, recommends Ministry of Local Government and Rural Development (MLGRD) should come out policies and programmes such as training on family life, emotional balance and work, introducing more leave periods and holding dialogues with employees on how best to improve on the employees work life.

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DEDICATION

To my caring and supportive family especially my wife Catherin Appiah-Amponsah and children Othniel Appiah-Amponsah and Mirabel Appiah-Amponsah



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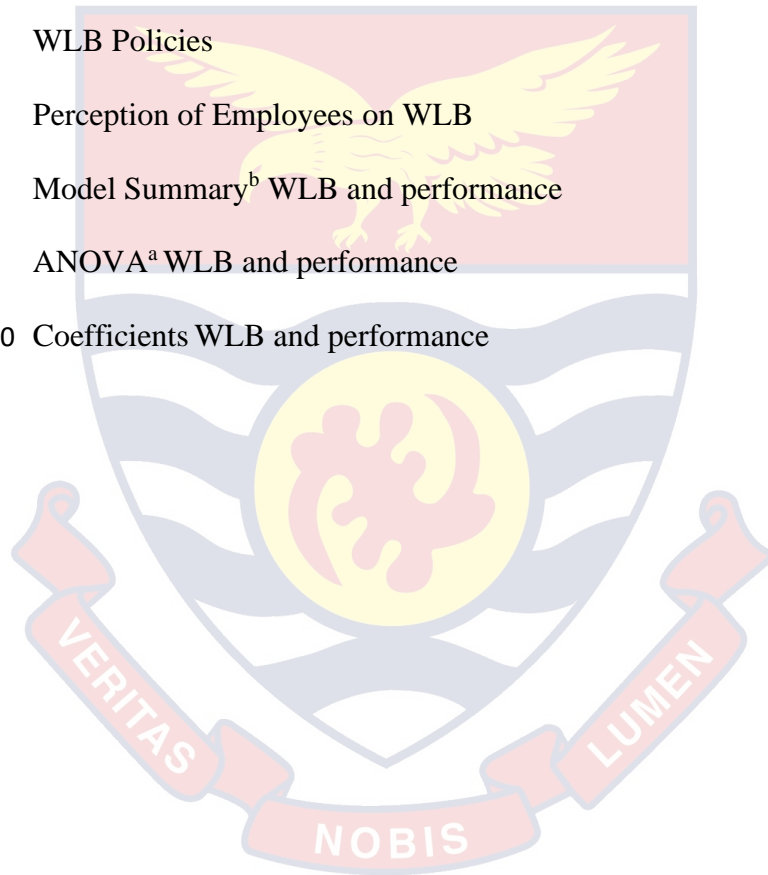
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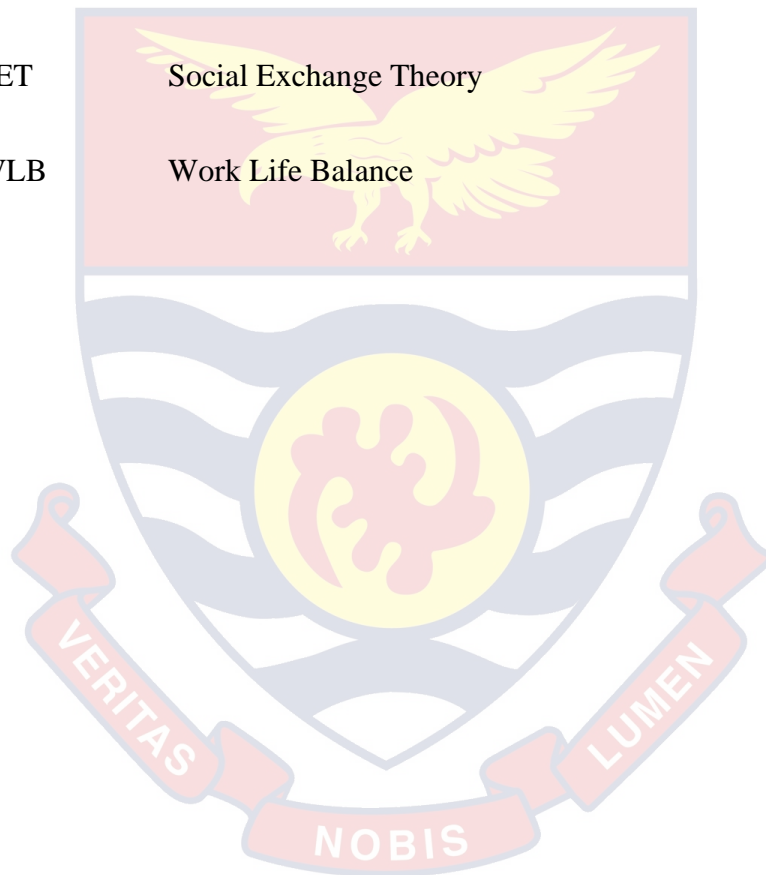


KEYWORDS

CRCC	Central Regional Coordinating Council
MDAs	Municipal and District Assemblies
MMDAs	Metropolitan, Municipal and District Assemblies
NGOs	Non-Governmental Organisations
MLGRD	Ministry of Local Government and Rural Development

SET Social Exchange Theory

WLB Work Life Balance



CHAPTER ONE

INTRODUCTION

Workers often confronted with a heavy burden and long working hours in today's dynamic economy, has a significant effect on their personal life as well as the lives of their families. The inability to successfully combine work and family life is a major challenge for today's independent workers (Halpern, 2005). As a result, the study investigates the relationship between work-life balance and employee performance in this research. As a result, the backdrop of the study, the issue, the goals, and the question, as well as how the research is being structured, are all presented in this chapter.

Background to the Study

The connection amid work and life balance has piqued the attention of academics, researchers, and practitioners in the modern era (Breitenecker & Shah, 2018). According to researchers, work entails the venue of formal duties that must be completed by a person when doing a particular job. Thus, life is a collection of activities unrelated to employment, such as home duties and childcare (Semlali & Hassi, 2016). Therefore, WLB is achieved when work and life are synchronised. As Kofodimos (1993) states, fulfilling, productive life, and healthy incorporates love, work and play; that uses variety of life activities with an emphasis on self-care, spiritual and personal advancement; and that conveys a person's particular interests, values and wishes.

WLB, they believe, should strive to elevate the prominence of non-work activities, thus adding to the government's stated objectives of a rising economy and an inventive and inclusive society (Weaver, Backhaus, Pel & Rach, 2017). As demand for labour increases across all areas of the economy, the problem of

WLB becomes more important and worldwide in scope. This worry has created a quandary for governments and managers who are tasked with resolving WLB problems. Without a question, in the future years, this will be one of the most critical problems that human resource managers will address. Though it seems straightforward, drawing a line between the two aspects of health and fulfilling the duties of both ends is not easy. Individuals encounter more tension between job and personal life as they tend to pursue the kind of life they want (Casper, Harris, Taylor-Bianco & Wayne, 2011).

Sirgy and Lee (2018) considered the WLB as the degree of pleasure that people experience as they can work at work and at home with negligible or no role conflicts. This suggest that employees at work should be able to have and possess some sense of equilibrium between the roles at the workplace and those to be performed at home without undue pressures elsewhere. In 2018, Lewis and Beauregard indicate that the WLB is the success of role-related opportunities negotiated and shared among individuals and associates in the work field. From the point of view of Akuamoah-Boateng (2020), WLB is the extent to which the efficacy and happiness of the individual's job and family responsibilities are consistent at a particular moment with his/her priorities.

Consequently, effectively WLB is a major task facing workers in various fields such as academia, health, security, businesses and enterprises, governmental and non-governmental agencies, religious groups, traditional leaders, and even care-takers at homes (Bromley & Meyer, 2015). Previously, only women complained about role overload; however, males are increasingly complaining about work-life conflict as well (Lu, Wang, Lin & Guo, 2019). Such circumstances make companies more conscious of the costs associated

with overloaded workers, such as operating and manufacturing costs, lack of support, dedication, consistency and performance (Mehmood, 2013).

To achieve the overall performance of organisations, the organisations is expected to make polices that will inspire employees' job performance (Obiageli, Uzochukwu & Ngozi, 2015). A business requires excellent performance from its workers in order to accomplish its objectives and maintain a competitive edge (Nienaber & Sewdass, 2016). The performance of an employee relies on or is a result of a mix of skill, commitment and chance. Consequently, a manager should develop a comprehensive strategy to supervising and training his staff. High performing employees are able to cause and drive innovation, create excellence and spur the core mandates of the organisation.

Empirical results indicate that the views of an individual's WLB are linked with employee work performance, job satisfaction, contentment in life, family operation and loyalty to the organisation (Helmle, Botero & Seibold, 2014; Obimpeh, 2018; Vasumathi, 2018). In Nigeria, Obiageli, Uzochukwu and Ngozi concluded in 2015 that WLB practices are essential factors that increase job performance of the employees. It was found in their work that aspects of WLB policies such as leave policy motivates employees' ability to efficiently and effectively deliver services. Furthermore, Anyim, Shadare and Adio (2020) shared similar findings in their study on WLB who averred that the practice of WLB should be visible in then organisation to all employees due its ability at predicting performance of the employees in organisations. Several other scholars including Mehmood (2013), Ahmad Fuad (2017), Lewis Beauregard

and Alexandra (2018) and Akuamoah-Boateng (2020) concurred that WLB correlates with performance in the establishment.

Relying on social exchange theory developed by Blau (1964), the author emphasised that employees will psychologically feel they have to reciprocate certain behaviours in response to what an organisation is offering them. This theory suggests that employees feel indebted to their organisation if practices such as organisational support and leave policies as well as other overall work life policies are in their best interest (Lunau, et al., 2014). It could further be deduced from the theory that when employers put in place policies and programs such as employees taking leave for family related matters, encouraging working at home, taking part-time jobs, involving family members in organisational festivities, leave entitlement, family and welfare policies, flexible work hours and showing of empathy to family issues of the employees, they will be able to balance the work life to improve their job performance. There is thus a clear sign that an organisation will be awarded a chance to extract more performance from its workers if it gives its people sufficient choices for managing their work and family responsibilities.

As pressures levelled on public sector organisations to become more effective and efficient in the running of their activities, encouraging employees' combinations of the WLB and their family and personal life to increase performance is prominent. The public sector has long been touted as engine for economic growth and provision of essential services to the citizens and as such putting systems in place to improve the work performance of the employees is an ultimate approach. One of the important institutions in the public sector governance in Ghana is the Regional Coordinating Councils (RCCs) authorised

under the Local Government Act, 2016 (Act 936) with the mandate to spearhead developmental agenda and service delivery to the people in a geographic area or region. The Central Regional Coordinating Council was as an arm of the Executive herein, the local government service, to provide quality administrative and technical services to NGOs, MDAs and MMDAs and through monitoring, coordinating and evaluation of the activities and performances that are geared towards the improvement of the life of the citizenry. With these mandate employees must be oriented enough on how work should be done coupled with some policies and programs to facilitate and promote the job performance in the sector.

Statement of the Problem

Rising daily job demands, working longer hours, and achieving employer-imposed goals invariably results in worker family conflict, decreased performance, poor health and poor management. Again, with high requirements of improving the efficiency of public management principles, public sector cost recoveries as well as reducing waste have tightened efforts public employees should put in to deliver services (Common, Flynn & Mellon, 2016). The RCCs are the head of the local government service that deliver services to a given region in the Ghana. It is broader in scope as workers there are expected to be apt in their task to providing excellent services to the MDAs, MMDAs and the NGOs in the country. As a result, worker or employees of the service who see it cumbersome to satisfactorily balance family's life, may have problems coping with work duties which may lead to poor employee performance (Ashibekong & Ohiani, 2019). As a consequence, disparities are formed when disagreement

spring up amid job demands and personal life develops, high levels of stress (Yadav & Yadav, 2014).

Despite the fact that WLB has attained vast research publications in developed countries, much less observations are committed in investigating idea of WLB on performance of employees in Ghana. Again, studies on WLB in Ghana have been explored against other variables like employee commitment (Darko-Asumadu, Sika-Bright & Osei-Tutu, 2018), job satisfaction (Segbenya, Peniana & Aggrey, 2018) and gender characteristics (Mensah, Amissah & Nsaful, 2018; Nsaful, 2016) with no evidence reported on how WLB affect employees' job performance in the Ghanaian context. Hence the need for research in the area was identified. In this respect, the investigator considered it essential to studying the impact of WLB on the performance of employees in Ghana's local government.

Purpose of the Study

The study investigates the WLB of employees in the Local Government service in the Cape Coast Metropolis.

Objectives of the Study

The objectives are to:

1. Assess WLB policies at the CRCC, Cape Coast.
2. Determine the perception of employees on WLB at the CRCC, Cape Coast.
3. Investigate the effect of WLB on employee's performance at the CRCC, Cape Coast.

Research Questions

The following research questions guided the study:

1. What are the WLB policies among employees at the CRCC, Cape Coast?
2. What is the perception of employees on WLB at the CRCC, Cape Coast?
3. What is the effect of WLB on employee's performance at the CRCC, Cape Coast?

Significance of the Study

This research contributed to the corpus of information about WLB. In Ghana, an increasing number of methods have been discovered to increase employee motivation, but little or no research exists on work and family life in particular. The results will add-up to the body of knowledge and serve as a foundation for employers' strategies and programme planning for Ghanaian workers. Employers, workers, and their families may all learn to identify and comprehend the concept of WLB and promote situations that boost drive - both intrinsic and extrinsic - and give the stamina necessary to accomplish apparently difficult tasks. Additionally, it may be beneficial to integrate assistance for WLB into courses and other retention-related programmes (Wernersbach, Crowley, & Bates, 2014).

Delimitation of the Study

This study considered only employees at CRCC in the Cape Coast Metropolis. Participants in this study were made up of 200 civil servants who volunteer for the study. Again, the study is delimited by its purpose, which was the exploration of WLB of employees at CRCC. Finally, this research was conducted in Ghana's Central Region, specifically in the Cape Coast Metropolis.

Limitations of the Study

Survey design allowed for the collection of huge amounts of data, however, it does not give detailed answers for probing or ascertain the circumstances or settings surrounding how workers react to questionnaire items (Sarantakos, 2013). The research method has an effect on the results since it focuses only on data sets gathered via a quantitative research strategy at a single moment in time without the participation of workers.

While the survey questions would be rigorously validated, it should be emphasised that they would be restricted to descriptions of the different structures. The items would not capture the context in which responders would be. As a result, the survey was unable to account for the many contextual variables that might have an effect on workers' answers. Geographical location may have posed a methodological constraint on the research, since it was performed in a single area.

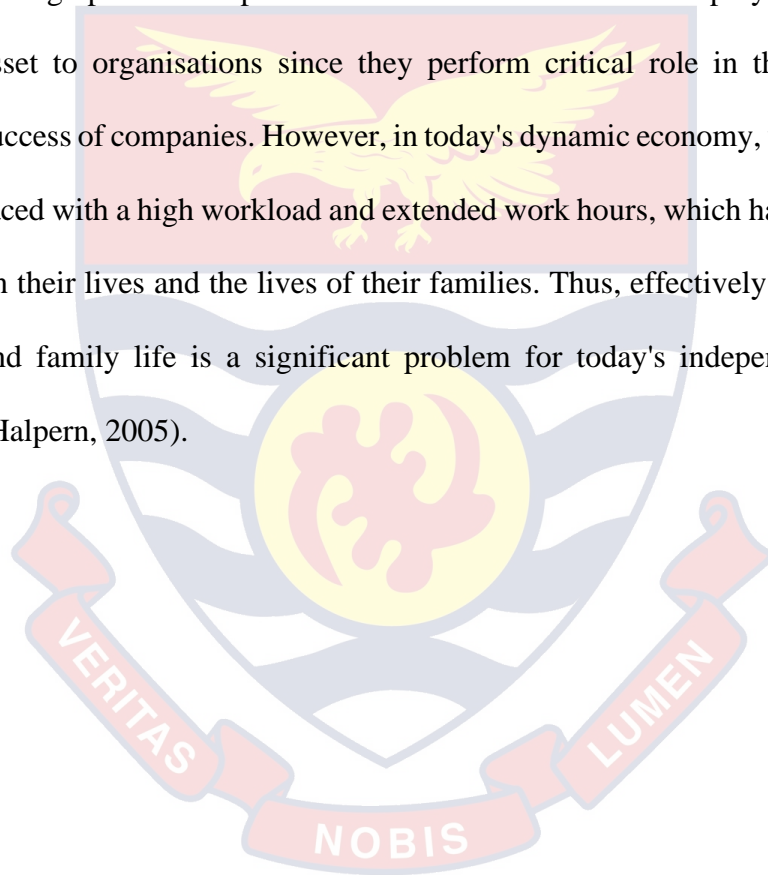
Organisation of the Study

The research was divided into five sections. Chapter one discusses the study's context, the issue description, and the research questions. Followed by Chapter two which reviewed extensive literature on the concepts of the study including empirical studies. The third chapter, which is also the last chapter, detailed the research design and the general paradigm under which this study fits; the techniques of data collecting, participant selection, the instrumentation procedure, and the analysis of the gathered data. The results and discussion section summarises the findings of this research, which were derived through an examination of the quantitative data. The discussion makes the required conclusions based on the quantitative findings. The study concludes with a

summary, conclusion, and recommendation chapter that summarises the research's general results, conclusions, recommendations, and ideas for further research.

Chapter Summary

Numerous reasons have been identified as igniting interest in problems with work balance and family life, including changes in the labour market's demographic makeup and increases in work hours. Employees are a critical asset to organisations since they perform critical role in the operation and success of companies. However, in today's dynamic economy, workers are often faced with a high workload and extended work hours, which has a major impact on their lives and the lives of their families. Thus, effectively combining work and family life is a significant problem for today's independent employees (Halpern, 2005).



CHAPTER TWO

LITERATURE REVIEW

Introduction

This section reviews relevant literature on work-life balance. The literature review has been written in terms of a theoretical, conceptual and empirical review. Theoretical review focusses on the key theory which is applicable and is relevant to explain the variables in the study; the conceptual review looks at concepts of WLB relevant to the study; while the empirical review addresses the findings of studies conducted by other researchers regarding employees' WLB.

Theoretical Review

Social Exchange Theory (SET)

Blau (1964) developed this theory to explain why the psychological contract exist between an employee and employer is critical in influencing how workers behave inside the organisation. Numerous studies have gradually embraced the social exchange theory as the theoretical foundation for the employee-employer interaction throughout the years (Bambacas & Kulik, 2013; Tanova & Holtom, 2008). Social exchange theory has been defined as an undefined cooperative effort between two or more partners that benefits everyone (Fishbein, & Ajzen, 2011). Social exchange involves undefined responsibilities in a connection between two parties, in which one party performs the other a favour in exchange for an unknown future return.

It could be deduced from the theory in relation to the present study that when employers put in place policies and programs such as employees taking leave for family related matters, encouraging working at home, taking part-time

jobs, involving family members in organisational festivities, leave entitlement, family and welfare policies, flexible work hours and showing of empathy to family issues of the employees, they will be able to balance their work life to improve their job performance. As a result, it is self-evident that when an organisation provides sufficient choices for managing work and family responsibilities, it is rewarded with the chance to achieve higher performance from its workers.

Conceptual Review

The Concept of WLB

The term "Work Life Balance" is frequently used to mean policies measures that were formerly referred to as "family-friendly" but are now wider. WLB benefits both parents and non-parents via flexible employment arrangements (Yuile, et al., 2012). The origins of WLB techniques may be traced back to work-life conflict. Inter-role conflict occurs when an employee's work conflicts with other responsibilities such as husband, parent, or other religious or recreational interests.

Work-Life Conflict recognises that the majority of people work two jobs. Work-life balance techniques assist in minimising work-life conflict and addressing its underlying causes. (Darcy, McCarthy, Hill & Grady, 2012). In 2012, Darcy et al., explain that work-life issues include excessive job expectations and job overloads. WLB, according to Obiageli, Uzochukwu, and Ngozi (2015), involves employers working together with employees to develop plans that balance work and personal obligations. WLB rules and practises can only be implemented effectively if companies and employees work together.

These efforts are: flexible work arrangements (telecommuting, compressed hours); leave arrangements (annual and parental leaves); child care and crèche support (De Cieri & Bardoel, 2009; Fag). Work-family responsive policies are all terms used in the literature to describe WLB methods. In 2005, Hudson, indicates that work-family balance in recent years been replaced by WLB. Again, he added that WLB is also required for personal development, recreation, and eldercare. WLB is defined as an appropriate 'fit' amid a person's different obligations.

WLB is described as upholding some sense of harmony while balancing work and personal interests. WLB requires an understanding of the various demands put on employees and their personal resources - time and energy. Employees who have some control over their work environment are less likely to be hurt by stress-related illnesses, which obviously impacts WLB (Bell, Rajendran & Theiler, 2012; Lazar, Osoian & Ratiu, 2010).

Work Life Balance Policies

WLB programmes may help employees better manage work and family responsibilities, improve their general health, and benefit the business. job sharing, telecommuting, compressed work weeks, flexible work hours, part-time employment, maternity leave, and on-site childcare are all offered (Hartel, 2007).

Leave is the length of time an employee may be away from work without penalty. The business pays for this time off, and workers may seek it for whatever reason they want to be absent from work. Additionally, it enables employees to de-stress at work and maintain a healthy balance amid work and personal interests. WLB enables workers to undertake additional tasks outside

of work, thus balancing work and personal interests (Obiageli, Uzochukwu & Ngozi, 2015). WLB/conflict integration problems are equally essential to Ghana's private sector and public sector employees and other Ghanaian employees. This significance is reflected in section 42 of the Ghanaian Labour Act 2003 (Act, 651), which says every worker be allowed 48 consecutive hours of rest for every seven days of regular labour, and that the average weekly hours worked should not exceed 40.

Flexible time enables workers to set (or participate in setting) their start and finish times for the workday, so far as a minimum hour is worked. This enables them to be committed to families or personal and even unforeseen circumstances throughout the day or to minimise their commute time by beginning and finishing work earlier (Lazar, Osoia & Ratiu, 2010).

It is becoming more usual for individuals to work from home on at least part of their daily tasks rather than heading into the workplace. Often, this arrangement is known as "telework" or "telecommuting," and it may benefit employees by allowing them to schedule their workday around personal and family commitments; reduce work-related expenses; shorten travel times; and work in a less worrying and troublesome setting. Additionally, it may assist in accommodating workers who are unable to leave their homes due to certain impairments. The fact that teleworkers may use their increased flexibility to capitalise on their own peak production times can also have a positive effect on a business's bottom line. Notwithstanding these benefits and the increased public awareness around telecommuting, very few collective bargaining agreements provide telework options. The scarcity of telework provisions is partially explained by the fact that not all professions lend themselves to this

arrangement. Additionally, businesses may be worried about the initial implementation costs, possible legal obligations, and challenges associated with monitoring and evaluating teleworker performance (Aslam, Shumaila, Azhar & Sadaqat, 2011). Trade unions may reject work-at-home arrangements if they feel that they are in more isolation from employees, less job stability and opportunities for progress and weaker protection in health and safety.

A work week is a work schedule in which workers work more hours in return for a shorter work cycle (Goyal & Babel, 2015). This may benefit employees by giving more days off (for example, longer weeks for a short holiday) and decreasing travelling time while companies can extend their working hours without using additional hours. Compressed working week arrangements may be of particular use to employees who want to minimise their weekly working hours but cannot afford to reduce their working hours. While workers frequently start compressed weeks of work, businesses may also begin them in order to enhance operational efficiency, boost production (because of reduced daily starting costs), or establish longer business hours to better customer service (Goyal & Babel, 2015; Lazar, Osoia & Ratiu, 2010). Working 10 hours a day, four days a week is a common arrangement for a 40-hour work week; working an additional hour a day on one off day every two weeks; or working an additional half hour a day off every three or four weeks.

Part-time employment agreements may also enable individuals with health issues, disabilities, or restricted time to enter the labour market and gain valuable skills and experience. They may assist persons who have taken professional breaks, particularly mothers (or fathers), who stay at home to raise their children, re-join the workforce or give retired employees a gradual leaving

process. From the employer's perspective, part-time employees may assist optimise human resource utilisation and operational flexibility by providing extra coverage during peak times (Ogechi & Nwaeke, 2019). Part-time employment may also be unpleasant for workers who would like to work longer hours in order to improve their income and provide a better quality of life for their family. According to the European Working Conditions Survey, 85% of individuals who work fewer than 30 hours a week are satisfied with their balance of work and life. In addition, part-time staff and those working less than 35 hours a week had the least physical and psychological problems.

Employment sharing is an agreement in respect of which two (or occasionally even more) employees share one full-time job, divided or divided between responsibilities and working hours. In cases when part-time work or other alternatives are limited, job sharing may be appropriate. Besides the apparent advantage of freeing workers' time for other duties such as family responsibilities, sharing work allows partnerships in which employees learn from one other while supporting each other (Yasmin, Krishna & Scholar, 2019). Employers may also benefit by enhancing productivity, enhancing staff retention and integrating a range of skills and experience into one role. In certain cases, such arrangements may also provide additional coverage during the periods of peak, while ensuring continuity during sick leave or vacation for a partner. Flexible working conditions may be a challenge for companies with a big number of employees who are responsible for the administration, maintenance or customer. Where the client determines work hours, companies face employee flexibility limitations, this is exactly when family-friendly services such as childcare would be most advantageous. The Sydney Star City

Casino's 24-hour childcare facility is an excellent example of childcare support. As shown by Australia's lowest turnover rate, the management believes it has benefitted both employees and the business (Lazar, Osoian & Ratiu, 2010).

Performance of Employees

Employee performance is critical in the workplace. It may assist the business in increasing and using the capability of its people resources. It translates into effective service delivery and engagement, which has a ripple effect across the organisation. To do this, organisations must implement policies that reward employee success. Job performance is dependent on or determined by a combination of skill, opportunities and effort. However, its measurements may be made in terms of outputs (Asrar-ul-Haq & Kuchinke, 2016). According to Asrar-ul-Haq and Kuchinke (2016), performance is the record of results generated over a defined time period for a particular job function or activity. According to the author, performance is a collection of results generated over a specified period of time. Not only performance is an activity, but also about judgement and assessment. Iqbal, et al., in 2013 explained that performance is defined as the actions taken by the employed person in carrying out his or her responsibilities, and the activities that are observable and quantifiable are portrayed. A business requires excellent performance from its workers in order to accomplish its objectives and maintain a competitive edge (Frese, 2002). The success of an organisation is contingent upon employee's performance.

As a result, to have an experienced way of managing and training their employees. Irum, Ayesha, Syed, Shagufta and Farida (2014) viewed employees' performance as the output of quality and quantity, work presence, adaptive, convenience output and favorable atmosphere. Obiageli, Uzochukwu

and Ngozi (2015) argued that employees' performance is usually based on the outputs after combining their capacities, endeavors and possibilities. In view of this, employees' performance deals with some facets and an important tool in deciding an organisation's accomplishments or flops (Sendawula, Kimuli, Bananuka & Muganga, 2018). This is also corroborated by (Sendawula et al., 2018) where they posited that employee's performance is key if organisations intend to achieve its goals and objectives.

Employees WLB and Performance Nexus

Mendis and Weerakkody (2014) posited in their research study that there's a solid WLB and the performance employee's nexus and also an effective employees' WLB could improve the performance of employees. Anyim, Shadare and Adio (2020) are of the opinions in their research study data analysis results that there's an impactful link between balancing employees work life and their performances and that the roles of family and society are crucial in sustaining normal workplaces WLB. Parkash and Jyoti (2013) observed that performance of employees revealed a significant relationship with WLB at the workplace. Also, this would be achievable if employees and management synergizes. In the findings of Mwangi et al. (2017), they opined that households' importance disputes disrupt employee's performance. Also, WLB influences family and work that should be adopted so as to better the performance of employees. Obiageli, Uzochukwu and Ngozi (2015) pointed out in their research paper that when an organisation applied WLB, it improves the employees' performance and for this reason, workplaces managers should make it sacrosanct to establish separate work life benefits in order to improve employee's performance. Mmakwe and Ukoha (2018) argued in their study

both the measures of performance employees and WLB has a concrete link and for organisation to achieve growth, workers' duties and commitments needs to be balanced and to improve employee's performance, a well-defined structures and regulation should be spelt out. A study carried out by Muhammad (2017), discovered how employees' performance is impacted by WLB and the outcomes illustrate that transactional leadership impacts on the subject matter. Lula (2018) emphasised in his research work that family work life preference impacts the performance of employees. Additionally, job demands impacted the employee's home life. He said that as a consequence of increased work demand, the majority of workers were forced to make adjustments in order to fulfil their family obligations, and the extended work hours exposed them to an excessive amount of stress owing to a lack of organisational support.

Empirical Review

Numerous studies have been conducted on WLB. Vishwa et al. (2015) typically conducted empirical research to ascertain the effect of WLB policies on employee satisfaction and performance. The purpose of this study was to ascertain the relationship between WLB policies and job satisfaction among employees. A total of 240 individuals responded to the questionnaire. Correlation analysis was performed on the quantitative data using the Statistical Package for Social Sciences. The study's findings underscored the importance of each WLB policy as a predictor of job satisfaction on its own.

Azeem and Akhtar (2014) examined the effect of WLB and job satisfaction on health care workers' organisational commitment. The purpose of this study was to determine the effect of WLB and job satisfaction on the company loyalty of healthcare workers. Two hundred and seventy-five (275)

individuals from the healthcare industry completed a questionnaire. The quantitative data were analysed using SPSS, which included correlations and reliabilities. The empirical evidence indicates that health care workers have a low perception of WLB, job satisfaction, and commitment. Positive correlations exist between WLB, job satisfaction, and organisational commitment.

Ojo, Salau, and Falola (2014) conducted an investigation into WLB policies and practises in three sectors of the Nigerian economy: banking, education, and energy. The types of WLB initiatives available in the three sectors were examined, as well as the associated barriers to implementation. Quantitative research on WLB practises in three sectors of the Nigerian economy was conducted. This was achieved via an in-depth study of case studies from various sectors. The data set consists of 586 answers to questionnaires sent to banking management and staff. The educational sector gathered 531 questionnaires, while the power sector collected 577 questionnaires. The findings indicate that respondents' perceptions of WLB are quite diverse. The quantitative data were analysed quantitatively, using the Statistical Package for Social Sciences, including Anova (SPSS). There is a significant disconnect between corporate WLB practises and employee perceptions of the word; the study makes many policy recommendations to assist in the implementation of WLB policies in the industries examined.

Fapohunda (2014) examined the relationship between working hours and productivity. The purpose of this study was to examine the relationship between work-life balance and organisational productivity, as well as the possibility that WLB practises reduce employee turnover and absenteeism. The study gathered 200 responses from experts in the banking sector. To collect

data, a systematic questionnaire was utilised. The data were analysed using the chi square test. The study discovered a correlation between employee turnover and WLB practises. Furthermore, it discovered an insufficient degree of managerial support.

Kamau, Muleke, Makaya, and Wagoki (2013) conducted a study to determine the effect of eco banks. Kenya's work-life balance policy regarding employee performance. This study's primary aim was to ascertain the impact of WLB on employee performance in a company. We chose fifty-five (55) Eco Bank workers who also responded to survey questions using quota sampling. Spearman's Correlation Analysis was used to evaluate the WLB and organisational effectiveness of applicants. The empirical study demonstrates that there is a correlation between WLB and employee performance. Hye (2013) examined the relationship between work-life balance and employee performance: the mediating role of emotional commitment, with the goal of determining the effect of work-life balance on affective commitment and job performance. The survey received 293 responses. The quantitative data were analysed quantitatively using the Statistical Package for Social Sciences, which included reliability and multiple regressions (SPSS). It was shown that employees' attitudes about WLB increased their emotional involvement.

Dissanayaka and Ali (2013) conducted a study to determine the relationship between WLB and performance. The aim of this study was to determine if there is a correlation between WLB and employee performance. Ninety-six (96) workers were surveyed, and they were given a questionnaire from which the data were gathered. The data were analysed using Pearson moment correlation. According to the study, there is a positive correlation

between WLB and employee performance. Additionally, deliberate efforts to improve an employee's WLB are necessary for performance enhancement.

Ojo (2012) conducted a survey of management and employees in the Nigerian banking sector to ascertain their perceptions of WLB practises and laws. The purpose of this study is to determine whether or not Nigerian organisations have WLB policies/practices. Data were gathered from 600 respondents via a questionnaire. The data were analysed using Spearman's correlation analysis. The findings of the empirical study suggest that workers should be educated about various WLB alternatives. Sakhivel, Kamalanabhanb, and Selvarania (2011) examined the effect of work-life balance reflections on employee happiness. The purpose of this study was to establish a link between job satisfaction and work/life balance. Career opportunities, recognition, job responsibilities, compensation, benefits, superior-subordinate relationships, employee satisfaction, and work/life balance were all considered in this study. 210 people who worked at an information technology firm answered a questionnaire. The quantitative data were analysed using SPSS, which includes multiple correlation and regression. Through a mediator variable, WLB, the empirical results show a significant relationship between job task and employee satisfaction.

Furthermore, in 2010, Simonetta and Manfred investigated WLB by performing an evaluation of employee experiences at Oxford Brookes University in order to ascertain the university's significance of work-life practises. They examined the university's different WLB policies and how they were implemented by university employees. The sample consisted of 492 members of staff at Oxford Brooks University. The study demonstrates the

critical need of striking a balance amid personal life and paid job, since this allows individuals to operate more effectively. The team concluded that achieving this goal requires a collaborative effort between companies and employees. There is a dearth of literature on the usage and availability of WLB studies in developing nations, as well as the execution of these programmes. There is still much to learn about Ghana and how to best assist its capacity to facilitate workers' WLB, particularly with regard to leave arrangements during times of heightened economic strain. This knowledge chasm is what research tries to close.

While fulfilling many roles at work and at home helps people, it becomes a burden when the responsibilities at work negatively impact workers' social lives. This results in the work-family conflict hypothesis, which was developed in 1986 in response to workers' struggles to combine work and personal obligations (Lockwood, 2003). Hobson, Delmus, and Kesic (2001) shown that employees' inability to balance work and family responsibilities resulted in a high rate of absenteeism, decreased performance and productivity, decreased job satisfaction, and poor organisational commitment. Similarly, and consistent with the current study, conflicting work and family obligations reduce job satisfaction and commitment. Sociodemographic variables such as marriage status, age, gender, and parental status are considered in studies on WLB and commitment attitudes on WLB.

Lessons Learnt

Literature has pointed a myriad of issues on how WLB promotes and facilitates employees job performance in organisations. Although, prior researchers have given various viewpoints on how the concepts interact, the

approach and conclusions drawn from the review are varied. Methodologically, the studies were mostly quantitative and the designs utilised was descriptive design and correlational. The authors employed a self-administered questionnaire to employees of the organisations used and measured the study variables, using a five-point Likert scale. The reason cited for the predominant use of the survey design was to arrive at conclusions applicable to representative proportions of the population involved in each case. For homogenous populations, simple random sampling was used.

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

Conceptual Framework

One of the important components of research is the how well to represent one's ideas diagrammatically for easy comprehension of readers. Adom, et. al. (2016) argued that the conceptual framework forms the blueprint of every research and gives clarity to the ideas being expressed in such research. The framework gives direction and impetus for a research work (Adom et al., 2016). Grant and Osanloo (2014) emphasised the importance of a conceptual framework by stating that, it is the foundation upon which a research is constructed. Thus, the conceptual framework for this present study is represented in Figure 1.

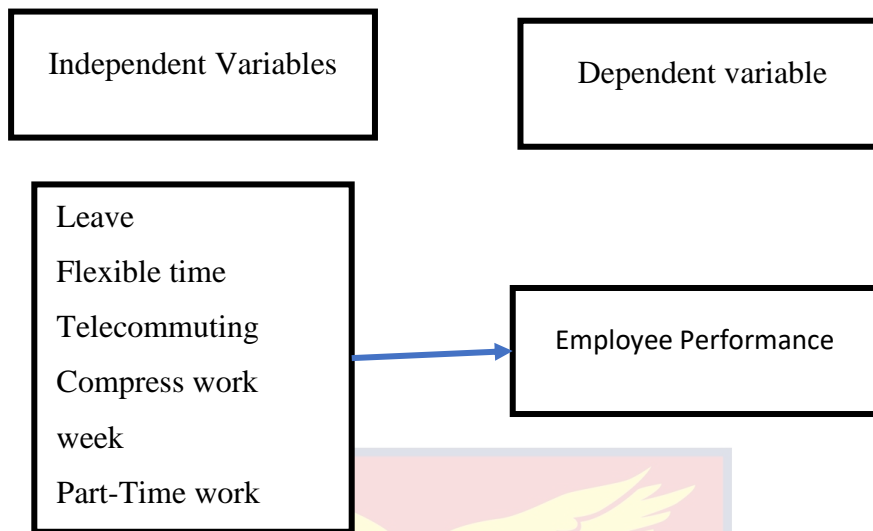


Figure 1: Conceptual Framework

Source: Author's Own Construct (2020)

The conceptual framework demonstrates a connection between WLB and employee performance. In this research, WLB is used as the independent variable, while employee performance is used as the dependent variable. The aim of this study is to determine if WLB has an impact on an employee's ability to work successfully.

Chapter Summary

The review of the literature brought to light WLB policies usually implemented in some organisations be it banking, manufacturing or communication. The chapter reviewed extensively the effect of WLB on employees' performance. Theory underpinning the study was reviewed; concepts and terminologies relating to the study were also discussed to give thorough understanding of the issues at hand. The review exposed the researcher to how various constructs of the study were analysed.

CHAPTER THREE

RESEARCH METHODS

Introduction

This part deals with the methodological approach to the main data gathering, analysis and presentation. Study technique is the overall strategy the researcher uses in carrying out the research endeavour (Williams, 2007). (Williams, 2007). It identifies the analytical methods, illuminates their limitations and resources, clarifies their underlying assumptions and implications, and connects their potentials to the twilight zone at the frontiers of knowledge (Igwenagu, 2016). (2016) (Igwenagu). The Chapter discusses critical issues such as the study's design, demographic, sample size and sampling techniques, methodology, research field, equipment, data collection procedures, and how data is being analysed.

Research Approach

The quantitative research method was used because of the nature of the study purpose under consideration, the particular objectives, and the type of the main data to be gathered and evaluated throughout the research process. The constructs were, by their very nature, quantifiable and manipulable via statistical methods. According to Creswell (2014), the quantitative approach is associated with comprehending events via the gathering of numerical data and the analysis of that data using mathematically based methods (in particular statistics). Quantitative research methodology is a research approach that incorporates quantification throughout the data gathering and analysis stages (Bryman, 2012). Quantitative methods (which are typically based on deduction) seek regularities in human life by dividing the social world into empirical

components known as variables, which can be numerically represented by frequencies or rates and whose relationships can be explored using statistical techniques and are accessible via stimuli and systemic measures introduced by researchers (Ben-Shlomo, Brookes & Hickman, 2013). Data collection based on a hypothesis is the first step in this method, which is followed by the use of descriptive or inferential statistics (Tashakkori & Teddlie, 2003). When it comes to quantitative techniques, deductive reasoning is often used to explain them. This is because inferences drawn from testing of statistical hypotheses lead to general conclusions about the features of a population. A disapproval press against quantitative techniques is that they are predicated on the notion that a singular truth exists that is independent of human experience (Lincoln & Guba, 1985). Because it includes a bigger sample that was chosen at random, the quantitative results are more likely to be generalizable to the whole population or a subset of the entire population (Carr, 1994). Some drawbacks of quantitative research methods include the fact that they capture snapshots of a phenomena rather than in-depth examinations, and also, they ignore testers and test-takers expertise when they are asked to test something (Rahman, 2016).

Research Design

Research design is a collection of rules and instructions to be followed in solving the research issue (Leedy & Omrod, 2010). (Leedy & Omrod, 2010). Zikmund (2000) further provides that research design is a blue print which defines the precise data method or strategy that the researcher will go through to accomplish the goals of the study. The research design approach is the overarching method for connecting conceptual research questions to relevant

(and viable) empirical study. It describes the methods required for collecting the information needed to organise or solve marketing research issues.

Given the nature of the scientific question behind this investigation, the study used an explanatory research design. Thus, following the logic of cause-and-effect relationships between the relevant variables – WLB (Independent variable) and employee performance (Dependent variable) – (Dependent Variable). According to Zikmund, Babin, Carr, and Griffin (2012), explanatory design research is used to ascertain the number and kind of causal relationships. This research is, by definition, a causal investigation. Explanatory studies concentrate on a particular scenario or issue in order to provide light on the patterns of connections between variables (Creswell, 2014). The primary objective of explanatory research is to understand why certain occurrences occur and to forecast when they will recur in the future (Maxwell, 2012). Additionally, the statement that the data are quantitative in nature and nearly always need the application of a statistical test in order to demonstrate the validity of the connections contributes to the choice to approach the research quantitatively.

Study Unit

The Central Regional Coordinating Council derives its existence and mandate from the 1992 Constitution of Ghana and Local Governance Act, 2016 (Act 936). The CRCC serves as the link between the Central Government and the Local Level with the aim to provide quality administrative and technical services to ministries, departments, metropolitan, municipal, district assemblies, agencies and non-governmental organisations through monitoring, coordinating and evaluation of the activities and performances that are geared towards the

improvement of the life of the citizenry. The Vision of the CRCC is to foster unity of purpose among the people by involving all stakeholders to achieve accelerated development and to fulfil this vision through twenty-two MMDAs.

Population

Leedy and Ormrod in 2010 indicates that population may be thought of as the group about whom researcher want to learn more and draw conclusions. The research population consisted of all workers in the local government sector in Ghana's Central region. The target audience comprised of workers of the Cape Coast Metropolis's Central Regional Coordinating Council. The total population was 220 employees. The following table shows the various departments and their staff strength.

Table 1: Population Distribution across Departments

Departments Staff	No.
1. Central Administration	102
2. Human Resource	4
3. Agriculture	35
4. Feeder Roads	15
5. Rural Housing	1
6. Social Welfare	10
7. Community Development	8
8. Parks and Gardens	1
9. Public Works Department	38
10. Environmental Health and Sanitation	6
Total	220

Source: Human Resource Division (2020)

Sample and Sampling Procedure

The research included 142 workers from different departments under the local government's CRCC. The survey sample size was determined using Sloven's formula, which was published by Sloven et al. (Ryan, 2013) as follows:

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

where,

n = Sample size

N = Total population

e = margin of error (5% or 0.05), from the above formula, we have n =

$$\frac{220}{1+220(0.05)^2} = 142.$$

A probability-sampling strategy was considered suitable for this study's aim. This research used the stratified sampling technique. Hundred and forty-two (142) sample size was determined using a proportional stratified sampling method from the different departments of the RCC. Moreover, stratified sampling was deemed fit for the study because of the claim made by Saunders et al. (2016) that, when using different target groups with specific characteristics, then a stratified technique is appropriate. Notwithstanding, stratified technique is cumbersome and make data collection rigorous as researchers may find it difficult retrieving information from various cluster strata (Sekaran & Bougie, 2016).

The sample size of 142 was allocated across the departments as presented in Table 2.

Table 2: Sample Size across Departments

Department	Population	Sample size
Central Administration	102	$102/220*142 = 65$
Human Resource	4	$4/220*142 = 3$
Agriculture	35	$35/220*142 = 23$
Feeder Roads	15	$15/220*142 = 10$
Rural Housing	1	$1/220*142 = 1$
Social Welfare	10	$10/220*142 = 6$
Community Development	8	$8/220*142 = 5$
Parks and Gardens	1	$1/220*142 = 1$
Public Works Development	38	$38/220*142 = 24$
Environmental Health and Sanitation	6	$6/220*142 = 4$
Total	220	142

Source: Author’s Construct (2020)

Data Collection Instrument

The major data collecting tool in this research was a structured questionnaire. Close-ended questions are included in the questionnaire. This is because, Respondents will find it simple and fast to reply, and response choice may help to explain the question wording for them. It will also make it simpler to compare answers with other respondents or surveys, and it will be quicker and less expensive to analyze.. Causal investigations are highly organised by nature (Maxwell, 2012), necessitating the gathering of primary data using structured methods. A questionnaire is a set of structured questions intended to gather information (Singer & Couper, 2017). Closed ended questions demands that respondents choose from a predetermined set of possible options and to

assess each option independently of the others. The data collecting tool was a self-administered structured questionnaire with three sections (A-C) covering WLB, demographic information, and performance. The research collected sociodemographic data on sex, age, education, marital status, and number of children. Section B assessed WLB using a standardised eight-item questionnaire designed and verified by Daniel and McCarragher (2000). The research recorded work performance via the use of six questions that will be used to quantify job performance. Hussein (2013). The answer format goes from lowest level of agreement (1) to highest level of agreement (7).

Pre-test of Survey Instrument

Pre-test is the process of using fewer forms of the whole study to determine the methods, factors and tools to be used for the final study (Kumar, 2019). Pre-test is carried out essentially to detect deficiencies in the research design, and effecting changes such that the data to be collected would be valid and reliable. (Adams & Wieman, 2011; Mertler, 2018; Saunders, Lewis & Thornhill, 2009). According to Mohajan (2017), pre-testing clarifies the scale items and also finds out if potential respondents would understand the questions they are to respond to. Pre- test was done by using 15 employees of the Cape Coast Metropolitan Assembly since they also fall under the MLGRD. Cronbach alpha were greater than 0.7 in order to regard the factor appropriate and was retained. The outcome of the pre-testing indicated the instructions and scale items were clear to the respondents.

Data Collection Procedures

The researcher gathered data in cooperation with two field assistants who had been educated on the study's objectives as well as the issues that might arise from the data collecting instrument used in the study. It was obtained that letters of introduction from the Department of Human Resource at the University of Cape Coast were received. The introduction letters were distributed to the Departments that had agreed to participate in the research project. Once the research obtained permission from the heads of the departments involved, the administrative heads of the prospective respondents' departments were contacted in order to arrange a day and time for the actual data collecting activity. With the aid of two colleagues, I presented the questionnaires to workers, and in certain instances, employees from different departments helped to make the process more efficient and effective. Responses to the questionnaires were given enough time to complete them before they were collected. The surveys took an average of fifteen (15) minutes to complete, according to the respondents. The purpose of the research was communicated to workers in each department, and they were guaranteed of absolute secrecy and anonymity throughout the process. This method was utilized to gather information from all of the departments that took part in the research.

Data Processing and Analysis

The term "data analysis" refers to a broad variety of qualitative and quantitative operations. In behavioural research, it is customary to make extensive use of quantitative analysis and statistical methodologies and procedures. Because statistical methods and approaches offer solutions to problems, they have a unique place in research. Pandey and Pandey (2015)

describe data analysis as the process of examining organised data in order to unearth hidden truths. The data collected was thoroughly reviewed and verified for accuracy. Following that, the surveys were coded and put into SPSS version 26. SPSS was chosen because it aided in the organisation and summarisation of data, thus providing critical parameters for data analysis. The study objectives were addressed via the use of means and standard deviation presented in tables and multiple regression.

The overall assessment of the objectives was done using mean and standard deviations values generated for the statements with a mean score range 1 to 2.9 representing not applicable and 3 to 7 representing applicability of an item or statement made; a 0.1 cut-off point. Additionally, any computed standard deviation that is more than two standard deviations above or below the mean is deemed untrustworthy for the purposes of this study. This criteria for assessment were applied by Jadoo, Aljunid, Dastan, Tawfeeq, Mustafa, Ganasegeran and AlDubai (2015).

Additionally, objective three was analysed using regression methods to determine the influence of WLB on employees performance at CRCC. The objective analysis was performed using correlation coefficients (R), coefficients of determination (R squared), and statistical significance, as well as the extent of the impact of WLB on performance. R denotes the direction and strength of the connection between the independent and dependent variables in a study. Cohen (1992) offers the following criteria for interpreting the size of the correlation coefficient: $r=0.10$ to 0.29 or $r=-0.10$ to -0.29 little, $r=0.30$ to 0.49 or $r=-0.30$ to -0.49 moderate, and $r=0.50$ to 1.0 or $r=-0.50$ to -1.0 perfect.

Additionally, the R-squared shows the proportion of variation explained by the independent variable in the dependent variable (s). Ringle and Sarstedt (2011) define R² values of 0.75, 0.50, or 0.25 as significant, moderate, or weak for dependent variables. A statistical significance of variables or constructs are achieved when a 95% confidence interval probability is less or equal to 0.05 Or 5%; t-statistic of 1.96 or more (Pallant, 2016). In light of the above the results of the variables objectives were assessed and reported in tables that ensue under each objective.

Response Rate

Data was collected from sample employees who serve under various departments in the RCC. The population size was 220 staffs and for proper representation, the 142 was sampled through the Krejcie and Morgan's (1970) sample size determination technique. This means that a total of 142 questionnaires were distributed, with 120 being completed and returned, a response rate of 85 percent. This response rate was deemed acceptable on the basis of Mugenda & Mugenda's (2008) statement that a response rate of 50% is sufficient for quantitative analysis. Also known as the success rate, the response rate may be ascribed to the researcher administering the questionnaires to the targeted respondents at their respective workplaces on the day of data collection. Table 3 summarises the response rate.

Table 3: Response Rate

Questionnaire	Count	Percentage (%)
Returned	120	85
Non- Returned	22	15
Total	142	100

Source: Field survey (2020)

Ethical Considerations

As indicated by Saunders, Lewis and Thornhill (2016), any social researcher should seek permission from the respondents stating clearly their intentions and being guided by research ethics. The respondents were therefore informed of the following rights:

- i. Anonymity and confidentiality: the researcher assured the respondents that their names would not be disclosed or linked to any description of Central Regional Coordinating Council. As such, all information received from them (respondents) was treated with maximum confidentiality.
- ii. The researcher also informed the respondents that they were free to terminate or cease to give any response if they so wish.
- iii. The researcher did not withhold any information about the study's possible risks, discomfort or benefits or deliberately deceive study subjects on these matters.

Validity and Reliability Test

To check for the validity and reliability of the scaled variabl, the Cronbach alpha was computed. Since, Cronbach alpha values are above 0.70 as shown in Table 4, it shows a reliability.

Table 4: Validity and Reliability Test

Dimensions	No. of items	Cronbach Alpha
WLB (employees' perception)	8	0.845
Employee performance	6	0.822

Source: Field Survey (2020)

Chapter Summary

This chapter discussed in detail and methodically the methodology utilised in the study, which covered the research setting, research design, study population, sampling and sampling techniques used in the study, the equipment used, and processes used in data collection and analysis.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This section examines data pertaining to employee WLB and performance at Cape Coast RCC. The data for these studies were gathered through questionnaires. In keeping with the primary research aim, this chapter covers the chapter one's fundamental research goals. The first part covers the respondents' backgrounds; the second portion analyses the findings in relation to the research topics that guided this study.

Descriptive Results for Socio-Demographic Characteristics

To get a better understanding of the respondents' sociodemographic features, the first part of the questionnaire was structured in such a manner that respondents may give information about their origins. After analysing their responses, the data gathered is summarised and presented in Table 5.

Table 5: Demographics

Background characteristics	Frequency	Percentage
Sex		
Male	64	53.3
Female	56	46.7
Total	120	100
Age		
20 – 30 years	29	24
31-40 years	48	40
41-50 years	18	15
51-60 years	17	14
Above 60 years	8	7
Total	120	100
Academic qualification		
Postgraduate	15	13
Graduate	58	48
Technical/vocational	26	22
Secondary	21	18
Total	120	100

Source: Field survey (2020)

The results from Table 5 show that majority of the employees were males 53.3% as compared to the females of 46.7 percent. The distribution showed a relatively fair distribution of gender at the RCC. With respect to the age distribution of the respondents, the results indicate that the highly represented age group were those in the 31 – 40-year age brackets, 40 percent. This was followed by those in the brackets of 20-30 years, 24 percent. The third highest age group was those within 41-50 years, 15 percent. The least group was those over 60 years representing a 7 percent. In terms of their academic qualifications, the highest academic qualification of the employees was graduates (48%); this is followed by technical/vocational school leavers (22%), secondary, 18 percent and 2 percent of the respondents acquired Postgraduate qualifications.

Findings

Following the research objectives one and two which assessed the WLB policies and the perception of the employee on WLB respectively at the Cape Coast Regional Coordinating Council, the respondents were presented with series of statements rated on a 7-point Likert Scale for the respondents to answer. Since the scale was a 7-point Likert-type scale format, a mid-value was chosen as an average value to which mean scores below it was considered negative response. Mean scores above the average mean score were considered as positive response.

Work-Life Balance Policies

Respondents' perspectives on WLB policies at the central region's RCCs were collected in order to address the first study question. Respondents were asked to rate their agreement using the Likert Scale. The statements ranged from

1 to 7, with 1 indicating the least agreement and 7 indicating the most agreement. Thus, this part summarises the findings from the study of WLB policies based on respondents' answers. The findings are presented in Table 6 with mean and standard deviations.

Table 6: WLB Policies

Statements	Mean	Std. Dev
My organisation gives me leave to care and support my dependents or family members.	3.575	1.470
Employees are provided opportunities to work at home sometimes instead of coming to office	3.091	1.402
The council encourages the involvement of employees' family members in work celebrations	2.308	1.459
Work design is made flexible for employees in this institution.	3.000	1.571
My organisation allows employees with special need develop their skills then get work experience.	3.275	1.460
An arrangement which allows more than two employees to fill one fulltime job jointly with tasks and working time.	2.433	1.459

Source: Field survey (2020)

Results in Table 6 as per the guidelines suggests that there were leave policy in the organisation for the employees of the RCC to take. This is because the mean value of the statement that requested information about the leave policy of the RCC was within the range determining highest level of agreement of an item. Thus, the employees agreed to the statement that My organisation provide leave for me to care and support my dependents or family members ($M=3.575$, $SD=1.470$). Again, it was revealed in the study that sometimes the employees of the RCC were given opportunities to undertake some work

activities while at home without necessarily going to the work place. This means that, the RCC occasionally allow for telecommuting at work place ($M=3.091$, $SD=1.402$). With respect to whether or not the RCC supports work flexibility, majority of the respondents indicated that their work design was made flexible for them to work with ($M=3.000$, $SD=1.671$).

The result as portrayed in the Table 6 further suggest that the RCC gives opportunities to employees of the council with special needs to advance their skills and to obtain relevant work experiences. This was confirmed by the high mean score ($M=3.275$, $SD=1.460$). The respondents stated, however, that the council did not encourage workers' family members to participate in work festivities. As a result of that the mean value for that statement fell below the acceptable range for applicability of an item ($M=2.308$, $SD=1.459$). Additionally, it was discovered that no arrangement exists that enables two or more workers to share one full-time employment, complete with duties and working hours ($M=2.433$, $SD=1.459$).

The findings of the study suggest that whereas leave policies, telecommuting, flexible work designs and employees with special needs development were some of the work life policies being used at the RCC in cape Coast, employees' family members involvement in work celebrations and job sharing were not part of the WLB of the RCC. In line with the position of Obiageli, Uzochukwu and Ngozi (2015) and Ghanaian Labour act 2003 (Act, 651) section 42, leave periods enable employees to unwind from job-related stress and strike a balance amid family and work activities. According to Lazar, Osoia, and Ratiu (2010), flexible work designs allow workers to fulfil family or personal commitments/emergencies, adapt to predictable and unexpected

situations during the day, or decrease commute time by beginning and finishing work.

Despite the many benefits previously associated with job sharing, this study discovered that job sharing and engaging workers' family members in work celebrations were not being utilised. According to Yasmin, Krishna, and Scholar (2019), work sharing may help businesses as well by boosting increasing productivity, employee retention and integrating a broader variety of talents and expertise in a single position.

Perception of Employees on WLB

The second objective of the study assessed the employee's perception of WLB at the Central Regional Coordinating Council. Similar to the first objective, the respondents were presented with certain statements to specify their level of agreement to such statements. The means and standard deviations of each statement were used as basis for determining the agreement levels of the respondents based on guidelines already espoused in the first objective.

Table 7: Perception of Employees on WLB

Statement	Mean	Std. Deviation
I am able to balance between time at work and time at other activities.	4.808	1.474
I have difficulty balancing my work and other activities.	2.733	1.447
I feel that the job and other activities are currently balanced.	3.891	1.382
I can focus on work issues when I have pressing family responsibilities	4.091	1.533
I can meet work deadlines whilst taking care of my family	3.991	1.458
I feel I fulfil my family obligations successfully, despite pressure at work	4.150	1.388
My spouse/partner is supportive to my work achievement	4.308	1.370
Overall, I believe that my work and other activities are balanced.	4.550	1.340

Source: Field Survey (2020)

Results generated for objective two and captured in Table 7 suggest that, on employees of the RCC show high perception levels for balancing their work life. The means and standard deviations scores of each of the statements in the table are indicative of their agreement to the statements. Specifically, respondents said that they are able to strike a balance between work and other activities ($M=4.808$, $SD=1.474$). Again, it was discovered that majority of the employees in the council perceived that their job and other activities were balanced ($M=3.891$, $SD=1.382$). From the Table 7, all other mean and standard deviation value of items defining the perception levels of the employees about WLB in the council shown the employees had high level of perception towards WLB. In that regard, the respondents indicated they had no difficulty balancing time at work and other activities ($M=2.733$, $SD=1.447$).

By implication, when employees of the Central Regional Coordinating Council perceive themselves as having the capacity to balance their respective work, they do with other matters including family issues, leisure, role conflicts among others. Similar to that Darcy, McCarthy, Hill, and Grady (2012) found in their research that work-life balancing strategies contribute to reducing work-life conflict and addressing its antecedents. Again, Duxbury (2003) however indicates that lowering workplace or home demand, or giving the employee more control over work-life interface will help him improve productivity. This make employees have a positive attitude toward work.

WLB and Employee's Performance

The study's ultimate purpose was to determine the influence of WLB on employee performance at CRCC, Cape Coast. In order to analyse the goal, the researcher calculated and used regression techniques to the items of perception

of WLB and employee performance. The results were captured in the Table 8 that follow.

Table 8: Model Summary^b WLB and Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.497 ^a	.247	.240	1.13921

a. Predictors: (Constant), WLB

Source: Field survey (2020)

According to Table 8, there is a tangibly positive relationship between WLB and employee performance at the RCC (R = 0.497). Work-life balance and a helpful supervisor are critical for improved work performance. Flexible working hours and supportive supervision are favorably associated with job performance, and a person's level of job satisfaction directly affects that connection. Employees that are satisfied with their jobs have higher work performance and productivity (Dousin, Collins, & Kaur Kler, 2019; Sudha, & Karthikeyan, 2014). Additionally, WLB accounted for about 25% of the variation in employee performance at the council, according to the results. Thus, the remaining 75% was attributable to unmeasured variables.

Table 9: ANOVA^a WLB and Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	50.192	1	50.192	38.675	.000 ^b
Residual	153.140	118	1.298		
Total	203.332	119			

Dependent Variable: performance, Predictor=WLB

Source: Field Survey (2020)

From Table 9, R and R-squared values for WLB and employee performance were statistically significant at 95% ($F(1,118) = 38.675, p0.001$). As a result, it can be stated that the RCC, Cape Coast has a strong positive connection amid WLB and performance. Similar to the study by Talukder, & Galang, (2021) flexible working hours and supportive supervision has a substantial and beneficial effect on job performance. In the context of job performance, job satisfaction mediates the connection between flexible working hours and supportive supervision in a favorable manner (Kumar, & Chakraborty, 2013). The implementation of good WLB procedures will enhance workers' job happiness, which will ultimately result in increased job performance and productivity. Finally, Table 10 illustrates the extent to which WLB relates to employee's performance.

Table 10: Coefficients WLB and Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	2.518	.284		8.852	.000
WLB	.482	.077	.497	6.219	.000

a. Dependent Variable: Employee Performance

Source: Field survey (2020) 

The output in Table 10 show how the independent variable (performance) predicts the dependent variable (WLB). The table shows that the standardised Beta is .497, which is statistically significant at $p0.0000.05$ and T-statistics = 6.219. WLB seems to have a significant positive effect on employee performance at the RCC, according to the results. The findings suggest that when the employees of the council perceive their work life to be balanced by

virtue of the policies of the institution, their performance will increase. The result further implies that when management of the council wants to improve on the performance of the employees, it should strengthen policies and programmes directed at increasing the employee's perception about WLB in the institution. This is because a unit change in the perception level of employees on WLB will result to a 24.7 percent change in the performance of the employees at the council.

In line with studies of Mendis and Weerakkody (2014), Anyim, Shadare and Adio (2020) and Parkash and Jyoti (2013), WLB was found to positively correlated with employee's performance in the respective organisations. Additionally, Kamau et al., (2013) discovered that employee WLB had an effect on performance. As a result, WLB may be used to predict employee success at the Central Regional Coordinating Council.

Chapter Summary

The chapter's primary goal was to analyse three research objectives that were established to meet the study's overall purpose. The study revealed that the council's WLB policy included leave, chances for growth for employees with disabilities, and telecommuting. Additionally, it was found that workers had a favourable view of their WLB. Once again, the study found positive significant impact of WLB on employee performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction

The section summarises the study's major results. This was preceded by a description of the study's research methodology. Additionally, it provides an overview of the analytical methods used in this study, the results based on the study's purpose, recommendations based on the study's main findings, and ideas for additional research.

Summary of Key Study

The study primarily designed examined the effect of WLB on performance at Central Regional Coordinating Council. Specifically, the study was designed to:

1. assess WLB policies among employees at the CRCC, Cape Coast.
2. determine the perception of employees on WLB at the CRCC, Cape Coast.
3. analyse the effect of WLB on the performance of employees at the CRCC, Cape Coast.

The study employed the explanatory research design to meet the methodological underpinning of the research philosophy. Out of a sample size of 142 selected employees of the council, 120 of them comprising a response rate of 85% successfully participated and responded to the questionnaire. The research collected data from respondents through a 7-Likert typed questionnaire. To analyse the study's particular goals, descriptive (means and standards) and inferential statistics (regression) were used.

Key Findings

The findings are stated in line with the research objectives.

With respect to objective one of the studies, it was found that leave periods, opportunities for employees development, working from home, flexible work schedules were WLB policies used at the RCC whiles job sharing and employees' family members participation in work celebrations were not policies in the council. it was implied that strengthening these policies will help the employees to balance well their work with other activities.

For objective two, it was found that the employees of the institution had higher perception level about their WLB. The results implied that when employees of the Central Regional Coordinating Council perceive themselves as having the capacity to balance their respective work, they do with other matters including family issues, leisure and role conflicts, their WLB score will improve.

Finally, on the third objective the study found that WLB affects employee performance at the RCC. This result implied that when management of the council wants to improve on the performance of the employees, it should strengthen policies and programmes directed at increasing the employee's perception about WLB in the institution.

Conclusions

The purpose of this research was to determine the impact of WLB on employee performance at the Central Regional Coordinating Council. WLB is critical for maintaining an individual's job and family. In this regard, it can be concluded that organisations or institutions should incorporate adequate leave periods, seek the advancement of needy workers and flexible work.

Furthermore, since WLB was found to significantly influence employee's performance, organisations should not relent at providing programmes that aim at improving the WLB of the employees. In the context of this study and based on the findings, it is fair to say that WLB is crucial in the employee performance and as such finding ways of improving certain aspects is vital.

Recommendations

Consequently, the Ministry of Local Government should develop policies and programs to support employees' family, emotional, and work lives. Other recommendations include introducing more vacation time and holding dialogues with employees to determine the most effective ways of improving their work lives.

To enable employees to work from home, the Central Regional Coordinating Council should provide adequate resources such as computers and internet packages, as well as meetings and conferences on how employees will be able to manage issues related to their work, leisure, and family so that they can fully perform at their job without being subjected to undue pressures.

Suggestion for Further Studies

There is value in the results of the research for policy implications in Ghana and abroad. Certain parts of the research, on the other hand, might have been enhanced in order to provide a more comprehensive knowledge of the problems involved. The research focused on just one of the 16 Regional Coordinating Councils in Ghana, which limited the scope of the study and made it impossible to make a comparison between the two groups. Future researchers should concentrate their efforts on performing studies on at least a representative sample of Ghana's population.

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